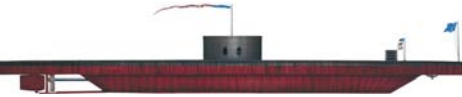


THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
SOLE – The International Society of Logistics
Copyright 2008 SOLE
January 2019
6 Copyright 2008 SOLE



Chapter Management Committee

Chapter Chairperson:
Charlie Littleton
Vice Chair – Membership:
Vacant
Vice Chair – Admin:
Carl Lilieberg
Vice Chair – Finance:
Rick Treto
Vice Chair – Education:
Lee Morris, CPL
Vice Chair – Professional &
Technical Development
Vacant
Logistics Education
Foundation
(LEF) Liaison Vacant
Newsletter: Carl Lilieberg
Web Master: Charlie Littleton
District Director:
Dave Floyd, CPL

From the Chapter Chairman

Happy New Year!

First I would like to personally thank **Carl Lilieberg** for working through a tough cold and helping generate our **January 2019 Newsletter**. Carl retired a year or more ago but has continued to support our chapter and really puts a lot of effort into our newsletter. Thank you Carl!

Are you thinking about adding credentials to your resume? Here is an opportunity to study and train for the Certified Master Logistician exam. January 24th will be the first session of a 14 week International Society of Logistics (SOLE) **“Logistics as a Life Cycle Discipline Course.”** **Michael Salvetti** is taking registrations for a **Go-To-Training On-Line Course**. His contact information is mobile (228) 382-2932 and email gc0508sole@gmail.com. I can also provide additional information, so feel free to contact me.

I read recently an article in Forbes titled **“The Ten Best New Year's Resolutions For Your Career.”** My big take away was **“Meet New People”** **“...meeting new people in your industry is what keeps you sharp, up-to-date and connected. In terms of job placement, who you know is a valuable currency, so make it part of your job to know as many people as possible.”** Come join us and meet some new people in our industry!
Charlie Littleton
Chairman GHRC SOLE

Coming Events:

Our 2019 event is still in the planning stage

We have many interesting and trend related speakers and events on tap for 2019

In this Issue:

CPL Corner	2
Near Term Calendar of Events	3
Book Review	4
February Meeting Status	5
Defense. AT & L Article (Critical Thinking)	6, 11-12
-	
GHRC Management Page	7
Long Term GHRC Calendar	8
Transportation Topics	9
Women In Defense Day	10
Learning Curve	13



A New Year starts!

Certified Professional Logistician Corner



The next CPL Exam
will be given in
May 2019

METHODS ENGINEERING AND MANAGEMENT

1. A basic aim of methods engineering is to:
 - a. Provide greater return to the stockholders.
 - b. Eliminate all but direct labor in production.
 - c. Eliminate all unnecessary time in the production process.
 - d. Make it easier for management to get more out of the labor force.
 - e. Insure all tasks are done as the national standards require
2. Methods engineering includes time, motion, labor, cost, and;
 - a. Production standards in .studies.
 - b. Human relations in studies
 - c. Supplier delays in studies.
 - d. Training standards in studies.
 - e. Warehousing standards in studies.
3. The customary unit of measure for labor standards might be:
 - a .The time required for a highly skilled worker to do the task.
 - b. The time required for a new worker to do the task.
 - c. The time required for the normal worker working at fast pace.
 - d. The time required for quickly performing the task with average skill.
 - e. The time required for the task by-the normal worker working with normal effort and skill.
4. The oldest approach to setting time standards is
 - a. Predetermined standard element times.
 - B .Established element times for this industry.
 - c. Using data from past performances.
 - d. Work sampling.
 - e. None of the above.
5. Efficiency is a measure of:
 - a. Input over output.
 - b. Output over costs.
 - c. Actual output over expected output.
 - d. Actual input over actual output.
 - e. Quantity of labor over quantity of sales.
6. Productivity (effectiveness) is a measure of:
 - a. Quantity of labor over quantity of output.
 - b. Output over costs.
 - c. Quantity of costs over quantity of sales.
 - d. Quantity of production over quantity of sales.
 - e. Output over input.
7. Efficiency can never be rated over 100%.
 - a. True.
 - b. False.
8. Methods engineering normally does not include which of the following objectives?
 - a. Setting time and cost standards.
 - b. Deciding who will do what job.
 - c. Initiating change requirements.
 - d. Estimating personnel quantities.
 - e. Determining job skill requirements.

