Senate Sets Privatization Study as NDAA Moves to Conference

By PHIL GRAY
MANAGING EDITOR

W ith its head-turning proposals for military resale — among them to test the privatization of the commissary system; to attempt to institute for-profit pricing as a way of funding commissary operations, and to pay for transportation costs and operating supplies out of servicemember surcharge dollars — the Senate Armed Services Committee’s (SASC) version of the National Defense Authorization Act (NDAA) for 2016, S. 1376, provoked a strong and immediate reaction from Senators Jim Inhofe (R-Okla.) and Barbara Mikulski (D-Md.) and a bipartisan cohort of influential Senate legislators, as well as vociferous protest from numerous Veteran Service Organizations (VSOs).

It also garnered opposition from the White House, in its statement on Administration Policy on S. 1376.

As this issue went to press, as passage of the bill neared, the full Senate approved an amendment drafted by Inhofe and Mikulski replacing the privatization provision in section 652 of the SASC’s 2016 NDAA with language that would require a feasibility study rather than a mandatory privatization plan and two-year test in at least five commissaries in the largest markets in CONUS (see chart, page 40).

Strong opposition to the SASC’s privatization proposal and the dismantling of the at-cost commissary pricing model came from the Veterans of Foreign Wars (VFW), the National Guard Association of the U.S. (NGAUS), the National Military and Veterans Alliance (NMV A) — an umbrella group representing a multitude of servicemember, family, retiree, bereaved and veteran organizations (see list of signing NMV A members below) — and Military Officers of America (MOAA) among others.

Industry groups opposing privatization that voiced their strong concerns included the Armed Forces Marketing Council (AFMC), the American Logistics Association (LRA) and the International Brotherhood of Teamsters (IBT) and the American Federation of Government Employees (AFGE).

CRITICAL BENEFITS

“We urge Congress not to allow radical and irreversible changes to these critical benefits without studying the facts and assessing a broad range of direct and indirect consequences. Our service members and their families — who have sacrificed greatly for our nation — deserve nothing less.”

—National Military and Veterans Alliance

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National Military and Veterans Alliance (NMVA)

Member Organizations

Protesting Commissary Benefit Cuts

- American Logistics Association
- American Military Retirees Association
- American Military Society
- American Retirees Association
- Armed Forces Marketing Council
- Army and Navy Union
- Gold Star Widows
- Military Order of Foreign Wars
- Military Order of the Purple Heart
- National Association for Uniformed Services
- National Defense Committee
- Society of Military Widows
- The Flag and General Officers Network
- The Retired Enlisted Association
- Tragedy Assistance Program for Survivors
- Uniformed Services Disabled Retirees
- Vietnam Veterans of America

Large Commissary Markets

CONUS only  1 - FY 14 Sales Data

<table>
<thead>
<tr>
<th>Rank</th>
<th>Market</th>
<th>No. of Stores</th>
<th>FY14 Volume</th>
<th>DeCA Area</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Metropolitan Washington, D.C. 2</td>
<td>5</td>
<td>$345,770,000</td>
<td>East</td>
</tr>
<tr>
<td>2</td>
<td>Norfolk, Va., area 3</td>
<td>4</td>
<td>202,733,239</td>
<td>East</td>
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<tr>
<td>3</td>
<td>San Diego, Calif., area</td>
<td>4</td>
<td>182,425,454</td>
<td>West</td>
</tr>
<tr>
<td>4</td>
<td>Fort Bragg, N.C.</td>
<td>2</td>
<td>129,241,451</td>
<td>East</td>
</tr>
<tr>
<td>5</td>
<td>JB San Antonio, Texas</td>
<td>3</td>
<td>127,040,792</td>
<td>West</td>
</tr>
<tr>
<td>6</td>
<td>JB Lewis-McChord, Wash.</td>
<td>2</td>
<td>118,893,062</td>
<td>Pacific</td>
</tr>
<tr>
<td>7</td>
<td>Colorado Springs, Colo., area</td>
<td>3</td>
<td>118,181,300</td>
<td>West</td>
</tr>
<tr>
<td>8</td>
<td>JB Langley-Eustis, Va.</td>
<td>2</td>
<td>101,957,396</td>
<td>East</td>
</tr>
</tbody>
</table>

Total Sales & markets  25  $1,226,246,692

Notes: Commissaries in each market are located within 3.5 miles of each other

1 One OCONUS market is larger than the CONUS markets listed above: the four commissaries on the island of Oahu in Hawaii collectively had total sales of more than $249 million in FY14.

