

SPOTLIGHT ON THE CUSTOMER

BRIG. GEN. PHILLIPS:
LEVERAGING DCMA'S CAPABILITIES
FOR PEO — ARMY AVIATION

by Ms. Maureen Heard, Public Affairs Specialist, DCMA District East

Army Brig. Gen. William N. Phillips is currently serving as deputy program executive officer – Aviation. He has extensive knowledge of the Defense Contract Management Agency (DCMA), having served at three different DCMA offices, including a major duty assignment as DCMA San Francisco commander from August 1999 – June 2001. Brig. Gen. Phillips holds three master's degrees in personnel management/administration, procurement and contract management, and national resource strategy, respectively. His military decorations and awards include the Defense Superior Service Medal; Legion of Merit (with Oak Leaf Cluster); Defense Meritorious Service Medal (with Oak Leaf Cluster); Meritorious Service Medal (with Oak Leaf Cluster); Army Commendation Medal (with three Oak Leaf Clusters); and Joint Service Achievement Medal.

(Background) A U.S. Army UH-60 BLACK HAWK helicopter from 3rd Aviation Brigade, 3rd Infantry Division, prepares to land at Camp Liberty, Iraq. BLACK HAWKS provide air support for the entire region. (U.S. Air Force photo by Tech. Sgt. Russell E. Cooley IV)



Q: Can you provide us with a brief overview of the Program Executive Office (PEO) – Aviation mission and its role in the overall Army mission?

BGP: Our role is simple: to support soldiers, unit commanders, pilots and crewmen; to make sure we give them the systems and support needed to accomplish their missions. With our aviation platforms we support aviation soldiers by doing all we can to reduce their maintenance and logistics burdens, provide the best systems and capability possible and provide world-class support 24/7 whether in Iraq, Afghanistan or here in the U.S. Wherever they might be, our job is to make sure that they're successful no matter what the mission.

Q: You're quoted as saying, "It's all about getting capability to soldiers." What does that mean to you, and how does it relate to DCMA?

BGP: The most important mission we have is putting the right capability in the hands of our soldiers (crewman and pilots) to ensure that they're able to accomplish their missions while we sustain that capability over time. First and foremost is aviation safety. We must make sure that we build safe systems, that our programs are executed effectively and that any new system or capability we provide to our soldiers is "Airworthy." We have PEO personnel deployed in theater today, and we gather feedback from our aviation units — these findings and suggestions help us to continually improve our support. DCMA plays a vital role in supporting those at "the point of the spear" who are executing the mission. The DCMA workforce makes sure that our industry partners deliver what we put on contract, within cost, on schedule and, most importantly, with the right capability and performance. I've served three tours in DCMA, so I know the value that the Agency brings to the table — I put a high value on DCMA support, and DCMA is an important team player! DCMA

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supports us by making sure that we are getting the right capability in the hands of soldiers.

Q: What do you see as the future of the Unmanned Aerial Vehicle (UAV) mission in the wake of successes during *Operation Enduring Freedom* and *Operation Iraqi Freedom*?

BGP: I think one of the surprises has been the way that soldiers and commanders have embraced UAVs. For example, one of the systems that we fielded was the Raven, a small UAV used by platoon- and company-size units in Iraq. We went forward to the Army leadership and got approval to field 185 Ravens on an urgent procurement, in order to provide soldiers in theater with an additional capability critical for force protection. They have totally embraced this system. They've welcomed not only the small UAVs, but also the larger UAVs: the Shadow, Hunter and IGNAT systems. Additionally, we

recently signed a contract for the Extended Range Multi-Purpose UAV, which will be an enhanced capability over current systems. The growth of UAVs is going to be exponential within the services in coming years. We will see more and more emphasis on UAVs, both flying them with a ground control station and, in the future, using manned/unmanned teaming by controlling UAVs via a manned aircraft.

Q: How do you define good customer service? Is DCMA meeting your needs and expectations?

