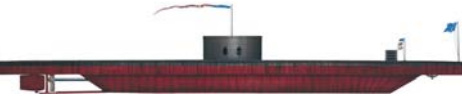


# THE MONITOR AND MERRIMACK



Newsletter of the  
Greater Hampton Roads Chapter  
District 02 – Chapter 03  
SOLE – The International Society of Logistics  
January 2010  
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## **From the Chapter Chairman:**

### *Happy New Year Everyone!*

Our chapter is starting out with a full schedule for the next few months so please keep an eye on the schedule and plan on attending as meeting as you can. Our speakers are volunteering their time and effort to share with you their expertise and experience, so please support their effort.

Last month **CAPT Bob Gantt** gave an outstanding brief regarding the Navy Expedition Combat Command. If you missed it you really missed a great speaker and great topic!

This month we have a tour planned at **STIHL**. STIHL Incorporated is one of seven manufacturing facilities in the STIHL Group. The Virginia Beach complex is located on over 100 acres with 1 million square feet of manufacturing and warehouse space. STIHL Incorporated employs over 2,000 people nationwide in a variety of positions from product assembly, manufacturing engineering, sales and marketing, and finance. Our tour will focus on warehousing and distribution.

As you can see from the calendar and upcoming events the chapter has a variety of speakers across diverse logistic communities. We are still looking to fill the 2010 schedule and look forward to hearing from you!

Charlie Littleton  
Chapter Chairman



## **Coming Events:**

**20 Jan 2010, STIHL Tour (planned), Virginia Beach**

**17 Feb 2010, Mr. Russell Held, Virginia Port Authority –“Competitive positioning at the Port of Virginia,**

**17 March – NASA Space Shuttle Refurbishment ant**

**20 April – Defense Depot (DLA), Norfolk Tour**

**19 May GHRC Luncheon Mr. Steve Carmel, Senior VP, Maritime Services, Maersk Lines, Ltd.**

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

## Certified Professional Logistician Corner



The next CPL Exam  
will be given in  
May 2010

1. Safety stock acts as a buffer between:
  - a. anticipated demand and actual inventory level,...
  - b. forecasted demand and lead times.
  - c. depletion and frequent reorders.
  - d. high and low inventory costs.
  
2. Choose the economic lot size of gas cylinders per day for a chemical firm which has annual demand of 1150 gas cylinders which are used at a constant rate through the year. Each cylinder costs \$40, in addition to the order and inspection costs of \$55 per order for a typical order size. Holding costs are 25% of the average inventory in storage.
  - a. 3 cylinders per day
  - b. 15.6 cylinders per day
  - c. 7.5 cylinders per day
  - d. 5 cylinders per day
  
3. An opportunity cost is frequently defined as:
  - a. The cost of holding inventory.
  - b. The cost of not having inventory when an order is placed.
  - c. The cost of administering inventory levels.
  - d. The total cost of carrying inventory and the risk costs associated with high inventory levels.
  
4. The objectives of inventory analysis in a service company are:
  - a. To determine which units of productive capacity should be available to perform the services and to reduce inventory holding costs.
  - b. To calculate inventory holding costs, and keep inventory as low as possible.
  - c. To determine which units of productive capacity should be available to perform the service and to determine how many units are made available in each time period in order to provide some specified level of service.
  - d. To reduce opportunity costs and increase profitability.
  
5. The important costs which affect decision making in setting inventory policy include:
  - a. holding, production, ordering and shortage costs
  - b. opportunity, production, lead time, and demand costs
  - c. carrying, handling, warehousing, transportation and management costs
  - d. logistics, supervision, holding and retailing costs.
  
6. Important questions for following up on an order that has been placed with a vendor include:
  - a. Has the vendor received the order: Has it been shipped? Are the times correct? Are procedures established for reordering or returning undesired items?
  - b. Are opportunity costs as low as possible? Have all base stock items been eliminated? What customer service level should we establish?
  - c. Has the vendor received the order? How high are the inventory holding costs? What is the minimum order quantity we will accept?
  - d. Has the item been shipped? Are return procedures available to our customers? what stock out level are we willing to accept?
  
7. The important types of deterministic inventory models include:
  - a. **Fixed** order quantity with usage, probabilistic models.
  - b. Fixed order quantity with usage, fixed order quantity, fixed order quantity with backorders, and fixed period models.
  - c. EOQ models and fixed order quantity models.
  - d. dynamic models in inventory management.

