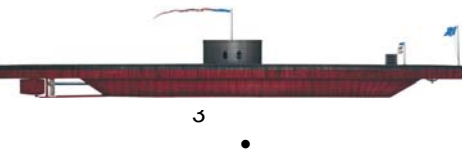


THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
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February 2015
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Chapter Management Committee

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Vice Chair – Admin:

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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

From the Chapter Chairman

Thanks everyone for the support to our chapter events and we look forward to seeing at our upcoming events.

Our January luncheon was a great success with great speaker and a new venue.

BMCS (SW) Robert C. Bergmann provided the chapter first hand insight to ACU 2 operations. See page 7 for pictures and more information. A special thank you goes out to **Michelle Staley**, LCE, for contacting and arranging to have the Senior Chief at our meeting. The facility at **Teppanyaki Grill and Buffet** is a great venue and the staff was excellent.

February 18th, is our first joint dinner meeting for 2015. **Mike D'Amato** of the **ASNE Tidewater Section** contacted the chapter regarding their speaker for February and noted the speaker's topic "was a perfect match!" Please come join us for a Joint Dinner Meeting with ASNE Tidewater Section. The speaker will be **Brian Fields, VP Supply Chain Management, NN Shipbuilding (HII)**, for his presentation "**Huntington Ingalls Industries (HII) Commonality Initiative.**"

Stay in touch for more events in the future!

Charlie Littleton
Chairman GHRC SOLE

Coming Events:

**Wednesday 18
February 2015**

**Joint Dinner Meeting
with ASNE Tidewater**

**Brian Fields, VP
Supply Chain
Management, NN
Shipbuilding (HII)**

**"Huntington Ingalls
Industries (HII)
Commonality
Initiative"**

**Marriott Springhill
Suites, 6350 Newtown
Road, Norfolk, Virginia**

In this Issue:

CPL Corner	2
Near Term Calendar of Events	3
Our February Business Meeting	4
Our February 2015 Meeting Flyer	5
Book Review	6
Our January Luncheon	7
Article: Cyber Security	8, 11 -12
GHRC Management Page	9
Long Term Schedule	10
SOLE Application	13
Vets in the Private Sector	14-19



PRESIDENTS DAY

Certified Professional Logistician Corner



The next CPL Exam
will be given in
May 2015

LOGISTICS PLANNING, IMPLEMENTATION,
METHODS AND TOOLS

1. Systems engineering involves:

- a. a process.
- b. planning for logistics support requirements.
- c. both a and b.
- d. none of the above.

2. Reliability is:

- a. the same as maintainability.
- b. the probability that a system will give satisfactory performance for a specified period of time when used under stated conditions.
- c. both a and b.
- d. none of the above.

3. Maintainability planning:

- a. is perhaps the most important factor in system design relative to logistic support.
- b. is of little importance in design.
- c. follows from logistic support analysis.
- d. none of above.

4. Human factors planning:

- a. involves how to motivate people.
- b. emphasizes the cost of highly skilled labor.
- c. focuses on man-machine interfaces.
- d. involves recruiting and selecting new employees.

5. A safety plan is important because:

- a. of the concern over consumerism and legalities.
- b. of what will be covered in warranties.
- c. both a and b.
- d. none of the above.

6. A Formal Logistic Support Plan would include all of the following except:

- a. supply support plan.
- b. maintenance plan.
- c. transportation and handling plan.
- d. marketing plan.

7. Configuration management is also known as:

- a. Systems design management.
- b. structural management.
- c. change control plan.
- d. none of the above.

8. Which one of the following scheduling methods is the simplest?

- a. critical path method.
- b. PERT.
- c. Milestone chart.
- d. all three are very complex.

9. In critical path analysis, (CPM):

- a. one is interested in finding the shortest time path of sequential event.
- b. identification of the most expensive path is the object.
- c. the most dangerous sequence of activities is sought,
- d. none of the above.

10. PERT means:

- a. planning, execution, and review technology.
- b. programming, execution, and review time.
- c. program evaluation, and review technique.
- d. none of the above.

