

# Sixth Annual DCMA Employee Recognition Program



## Outstanding Defense Contract Management Agency (DCMA) Personnel of the Year



**Mr. Michael J. Bath**  
*Technical Operations Group Chief  
DCMA Space & Missile Systems  
Division*

Mr. Bath led efforts to increase customer confidence in DCMA and the effectiveness of DCMA support to the Missile Defense Agency (MDA). His team developed a strategy for identifying mission-critical items (MCI) based upon engineering analysis and mapping these items through the supply chain to establish surveillance regimens that mitigate the risk of catastrophic and critical product failures. Mr. Bath led on-site contract management office (CMO) assistance at each of the prime contractor locations for nine major MDA programs and has been the principal architect of the MCI study for NASA.



**Mr. Glenn J. Brown**  
*General Engineer  
DCMA Twin Cities*

Mr. Brown is the epitome of an outstanding DCMA leader, and he readily volunteers for new and challenging assignments. He assumed leadership of the program support team during the extended absence of the program integrator and provided overall leadership to the technical support negotiations team. Mr. Brown also participated in an earned value management compliance review at another contractor facility, and his expertise was invaluable to ensuring an accurate assessment of the contractor's

system. He also volunteered to compose the first outcome-based multi-functional subcontract delegation for the BAE Systems Team, which can be used as a guide for everyone on the team.



**Dr. Clint Browning**  
*Operations Support & Assessment  
Manager  
DCMA Special Programs Division*

During the past year, Dr. Browning provided modeling and simulation support to the joint program executive office (JPEO) for chemical and biological defense for assessing the capability of the chemical and biological defense industrial base. Specifically, Dr. Browning provided an analysis of JPEO's requirements; led an extensive survey of potential technical solutions; and evaluated proposals in terms of meeting those requirements using complex models and economic analysis. Because of his unique expertise in modeling and simulation, he is truly regarded as an Agency asset and frequently has an impact far beyond the Special Programs Division.



**Ms. Siew Yee "Jeni" Chung**  
*Contract Specialist  
DCMA Singapore*

Ms. Chung served as DCMA Singapore's contract specialist, primarily supporting the Air Force C-130 aircraft program office at Warner Robbins Air Logistics Center and the Naval Air Pacific Repair Activity. Ms. Chung took the lead for the office to handle a new cost plus research and development effort where the office typically handled firm fixed-price sustainment contracts and component repair programs, completing all of the research for this

project. She is self-taught in the Air Force legacy funding/parts system tracking for government furnished material and assisted the contractor and the program office when the Air Force moved the program from Malaysia to Singapore.



**Ms. Carol Anne DiGirolamo**  
*Divisional Administrative Contracting Officer*  
*DCMA Boeing Philadelphia*

Ms. DiGirolamo led the DCMA Boeing Philadelphia business community in negotiating a forward pricing rate agreement that covered more than \$2.6 billion in direct and indirect costs for 2006 through 2008 and contributed to the timely negotiation of full-rate production contracts for the CH-47 and V-22 aircraft programs. Another significant accomplishment was the identification and resolution of a complex cost accounting standards issue, which resulted in over \$1 million in savings per year to the government. Ms. DiGirolamo is an “honest broker” who is respected by customers, contractor personnel and colleagues for her fairness and ability to find solutions to difficult challenges.



**Mr. Kenneth R. Hammond**  
*Administrative Officer*  
*DCMA Japan*

Partnering with stakeholders and customers, Mr. Hammond integrated the office’s mission support functions into operational decision-making processes to improve efficiency and effectiveness. In response to a reduction in Department of Defense (DoD) presence in the Busan area, Mr. Hammond partnered with the DCMA Korea commander and DCMA International Division staff and executed a plan to responsibly realign personnel and resources. The plan ensured that all support functions were effectively addressed and minimized the impact to employees’ quality of life. Mr. Hammond also designed an automated employee quarterly feedback form that reduced administrative time for office supervisors and helped the employees assess their progress.



**Mr. Thomas T. Hays**  
*Computer Engineer*  
*DCMA Launch Vehicle Operations*

Mr. Hays works on the Atlas V/  
Evolved Expendable Launch Vehicle

Program support team, providing engineering advisory consulting and surveillance capabilities. He continuously demonstrates a strong commitment to customers, ensuring they receive optimum value from recurring process verifications, data analyses and reports. Mr. Hays worked directly with the Space and Missile Systems Center, National Reconnaissance Office and NASA to ensure the Air Force’s 42 launch verification matrix systems’ evaluations were completed thoroughly and on schedule. His performance contributed significantly to sustaining the long record of successful launches of Atlas vehicles and payloads, each exceeding \$2 billion in value to the customer.