PLEASE ANSWERS 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>January 20, 2010</b>	<b>Dinner Meeting Speaker: Captain William Kiestler, USN, Commander Norfolk Naval Shipyard (NNSY)</b>
<b>District 02</b>	<b>PDF 2010</b>	<b>Newport New OMNI Hotel, Newport News, Virginia (24-25 March 2010)</b>
<b>GHRC SOLE</b>	<b>January 20, 2010</b>	<b>Tour of STIHL, Inc Warehousing and Distributions Operations, Viking Drive, Virginia Beach, Virginia with Luncheon at TGIF's, Lynnhaven Parkway</b>
<b>NDTA</b>	<b>January 25-29 2010</b>	<b>NOLSC-NDTA Logistics Education and Training Symposium (Operational Logistics Symposium – 26-28 January), Marriott Waterside: registration at: <a href="http://www.ndra-norfolk.org">www.ndra-norfolk.org</a></b>

Answers			
1	a	6	a
2	d*	7	b
3	b		
4	c		
5	a		

Answer for #2 d:  
 solution:  $Q = 20D/H$

where:  $O = \text{order costs} = \$55/\text{yR}$   
 $D = \text{annual usage} = 1150 \text{ cylinders}$   
 $H = \text{holding costs} = 0.25 * \$40 = \$10/\text{cylinder}/\text{yr}$

Since  $Q$  &  $D$  are known, the number of orders per year is  $D/Q$ , or  
 $1150/113 = 10.2$

Assuming 230 working days per year, the time between orders is  $230/10.2 = 23 \text{ days}$ ;  
 and the daily usage rate is  $1150/230 = 5 \text{ cylinders}$



**SOLE – The International Society of Logistics  
Greater Hampton Roads Area Chapter  
Wednesday, 20 January 2010  
11:30 – 1:00 PM  
Tour of STIHL, Inc.  
Warehousing and Distribution Operations  
Viking Drive, Virginia Beach, Virginia  
(followed by Luncheon at TGIF's on Lynnhaven Parkway)**



**Followed by Lunch at:**

**T.G. I. FRIDAY'S**

796 Lynnhaven Pkwy, Virginia Beach

Please RSVP by contacting our Chairman, Mr. Charlie Littleton at [clittleton@LCE.com](mailto:clittleton@LCE.com) or phone him at 757-857-1311 (ext: 4203) or our Administrative Vice-Chairman, Carl Lilieberg @ 757-896-5335 / [Carl.J.Lilieberg@ngc.com](mailto:Carl.J.Lilieberg@ngc.com) NLT 4 PM, Friday, 15 January 2010 noting if you intend to join us at the restaurant after the tour.

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!

\*\*\*\*\*

**Driving Directions: Due to limited parking at STIHL we will car pool from the TGIF parking Lot. Directions to TGIF's:** From I-64 E: after transiting the HRT follow I-64 to the 264 E (Virginia Beach /Norfolk Exit) bearing to the left onto 264 E; take the Lynnhaven south exit (19A) (414S) approx. 1.6 miles to the Farm Fresh Center and do a U turn to 414N and go .2 miles. TGIF's is on the right. We will all then carpool to the STHL facility and on return have lunch at the restaurant (voluntary.)



### 2010 Calendar Greater Hampton Roads Chapter Monthly Schedule

	Business Meeting	Lunch/ Tour	Topic
January	11	20	Tour of STIHL, Inc Warehousing and Distribution Operations, Virginia Beach, Va.
February	8	17	Competitive Positioning at the Port of Virginia", Mr. Russell Held
March	8	17	NASA Space Shuttle Refurbishment
April	12	20	Defense Depot (DLA), Norfolk Tour
May	10	19	Steve Carmel, Senior VP, Maersk Lines, Ltd.