11. Work Breakdown Structure (WBS) is:

- a. a chart depicting program events and the associated starting and completion times.
- b. connected with tasks, work packages, and combinations of work packages.
- c. an extension of PERT.
- d. a method to identify performance failures and causes for the failures

Please see answers on Page 3

Near term Calendar of Events

GHRC SOLE

18 Feb. 2015 **Joint Meeting with Tidewater ASNE
Dinner Meeting (6 PM)) Speaker: Mr. Brian
Fields, VP Supply Management, (JOO-NNS)**

ASNE

**Dinner Meetings: Every 3rd Tuesday, Springhill Suites, Newtown
Road, Va. Beach, (1800-1900 Social Hour); 1900-
2030 Dinner and Program; Reservations: on line
at ASNE Tidewater site.**

18 Feb 2015 **Mr. Brian Fields, VP Supply Chain Management
(HII-NNS JOINT ASNE-GHRC Meeting**

18 March 2015 **RDML Brian Antonio
PEO, Littoral Combat Ships
Topic: *Status of LCS***

NDTA

No Events Scheduled

CPL/CML CORNER ANSWERS

CPL/CML CORNER ANSWERS

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



February 3, 2015

GHRC Business Meeting Minutes

Attendees:

Lee Morris, Education Vice Chairman; Carl Lilieberg, Administrative Vice Chairman; Charlie Littleton, Chairman; Mike Grime, LCE

The meeting commenced at 5:00 PM

We met earlier than scheduled due to timing conflicts. Charlie noted our efforts to garner a speaker from St. Julien's Creek were not looking good due to a big review underway at their command and that this might mean our February meeting would be a general meeting at the same locale. Our Financial Vice Chairman will be on travel for many months commencing at the end of February. Charlie went over the Chapter financial status. He will handle check writing while Rick Treto is away.

Charlie then reviewed his latest changes and upgrades to our GHRC Website, projecting it at our meeting. He reviewed what costs were and what we had posted to it: past recent Newsletters, a SOLE Headquarters tab, and access links such as FACEBOOK, LINKED IN and TWITTER. He asked us all to give suggestions for improvement.

Charlie asked Carl to check on a possible tour of DLA Operations. He is following up on a Virginia Emergency Management contact while Mike Grimes is pursuing contact as The Fleet Logistics Support Center (Code 500). Other venues we are seeking are a tour of CGM-CMA (Vice Chairman Akalanka Warusavitharana, **CPL**), and a SUBLANT Logistics review. Carl is to work on contacting the Virginia Port Authority concerning a follow up tour.

Lee Morris (CPL) said we may have a candidate for the Designated Logistics Program.

There being no further business, the proceedings were closed a 5:58 PM.



**Greater Hampton Roads Area Chapter
SOLE – The International Society of
Logistics and the Tidewater Section of
ASNE
present**

**Brian Fields, VP Supply Chain Management, NN
Shipbuilding (HII)**

**“Huntington Ingalls Industries (HII) Commonality
Initiative**

18 February 2015

6-9 PM

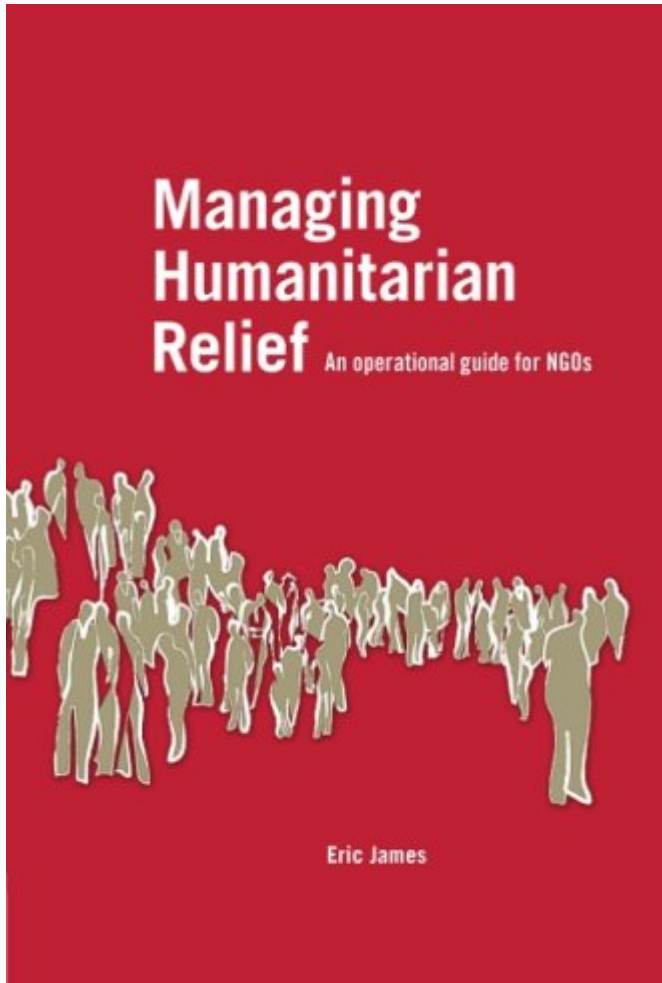
**Marriott Springhill Suites
6350 Newtown Road, Norfolk**