**Mr. Richard Horne**  
*Program Analyst*  
*DCMA Contract Operations and Customer Relations*

Over the past year, Mr. Horne principally focused his energies on establishing a performance-based management (PBM) approach throughout the Agency. He worked tirelessly to help shape the PBM vision for DCMA and was integral to the Agency’s decision to adopt the approach and develop policies, guidance and strategies for implementation. Mr. Horne also has provided office assistance visits for PBM implementation, and the feedback from the field has been overwhelmingly positive with many reporting that they finally “get it.” Absent his efforts, there is no doubt that vision would either not be realized or would have taken years longer.



**Ms. Catharina Ignacio**  
*Administrative Contracting Officer/  
Business & Industry Team Leader*  
*DCMA Northern Europe*

Ms. Ignacio is a true leader dedicated to meeting customer needs. When she recognized that internal process problems were contributing to organizational shortfalls in performance goals

negotiated with a customer, she developed a multi-pronged approach to address and improve performance gaps. Through her leadership and business acumen, office performance dramatically improved in a number of key areas: an 88 percent improvement in reducing overage contracts; an increase in on-time contract closeout from 83 percent to 90 percent; a 66 percent increase in electronic submission of invoices; and an 85 percent reduction in invoices over 30 days old.



**Mr. James Earl Jackson**  
*Transportation Manager*  
*DCMA Northern Europe*

Mr. Jackson, a dynamic and inspirational leader, worked tirelessly to elevate the standard of performance provided by the DCMA Northern Europe transportation team to its customers. Despite personnel shortages and a high-volume workload, Mr. Jackson's organizational and technical skills continuously improved, enabling near-flawless performance with an average of 900 shipments per month being processed within three days. These shipments, totaling 2,000 tons per year, required proper documentation and customs licenses to permit shipments from or to more than 50 countries. His efforts were instrumental in supporting soldiers deployed to Iraq while concurrently driving \$1.5 million in cost avoidance.



**Ms. Joyce A. Mason**  
*Program Integrator*  
*DCMA Maryland*

Ms. Mason is a model employee, performing program integration and product assurance and formally leading the multi-functional program technical team for the single largest program within DCMA Maryland: the Shadow Tactical Unmanned Aerial Vehicle, which provides real-time "eyes and ears" to the theatre commander. The system is saving soldiers' lives by exposing improvised explosive devices in Iraq and elsewhere, and her service contributes to its development, production and deployment. She pioneered local implementation of PBM and

successfully negotiated a model performance-based memorandum of agreement with the customer, devising innovative strategies that support the customer's outcomes.



**Ms. Donna L. Merriman**  
*General Engineer*  
*DCMA Springfield*

Ms. Merriman contributed significantly to DCMA's PBM implementation by developing a system adopted Agency-wide for tracking customer outcomes. From January – June 2006, she was an integral part of DCMA Atlanta's efforts to develop, test and field the systems with 34 operational teams and modify the system following team leaders' recommendations. As a result of her extraordinary efforts, the ICPBM application was fully deployed for DCMA Atlanta to test and to import PBM concepts prior to a mission review team evaluation and the DCMA Atlanta fiscal year 2007 budget submission.



**Mr. Robert Sadler**  
*Quality Assurance Specialist*  
*DCMA Middle East*

Mr. Sadler performed extraordinary quality assurance surveillance thereby influencing the readiness and war-fighting capabilities of U.S. forces. While assigned to DCMA Middle East, he identified major quality and configuration deficiencies and recommended improvements resulting in the more timely delivery of mission-capable Strykers and High-Mobility Multipurpose Wheeled Vehicles. Mr. Sadler's efforts also resulted in corrections to the application of anti-ballistic coating and installation of armor onto vehicles, indirectly saving U.S. lives in combat. He was instrumental in defining customer outcomes and objectives, and by teaming with customers and contractors, quality defects were measurably and quickly driven down and production driven up.