Answers on Page 3

GHRC SOLE

Management Meeting

**Life Cycle Engineering, 5301 Robin Hood Rd. Suite 108,
Norfolk, VA
4:00PM to 5:00PM**

2 February
4 March

Luncheon Meeting

**Teppanyaki Grill and Buffet, 7525 Tidewater Drive, Suite
8, Norfolk, VA**

13 February

Configuration Management during Availabilities – Mike
Grimes, Project Manager, LCE

13 March

TBD

ASNE

Dinner Meetings:

**Holiday Inn Virginia Beach-Norfolk. 5655 Greenwich
Road, Virginia Beach, Va. 23462
5:30 TO 8:00 pm**

23 January

Capt. Andy Johnson, USN, Commanding Officer,
SURFMEPP

20 February

RADM William J. Galinis, USN
PEO Ships

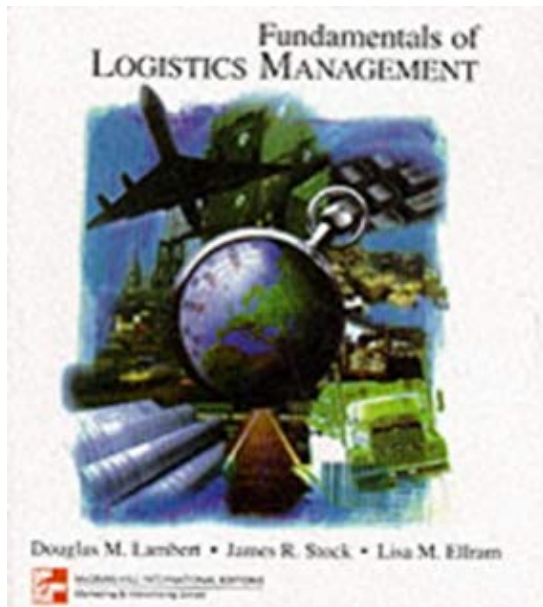
CPL/CML CORNER ANSWERS

Answers			
1	c	6	e
2	a	7	b
3	e	8	b
4	c		
5	c		



No Business Meeting was held this month.

BOOK REVIEW



Fundamentals of Logistics Management Paperback – International Edition, May 31, 1998

by [Douglas Lambert](#) Author

"Fundamentals of Logistics Management" provides a unique opportunity to leverage high profile, quality authorship into a market segment that has had little prior access to it. This text approaches logistics from a marketing perspective, which is unique to its competitors. It also integrates the area of marketing, accounting, finance, and manufacturing within the text.



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

Presents

Mr. Mike Grimes
Project Manager
Life Cycle Engineering

Presenting:

“Configuration Management during Maintenance Availabilities”



11:30 to 1:00 PM
February 13, 2019

Teppanyaki Grill and Buffet
7525 Tidewater Drive, Suite 18
Norfolk, Virginia

Please RSVP by contacting our Chairman, Mr. Charlie Littleton at clittleton@LCE.com or phone him at 757-857-1311 (ext: 4203) NLT cob Friday, 1 February. The luncheon is \$15.00 cash or check.

Driving Directions: From both east and west on I-64 take the Tidewater Drive Exit north and Turn Left into the Southern Shopping Center area (before the Little Creek Underpass).

Please join us! Spouses and guests, bosses, and co-workers are welcome and *you DO NOT have to be a SOLE Member to attend!*

How Critical Is Critical Thinking? (Reprinted from
Jan-Feb Defense AT & L on line)

Brian E. Schultz

CRITICAL THINKING IS ONE OF THE MANY BUZZWORDS WE hear a lot lately, especially in the context of defense acquisition reform. Senior leaders suggest the Defense Acquisition Workforce needs to get better at critical thinking in order to develop better strategies and plans and to make better decisions.

Even the Section 809 Panel addressed thinking in the May 2017 interim report. The 18-person panel, created in section 809 of the Fiscal Year 2016 National Defense Authorization Act (NDAA), is recommending ways to streamline and improve the defense acquisition process. The initial report stated, "The global threat is rapidly changing, the relevance of the unique defense industrial base is waning, processes for acquisition are no longer efficient or effective, and implementing these processes is left to a workforce that is mired in constricted thinking and risk aversion." Even the Section 809 Panel addressed thinking in the May 2017 interim report. The 18-person panel, created in section 809 of the Fiscal Year 2016 National Defense Authorization Act (NDAA), is recommending ways to streamline and improve the defense acquisition process. The initial report stated, "The global threat is rapidly changing, the relevance of the unique defense industrial base is waning, processes for acquisition are no longer efficient or effective, and implementing these processes is left to a workforce that is mired in constricted thinking and risk aversion."