Register and Pay on-line @ <http://www.asne.tw.org/> RSVP by NOON, Tuesday, Feb 17, 2015.

Driving Directions: From both east and west on I-64 take the Newton Road exit heading south to the Marriott Springhill Suites (just past Greenwich Road and before Kempsville Road)

Please join us for a highly interesting logistically related tour of facilities and businesses in the Tidewater Area. Spouses and guests, bosses, and co-workers are welcome and you DO NOT have to be a SOLE Member to attend!

BOOK REVIEWS (REPRINTED FROM
AMAZON.COM – ONLINE)



Managing Humanitarian Relief: An Operational Guide for NGOs Paperback – December 31, 2008

Responding effectively to humanitarian disasters is far from straightforward, and relief workers often find themselves working in competitive situations or at cross purposes with other agencies.

Managing Humanitarian Relief is aimed at relief workers charged with putting together a program of action to help people in extreme crisis. It provides humanitarian relief managers with a single comprehensive reference for all the management issues they are likely to encounter in the field.

The book is organized in two parts. First, it provides an outline of different relief programming sectors: food and nutrition, health, water and sanitation, and shelter. Second, it presents 20 separate management topics that are essential for overseeing programs.

Its easy-to-use format includes checklists, tables, diagrams, sample forms, and no-nonsense tips from practitioners to help readers in emergency situations.

Our 29 January GHRC Luncheon BMCS (SW) Robert C. Bergmann

ACU 2 OPERATIONS



Senior Chief (SW) Bergmann gave a superbly interesting review of the Navy's Amphibious Craft Unit Operations. He covered all aspects of operations and highlighted his unique role as the boat's Craftmaster, responsible for operations, maintenance and supply support. He is directly responsible to the Amphibious ship Commanding Officer for all boat unit operations in landing support and war gear such as tanks and unit personnel carriers. He noted that most of the ACU's are 49 years old and that Mike boats are even older – a salute to successful overhaul and maintenance programs. He also detailed the harrowing nature of special operations in various worldwide operational deployment situations. He also talked about boat upgrades and the personal challenges involved in meeting all tasks involved in these scenarios. Charlie Littleton, our Chapter Chairman, presented him our GHRC coffee cup and a Certificate of Appreciation.

Securing Cyber Acquisitions

Michael Cook (Reprinted from Def. AT& Jan/Feb. 2015)

Technology touches the lives of almost everyone in today's world. Our society has embraced all forms of emerging technologies and has thrived from the benefits provided. Personal and professional cellphones have proliferated and enriched the lives of typical Americans. Social networking provides 24-hour access to data and information between friends and strangers alike.

Technology also has played a significant role in the world's economy and in the control and management of America's critical infrastructure, including the power grid, logistics and supply lines and the water supply system. The aggregate of technology that allows these capabilities is encompassed within the definition of cyber and is inherent in most of our acquisitions today.