2 Four commissaries are inside or adjacent to the Beltway; one (Fort Belvoir, Va.) is eight miles outside the Beltway.

3 Fort Eustis is only 27 miles from NS Norfolk, but 50 miles from NAS Oceana.

Source: DeCA sales data compiled by Exchange and Commissary News. Numbers rounded to closest dollar.

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CRITICAL BENEFITS

“We urge Congress not to allow radical and irreversible changes to these critical benefits without studying the facts and assessing a broad range of direct and indirect consequences,” wrote the member organizations of the National Military and Veterans Alliance (NMV A). “Our service members and their families — who have sacrificed greatly for our nation — deserve nothing less.”

Noting the value of the benefit to military families and retirees, VFW National Commander John Stroud said, “You can sometimes find better deals off base, but nowhere near the overall 30 percent savings that commissaries provide, plus any reduction in customer traffic at the commissary will have a corresponding reduction in customer traffic at the base exchange, which will directly impact morale, welfare and recreation contributions.”

Stroud continued, “The VFW is against privatizing military commissaries, and we are against the pilot program to test it.” He said, “We want this language stripped from the Senate’s version of the defense bill.”

NGAUS President Maj. Gen. Gus Hargett, USA (Ret.), said, “NGAUS recognizes that better management of the military commissary system could free up more resources within the defense budget, but Congress already has two studies underway looking into this matter ... We think it wise to hold off on any changes to the current commissary system until Congress receives and has the opportunity to consider the results of these studies.”

In its position paper on DeCA proposals, MOAA said, “We strongly urge the Senate to keep from eroding the commissary benefit proposed by the DoD and passed by the SASC.” In lieu of the SASC’s provisions 651, 652 and 653, it called for the insertion of a provision identical to the House Armed Services Committee (HASC) language that called for a prohibition on any action “to replace or consolidate the defense commissary and exchange systems, including through the establishment of a new defense budget system, before submission of the report on the defense commissary system required by section 634 of the National Defense Authorization Act for Fiscal Year 2015 (Public Law 113–291).”

Others urged the SASC to adopt the Inhofe-Mikulski amendment. “In addition to the irresponsible path to privatization that this NDAA would begin,” said IBT General President James P. Hoppa, “it would also slash $322 million from the annual commissary budget and all but mandate a price increase for the everyday groceries our servicemembers are purchasing for their families; this plan would defy the very idea of the commissary benefit and may lead to such a reduction in the value of the benefit that it creates an irreversible death spiral for the commissary system as a whole.”

Though the $322 million commissary funding cut remained in the Senate NDAA as it headed to a final vote, the next major bill to be taken up by the Senate was expected to be the Defense Appropriations Bill, in which the Senate Appropriations Committee had restored the $322 million in funds.

ADMINISTRATION POLICY

In its policy memorandum on S. 1376, with regard to privatization, the White House said, “Currently, the Administration has concerns with commissary privatization and the willingness of private sector entities to participate in such a project. However, there is an independent study under way to determine whether privatization is a feasible option and we should wait for those results prior to making any policy changes.”

PATRONS SAVINGS EMPHASIZED

“In the meantime,” the White House wrote, “the Administration encourages Congress to authorize the Department to pursue an alternative pilot program, as set forth in our current legislative proposal. We also strongly encourage Congress to adopt the other elements of our proposal as the primary means to offset operating costs and develop effective commissary business practices without significantly affecting patron savings.”

TRANSPORTATION

On the other hand, the Administration said it “appreciates the Committee’s efforts in adopting provisions that would strengthen the defense commissary system by treating commissary overseas transportation costs in the same manner as we do domestically and allowing the use of commissary surcharges to purchase operating supplies in lieu of appropriations.”
**WASHINGTON**

Former Defense Commissary Agency (DeCA) Director and Chief Executive Officer (CEO) Philip E. Sakowitz Jr. has been selected to work as a part-time “qualified expert” in the office of Deputy Chief Management Officer (DCMO) Peter K. Levine, in an appointment that is slated to last for one year.