#### Logistical Quotes:

(Reprinted from Quotes for the Air Force Logician – on Line, Volume 2)

**The line between disorder and order lies in logistics....**

*Sun Tzu*

**Sound logistics forms the foundation for the development of strategic flexibility and mobility. If such flexibility is to be exercised and exploited, military command must have adequate control of its logistic support.**

*Rear Adm Henry C. Eccles, USN*

**History has little to say of the great logisticians, for the prancing charger is longer remembered than the pack mule.**

*Lt Gen Brehon B. Somervell, USA*

## Captain Robert Gantt, SC, USN, Assistant Chief of Staff for Logistics and Financial Management, Navy Expeditionary Combat Command Addresses our 9 December GHRC Luncheon



### SOLE Greater Hampton Roads Area Chapter December 9, 2009 Luncheon

Our December 9<sup>th</sup> Luncheon featuring **Captain Bob Gantt**, ACOS for the NECC had a record turnout. Captain Gaant gave a comprehensive command presentation detailing the organization of the NECC. He reviewed many of the recent changes in the NECC structure and evolved responsibilities in the areas of supporting a wide cross section of our expeditionary warfare missions for the Navy Fleet Forces Command, including the Special Warfare, Explosive Ordnance Removal, Rapid Deployment and many more. He outlined unique details of the overall coordination of the logistic support and plans for the future.

**Lee Morris, CPL**, our Education Vice Chairman, who attended the SOLE Intl. Conference, presented the Chapter 2008-2009 Gold Newsletter Award to **Carl Lilieberg** our Administrative Vice Chairman and Newsletter Editor and the 2009 President's Award for Merit to Charlie Littleton, our Chapter Chairman.

# Logistics Ops fuel the fight against the Taliban

## six tough months supplying troops in Helmand with bullets, bandages and beans

Reprinted from ASD News: Dec 31, 2009 (Source Ministry of Defense: United Kingdom)

Brigadier Chris Tickell, 8 Force Engineer Brigade's Commander, reports back after six tough months supplying troops in Helmand with bullets, bandages and beans. We took command in the same week that 19 Light Brigade launched Operation PANTHER'S CLAW - arguably the most sustained, violent and bloody period of combat that British Forces have been committed to since the Falklands War. For 30 days the battle groups in southern Helmand took the fight into Taliban positions throughout the Babaji area, while simultaneous operations held ground in the Sangin Valley and around Musa-Qala in the north. Giving the troops the support they needed was gruelling, particularly for our recovery teams, the medics in the frontline and those dealing with the wretched aftermath in the hospital. Supporting PANTHER'S CLAW and the elections that followed was our number one priority, but there was plenty more for us to do. A major challenge was clearing damaged and obsolete vehicles and surplus stock out of theatre.

In the six months to December around 370 vehicles and more than 7,000 tonnes of stock will have been returned to the UK. The Joint Force Logistics Component HQ had been earmarked to do our tour but was deployed at short notice to manage the drawdown from Iraq. So, we were asked to step up to the plate, filling the joint force support role in Afghanistan. We soon discovered this job was far broader than simply delivering people and stuff to the right place at the right time in the most cost effective manner.

Commanding more than 3,000 military, civilians, contractors and local nationals in Camp Bastion and smaller support units in Kabul and Kandahar, brought with it a host of tactical force protection and ground defence responsibilities. We also had responsibility for the treacherous 1,100km route from Karachi to the forward operating bases in Helmand, principally supporting the 5,000 men and women of Task Force Helmand.

And, our support stretched beyond Helmand province, to British interests in and around Kabul and Kandahar, including 904 Expeditionary Air Wing and Joint Aviation Group. Responsibility for 10,300 military and civilian personnel, 1,550 vehicles and more than 16,000 weapon systems, meant having to hold 700,000 individual rations, 3 million litres of water, 4 million litres of fuel and 3,000 tonnes of ammunition.

The Close Support Logistics Regiment generated around 350 tonnes of combat logistic patrol lift every ten days or so - about half the full requirement. To fill the gap we had air despatch, civilian contract haulage and various helicopter options, but none of these proved wholly reliable. For example, the shooting down of a civilian Mi-26 helicopter over Sangin in July effectively meant that half the forward operating bases (FOBs) could not use civilian contract helicopter missions.

(Continued on Page 8)

**British Logistics Support (Afghanistan)** (Cont'd from page 7)

Our attempt to fight a civilian convoy into the same area - which took two months of contract negotiations - was only partly successful. Three of its 24 loads of construction stores were lost to IED strikes on the outward journey and an ambush on the return leg left 10 drivers dead and up to 20 vehicles destroyed. We put further such moves on hold until we could guarantee better security and more control. Despite setbacks there have been successes using contractors. We were able to resupply several southern Helmand bases with independently run local (Jingly) convoys and, towards the end of our tour, more locations were being opened up for contract helicopter missions. Reliance on contractors in a hostile environment is fraught with difficulties. Despite the successes, and the dogged resilience of many who suffered significant casualties on our behalf, civilian delivery cannot be guaranteed. Contractorized solutions work well in relatively benign areas but costing at least \$10,000 for each truckload, they are very expensive to run.