## Herbert W. Homer Team Performance Award



### DCMA/American Federation of Government Employees (AFGE) Council 170 (C-170) Collective Bargaining Agreement (CBA) Team

**Mr. Tom Maahs** C-170  
**Ms. Carolyn J. Perry** Management  
**Mr. Dean D. Legacy** Management  
**Ms. Susan G. Benderson** C-170  
**Mr. Arthur A. Blunt** C-170  
**Ms. Theresa Cook** Management  
**Mr. Joseph P. Gabardi** C-170  
**Ms. Virginia Hemingway** C-170  
**Mr. Wayde R. Howard** C-170  
**Mr. Bruce Krasker** Management  
**Mr. John K. Moroney** Management  
**Mr. Keith D. Morrison** Management  
**Mr. Raymond T. Pietruszki** Management  
**Mr. William J. Porzel** C-170  
**Ms. Shirley L. Reilly** C-170  
**Ms. Melinda B. Varner** C-170  
**Ms. Patcy A. Wesley** C-170

For the fifth year, DCMA presents the Herbert W. Homer Team Performance Award in honor of Mr. Herbert Homer, who was killed aboard United Flight 175 at the World Trade Center on Sept. 11, 2001. His goals were improving efficiency, lowering cost and providing the best customer service. The 2006 recipient, DCMA/AFGE Council C-170 CBA team, exemplifies Mr. Homer's high standards.

DCMA and the AFGE C-170 executed the Agency's first nationwide collective bargaining agreement in January 2006, covering more than 9,000 DCMA employees. The DCMA/AFGE C-170 negotiation team members engaged in 22 weeks of intense

negotiations covering a wide spectrum of terms and conditions of employment. The team utilized interest-based bargaining techniques to eliminate much of the hostility and tension that usually accompanies labor/management negotiations. A successful agreement was reached without the parties reaching impasses on a single issue, and the final document will be the benchmark for setting Agency policy for working conditions of its bargaining unit employees.

## DCMA Team Performance Award



### DCMA Realignment Team

**Mr. David E. Hough\***  
*DCMA Headquarters Special Staff*  
**Ms. Vicki S. Paskanik\*\*+**  
*DCMA Headquarters Special Staff*  
**Mr. Thomas H. McDonnell**  
*DCMA Headquarters Special Staff*  
**Ms. Zora Blair\***  
*DCMA Headquarters Special Staff*  
**Ms. Felisha Hitt+**  
*DCMA Headquarters Contract Operations and Customer Relations Center*  
**Mr. Farid Hammad**  
*DCMA Headquarters Workforce Shaping Division*  
**Mr. Elias Hernandez+**  
*DCMA Headquarters Workforce Shaping Division*  
**Ms. Lisa St. Peter+**  
*DCMA Headquarters Financial Liaison Center*  
**Mr. Marc Spear+**  
*DCMA Headquarters Financial and Business Operations*

\* integrated product team member by charter

+ systems integrated program summary member

**Ms. Keah Shields\****DCMA Space & Missile Systems Special Staff***Ms. Ruby Trujillo\****DCMA Space & Missile Systems Special Staff***Ms. Noreen Cassaro\****DCMA Contractor Purchasing System Review Center***Mr. Leo Brehm\****DCMA Aeronautical Systems Financial and Business Operations Division***Mr. Robert Joyce***DCMA Aeronautical Systems Financial and Business Operations Division***Ms. Kathy Jenkins<sup>+</sup>***DCMA Functional Information Resource Management Center***Ms. Kathy Schreiber<sup>+</sup>***DCMA Functional Information Resource Management Center***Ms. Donna Lessard<sup>+</sup>***DCMA Functional Information Resource Management Center***Mr. Don Pixley\****DCMA Aeronautical Systems Boeing St. Louis***Ms. Deborah Umscheid***Southwest Civilian Personnel Operations Center***Ms. Bobbie Miceli***West Civilian Personnel Operations Center***Ms. Rachael Ridens-Nelson***Southwest Civilian Personnel Operations Center***Ms. Rebecca Sunstrom***Southwest Civilian Personnel Operations Center***Mr. Tom Maahs\****AFGE Council 170 President***Mr. Don Peterson<sup>+</sup>***DCMAC Business Information Center***Mr. Rex Wilson<sup>+</sup>***DCMA Functional Information Resource Management Center*

\* integrated product team member by charter

<sup>+</sup> systems integrated program summary member

The DCMA realignment team's purpose was to effect an Agency-wide realignment of nearly 10,500 civilian and military employees in a period of less than 18 months, shifting from a geographically aligned organization to an organization aligned with customers and industry product segments to better achieve customer outcomes. The level of

teamwork, dedication, patience, innovation and overall commitment exhibited by the realignment team was unprecedented and greatly contributed to a successful realignment without any major disruption to personnel databases and associated critical contract management system applications. Throughout the process, the realignment team ensured seamless, high-level customer support.