BGP: I would first define it as a relationship — having good relationships with your partners is important, and it's a two-way street. In my opinion, DCMA does a good job of expressing to others what they bring to the table and their value. Given my background with DCMA, I'm quite familiar with the organization's operations — I know what DCMA can do on the ground

(Above) An Army CH-47 Chinook takes off from Ellington Field, Texas, to deliver food and water supplies to an airfield in Hawthorn, Texas, in support of Joint Task Force – Rita. (U.S. Air Force photo by Master Sgt. Lance Cheung)

“DCMA supports us by making sure that we are getting the right capability in the hands of soldiers.”

in support of programs and program managers. What we must do on the program management side is know how to exploit DCMA's capabilities. To do that there has to be a two-way flow of communication between the DCMA teammates who are on the ground at the point of execution and our program managers. Sometimes I think it may be more of a one-way communication, where DCMA is providing information to program managers, and we need to make sure that we're giving [DCMA] feedback on our programs and focusing DCMA's resources in critical areas. We've had challenges in the past with certain systems and programs, and we probably could have better used DCMA in certain roles to make sure that at the end of the day we are successful in our support for soldiers. But I can guarantee you that as long as I am with PEO – Aviation, we'll embrace DCMA and what this superb organization brings to the table. Also, I compliment DCMA on redefining its roles in the strategic sense with realignment. The ability of our PEO to go to one organization, DCMA East, and get answers for all of our aviation systems is critically important. When you can go to one individual that you have a great relationship with, your chances of success are much greater, I believe. I think that the most recent step that DCMA has taken to realign their programs is clearly a step in the right direction, and PEO – Aviation fully supports it.

Q: How is Army aviation being modernized with funding from the now terminated Comanche helicopter program?

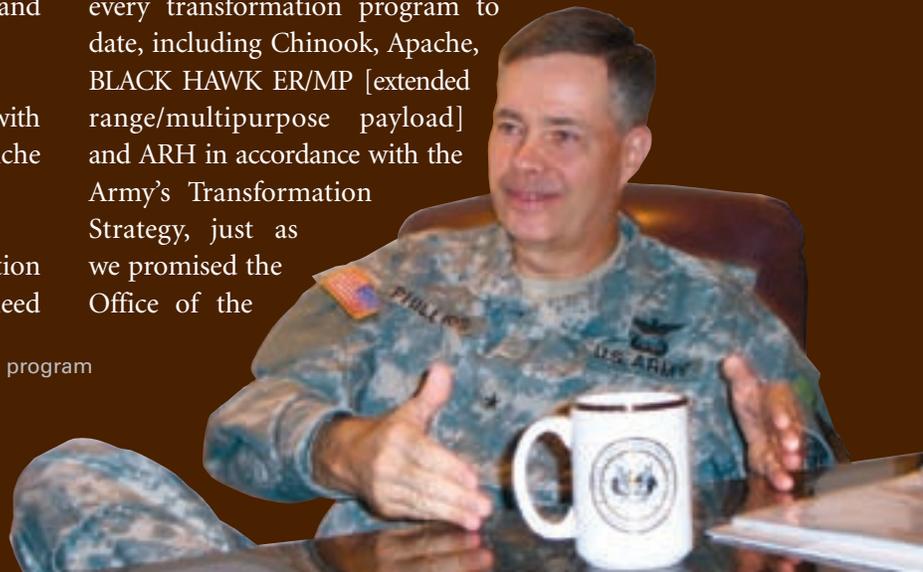
BGP: If you look at the threats our Nation faces today, our current aviation systems need

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to be upgraded with additional capability. The Army absolutely made the right decision on Comanche. As a part of aviation modernization and transformation, we are taking an excess of \$14.6 billion of Comanche dollars and putting that back into aviation systems, including the Chinook F model program, the Block 3 Apache, Armed Reconnaissance Helicopter (ARH), Light Utility Helicopter, BLACK HAWK “M” model, Future Cargo Aircraft, a number of UAV systems and over \$2 billion into aviation survivability equipment (ASE), our top priority. The overall strategy of Army aviation is to modernize and transform aviation into a modular formation known as multifunctional aviation brigades (part of the transformation to the Army's Modular and Future