A Department of Defense (DoD) spokesman confirmed to E and C News that Sakowitz, who helmed DeCA from June 2008 to July 2010 — and who most recently had formed his own company, Sakowitz Operational Solutions — will serve as a “qualified expert” or adviser, during a period of time that major decisions related to the future of military resale are being made. The DCMO serves as the DoD’s primary agent for improving the management of defense business activities.

During his tenure as DeCA director, Sakowitz became known for his efforts to focus the agency and its stores even more sharply upon the goal of delivering a commissary benefit that would be “Worth the Trip!” From 2008 through 2010, commissary sales rose from $5.81 billion to $5.84 billion, even as the number of stores decreased from 259 to 253.

In 2014, in an E and C News review of agency directors’ perspectives on the system, Sakowitz told the publication’s readership:

“It has ALWAYS been clear to me, in all the quality-of-life positions I have held, that the No.-1 reason these types of programs even existed was to support the warfighters in their missions. Quality-of-life programs, as enablers in fighting and winning the nation’s wars, were most important; and if the programs did not contribute to that mission, then they might not be necessary, nor worth funding by our country. My professional life has been based on that belief, and I am positive that providing those programs to its military families is one significant reason our country has the best military in the world. In that regard — and this is a very key point — the intent of the government in providing a Commissary benefit is not only about ‘savings,’ which, however, is an indisputable fact. It is also about issues such as ‘time’ and ‘stress’ and ‘family.’ The government, more than 100 years ago, started the Commissary system to not only provide a savings, but also as importantly, to ensure that the family gets its grocery products quickly and efficiently, so that with peace of mind, the servicemembers can successfully perform their duties — in war, at work, and at home, as spouses and parents. The commissary gives back ‘time,’ relieves ‘stress,’ and enhances ‘family’ preparedness. To me, the importance to the Department of Defense (DoD) is how the overall commissary ‘experience’ adds to the mission of fighting and winning the nation’s wars, while treating servicemembers and families with dignity and respect for their service.

**40 YEARS OF SERVICE**

Prior to his recent work as a management consultant, Sakowitz became vice president, national retail sales-Worldwide Military Customer Team/Federal Government at Coca-Cola Refreshments after serving as vice president, Sales, Federal Government for the soft drink manufacturer.

A former Senior Executive Service (SES) member, Sakowitz’s leadership career included service as the executive director of the Army’s Installation Management Command (IMCOM), where his work included systemwide standardization and single-source procurement of goods and services. Earlier, he led the Army’s Transformation of Installation Management Task Force, which organized the operations of 15 commands into the one structure that later became IMCOM.

He also served as deputy chief of staff (DCS) for base operations support, U.S. Army Training and Doctrine Command (TRADOC) from 1998 to 2002; and as assistant DCS for personnel and installation management, U.S. Army Forces Command (FORSCOM) from 1996 to 1998.

From the 1980s through the mid 1990s, Sakowitz held numerous positions with the Army Materiel Command and the Army Community and Family Support Center.

A 1975 graduate of Long Island University, he began his career as a youth activities director at Fort Monmouth, N.J., and Fitzsimons Army Medical Center, Colo.

**DCMO MISSION**

The office of the DCMO is itself in something of a transitional period. As this issue went to press, Peter Levine, who served as Senate Armed Services Committee (SA SC) staff director until January 2015, was confirmed as DCMO only on May 22.
Leahy Appointed VCS COO

BY LARRY LAPKA
ASSOCIATE EDITOR

The Department of Veterans Affairs (VA) recently appointed James G. Leahy as the chief operating officer (COO) of the Veterans Canteen Service (VCS).

According to the Canteen Service, in his new position, Leahy will lead more than 3,600 employees in canteen operations nationwide, with his primary focus placed on providing a high level of quality, value and service to veterans enrolled in the VA healthcare system, along with their families, VA staff, caretakers and visitors to VA hospitals.

Leahy, formerly the canteen service’s director of field operations, joined the VCS in 2007 as chief merchandising officer (CMO), and has served in his most recent position since 2011. Prior to joining the VCS, Leahy had more than 29 years of retail management experience in the private sector with R.H. Macy and Company and the May Department Stores Company.

Joseph “Ray” Tober, the executive director of the VCS, was the canteen service’s most recent COO, holding that position though Marilyn Iverson’s term as director, which ended upon her retirement in October 2013.