Let's consider some approaches to critical thinking and ideas on how to implement the thinking methods in an acquisition program office.

Start with a definition: "Critical thinking is the objective analysis of facts to form a judgment" (from "Defining Critical Thinking" on the Web page of The Foundation for Critical Thinking—an excerpt from Edward M. Glaser's 1941 doctoral thesis, *An Experiment in the Development of Critical Thinking*, Teacher's College, Columbia University).

While there are many other definitions, I prefer this one because it is simple, focuses on the reason for critical thinking (to form a judgment), and identifies the need to analyze information. Forming a judgment in a defense acquisition context often relates to developing plans and strategies that eventually shape our program outcomes.

Defense acquisition is not unique in valuing critical thinking skills. According to the World Economic Forum's Future of Jobs Report 2018, complex problem solving and critical thinking will be the top two (of 10) skills desired by industry by the year 2020. Thus, this critical thinking is critical and is getting even more important in the next few years! So how do we ensure that we are good at it?

Before discussing ideas on how to develop and implement a critical thinking culture, let's review some background on critical thinking approaches.

We can categorize critical thinking based on the method or techniques used. For example, the Socratic Method (based on the instructive approach used by the Greek philosopher Socrates) is a form of debate between individuals, based on asking and answering questions to stimulate thinking. One proposes a hypothesis, the other individual suggests or counters with a competing idea (e.g., antithesis), and eventually the individuals come to a synthesis or conclusion. The strength of the evidence and arguments presented drives the conclusion. This is similar to a court of law where the prosecution presents charges and evidence, the defense counters with its case, and the jury ultimately decides the verdict.

Another approach is a more cooperative team method. Rather than the argumentative approach, team-based thinking typically involves everyone thinking about various aspects of a problem in unison, networking ideas and thoughts together. The team explores each aspect of the issue or problem before moving on to other thinking elements, eventually building a thought map. The thought map organizes thinking along various categories of thought such as facts, risks, benefits, alternatives and emotions. Edward de Bono's example of this team thinking approach is found in his 1985 book, *Six Thinking Hats*. De Bono refers to this method as parallel or lateral thinking, also known as the "Six Thinking Hats" that involve managing information, emotions, discernment, optimistic response and creativity.

Both of these critical thinking approaches can be very useful and each has pros and cons. For example, the Socratic method is useful in breaking down established ideas and methods and replacing them with new ones. Parallel thinking is an excellent method for developing a new strategy or designing a way forward. A hybrid approach incorporating elements of both also is possible.

GHRC Executive Board Officers:

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

Membership Vice Chairman
Vacant

Rick Treto, 757-578-3338
Finance Vice Chairman

Carl Lilieberg, 757-496-8945
Administrative Vice Chairman

CHAIRMAN/WEBMASTER

CHARLIE LITTLETON

5301 ROBIN HOOD ROAD,
SUITE 108

NORFOLK VA. 23513-2406

PHONE:

(757) 857-1311 (4203)

FAX: 757-857-0916

(757)

E-MAIL:

clittleton@LCE.com



Long Term 2019 Calendar Greater Hampton Roads Chapter Monthly Schedule

	Business Meeting	Lunch/ Tour	Speaker/Topic
February	Feb 2	Feb 13	Mike Grimes – CM during Avails
March	Mar 4	Mar 13	TBA
April	Apr 8	Apr 17	TBA



Spring is on the horizon!

Transportation Topics

[Bumpy year ahead for container shippers](#)

(Reprinted from JOC news 11 Jan 19)

If there was ever a year when the outlook for reliability in the system was more clouded, 2019 and into 2020 would take prize.



[Trade pact to drive intra-Asia trade, Canada exports](#)

(Reprinted from JOC online 11 Jan 18)

The Comprehensive and Progressive Agreement for Trans-Pacific Partnership, which took effect Dec. 30, will contain 495 million consumers.