There are still a great many places in Afghanistan where we must use military combat logistic patrols, supported by combat arms activity, to fight stores and materiel through to the FOBs combat logistic patrols. These patrols are deliberate manoeuvre operations and require the same degree of integrated planning, force protection, surveillance and air support that any other battle group mission receives.

It is worth highlighting the role of the vehicle mechanics and recovery teams on these missions. Every IED strike, vehicle bog-in or breakdown requires them to dismount, conduct an inch-by-inch search to the stricken vehicle before conducting the repair, denial or recovery task - often under enemy fire.

Contrary to what the media would have us believe, we have seen an unprecedented inflow of new and specialized equipment to theatre - more than pound200m's worth. The media have done much to fuel the public perception that our equipment is not fit for purpose and has largely ignored the arrival of Mastiff, Jackal, Ridgback and the excellent new fleet of cargo and recovery vehicles. The equipment capability programme also fielded several more discrete persistent surveillance capabilities and weapon systems which were deliberately not exposed to the public scrutiny. The impact on the morale component of our troops who know that they are now travelling in vehicles able to withstand significant blast is significant.

If managing theatre logistics, equipment and infrastructure caused us the biggest headaches, it was support to the troops that caused the most heartache. To date, the small team have initiated more than 500 notifications of casualty and dealt with nearly 180 compassionate returns.

More than 60 British personnel have died so far during our tour. Nearly 500 have been wounded, many with life changing injuries. Our hospital surgical teams have conducted more than 1,000 operations requiring nearly 1,800 hours of surgery. More than 500 Afghan nationals, including many seriously injured children, received critical care treatment during the same period. The medical teams - British, Danish and American - behaved with superb professionalism and saved countless lives and limbs.

The casualty figures are, on average, double those for the same period in 2008. Some were an inevitable consequence of our taking the fight to the Taliban. Most, however, were caused by the insurgents' use of IEDs, which killed and maimed our soldiers and Afghan civilians with indiscriminate savagery.

Commanding a joint HQ and command has been an immense privilege; as ever I was struck by the quality of the men and women across the Services and the Civil Service who were very much part of the team.

**GHRC Executive Board Officers:**

**Charlie Littleton, 757-857-1311(4203)  
Chairman**

**Brandon Cholek, 757-962-1510  
Membership Vice Chairman**

**Rick Treto, 757-578-3338  
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**Akalanka Warusavihara, CPL, 757-961-2630  
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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.**

***We're On the Web!*  
[www.ghrc-sole.org](http://www.ghrc-sole.org)**

**Book Review (Reprinted From Army Logistics (May-June 2009))**

***Lean Six Sigma Logistics: Strategic Development to Operational Success.*** Thomas Goldsby and Robert Martichenko, J. Ross Publishing, Boca Raton, Florida, 2005, 282 pages.

The Department of Defense's (DOD's) use of the latest management practices from industry to improve business operations has had mixed results over the years. Some of those techniques include benchmarking, business process reengineering, meeting Malcolm Baldrige National Quality Award criteria, using Balanced Scorecards, Total Quality Management, life-cycle management, Business Enterprise Architecture, Enterprise Resource Planning, Statistical Process Control, ISO [International Organization for standardization] 9000, other assorted programs dating back to the 1960s, and the introduction of the Planning, Programming, Budgeting, and Execution System. Not all have delivered on their promises of cost-effective warfighter support. Operating tempo, rising costs, and the status of the national economy drive the urgent search for solutions.

Lean Six Sigma (LSS) is another candidate for solving the joint challenges of improving speed and quality throughout the production process. It fuses two management strategies, Lean and Six Sigma, to provide a vision for truly transformational improvements. Lean traces its heritage to the Toyota production system and features a relentless pursuit of eliminating waste and tying customer requirements directly to the design and production systems to improve system throughputs. Six Sigma comes from statistics-based, data-driven principles aimed at reducing variation and improving quality through process control. The fusion of these two strategies has been used throughout DOD with remarkable results.

The Army reports savings of nearly \$2 billion on over 2,500 projects since implementing LSS in 2005. The Letterkenny Army Depot case study on LSS (available at <http://www.amc.army.mil/lean>) is worthy of professional study. The other services' claims for LSS efficacy are no less remarkable. The combined experiences of DOD agencies, services, and civilian businesses are compelling reasons for professional logisticians to have a working knowledge of LSS.