Yet, with all the benefits of technology, there are many emerging dangers that we are only beginning to identify and that we struggle to address. Acquisition professionals have witnessed the challenges firsthand. Issues such as protecting the integrity and confidentiality of data as well as the critical U.S. defense infrastructure are today at the political forefront. Other nations actively seek to steal our capabilities in order to close the cyber gap we now enjoy. Many reports and articles point to the desires of other nations to expand their influence in the world arena. One way to do this is to gain access to the technological developments that the United States has spent so handsomely to acquire over the years

Cook works at the 412th Range Squadron at Edwards Air Force Base in California. He is Project Management Professional certified with a master's degree from the University of Management and Technology in Arlington, Virginia

Unfortunately, we are not competing on a level playing field with other nations. We have laws that prevent us from actively stealing trade secrets, intellectual property and military technology; other nations do not. One of the most significant issues that Information Technology (IT) professionals constantly strive to address is information assurance and the protection of sensitive data and associated cyber assets.

Traditionally, managers have sought to protect data, to ensure that it is not accessed or tampered with. IT managers have implemented numerous mitigation strategies to prevent hackers, competitors and rogue agents from gaining access to technology data and information systems. However, the industry's philosophy has shifted recently as the focus has expanded.

The IT industry has come to learn that denying access to data and IT systems is not enough. Foreign states and agents now are motivated by socioeconomic and political interests to expand the breadth and width of network attacks on public infrastructure, critical supply lines and installations that house and process food and water sources. Today's modern hacker has developed the desire and motivation and technical proficiency for gaining access to large networks critical to national and political interests.

Malware is released into the environment daily to carry out these attacks. Malicious code has been a common method, specifically through one system that connects with others.

Continued on Page 11

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Vacant

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www.ghrc-sole.org



Long Term 2015 Calendar Greater Hampton Roads Chapter Monthly Schedule

	Business Meeting	Lunch/Tour	Speaker/Topic
February	3 Feb.	18 Feb.	Jont GHRC-ASNE Meeting, VP for SC Mgt. HII-NNS "HII Commonality Initiative"
March	5 Mar.	26 Mar.	TBA
April	2 Apr.	23 Apr,	TBA
May	7 May	28 May	TBA

Membership Renewal:

Please don't put off to tomorrow what you can and need to do today. Take the time to renew your SOLE membership dues. The form is available on the Headquarters Website – SOLE.org and is also on Page 12 of this issue.

Securing Cyber Acquisitions (Cont'd from Page 8)

The industry has seen much debate concerning many attacks on our critical infrastructure, attacks via supervisory control and data acquisition (SCADA) systems as well as other types of industrial control systems. Inherent vulnerabilities, and therefore risks, are associated with SCADA systems that have saturated the infrastructure management industry throughout the world. Although SCADA systems are prevalent, industry professionals have not focused on securing them from attack.

Over time, these vulnerabilities have been discovered and exploited, in many cases without the knowledge of those tasked with managing the systems. The predominant point of view for many years appears to have been that SCADA systems can be ignored because other systems, networks and data are more important and require the professionals' attention and focus. Unfortunately, a large-scale attack stemming from malicious code could spread rapidly from one network to another among the networks considered noncritical. The resulting vulnerabilities present the added risk of the attack spreading to larger, critical networks that monitor and control the nation's critical infrastructure.

This becomes even more significant when one realizes that many of our facilities are supported by commercial providers for key services such as fire monitoring. A facility's remote fire-monitoring system may not be considered when acquiring a cyber system, but once that system is installed the facility becomes vulnerable if the fire-monitoring system is hacked and reports normal conditions even while the building is engulfed in flames—thereby rendering the cyber system useless.

Fortunately, a number of SCADA industry standards can be implemented to mitigate the vulnerabilities within these systems. And recent events and advances in technological

capabilities have made that mitigation critical to our national and economic interests. Unfortunately for the United States and many other countries, it appears many systems have failed to implement the best practices.

However, we now seem to be taking these vulnerabilities more seriously, from a defensive as well as an offensive standpoint. Members of the cyber and acquisition communities are familiar with the Stuxnet malware that reportedly destroyed 1,000 centrifuges that were being used by Iran to enrich uranium. The Stuxnet deployment renewed interest in protecting SCADA systems and in defending against cyberattacks on our critical networks. Essentially, our nation acknowledged that cyber was an area of warfare that could be both used against our enemies and used by our enemies against us.