## Outstanding DCMA Employee With Disabilities

**Ms. Judith Spain***Management Analyst**DCMA Aircraft Propulsion Operations (APO) Rolls Royce*

Ms. Spain was born with a severe congenital condition affecting all of her limbs and muscles. After receiving a custom-made typing tool, she developed excellent typing skills. At DCMA APO Rolls Royce, she facilitates the planning, implementation, execution and analysis of functional processes in the integrated management system. In addition to her duties as strategic and performance plan coordinator, business case and budget facilitator, performance improvement officer, unit cost coordinator, Performance Labor Accounting System administrator, Workspace Portal administrator and customer performance advocate, she has been instrumental in entering customer-agreed-to outcomes into Metric Manager, and she is a super-user for eTools applications.

## Achievement in Equal Employment Opportunity by a Line Manager

**Mr. Robert E. Birch***Contract Operations Supervisor  
DCMA Phoenix*

Mr. Birch's actions have resulted in a fully integrated and highly talented workforce on the El Paso team. Based on his succession planning, he knew the team would have numerous vacancies and actively recruited outside talent and pushed high-potential Agency

minorities to position themselves for promotions by increasing their education levels and having them take on demanding work assignments. He has done the most of any DCMA Phoenix first-line supervisor to achieve the basic goal of the DCMA Equal Employment Opportunity (EEO) affirmative action plan, which is to fully integrate the workforce at all levels, and he has significantly increased his organization's talent.

### Achievement in Equal Employment Opportunity by a Non-Manager



**Ms. La Tanya Kelley**  
*Quality Assurance Specialist*  
*DCMA Lockheed Martin Dallas*

Ms. Kelley contributed significantly to the DCMA goal of fully integrating the workforce at all levels. Her leadership and outreach as a Navy Special Emphasis Program manager raised awareness of imbalances of women, minorities and disabled employees within the workforce. Her efforts resulted in training programs that educate employees on potentially discriminatory practices as well as sexual harassment in the workplace. Ms. Kelley's involvement in the EEO council at DCMA increased leadership involvement by Navy Special Emphasis Program managers almost tenfold.

### DCMA Acquisition Newcomer Award



**Mr. Jemaine D. Jones**  
*Electronics Engineer*  
*DCMA Rockwell Collins Cedar Rapids*

As a Keystone Program intern, Mr. Jones' primary role is providing electronics engineering support on several major programs. After shadowing a more senior engineer for a short period, he took over primary responsibilities and quickly gained the respect of the senior engineer supporting him. With guidance from the business and engineering staff, he took the initiative to audit and evaluate earned value program data and

perform periodic audits of contractors. Mr. Jones also assumed program integrator duties on two programs, developing control panels, negotiating the memoranda of agreement with two customers and performing effective program surveillance.



**Ms. Fong Ying "Annie" Ma**  
*Software Acquisition Specialist*  
*DCMA Santa Ana*

Ms. Ma took the lead software role in several high-profile programs supporting the Army, Navy and NATO, including the high-risk Navy program that's building the next-generation destroyer, DD(X). She discovered many problems with the contractor's technical performance and corrected software process anomalies that improved the company's performance on the DD(X) program. Ms. Ma also applied her software expertise to help develop DCMA Santa Ana's workload assessment models and compile data for the fiscal year 2007 budget submission. Additionally, she was a key player in DCMA Santa Ana's revitalized Keystone Intern Program.

### DCMA Mentoring Award



**Ms. Penny Vermie**  
*Corporate Administrative Contracting Officer*  
*DCMA Twin Cities*

Ms. Vermie is highly committed to mentorship and has had impressive success developing the next generation of acquisition professionals. She demonstrated her willingness to challenge a new intern by assigning the intern to an extremely difficult task — analyzing a highly complex 2001 incurred cost audit and an accompanying series of 12 audit reports. The intern was impressed that Ms. Vermie was willing to assign such a complex task to someone so new. Ms. Vermie demonstrated confidence in a promising intern, which led to successful completion of a task normally assigned to someone much more experienced.

## DCMA Director's Cup



### DCMA Atlanta

DCMA Atlanta emerged as an Agency leader in the development and implementation of PBM at the office level. To ensure the incorporation of PBM thinking into daily operations, senior leadership developed a set of expectations for team leaders. The organization's PBM standard operating procedure documents the approach for identifying and capturing customer outcomes and translating them into performance commitments. Ultimately, DCMA Atlanta embraced PBM through a comprehensive strategy and methodology for planning, organizing, staffing, directing and controlling organizational and individual performance by developing a "bottoms up" budget as part of the command's annual planning process.