DeCA Names Granado East Area Director

FORT LEE

The Defense Commissary Agency (DeCA) named Hector Granado as East Area director, effective May 31. Granado, who on April 5 became the Sales Directorate (SD) category manager responsible for Pet Food and Household Products, succeeded Herb Winchester, who became the agency’s Zone 1 manager on May 3 (see E and C News 4/15, 5/15).

“With his wealth of experience and personal accomplishments both in the field and at headquarters, Hector brings a level of expertise and leadership qualities that will ensure the continued success of the East Area,” said Keith Hagenbuch, executive director of DeCA’s Store Operations Group.

As East Area director, Granado has oversight of 49 commissaries divided into six zones in 14 states, the District of Columbia and Puerto Rico. The area’s annual sales exceed $1.4 billion.

Rena Dial will act as category manager for Pet Food and Household Products in addition to her Paper & Laundry category manager duties until Granado’s SD successor is named.

Prior to coming here to headquarters as a category manager, Granado spent two and a half years as the agency’s Zone 6 manager, overseeing the operations and business processes of 10 commissaries in central Texas with combined annual sales exceeding $215 million.

Granado’s previous headquarters assignments include chief of DeCA Store Operations Group and chief of Workforce of the Future. His career is highlighted by more than 18 years of store director experience at commissaries at MacDill AFB, Fla.; Vogelweh, Germany; and Laughlin AFB, Texas.

An Air Force veteran, Granado held assignments in the Air Force Commissary Service (AFCOMS), one of DeCA’s predecessor commissary services, during his military service, and began his civilian career in 1987 as a management intern with AFCOMS.
NEXCOM Opens Mini-Mart in Romania

On May 15, the Navy Exchange Service Command (NEXCOM) announced the opening of its newest Mini-Mart location. The 325-square-foot facility is open six days a week to serve the military stationed in Romania, and is expected to serve Sailors until the new 1,000-square-foot store opens this fall.

“We were asked by NSF Romania if the NEX could set up a temporary store in warehouse space to support Sailors who are stationed at this isolated base,” said Rear Adm. Robert J. Blanchi, SC, USN (Ret.), NEXCOM chief executive officer (CEO). “Our European District team, led by District Vice President (VP) Frank Miller, answered the call, and within 60 days, built the store and opened with shelves stocked with product. This is a great example of how the NEX takes care of Sailors!”

“We’re very glad that with the support of NAVSUP Global Logistics, we were able to work with NEXCOM to bring a store to the base,” said Capt. Bill Garren, USN, commanding officer of NSF Deveselu. “It will provide convenience to our Sailors who often work long shifts, and will give them access to favorite brands they miss from home.”

Currently located in a storage area inside a high bay warehouse, NEX Romania sells beverages, snack items, microwavable food, personal care items and stationery and mailing supplies. NEX Romania is also slated to offer barber/beauty haircuts as well as tailoring services.
**CGX Dividends Increase More Than 33 Percent in Fiscal 2014**

The Coast Guard Exchange (CGX) reported that its dividend for fiscal 2014 was $2.1 million, a more than 33-percent increase versus the 2013 amount of $1.6 million in dividends it reported during fiscal 2013. CGX sales were $158.0 million during fiscal 2014, 0.2-percent below the prior year total.

“The Coast Guard Nonpay Compensation Program Board of Directors recently approved a per capita distribution of $40 per active duty billet on the Personnel Allowance List,” said Coast Guard Community Services Command (CGCSC) Commanding Officer Capt. Robert L. Whitehouse, USCG. “This $40 dividend was approved based on the profitability of CGX in 2014 and the projected profitability and cash availability for 2015.”

**TOBACCO’S DOWNWARD TREND**

Whitehouse noted that the profitability of CGX is dependent upon many variables. “Given the current environment, we anticipate several challenges this year. In concert with the 2015 National Defense Authorization Act (NDAA), we raised tobacco prices to match the lowest prevailing price in a geographic area. We expect that this will have an adverse impact on tobacco sales and may also adversely impact CGX profitability due to loss of attached sales.”

In 2014, Whitehouse said that tobacco contributed 22 percent of the total sales and 28 percent of the total CGX profit. “However, tobacco has been on a downward trend since 2010, showing a 40-percent reduction in unit sales through 2014,” he noted. “The Community Services Command is working diligently to replace the dependency on tobacco sales and profits to provide a sustainable distribution to the field.”