There has been a paradigm shift in how we view network and cyber acquisitions. There is a growing awareness of attacks on cyber systems and critical infrastructure. Another significant issue is the rapid development and evolution of the technology used for our cyber acquisitions. Mitigation efforts against current threats and vulnerabilities often come much later than the identification of those threats, leaving the industry struggling to play catch-up. Even more dangerous are threats and vulnerabilities that are not identified until serious damage has been done. Moreover, in today's daunting economic environment, many organizations look at cyber budgets as areas to cut back. And many top-level managers and members of the acquisition community do not understand the importance of funding and developing a robust cyber capability with a strong information-assurance suite.

One strategy used by the Department of Defense (DoD) in recent years to mitigate cyber attacks has been contracting out the

Continued on Page 12

Securing Cyber

Acquisitions (Cont'd from Page 11)

requirement to the IT industry and paying the private sector to protect critical cyber systems. The industry possesses a great deal of experience and talent and at times is better suited to perform the tasks associated with cyber defense than is the military. Unfortunately, the cost is high at a time when military budgets are shrinking and our economy is still recovering from a severe downturn. In addition, when it is decided to contract out for cybersecurity or network and data services, some control is lost. This poses a significant issue for our military and the sensitive and classified data associated with it. The challenge will come in finding partners that are receptive to a comfortable middle ground where the mission of the military is met and the contracted services are provided by industry.

When services are contracted out, critical tasks performed by the government include contract monitoring, oversight and maintenance. Experienced contracting officers and knowledgeable contracting representatives are important in this work. A critical tool of contracting is the contract itself—or related documents that identify the contract requirements.

As we have seen, many serious threats exist to our networks, systems and data, and these threats grow every day as technology continues expanding and developing. Rapid technological change and our inability to keep pace both ensure that the threats will continue to exceed proactive measures against them. However, the goal of those in the acquisition industry is to develop methods to protect the cyber space in the absence of our ability to stay ahead of technology. Regardless of whether the industry or government agencies develop the methods, the benefit will be experienced by everyone.

Threats to our networks and our data affect us all—socially, economically and politically.

The focus must be to eliminate as many threats as possible and to acknowledge that vulnerabilities exist all around us, not just in large facilities that maintain network devices and store data. It, in fact, includes the support systems and software that run our critical national infrastructures and enable our cyber capabilities.

From the defense acquisition standpoint, a closer look is needed at the support systems when cyber capabilities are acquired. Facility support systems such as remote monitoring and fire-suppression systems must be evaluated—along with the electrical power system's security.

Cyber systems require a comprehensive environmental analysis to be truly secure and hardened in a manner that will protect our cyber investment as well as provide the needed capability. This challenge requires that the information assurance effort be designed into the cyber acquisition. Although the current acquisition doctrine calls for early involvement on information assurance, we often find lacking either the expertise or a concentrated effort. The DoD needs to attract and develop more information-assurance professionals who possess the knowledge and skills associated not only with information assurance but with managing defense acquisition projects and programs—and who also are familiar with emerging technology.

A great deal of effort will be needed to perform this level of diligence; however, the acquisition community is not in this endeavor alone. As attention increasingly focuses on securing acquired cyber assets, the demand for enhanced security and protection will continue growing. As a result, the future will require a comprehensive environmental-analysis approach in cyber acquisitions. For the acquisition community, an early and proactive approach increasingly is imperative.

Transportation Topics

West Coast Container Issue. (Extract from JOC online 11 Feb 15)

The Pacific Maritime Association said its members will suspend U.S. West Coast vessel operations on four of the next five days rather than provide longshoremen with holiday or weekend pay for “severely diminished productivity

Casting Vets into the Private Sector

(Extract from Inbound Logistics 2/4/15 online)

After serving Uncle Sam, former military personnel are armed with the experience and skill needed to battle supply chain challenges.

More to the Story:

- [Helping Hands](#)
- [Easing the Transition](#)

The word logistics comes from the French term *l'art logistique*—the art of quartering troops. So it's not surprising that the logistics and supply chain sector is closely aligned with the military in

many of its processes, strategies, and, increasingly, its workforce. As several branches of the U.S. military draw down troops, many private sector companies are looking to leverage those skills. Many supply chain managers who work with veterans

give glowing reviews of the teamwork, discipline, and focus they bring to private sector jobs. Employers agree that veterans have valuable experience to offer—even if they didn't specifically serve in logistics or transportation roles.