**Mr. Stan Coutu**  
**Mr. Ethan Faggett**  
**Mr. Capt Joshua Piccirillo**  
**Ms. Carol Reddic-Snapp**  
**Ms. Trude Mashburn**  
**Ms. Suzanne Michalski**  
**Ms. Paula Neal-Wilcox**  
**Ms. Linda Dilliplane**

The team is composed of 10 highly skilled employees working together to create an impact on the working environment by approving and implementing suggestions at DCMA Lockheed Martin Fort Worth. After only one year together, they achieved a critical milestone by approving and implementing a total of 11 suggestions, the most suggestions implemented within the Agency.

### Suggestion Program



**Action Change Team**  
**DCMA Lockheed Martin Fort Worth**

**Mr. Joe DiGiacomo**  
**Mr. Jon Carter**

### DCMA Leadership Award



**Ms. Rowe Campbell**  
*Director, CFO Compliance Division*  
*DCMA Financial and Business Operations*

Through exceptionally strong leadership, Ms. Campbell assembled a team of government professionals and contract consultants to turn DCMA's financial statements and financial accounting processes and systems into DoD benchmarks. With attention to detail, vision for efficient and effective accounting techniques and vast knowledge of federal accounting best practices, she has been the driving force in DCMA's strategic plan initiative to achieve an unqualified audit

opinion. Ms. Campbell has driven DCMA accounts receivable processing time down to 30 days — unheard of in DoD — thereby allowing the Agency to focus on true problem disbursements by clearing out more routine transactions.



**Mr. James W. Norris**  
*CMO Director*  
*DCMA Special Programs Division*

Mr. Norris and his team have been at the forefront of their division's transformation into a customer-focused organization. His initiatives in matching high-consequence customer outcomes with appropriate resources and proactively seeking trade space to ensure performance commitments are met while managing within budget have been exceptional. Mr. Norris' leadership efforts have also resulted in his CMO being the first in its division to finalize individual performance plans with contributions to mission accomplishment and establish internal letters of delegation that were performance based. He has created a culture that rewards top performers and develops leadership capability in employees at all levels.



**Mr. Wayne Rybak**  
*Division Administrative*  
*Contracting Officer*  
*DCMA Rockford*

During the DCMA Rockford commander's deployment, Mr. Rybak enthusiastically accepted the temporary assignment of acting commander and tirelessly led efforts to restructure the organization to better accommodate PBM and implement PBM at the program level. Consequently, after observing that the usual structure of one operations team would be ineffective with regard to resource allocation and management oversight, he designed a two-team structure that focuses one team entirely on major acquisition programs and the other on sustainment efforts. Once the reorganization effort was complete, Mr. Rybak focused on PBM implementation, establishing an aggressive schedule and providing the resources for mission accomplishment.



**Ms. Clothilda "Clo" Y. Taylor**  
*Chief, Workforce Development*  
*DCMA Human Resources Center*

Ms. Taylor was directed to make the Workforce Development

Division more customer focused in its purpose and more strategic in its goals, and she achieved these objectives through her exemplary leadership abilities; keen attention to customer outcomes; understanding of the overall training program and its direct relationship to achieving the Agency's overall mission; and willingness to lead and mentor both within and outside the Agency. Ms. Taylor also developed a plan for centralizing all training funds at the DCMA Human Resources Center, which will allow DCMA to disseminate training funds quickly, facilitating year-end reconciliation and closeout processes in the training area.

## DCMA Heritage Award



**Mr. Guy Mercurio**  
*Engineer*  
*DCMA Boston*

In August 2003, a new recognition program, the DCMA Core Values,

Coat of Arms and Heritage Awards, was launched to recognize employees who demonstrate commitment to DCMA's core values: One Team of Indispensable Partners — Keeping the Promise. Upon receipt of the three Core Value Awards, employees received a DCMA Coat of Arms award.

Mr. Mercurio's superior performance modeled the DCMA core values: One Team, Indispensable Partner, Keeping the Promise. He received the One Team Award for his tireless contributions to implementing DCMA Boston's PBM initiative. As the software and engineering subject-matter expert in the technical assessment group, he earned the reputation as an indispensable partner to the CMO for his outstanding support to the operations group and its managers, supervisors and specialists. Mr. Mercurio received the Keeping the Promise Award for his contributions to customer-focused metrics for two major programs, the V-22 Osprey and the CH47-F/MH-47G Chinook aircraft.