[Tariff talks spark trans-Atlantic trade uncertainty](#)

07 Jan 2019 JOC on line

Increasing use of the available capacity in both directions and the impact of service shifts in 2018 could mean shippers find it more difficult to find carrier space for containers this year



[US retailers tempering import plans](#)

(Reprinted from JOC on line 08 Jan 2019)

"With the holiday season behind us, the immediate pressure to stock up on merchandise has passed, but retailers remain concerned about tariffs and their impact on the nation's economy," said Jonathan Gold, the NRF's vice president for supply chain and customs policy.



[Container lines levy US street turn fees](#)

(Reprinted from JOC on line 11 Jan 2019)

At least two ocean carriers will initiate US street-turn fees next month to reduce administrative costs for this measure; truckers and BCOs say it will increase supply chain costs.



[Trans-Pacific carriers accelerate blank sailings](#)

(Reprinted from JOC on line 15 Jan 2019)

How the reduced capacity meets slowing US import volume, which will be reflected in weekly spot rates, will give a preliminary picture of what to expect in supply and demand for the coming year



[UK ports prep for post-Brexit cargo shift](#)

(Reprinted from JOC on line 09 Jan 2019)

The United Kingdom is scheduled to leave the European Union on March 29 but is struggling to reach a deal on trade that will

WIDGHR Industry Day

Women in Defense Greater Hampton Roads (WIDGHR) Industry Day

WIDGHR Industry Day enables the exchange of information and the expansion of professional contacts to promote partnerships between WIDGHR members and local military, government, state, civic, academic and contractor organizations.

This event promotes information exchange and the development of a network for the edification, support and sharing of experiences and opportunities in the Defense industry.

Wed, Feb. 20, 2019

Westin Virginia Beach Town Center

8:00 am to 3:30 PM

For more information & Speakers Bios

please visit:

www.widghr.org/events.html

Early Bird Registration Rates end

January 31, 2019

featured speakers

Commander Tim Householder

Officer-in-Charge Hampton Roads

SPARWAR

John L. Newby

Commissioner

Virginia Dept. of Veterans Affairs

How Critical Is Critical Thinking (Cont'd from Page 6)

Myriad problem-solving techniques also are available, but don't confuse these with critical thinking. Problem solving attempts to find a solution to a specific concern or issue. For our purposes here, problem solving is one of many potential sub-elements of the broader critical thinking skill set. Critical thinking aims to form a judgment, while problem solving attempts to determine the correct answer to a problem.

In conducting critical thinking workshops and training events for organizations and intact teams, I find that critical thinking apparently is a new skill for many participants. While there are several training opportunities to develop these skills, they will not flourish but eventually will degrade over time if not used. Since a typical goal of performance learning is changing behavior in order to achieve better results, we should consider how this critical skill could be cultivated in our acquisition environments. Otherwise, the training might be interesting but of little real value if not applied when the learner returns to work. So how do we ensure that our organization applies these skills, with a goal of establishing a thinking and learning culture? I offer the following ideas that leaders at the program office can employ to ensure that the training is more than just some interesting content.

Three Suggested Enablers

- First, leadership should establish clear expectations for critical thinking. Leadership sets the tone for priorities by communication, actions and behaviors. Many program offices make their risk and opportunity management process part of their strategic rhythm and program managers could do something similar for critical thinking efforts. For example, I would ask to review the plan of analysis when a proposed course of action or strategy was complex and needed detailed examination. This review action sent a message that the process for critical thinking is important and we had better get it right or the conclusions may lead to bad decisions. I would then set regular progress checks to see how it was going, sometimes participating in the thinking sessions. I was careful that everyone knew I was a participant, offering ideas rather than solutions or decisions.

Leaders should establish some group norms for critical thinking. Many studies have emphasized the importance of group norms for effective teams. If we routinely seek consensus and don't question or debate judgments, the quality of decisions is likely to suffer and could even lead to groupthink

- Finally, leaders should invest in a thinking culture similar to a venture capital, start-up approach. The venture part of the equation involves continually looking at new

approaches for thinking. Given the rapid pace of technology and social change, we must stay on top of new processes and techniques that may be relevant. We should also experiment to see how different models work. The Section 804 Middle Tier Authority and increased authorities for Other Transactions are examples of new approaches that program managers can consider as part of their overall strategy. The capital part of the equation is allocating the priorities, resources and time, including training across the enterprise. Many courses and workshops are offered so that training opportunities exist, including at the Defense Acquisition University (DAU). As would be done in the case of a lean start-up, begin with a small investment, assess the value and proceed to grow it, change it or stop it as results warrant.