**SUSTAINABLE BUSINESS MODEL**

Whitehouse said that the long-term goal of CGX is “to develop a sustainable business model consistent with our core values and to grow both revenue and net profits to continue to support the CG family.”

“Introducing new store formats, new/expanded merchandise categories, and continuing an aggressive capital improvement plan are cornerstones of this goal. The CSC is committed to working through these challenges to support the MWR distribution to the field, which increases the readiness, retention, and resiliency of our workforce.”

In 2014, Whitehouse said that some of the Morale, Well-Being and Recreation (MWR) programs funded through these dividends included youth programs affiliated with Boys & Girls Clubs of America, both on Coast Guard bases or off-base through the Mission Youth Outreach Program.

He noted that the majority of Coast Guard units are small “and have no ability to generate nonappropriated (NAF) funds at their installations. The exchange dividend provides these smaller commands with their only real source of funding” to support activities “integral to unit cohesion and esprit de corps.”

**BENEFIT PROTECTION**

“The primary way our customers can protect their non-pay compensation benefits is to use them,” Whitehouse said. “Shopping at CGX, whether in one of the CGX retail stores or through www.shopcgx.com, our online store, will help ensure the members of the Coast Guard will enjoy both an MWR dividend and high-quality merchandise at a savings.”

For the first time, Whitehouse noted that the Community Services Command published an annual report for its operations. “This report highlights CGX results of operation and noteworthy advances in the delivery of CGX and MWR programs during 2014,” he explained. The 2014 Annual Report may be found online at https://shopcgx.com/footer-annual-report.html.

**AAFES Names Porter Ladieswear and Accessories PAR Manager**

The Army and Air Force Exchange Service (AAFES) recently named Angie Porter as its Planning, Allocation and Replenishment (PAR) manager for ladieswear and accessories. Porter, formerly a merchandise and inventory planning manager responsible for numerous items in the ladieswear area, succeeded Mary Davich, who became the Exchange’s senior global sourcing manager in March. Porter began her new position in May.

Several other store-level and Business Development Directorate assignments that become effective in the April-August time frame were announced by the exchange service (see chart).

**AAFES Merchandising, Business Development and Store-Level Assignments**

<table>
<thead>
<tr>
<th>NAME</th>
<th>NEW POSITION</th>
<th>FORMER POSITION</th>
<th>EFFECTIVE</th>
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<tbody>
<tr>
<td>Angie Porter</td>
<td>Planning, Allocation and Replenishment (PAR) Manager, Ladieswear and Accessories</td>
<td>Merchandise and Inventory Planning Manager, Ladies Wear and Accessories</td>
<td>May 2015</td>
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<tr>
<td><strong>STORE LEVEL, REGIONAL MANAGEMENT</strong></td>
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<td>Lynn Thompson</td>
<td>Pacific Region Retail Program Specialist</td>
<td>General Manager, Fort Irwin, Calif.</td>
<td>August 2015</td>
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<tr>
<td>Scott Bonner</td>
<td>Store Manager, Okinawa, Japan, Main Store</td>
<td>Chief, Overseas Retail Branch, Pacrim Retail, Pacific Region</td>
<td>April 2015</td>
</tr>
<tr>
<td><strong>BUSINESS DEVELOPMENT (BD) DIRECTORATE</strong></td>
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<tr>
<td>Tina Chen</td>
<td>Manager, Customer Insights</td>
<td>came from outside the industry</td>
<td>April 2015</td>
</tr>
<tr>
<td>Junjie Xia</td>
<td>Manager, Customer Insights</td>
<td>came from outside the industry</td>
<td>April 2015</td>
</tr>
</tbody>
</table>
DeCA Contingency Plans Take Shape

From late last year into early 2015, product shortages hampered the availability of certain products within the assortments of numerous overseas commissaries run by the Defense Commissary Agency (DeCA) (see E and C News 1/15). Situations such as port delays, computer glitches and other factors forced the agency to adjust contingency planning, allowing it to maintain what DeCA Sales Director Tracie Russ characterized as “a ready database of potential sources to utilize to acquire product rapidly when normal supply channels become hindered.” Although many of these problems had already been taken care of through late April, Russ noted that it was necessary to have a plan on hand “should there be another or similar incident to the most recent dock issues experienced on the West Coast. It is not for the purpose of finding permanent alternate sources.”

