

COMMUNICATOR

News for DCMA Professionals



STRATEGIC PLAN



FALL 2009 • VOLUME 9, NUMBER 3

DEFENSE CONTRACT MANAGEMENT AGENCY

2009 APEX AWARD



Communicator was recognized with an Award of Excellence by the 21st Annual Awards for Publications Excellence competition – a competition for communications professionals. APEX awards recognize excellence in graphic design, editorial content and the ability to achieve overall communications excellence.

With close to 3,785 entries, competition was intense. There were 1,158 Awards of Excellence presented in the competition. *Communicator* received its award for “best redesign” in recognition of its outstanding graphic design and the photographs taken by Dick Cole, Ann Jensis-Dale and Samuel Rousso, which appeared in the Fall/Winter 2008 issue themed, “Duty Today in DCMA.”

“Overall, this year’s entries displayed an extraordinary level of quality,” said head judge John De Lellis. “The APEX judges saw only the most promising publications that professional communicators could enter. From then, they had the truly difficult task of selecting the award-winning entries.”

According to De Lellis, the judges were frequently impressed more by the quality of creative ideas and concepts shown by entries than they were by the expense entailed in their execution. “Many of the award-winning entries in this competition, including *Communicator*, are classic examples of good ideas, imaginatively executed, despite limitations due to tight budgets, limited resources and small staffs,” said De Lellis.



COMMUNICATOR

News for DCMA Professionals



WORLD REPRESENTATIVES MERGE ON HUNGARY
FOR HOST NATION CONFERENCE PAGE 12



NEW STRATEGIC PLAN " ... A CLEAR PATH INTO
THE FUTURE," SAYS DIRECTOR PAGE 20



DCMA ON TRACK WITH BRAC PAGE 26

AGENCY NEWS

- 2 Director's Message
- 3 Around DCMA
- 4 DCMA Afghanistan Command Created
- 6 DCMA Force Protection Cited as "One of the Best" by U.S. Northern Command
- 7 Agencies Sign Agreement Improving Customer Support
- 8 Security Department Learns Current Threats at Conference
- 9 DCMA Supports Veterans During National Event in Birmingham
- 10 DCMA's Denise Jones Receives GSA's Prestigious Ustad Award
- 12 World Representatives Merge on Hungary for Host Nation Conference
- 15 SCEPTOR Engineer Leads Award-Winning Team
- 16 Popular Children's Book Character Pays Visit to DCMA
- 17 Keeping Sensitive Information Secure

FEATURES

- 20 New Strategic Plan " ... a Clear Path into the Future," says Director
- 24 DCMA Ensures Navy's Warfighting Readiness
- 26 DCMA on Track with BRAC
- 30 Enhanced DCMA eTool Serving U.S. Armed Forces Contracting Community Efficiently and Effectively
- 32 Joint Antiterrorism Training Exercise Successful
- 34 Interns are "Keystones" of Future Acquisition Workforce
- 36 Employee Finds Success Through Agency Opportunities, Programs
- 39 Naval Division Keystone Interns Gather for Roundtable Discussions
- 40 Keystones Get Taste of Working Internationally

(On the cover) This cover is original artwork created by BRTRC graphic designers Jeff Wright and Laura Tansill.



DIRECTOR'S MESSAGE

Our Self-Examination, Deliberation, Strategizing and Planning is Over ... the Strategic Plan is Complete

As the director, I challenged the senior leadership team to formulate a deliberative and comprehensive roadmap for building on our accomplishments and charting a clear path toward enhancing our operations and rebuilding our infrastructure to serve the Department of Defense acquisition enterprise.

Your participation in this process was essential, and we have included your insights, thoughts and suggestions in setting our agency's priorities and planning the course of action to implement them. The *Defense Contract Management Agency Strategic Plan, FY 2009–2013*, is available for your review on the DCMA internal Web site. October's Worldwide Training Conference will focus on our progress in the execution of the strategic plan and achieving our goals.

I believe there are four key challenges facing the agency. These challenges are the loss of people, the erosion of core skills within our workforce, increased demand for specialized skills and the need to use our resources more effectively. Our strategic plan lays out a path forward for dealing with these challenges.

We are going to further examine these in this issue of *Communicator*. It is my hope that you will have a better understanding of what your senior leadership team and I hope to accomplish and where you fit into the execution of this critical plan. I also hope that by better understanding our vision and path for the future, you will be better able to leverage our capabilities and explain our vision to our customers and stakeholders.