"Veterans have all been logisticians," notes Dr. Carmen Mousel, active duty Army logistics officer and instructor at Charles Town, W.V.-based [American Public University](#), which offers degree and other programs to departing soldiers. "Waging war requires acquiring, shipping, storing, and utilizing personnel, equipment, money, food, and clothing—wherever it's needed. Doing battle means moving constantly."

Employers recruiting veterans for supply chain roles value that experience, as well as the skills and traits former military personnel possess. While every employee brings a unique background and character to the job, serving in the armed forces instills fundamental values such as leadership, teamwork, flexibility, integrity, focus on safety, resilience, pride of ownership, a sense of mission, and a global perspective.

The Right Stuff

Veterans are a preferred recruiting source for Joplin, Mo.-based carrier [Con-way Truckload](#). "Veterans typically are disciplined, hardworking, and accustomed to challenging environments and varying conditions," says Bert Johnson, vice president of human resources at Con-way Truckload. "They're also the epitome of leadership, and they respect others and the chain of command."

"Military personnel have typically been trained to communicate effectively one-on-one, and to assume leadership in a group environment," adds Neal Collins, global sector leader, logistics and transportation services, for Los Angeles-based executive search firm [Korn Ferry](#). "Those abilities are in demand among shipper operations and logistics providers."

Continued on Page 15

Casting Vets into the Private Sector (Cont'd from Page 14)

Supply chain and military jobs share similarities. Both environments are fast-paced and labor-intensive. They rely on repeatable processes—but require the agility to shift tactics at a moment's notice. And supply chain organizations often promote from within, as does the military.

Jorge Pimentel joined the Army at 17 years old, and spent 13 years in transportation and logistics, most recently as a transportation management coordinator and logistician helping to set up and run a supplies warehouse in Afghanistan. When he interviewed for a part-time associate position at Walmart's Waco, Texas, distribution center, the hiring manager saw value in Pimentel's experience, and recommended he apply for a management position instead. Today, Pimentel is the DC's receiving area manager.

Veterans have also proven a good match for online retailer Amazon. "The leadership principles Amazon upholds align with the skill sets of former military personnel," says Kelly Cheeseman, senior manager, communications, at [Amazon](#). Those principles include a bias for action, delivering results, and meeting deadlines—all valuable qualities for Amazon's fulfillment network.

Veterans also often find a great fit at military contracting companies. It's possible for some personnel to return to the same site they worked on during active duty—this time wearing civilian clothes. This arrangement requires minimal transition or training time.

[URS](#), a San Francisco-based engineering, construction, and technical services contractor, recruits veterans with long-term employment in mind. About 60 percent of the company's employees have military experience.

One valuable asset veteran hires bring to the table is real-world insight about logistics operations, honed from firsthand experience. In the military, logisticians often travel with the cargo they're managing, so they see and solve challenges as they occur. "Veterans gain a wealth of experience living the supply chain," says William Surrey, program manager for URS. "They can't get that from books."

Recruiting ROI

Many companies experience real impact when they hire veterans. Extending job offers to former military personnel is a practical way to honor their service, but employers say there's more to it than that.

"We recognize the value that veterans contribute to a logistics operation," says Chris Peck, corporate vice president of human resources for [UPS](#). "They bring a lot to the table."

Brent Danberry served 20 years as a Marine. He earned a bachelor's degree in transportation and logistics management at American Public University, and a master's degree in management at University of Redlands. Within one year of leaving the service, he moved from a store floor job at Target to a supervisory position at a Best Buy distribution center. He is currently starting a new logistics position.

One military skill that served him well at Best Buy was contingency planning. "When rolling out a new program, for example, it's important to consider all the variables and what could go wrong," Danberry explains. "You've got to look at all angles, just like the military does."

Continued on Page 16

Casting Vets into the Private Sector (Cont'd from Page 15)

Despite the similarities between supply chain and military operations, both employers and veteran recruits may need to take steps to get accustomed to one another. Moving directly from active duty military to private sector job hunting and employment represents a culture shock for many veterans.

The first evidence of culture shock often shows up during the interview process, which can require veterans to shift their thinking. "In the Army, no jobs are done alone," says Dr. Mousel. "Enlisted personnel work as a team."