The authors of *Lean Six Sigma Logistics: Strategic Development to Operational Success* are well-qualified to write an LSS practitioner's guide. Dr. Thomas Goldsby is an associate professor of supply chain management at the University of Kentucky. He has written extensively in highly regarded, peer-reviewed professional and academic journals and sits on the editorial review board of the *International Journal of Logistics Management*. Robert Martichenko is an experienced practicing logistician and an active Lean instructor who sits on the editorial advisory board of *Logistics Quarterly* magazine.

The book's central argument is that LSS provides all the tools needed to reduce waste, find and create value, manage the supply chain, and delight customers. Aimed at practicing logisticians, its well-grounded theoretical insights are complemented by the wisdom of experience. The authors consider planning, preparation, and execution concepts from the strategic to the tactical levels and make the case for logistics as a core competency integral to all operations.

The book's added value is the mapping of LSS concepts to the practice of logistics. Using the metaphor of the "Logistics Bridge," it maps out the integration of LSS into life-cycle operations to address total logistics costs and waste reduction.

After a quick overview of LSS, the book dives deeply into a taxonomy of waste in its various forms. The Logistics Bridge model unfolds in terms of the flows of assets, information, and money; the capabilities of predictability, stability, and visibility; and the disciplines of collaboration, systems optimization, and waste elimination. The authors describe the application of the full suite of LSS tools to the logistics model. The discussions of the limits of LSS and science are framed by a modern understanding of complexity and systems dynamics. The book concludes with a 20-page case study that is fully documented with the kinds of messy narratives and data collections that managers would reasonably address while transforming their business operations. The book also is extensively supplemented through the Internet with free, downloadable materials from [www.jrosspub.com](http://www.jrosspub.com).

*Lean Six Sigma Logistics: Strategic Development to Operational Success* is written in clear, powerful prose with a tone of quiet, professional authority. In addition to using the book to provide extensive support to industry, the authors have used it as a guiding text for training workshops conducted with several Air Mobility Command units, including squadrons at Andrews Air Force Base, Maryland; Scott Air Force Base, Illinois; McChord Air Force Base, Washington; Elmendorf Air Force Base, Alaska; Andersen Air

(Continued on Page 11)

Book Review (Cont'd from page 10)

***Lean Six Sigma Logistics: Strategic Development to Operational Success* BOOK REVIEW (Continued)**

Force Base, Guam; Yokota Air Base, Japan; and Ramstein Air Base, Germany. Airmen and officers from several other squadrons participated in these workshops between 2006 and 2008. The core principles and tools of the book have found success in the noncommercial, highly structured environment associated with military support of the warfighter.

I am impressed with the quality and utility of this book and recommend it to logisticians looking for ways to plan for and apply LSS in their organizations. Of the 20 or so LSS titles in my library, this is my favorite practitioner's guide—especially for its focus on logisticians' challenges.

*Ken Long is an assistant professor of logistics and resource operations at the Army Command and General Staff College at Fort Leavenworth, Kansas.*

**The American and World Economies: Some Recent Texts:**

**Retooling for Growth: Building a 21st Century Economy in America's Older Industrial Areas** by Richard M. McGahey, Jennifer S. Vey, Jennifer S. Vey (Editor) March 2008, Barnes and Noble

**Applied Economics: Thinking Beyond Stage One** by Thomas Sowell Dec 2008, Barnes and Noble

**Bottom Billion: Why the Poorest Countries Are Failing and What Can Be Done about It** by Paul Collier, August 2008

**The End of Poverty: Economic Possibilities for Our Time** by Jeffrey D. Sachs, February 2006, Barnes and Noble

**Small Firms, Large Concerns: The Development of Small Business in Comparative Perspective**

Edited by **Konosuke Odaka** and **Minoru Sawai**, April 1999, Oxford Univ. Press

**The Economics of Microfinance**, Beatriz Armd Ajriz, Jonathan Morduck, MIT Press, September 2007

**Cost As An Independent Variable (CAIV) Total Cost of Ownership (TOC)  
Cost Wise Readiness (CWS)**

(extracted from the NAVAIR TOC, navy.mil website)

**Program Manager TOC Role:** "The responsibility of program managers in support of reducing DoD TOC is the continuous reduction of LCC for their systems."