We should also recognize that too much thinking and collaboration might lead to "paralysis by analysis." Over collaboration and overthinking can be counterproductive. Research by Bain and Company, Inc., conducted with the support of the Economist magazine's Intelligence Unit found that the most productive companies lose 50 percent less time to unnecessary and ineffective collaboration than do the rest of the companies studied. Other research suggests that up to a third of value-added collaborations comes from a very small percentage of employees (3 percent to 5 percent). Not everyone is interested in critical thinking, nor do they all need to engage in it. Excessive collaboration causes staff to get involved in too many tasks and can distract them, sacrificing the chance at a clear focus on important tasks. Over-collaborating can add significant opportunity costs and adds additional, unneeded complexity. Finally, some research suggests that the most effective leaders will purposely limit the tasks they engage in—enabling them to enjoy greater attention, energy and satisfaction with the work they accomplish

Continued on Page 12

How Critical Is Critical Thinking (cont'd from page 11)

Now, let's review some ideas of implementing critical thinking at a team or tactical level. I will suggest three practices teams should consider for effective critical thinking. The first one relates to Gall's law. This law from John Gall is a rule of thumb for systems design from his book *Systemantics: How Systems Really Work and How They Fail*: "A complex system that works is invariably found to have evolved from a simple system that worked. A complex system designed from scratch never works and cannot be patched up to make it work. You have to start over with a working simple system."

In applying Gall's law to critical thinking, we should start our thinking with simple, straightforward thoughts that we can then build upon. In other words, we can break complex tasks into several more simple sub-tasks. For example, when we develop an acquisition strategy, we often start with smaller sub-tasks like determining program priorities, developing a market research plan, assessing technical risks, and determining cost and schedule drivers. These foundational elements may drive subsequent conclusions and thus allow us to build up to the more challenging tasks. We also have to consider the relationship of the sub-tasks to the elements of the larger strategy and ensure the prior knowledge informs and aligns with subsequent thinking.

We use this approach in the Acquisition Strategy Development Workshop (WSM 014 in DAU's i-Catalog) training event. Performing these simple tasks helps scope subsequent steps and often drives additional strategy considerations such as business and supportability strategies. We also keep our thinking teams relatively small (five to seven members) as larger teams become harder to manage. We use a similar methodology in the Six Thinking Hats workshop (WSD 014 in the DAU -Catalog), analyzing a problem from specific perspectives, which leads to a more complete thought map that supports a thinking objective.

A second practice is to develop and maintain critical thinking focus. While on the surface this seems obvious and easy to do, it actually is very challenging. Consider a typical acquisition program office where individuals work in a very fast-paced and high-pressure environment. In addition to multiple meetings each day, staff must develop work products and meet deadlines for multiple tasks. This makes it challenging to focus on any one issue without multiple interruptions.

In order to maintain focus, we may need to revisit our normal rhythm of activities. Trying to conduct critical thinking while multitasking will probably not yield good results. For example, an interruption in a complex-thinking task causes not only a loss of thinking momentum but also creates confusion when

we try to figure out where we were before the interruption. Some of these initial thoughts and ideas may get lost and will never come back. To avoid interruptions, block out the appropriate time, make the task a priority, and avoid the temptation to break away. How effective will your critical thinking be without this kind of focus? As Dr. de Bono stated, "Confusion is the biggest enemy of good thinking."

A third idea involves improving creativity and innovation. The basic premise is that, in order to do this effectively, we must break away from our normal thought patterns. We have to learn to think differently. Research indicates that we are subject to various biases and thinking patterns based on our life experiences. In order to break out of these thinking patterns, we need to stimulate different thought patterns. Given the changing paradigms in acquisition, the idea of breaking our previous thought patterns becomes essential as we attempt to adopt new cultures and methods. There are various ways to do this, but they all have one thing in common: We often need some type of catalyst or stimulus to help start the process. Teams should practice and experiment with these catalysts. They can lead to great ideas.