Soldiers are trained to see success as a team effort, and failure as their own fault. "I still struggle to take credit for accomplishments my team achieved," admits Danberry.

During job interviews, veterans tend to talk in terms of their team's achievements. Interviewers should be prepared to ask questions that help veterans identify their own skills and experiences.

Another tricky area in veteran recruiting is terminology. Both the military and the logistics sector rely on buzzwords and acronyms, but they often speak different languages. This becomes particularly evident when reading resumes and conducting job interviews. Many vets need help reworking military jargon and experiences into terms relevant to employers. One company developed a handbook to help its veterans translate military jargon into private sector supply chain terms when talking to customers and colleagues.

Military and private sector protocols also differ. Kirk Imhof, group director of diversity, culture, and engagement for Miami-based third-party logistics provider [Ryder System](#), experienced this firsthand when a newly hired veteran stood outside his office waiting to be recognized

instead of knocking for attention. "What may be perceived in the civilian world as an awkward moment may, in the military world, be expressing respect," Imhof explains.

Because military and private sector settings are fundamentally different, it can be tough to transition from the more aggressive stance required in war conditions to a civilian way of relating.

Don't Give me a Break

Another contrast is the programmed pace of many civilian blue-collar jobs—with their coffee breaks and lunch hours—compared with the military's stay-until-the-job-is-done orientation. Civilian supply chain jobs can be less regimented and procedure-driven, which represents a big change for some soldiers.

Many supply chain operations have lost this military approach. "Until the late 1990s, logistics providers were oriented toward command and control," says Korn Ferry's Collins. "Today, they are more sophisticated. They operate matrix structures, crossing international boundaries, and employing high-tech tools. That can make the transition difficult for veterans."

Letting Go of Assumptions

Some companies might hold pre-conceived ideas about how the military operates and what veterans are like. But some of these ideas may be outdated and/or inaccurate.

"Some employers believe stereotypes about veterans," says UPS's Peck—for example, that every veteran experiences post-traumatic stress disorder. "These companies see too much risk when they consider veteran job applicants."

These misconceptions reflect a need for employer education. "Veterans with psychiatric disorders are actually not that common," says George Vukovich, a Marine Corps vet and director of veterans

Continued on Page 17

Casting Vets Into the Private Sector (Cont'd from Page 16)

outreach at American Public University. On the contrary, many vets have gleaned valuable lessons from traumatic experiences.

Another area of controversy is leadership style. Taking and giving orders is a necessary part of successful military operations, but the way they are typically delivered doesn't suit the private sector.

"Veterans in private sector leadership roles learn to motivate their workers individually, and understand what makes people tick," says Zack Deming, client partner at Korn Ferry. And, veterans at the mid-management level "have to master influencing without authority," he adds.

But not everyone agrees that today's military is led that way. "The military recognizes it has a volunteer workforce," says Peck. "Its leaders are just as concerned as private sector managers about employee engagement, discretionary effort, talent development, and retention.

"This is not the military of a generation ago," he adds. "The military must act more like a business to be successful."

Wounded, Not Unemployable

Another misconception is that veterans with mental or physical impacts from their years of service may not be a fit for fast-moving logistics jobs. But some companies are proving that idea wrong.

[Flagship Logistics Group](#)—a wholly owned subsidiary of Los Angeles-based food industry service provider Flagship Food Group—built a state-of-the-art, ADA-compliant customer contact center in Indianapolis, Ind., that enables hiring veterans using wheelchairs, hospital beds, or other assistive devices.

"Many servicemen and women are being passed over for more able-bodied individuals," says Keith Warren, president of Flagship Logistics Group.

The center helps Flagship market to potential customers using the talents and characteristics typical of many veterans. The company expects to expand its current staff of four to 12 by 2015.

Welcoming wounded warriors to its workforce was not just about cultural preparation. Flagship also had to design a call center with features such as modular furniture, adjustable-height surfaces, and wide aisles to accommodate assistive devices.

Strong commitment is a must to make such a program succeed, but it has been worthwhile for Flagship. "A company that hires wounded veterans should be prepared to be surprised at what they get in return," says Warren. "Our workers brought with them processes and procedures that helped us document the things we do every day, and that speeds up training for future employees."