Force). Industry partners like BAE [Systems] are building ASE systems, and there are DCMA employees sitting inside those plants making sure that we're fielding the right capability and, in this case, ahead of schedule, which is absolutely critical. The PEO, together with DCMA and our industry partners, is putting the right capability in the hands of soldiers, saving lives and enhancing mission capability. It doesn't get any more important than that. I would also add that we've been able to execute every transformation program to date, including Chinook, Apache, BLACK HAWK ER/MP [extended range/multipurpose payload] and ARH in accordance with the Army's Transformation Strategy, just as we promised the Office of the

(Right) Army Brig. Gen. William N. Phillips, deputy program executive officer – Aviation. (DCMA staff photo)



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Secretary of Defense, Congress and industry that we would do following the Comanche decision. DCMA is helping us keep that promise.

Q: As you may know, DCMA is undergoing realignment to provide greater focus on our customers' needs. How do you see this realignment affecting PEO — Aviation? How do you think the overarching Memorandum of Agreement [MOA] will impact both organizations?

BGP: We fully support DCMA's realignment and see it as positive from PEO — Aviation's perspective. I have a very strong relationship with the DCMA deputy director, Mr. Keith Ernst, whom I've known

for many years. I have faith and confidence in Keith and his leadership and have no doubt they will help us to do the right things to ensure PEO — Aviation's success. Keith Ernst is a winner, and I'm proud to be working beside him once again.

Going back to an earlier comment, I think DCMA does a great job of expressing to others its marketing plans, what it brings to the table. On the other end, I'm not sure that we openly share and communicate with DCMA. I think the overarching MOA is important because it helps define the framework for our relationship, formalizes it and then allows our program managers to further define the support that they need in accordance with the MOA. The MOA clearly discusses what DCMA does for us in PEO — Aviation; however, as I mentioned to Mr. Ernst this morning, we need to define within the MOA what we will do to ensure DCMA knows our priorities and how best to support our programs. And that's where the

two-way communication is important. What can we do to make sure that DCMA is able to do its job on the ground, execute and, ultimately, help us be more successful?

Q: You once served as commander of DCMA San Francisco. What from your DCMA experience do you bring to your current position?

BGP: I put a high value on the people within DCMA who are serving inside plant offices or in area operations traveling to industry partners. What they do every day in support of our programs is absolutely critical. An example: we had a lady named Suzanne Young who worked for Keith and me at DCMA San Francisco as a software quality assurance specialist — she was one of the best, if not the best, in the business. There are two general officers [GOs] serving today in the Army who remember clearly the work we did in San Francisco, not because of my own work as a commander, but because of the truly exceptional software quality assurance work that Suzanne did on their Bradley and THAAD [Terminal High-Altitude Air Defense System] programs. These officers are good friends of mine, and periodically when we see each other they will ask me how Suzanne is doing. She was the best person on our program, and these GOs remember what a terrific job she did on the ground in support of their programs.

I think [that] software engineering, software quality assurance and technology integration (systems engineering) are the areas where DCMA software expertise is absolutely essential. We [recently] signed the Armed Reconnaissance Helicopter Contract with Bell, and the software integration on that program is a critical path to program success. I've already met with



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Kerri Pennington [Operations deputy commander/chief at DCMA Bell] and emphasized the need

to get a “Suzanne-like” person on that program to make sure we’re successful from the software integration perspective. So, to

answer your question, I clearly understand that the kind of skills DCMA brings to the team, such as those of the software specialists who work day-to-day inside the plants, are of tremendous value to our programs and critical to success. DCMA personnel cannot underestimate the power that they have to help — they’re critical to our ability to put the very best capability in the hands of soldiers. What they do is important, no matter how menial it may seem; it’s important to someone out there who is going to eventually get the product and use it.