Critical thinking is one of the key skills in defense acquisition. In order to gain greater proficiency, one must invest the time, training and continued application. Leaders must carefully plan how best to apply critical thinking in a larger organizational context. An ad hoc approach will lead to confusion. Finally, critical thinking is becoming even more important as we face demands to reform our processes, use new methods and deliver capabilities faster. In order to develop a thinking culture, leaders must invest in developing the skills of their staffs and establish group norms and expectations. If you haven't already, now is the time to start the journey. It will pay dividends, but you must invest!

Schultz is a professor of Program Management and an executive coach at Defense Acquisition University in Fort Belvoir, Virginia

The author can be contacted at brian.schultz@dau.m

Experience curve effects

(Extract Reprinted from Wikipedia on line)

Learning curve and learning curve effect

Learning curves" were first described qualitatively in 1885 by the German psychologist [Hermann Ebbinghaus](#), who was investigating the difficulty of memorizing varying numbers of verbal stimuli. Subsequent findings about the complex processes of learning are discussed in the [Learning curve](#) article.

Experience shows that the more times a task has been performed, the less time is required on each subsequent iteration. This relationship was probably first quantified in 1936 at [Wright-Patterson Air Force Base](#) in the [United States](#),^[4] where it was determined that every time total [aircraft](#) production doubled, the required labor time decreased by 10 to 15 percent. Subsequent empirical studies from other industries have yielded different values ranging from only a couple of percentages up to 30%, but in most cases it is a constant percentage: It did not vary at different scales of operation. The Learning Curve model posits that for each doubling of the total quantity of items produced, costs decrease by a fixed proportion

The experience curve

Generally, the production of any good or service shows the experience curve effect. Each time cumulative volume doubles, value added costs (including administration, marketing, distribution, and manufacturing) fall by a constant percentage.

The Experience Curve was developed by [Bruce D. Henderson](#) and the [Boston Consulting Group](#) (BCG) while analyzing overall cost behavior in the 1960s.^[4] In 1968, Henderson and BCG began to emphasize the implications of the experience curve for strategy.^[5] Research by BCG in the 1960s and 70s observed experience curve effects for various industries that ranged from 10 to 25 percent.^[6]

These effects are often expressed graphically. The curve is plotted with the cumulative units produced on the horizontal axis and unit cost on the vertical axis. A curve showing a 15% cost reduction for every doubling of output is called an "85% experience curve", indicating that unit costs drop to 85% of their original level.

The experience curve is described by a [power law](#) function sometimes referred to as **Henderson's**

Law.

The primary reason for why experience and learning curve effects apply, of course, is the complex processes of learning involved. As discussed in the [main article](#), learning generally begins with making successively larger finds and then successively smaller ones. The equations for these effects come from the usefulness of mathematical models for certain somewhat predictable aspects of those generally non-deterministic processes. They include:

- **Labor efficiency** - Workers become physically more dexterous. They become mentally more confident and spend less time hesitating, learning, experimenting, or making mistakes. Over time they learn short-cuts and improvements. This applies to all employees and managers, not just those directly involved in production.
- **Standardization, specialization, and methods improvements** - As processes, parts, and products become more standardized, efficiency tends to increase. When employees specialize in a limited set of tasks, they gain more experience with these tasks and operate at a faster rate.
- **Technology-Driven Learning** - Automated production technology and information technology can introduce efficiencies as they are implemented and people learn how to use them efficiently and effectively.
- **Better use of equipment** - as total production has increased, manufacturing equipment will have been more fully exploited, lowering fully accounted unit costs. In addition, purchase of more productive equipment can be justifiable.
- **Changes in the resource mix** - As a company acquires experience, it can alter its mix of inputs and thereby become more efficient.
- **Product redesign** - As the manufacturers and consumers have more experience with the product, they can usually find improvements. This filters through to the manufacturing process. A good example of this is Cadillac's testing of various "bells and whistles" specialty accessories. The ones that did not break became mass-produced in other General Motors products; the ones that didn't stand the test of user "beatings" were discontinued, saving the car company money. As General Motors produced more cars, they learned how to best produce products that work for the least money.
- **Network-building and use-cost reductions (network effects)** - As a product enters more widespread use, the consumer uses it more efficiently because they're familiar with it. One fax machine in the world can do nothing, but if everyone has one, they build an increasingly efficient network of communications. Another example is email accounts; the more there are, the more efficient the network is, the lower everyone's cost per utility of using it.