**2. What is meant by linked-indirect cost?**

**Answer:** Linked-indirect costs refer to those costs generated as a result of introducing and supporting a weapons system in the fleet, but which cannot be directly associated with one specific program. Examples of linked-indirect cost include non-weapons system specific operator and maintainer training and SYSCOMs contracts office. Non-linked indirect costs, not included under TOC, include things like the Navy Band and shore based hospitals.

(Continued on Page 12)

CAIV, TOC & CWS (Cont'd from page 11)

**How do CAIV and Cost-Wise Readiness relate to TOC?**

**Answer:** Cost As an Independent Variable (CAIV) is a means for managing costs - - costs are challenged rather than accepted as a given. All programs have already developed CAIV plans which were to define initiatives for reducing total LCC (TOC). Cost-Wise Readiness (CWR) is an extension of CAIV. CWR is NAVAIR's approach for implementing CAIV on in-service programs. Both CAIV and CWR are mechanisms to positively impact TOC.

**What is included in the TOC element structure?**

**Answer:** The TOC element structures include cost elements for each phase of the program: research & development, production, operating & support, and demilitarization & disposal. Expanded TOC element structures for Aircraft, Electronics, and Missiles are identified on the TOC web site under the "Baseline Guidance" button.

**How are the systems and subsystem TOC plans rolled up into the platform TOC plans? If they are linked, then how could we have completed some of the platform plans, when there are numerous subsystems that haven't begun to develop theirs?**

**Answer:** The overall OSD emphasis is upon reducing costs at the Weapons Systems Level. The Weapons Systems should take credit for all TOC initiatives that reduce the Acquisition, projected Operations and support or In-Service Operations and Support Costs of their platform. Those Weapons Systems cost reductions that are realized through planned implementation of a system or subsystem level TOC reduction (for example improved Radar) should be annotated to reflect that the cost savings are result of a "system or subsystem's TOC plan." There needs to be close coordination and agreement between subsystem level TOC plans with the impacted weapons systems – especially when the impact of the subsystem level TOC initiative impacts the Weapons Systems acquisition or flying hour program funding. In the case where platform plans are required before subsystems there again needs to be coordination to establish reasonable expectations so that the Weapons Systems will have realistic objectives. TOC reduction plans are intended to be living documents which can be adjusted over time. However, goals and thresholds should be established initially that establish reasonable expectations.

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**Famous Logistical Quotes**

Underway Replenishment was the U.S. Navy's secret weapon of World War II.

Admiral Chester W. Nimitz, USN

Keep on the lookout for novel ideas that others have used successfully. Your idea has to be original only in its adaptation to the problem you're working on.

Thomas A. Edison

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



**Date:** 14 December, 2009

**Meeting Convened:** 5:00 PM

**Attendees:**

- Charles Littleton, Chapter Chairman
- Carl Lilieberg, Admin Vice Chairman
- Rick Treto, Vice Chairman Treasurer
- Lee Morris, CPL, Education Vice Chairman

The following subjects were discussed at this meeting:

- Minutes of the last Business Meeting were read and discussed.
- Rick Treto gave the group an update on the Chapter's financial position with expenditures and receipts for the last thirty days.
- Reviewed the schedule of events and assigned personnel for follow-ups.
- Discussed chapter involvement in the upcoming PDF in March.

Meeting closed at 5:30 PM.

**Don't Waste Time** by Wayne Turk (reprinted from Def. AT &L,

At one point in my Air Force career, I worked for a colonel who had his own ideas on time management. We were working a highly stressful, long term, high cost, extremely visible project; and we were frequently swamped. There were not enough hours in the day to get everything done. I should also point out that this was in the days before email became prevalent as a means of communication, which would have made the situation even worse. One method the colonel used to cut down on his workload was ignoring everything (memos, requests, data calls, etc) the first time they came in – unless it was from a general officer, that is. If the item came back again, it got added to the to-do pile (unless the colonel deemed it still unnecessary or worthless).

While I don't recommend the colonel's tactic, I was shocked at how many of the requests, data calls, and the like never came back. While someone at some time thought that the item was important, most were just time wasters on somebody's to-do list. In a similar vein, during a consulting assignment, I discovered that many of the recurring reports (weekly, monthly, quarterly, and annual) that had to be produced by different parts of the organization I was helping were never read nor were the data ever used; they were just skimmed or filed away. They had been initiated at times when the information was important to some level of management but were never cancelled, even when no one was reviewing them. Those are true time wasters for too many people. Look into and question whether the reports or tasks you are required to do have any real use. If they are not useful, say so.