Finding the Right Recruits

Numerous programs exist to help employers connect with job-seeking veterans. (See [sidebar](#) for a list of programs.)

In addition to its own recruiting programs, UPS works with the U.S. Department of Labor's Registered Apprenticeship (RA) program, which integrates vets into the workforce. The program enables former military personnel to use their Post-911 GI Bill benefits to learn a skilled trade and improve their employability.

"UPS is working with the Department of Labor to have our delivery driver positions certified under the RA program," notes Peck. UPS plans to also certify its information technology, auto mechanic, and plant engineering facility mechanic positions in the near future.

Casting Vets Into the Private Sector (Cont'd from Page 17)

Direct hiring is one way to find employees with military backgrounds, but supply chain companies can also participate in programs such as Air Force Education with Industry. This program places officers in residence with employers for 10 months for a specific responsibility and exposure to expand their knowledge of logistics or other functional specialties through the lens of private industry. Officers selected to participate have seven to 10 years' experience in their respective fields, and represent the best the Air Force has to offer.

Yes, serving in the military is different than working in the private sector. But shippers and logistics service providers are finding that, with the right support, military veterans will bring valuable skills, experience, and characteristics that make their own operations Army strong.

Helping Hands

These programs and organizations connect employers and former military personnel, and support veterans seeking private sector jobs.

Syracuse University Institute for Veterans and Military Families

vets.syr.edu

The Institute collaborates with industry, government, non-government agencies, and veterans to develop employment and education programs, and conduct research on veteran issues.

Hiring Our Heroes

[. hiringourheroes.org](http://hiringourheroes.org)

This U.S. Chamber of Commerce program offers online resources such as resume builders and job portals, and sponsors job fairs and career workshops for veterans and military spouses.

Hero 2 Hired

H2H.jobs

Veterans get career advice, networking opportunities, and job listings through this U.S. Department of Defense program.

Operation PAVE

pva.org

An initiative of Paralyzed Veterans of America, this program supplies one-on-one career counseling and assistance, including resume advice and employer networking.

Wounded Warrior Project

woundedwarriorproject.org

The organization supports veterans through its Warriors to Work career guidance resources, Transition Training Academy IT education program, and TRACK education centers in Jacksonville, Fla., and San Antonio.

Easing the Transition

Employers can help veterans experience a smoother transition from the military to their new private sector roles. Here are some proven strategies

Implement an on-boarding program. An ideal program includes assistance with soft skills and cultural adjustment.

Continued on Page 19

Casting Vets into the Private Sector (Cont'd from Page 18)

- **Provide flexible scheduling.** Allowing additional time off for veterans to take care of healthcare and other personal matters can facilitate the adjustment.
- **Pair veterans with mentors.** Working with an operations manager who is also a veteran eased Jorge Pimentel's transition from the Army to a job with Walmart. "He guides and mentors me when he sees me struggling," Pimentel says.

Mentors can be a valuable resource for veterans even outside a direct-report relationship. "Finding a mentor can help veterans avoid many common stumbling blocks associated with transition from active service, and guide them in making the most out of every potential business contact and opportunity," says Capt. Jonathan "JC" Christian, a 25-year veteran of the U.S. Navy, and marine personnel supervisor for Crowley Maritime Corp., which actively recruits veterans for various merchant mariner positions.

- **Form veteran groups.** Many veterans appreciate the chance to connect with other former military through groups that recall the military's teamwork ethos. Third-party logistics provider Ryder, for example, built a virtual network where veterans can foster camaraderie and share best practices. "We miss the brotherhood and bond of the military," says Marine veteran Brent Danberry. "Connecting veterans allows us to be more successful." At online retailer Amazon, for example, a group called the Amazon Warriors focuses on helping newly hired veterans transition into their new roles.

- **Prepare staff.** Briefing current staff on the benefits veterans bring, and the transition they will likely undergo, facilitates successful employment.
- **Experience the military.** Check out the Department of Defense's Employer Support of Guard and Reserve program, which engages employers through its Bosslift experience. Managers spend one day observing—or even experiencing—military training to gain firsthand understanding of the military experience, and the value veterans bring to the private sector.



Remember Your Valentine