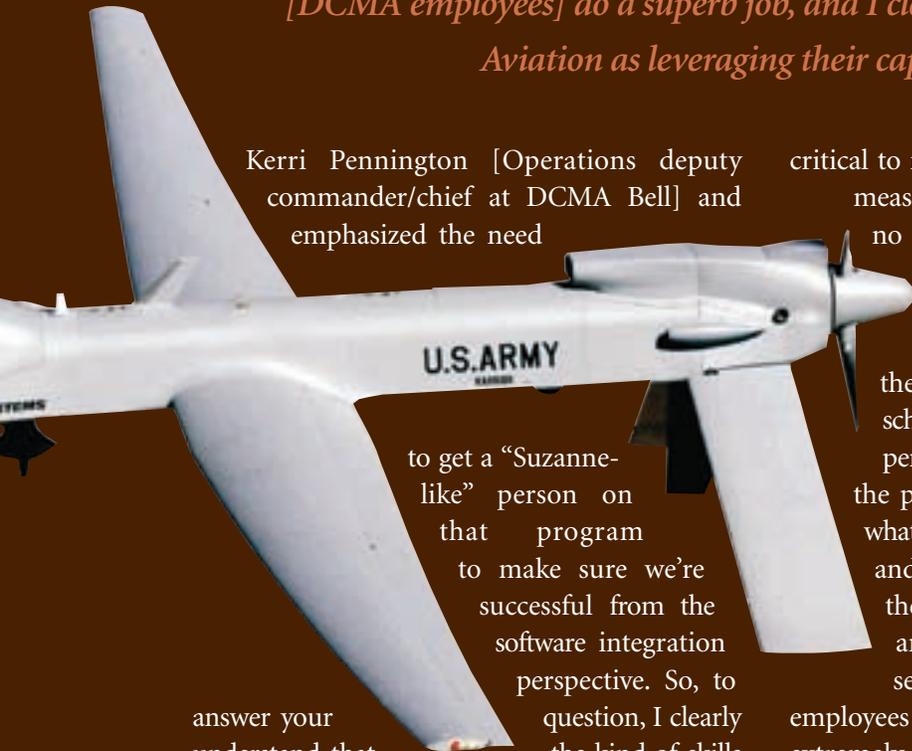
Q: What do you see that causes you concern in the near future, and how will you look to DCMA to help ease these concerns?

BGP: Making sure DCMA supports us in areas such as software QA [quality assurance] and integration, as well as monitoring cost, schedule and performance of our industry partners — all are critically important. Regarding cost, making sure that our industry partners have sound EVMS [Earned Value Management Systems] and accounting systems in place with DCMA’s Defense Contract Audit Agency partners is

critical to making sure that we can continually measure where we are, so that there are no surprises. [In terms of] schedule, making sure that industry partners are doing the right things to deliver the capability in accordance with the contract, while helping mitigate any schedule risks that might arise. Lastly — performance. Your QA personnel inside

the plants who are looking at what is being done every day and measuring the quality of the products being delivered are absolutely critical. I see the value of DCMA employees in those plants. They’re extremely important, as they are an extension of the PM [program manager]. I’ll tell you what: DCMA employees can be proud of what they do. They can just look at the nightly news and see what’s happening in Iraq and Afghanistan every day and know that they are doing their part in support of America’s sons and daughters who serve our military today on the front lines of freedom. They can be proud of what they do every day on their programs in support of our military services and service members. They do a superb job, and I clearly see my job in PEO – Aviation as leveraging their capabilities.

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(Top) A Warrior UAV demo built by General Atomics Aeronautical Systems (U.S. Army photo)

(Above Right) A soldier with the Army’s 101st Military Intelligence Battalion pushes a Shadow 200 UAV in preparation for launch on a mission from Forward Operating Base Warhorse near Baqubah, Iraq. Each deploying unit of action will have a UAV Platoon with Shadow 200 UAVs. (U.S. Army photo)