There are many, many other time wasters that managers face:

- Massive numbers of e-mails, many of which are unimportant and/ or not related to your job (jokes, warnings, or personal missives)
- Meetings (some of which are very important but most of which are a waste of your time)
- Drop-in visitors (not all are time wasters, though!)
- Doing the work of others
- Doing tasks that could be delegated
- Urgent but actually unimportant tasks

You know some of what wastes your time, but there are probably other things that you haven't thought about. This article won't really focus on what wastes your time; it will provide suggestions on how to more efficiently use the time that you have. After all, you can only manage *your* time. These suggestions come from a number of sources collected over time and have become generally accepted guidelines.

**Create a Time Log**

Some experts suggest that before you begin to make changes in how you manage your time, you need to track how your time is actually spent. That involves keeping notes for a suitable period (say a week). Create a simple table, make six copies, and carry a copy with you each day, filling in a row every time you change activities. Try to put in everything. If you talk to Joe for 10 minutes, answer e-mails for five minutes, review a report for 20 minutes, and attend a 30-minute meeting with a 5-minute conversation with Kim after the meeting, they all go in the table. I know that's a pain, but it can pay dividends by giving you a good idea of how you spend your time during the workday. You may be surprised. It also will make you more cognizant of some of your wasted time or non-useful activities.

There are various types of wasted time. Probably the most common are your social interactions, such as telephone calls, people stopping by the office just to shoot the breeze, and conversations in the hall or break room. Don't even consider trying to eliminate *all* of your non-work related activities—we all need breaks to recharge, and hallway conversations can help you in networking or the building stronger relationships with your employees. However, if it's a choice between talking with a friend and meeting a deadline, you really should have no choice. A time log will show you if this is a problem for you.

As you review each activity in your time log, decide how much time each was worth to you and compare that with the time you actually spent. An afternoon spent rewriting a report that no one will read, a meeting at which you gave no input and got nothing out of, or reading a memo that applies only to another department all constitute an inefficient use of your valuable time

**Plan Your Day and Week**

Sure, unexpected things are going to come up, but if you start with a plan on how to allocate your time, you are much better off. Put it on your calendar. Block out time for what is important. Put as much on your schedule as is reasonable, but always leave some open time. You will probably need it when something on the calendar slips, you want a last-minute meeting with someone, or a crisis arises. Putting things on your calendar will also help you organize your time in a more meaningful and useful way.

### Don't Waste Time (Cont'd from Page 14)

While you are planning, think about your most productive time of the day. For some people it is first thing in the morning. For others it is later. Block out that time on your calendar and plan to get as much done as possible then. You should, if possible, disconnect yourself during that time. By that, I mean try turning off (or at least ignoring) your cell phone, Blackberry, and computer for an hour or two. It may be tough for Blackberry addicts to go cold turkey, but it can be done.

#### **Make a To-Do List.**

Create an ongoing to-do list and update it daily. You can make it electronic, handwrite it, or put it on a whiteboard. Some people like writing their list by hand because it shows commitment to each item, particularly if they rewrite it each day until it gets done. Other people like software that can slice and dice their to-do list into manageable, relevant chunks. Before I retired, I kept mine on the whiteboard on the wall in front of my desk. That way, I saw it every time I looked up. Wherever you keep it, mark off or erase things as you complete them. This gives you a sense of accomplishment. Though it may sound tedious, keeping a to-do list along with your schedule, noting people that you need to talk to, and even jotting down important thoughts can keep your head clear so you are more in the moment during the day and more capable of handling situations that need quick thinking and problem-solving skills. Lists and schedules also keep you organized so you don't waste time trying to figure out where you are supposed to be, who you are supposed to meet, and what is important to get done. They also help to keep you from missing important things.

Don't forget to put some of your long-term activities or requirements on your to-do list; otherwise, they have a tendency to be forgotten or put off until the last minute.

#### **Prioritize**

Prioritize and do it ruthlessly. Some experts say that you should start each day with a short session prioritizing the tasks for that day. Others say to do it for the next day in the evening before going home so that you can start the next day immediately upon arriving. Look at your list realistically. How many items do you truly need to accomplish? Which are the most important? Which can be delayed or delegated? What is due or soon to be due? You can mark the things on your list by colors or numbers to identify which items are important and need to be accomplished ASAP, which are important but can be delayed, and which can be done when you find time.