Recently, Russ answered several questions on this topic:

- If these items are not brand-name American products, are they subject to the Competition in Contracting Act?
  Russ replied that all products that DeCA purchases “are subject to the Competition in Contracting Act. However, brand-name products for resale are specifically excluded from the requirement for full and open competition in accordance with 10 U.S.C. (U.S.C.) §2304(c)(5),” regarding competition requirements for contracts.
  “There is no additional qualifier in the law that the items be an ‘American brand name,’” she added.

- If these items either have no universal price code (UPC), or the items have no movement in Nielsen, are they prohibited from addition per existing law?
  “No UPC or having no current product movement within the Nielsen database would not necessarily preclude DeCA from acquiring the product for possible resale,” the sales director explained.

- Do the manufacturing sites for these products require veterinary inspection and certification?
  Russ said that depending on the particulars of the item and its source, “it is possible that in order to become an ‘Approved Source,’ a Vet inspection may be required.”

- Do products with contents and nutritional value portrayed in a foreign language meet the U.S. Department of Agriculture (USDA) standards for sale in an American outlet?
  “DeCA does sell products with labels in foreign languages at its overseas commissaries without any change to these labels,” Russ noted. “However, DeCA does reserve the right to require items be labeled to more clearly define ingredients if it determines a need. These will be dealt with on a case-by-case basis.”

- Is it DeCA’s intention to seek alternative sources for brand-name American products other than from the manufacturer?
  “It is DeCA’s intention to conduct contingency planning in order to minimize product disruptions, similar to the recent disruptions on the West Coast, to military members and families stationed overseas,” Russ explained. “At this stage, the agency is exploring all plausible alternatives.”

AAFES Committed To Military Family Careers

According to a March 2015 survey by the Defense Manpower Data Center (DMDC), military spouses who moved during the past 12 months have an unemployment rate of 20 percent, twice as high as those who have not relocated. Things are more challenging for transient military spouses with children, who suffer an unemployment rate of 30 percent.

With nearly 17 percent of approximately 35,000 AAFES associates identifying themselves as military spouses, the Exchange has long been committed to offering employment opportunities to servicemembers’ “better halves.”

“The Exchange and military spouses are just a good fit,” said Leigh Roop, the Exchange’s executive vice president (VP)/chief Human Resources officer. “Their values of loyalty, professionalism and commitment are exactly what we look for when hiring. We know it’s difficult to start over with each transfer, which is why we offer special programs with spouses in mind.”

The Exchange’s spouse continuity and preference programs help ease some of the difficulties wives, husbands and domestic partners encounter as they try to build a career alongside their soldier or airman with each relocation. In 2014, more than 850 military spouses were promoted at the Exchange.

The Exchange’s commitment to spouse employment has been recognized by a variety of organizations including Military Spouse Magazine’s “Top 10 Military Spouse Friendly Employers,” G.I. Jobs magazine’s “Top 100 Military Friendly Employers,” and CivilianJobs.com’s “Most Valuable Employers for the Military.”

Store personnel who are approached by patrons about possible employment can direct those with questions to several resources. Complete details on how to apply for a career with the Exchange, along with a listing of current available opportunities, are available at applymyexchange.com. Questions concerning the military spouse or hiring partnership programs can be directed to the Exchange’s Human Resources Support Center at HRSC@aafes.com.

AAFES Recognized As ‘Best for Vets’ Employer

The Army & Air Force Exchange Service (AAFES) was selected to the “Best for Vets” list of employers for 2015. The list recognizes employers’ commitment to providing job opportunities to veterans. AAFES was ranked at No. 28 among the top employers for veterans, three places higher than last year.

“Veterans will always be welcome at the Exchange,” said Exchange Executive Vice President and Chief Human Resources Officer Leigh Roop. “They offer a unique perspective and identify strongly with the Exchange mission to take care of troops and their families.”

Veterans make up 10 percent of the Exchange’s workforce of about 35,500. In 2014, the Exchange hired more than 1,200 veterans, about 90 more than the previous year, despite having reduced its workforce by about 2,500 during the year.

To learn about job opportunities, veterans can visit www.applymyexchange.com, where they can search for jobs by location. The site also includes a list of job fairs the Exchange will participate in, so veterans can meet with an Exchange representative in person.

When conducting the sixth-annual “Best for Vets: Employers” survey, Military Times focused on culture and policies that cater to military veterans. 