Break the larger tasks into smaller chunks. That makes it easier to get started, and once you get started, it is easier to complete the task.

Determine urgent versus important tasks. There can be a difference between urgent tasks and important tasks. Admittedly, sometimes they are the same, but frequently, the urgent tasks are time critical and not always that important. Priorities should be by importance. Yes, get the urgent ones done, but only spend the appropriate amount of time based on their importance.

#### **Batch Tasks**

Often, people waste time changing between activities. For that reason, it is useful to group similar tasks together to avoid the start-up delay of each. If there are multiple things to be done out of the office, try to group them together. It is like when you are running errands on the weekend: You want to stop by the drugstore, the supermarket, the bank, and the dry cleaners all in one trip to save time and gas.

You can also batch your e-mail time. It's not an effective use of time to read and answer every e-mail as it arrives. Don't let it interrupt you when you are doing something else. Just because someone can contact you immediately does not mean you have to respond immediately. As long as people know you will answer and they know how to reach you in an emergency, you can answer most types of e-mail just a few times a day. Turn off the e-mail notification signal on your computer if you have one. That will help you ignore emails until you are ready to attach a number of them.

#### **Identify and Eliminate Self-Interruptions**

Too many times, you interrupt yourself. You're sitting at your desk working on a task when suddenly you think of something that you need to do or something that you need to talk to someone about. So you immediately start on the new task or you pick up the phone or dash off an e-mail to take care of whatever you were thinking about before you forget. Instead of interrupting yourself, just make a note of it and go back to what you were doing. You can come back to it later.

You can also get a three-ring binder, some loose-leaf paper, and A-Z tabs. Label a sheet for each person with whom you communicate frequently and add one for "others." When you think of something that you need to tell someone, note the thought or idea on the page for that person, and then go back to what you were doing. When that person's page has several thoughts or when you have a moment between tasks, call the person or send an e-mail.

## Don't Waste Time (Cont'd from Page 15)

### Set Deadlines

By deadlines, I mean setting personal deadlines for the tasks that you have on your to-do list. Writing down the deadline makes it more real. If you set a deadline for yourself, keep it

Sometimes you have deadlines or due dates set by other people. Set your own earlier deadline. For example, say the due date for personnel appraisals is Feb. 1. Rather than wait until they are due, set your own deadline to have the task complete by Jan. 15. That gives you time to look them over, work on the appraisals.

Once you have a deadline (self-imposed or otherwise), meet it. Don't let other tasks or people get in the way of that. Don't get sidelined by interruptions. If you're working on the last minute details of a report for a meeting that starts in 30 minutes, don't accept a phone call or a drop-in visitor's request to talk to you for "just a minute."

### Say No

Learn to say no. You can't do it all. You can't take on more when you already have a full schedule. Saying yes to every person that wants and needs something from you is *not* going to make you a better person or a better manager. It *will* set you up to be in a ceaseless losing battle to do your best at every task you agree to take on. Be realistic with your time and energy, prioritize what is truly important, and tell people no at times so you can put the right effort and the right time into everything that you do.

The suggestions in this article can all be helpful, and you should identify the ones that fit your style or preferences. Remember that your time is important. Find ways to use it effectively so that you can be efficient.

"Time Stays long enough for anyone who will use it" Leonardo Da Vinci

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The author welcomes comments and questions and can be contacted at [rwturk@aol.com](mailto:rwturk@aol.com).

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Transportation Updates. (reprinted from ACL News and Updates)

## December 2009 FMCSA NEW GUIDELINES

December 2009 - The Federal Motor Carrier Safety Administration (FMCSA) has implemented provisions that will effect the way equipment providers and motor carriers conduct business. These provisions will allow the motor carriers to report chassis deficiencies as per prescribed guidelines to the Intermodal Equipment Provider as well as other third parties electronically prior to their return of the chassis to the IEP. The Ocean Carrier Equipment Management Association (OCEMA) has created a common solution to create the driver vehicle inspection reports ( DVIR's ) from specific information sent to them electronically for the account of the IEP. ACL, as well as most other carriers, has registered with (<http://www.chassis.com>) who will forward the data to the appropriate third party vendor. Please click on the link for instruction on how to sign up for this service so that you may be in compliance with the new regulations. The new regulations will take effect on December 17th, 2009