As you will note from reading this issue of *Communicator*, one of the biggest challenges to us realizing this vision for our future is solving our human capital deficit. As an agency, we have lost more than half of our authorized civilian and military labor force while our responsibilities and workload have increased by 25 percent. Our human capital staff has been working hard to recruit new personnel through a number of agency programs including the Keystone Program. We know that the move to Fort Lee will result in a large loss of DCMA headquarters workforce — partly through retirements, but also because a substantial number of our people are not likely to move. Further, the additional demand for the specialized skills DCMA's workforce possesses requires an increase in the size of our workforce handling pricing, earned value management and supply chain management to keep pace with the demand.

We are also increasing our theater operations support. This anticipated change and growth of our workforce, combined with the time

and resource investments in maintaining our technical edge through training and skill enhancement, presents a significant challenge as we strive to provide uninterrupted, effective delivery of the high-value services our customers require while accomplishing and balancing our internal initiatives.

For DCMA to succeed, every one of our people must be engaged and supportive of our efforts to recruit and retain the workforce of tomorrow. We want each of you to understand and be able to articulate our core values, articulated in our strategic plan. These core values are:

Integrity — committed to the highest standards of ethical and moral behavior at all times

Service — working for the benefit of our nation and putting professional responsibilities before self-interest; and

Excellence — committed to exceptional performance in everything we do.

I look forward to meeting with you and discussing these initiatives during my travels around the agency. As always, I appreciate your continued dedication and contributions to our essential mission.

Warmly,

Charlie E. Williams, Jr.
DCMA Director

DCMA Director
Charlie Williams, Jr.

Office of Congressional and Public Affairs

Director
Jackie Noble

Chief, Public Affairs
Richard Cole

Associate Editor
Cass Locke

Editorial, Layout and Design
Katherine Crawford, Laura Tansill & Michael Kaplun, BRTRC, 8260 Willow Oaks Corporate Drive, Suite 800, Fairfax,

VA. 22031
phone: (703) 204-9777

Printed By
Quintessential Color Group
7915 Penn Randall Place
Upper Marlboro, MD 20772
phone: (301) 736-3390
fax: (301) 736-3395

Communicator is published quarterly from appropriated funds by authority of the director, Defense Contract Management Agency. The director has determined that this publication is necessary in the transaction of business required by law and the Department of

Defense. Contents are not necessarily the official views of, or endorsed by, the U.S. government, DoD or DCMA. Controlled circulation. Periodicals postage paid at Upper Marlboro, Md., and additional mailing offices.

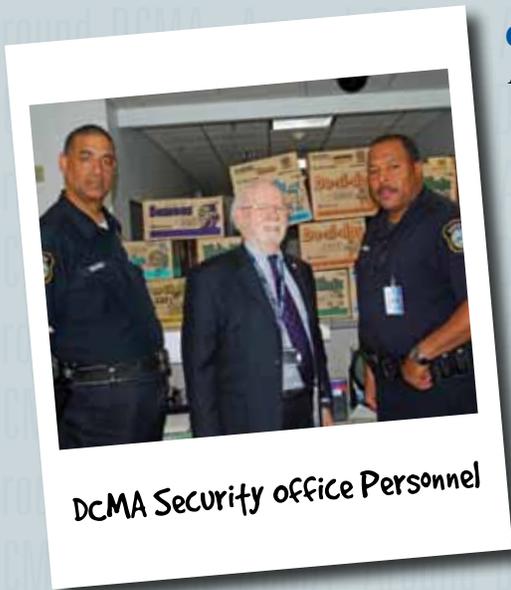
Subscriptions: Private subscriptions and rates are available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402 or (202) 512-1800. POSTMASTER: Send address changes to DEFENSE CONTRACT MANAGEMENT AGENCY, OFFICE OF PUBLIC AFFAIRS, 6350 WALKER LANE, ALEXANDRIA, VA 22310-3241.

Around DCMA

Girl Scout Cookies for Deployed Personnel

August — The DCMA Security Office at the Carson, Calif., facility spearheaded a push to buy Girl Scout cookies for our deployed personnel. They collected enough money to purchase 120 boxes of the sweets. Pictured from left to right: DCMA Security Office employees Gabriel Gradney, Jerry Taft and Danny Mitchell. Not pictured: Richard McDowell and Lewis Evans.

— Article and photo by Sam Rousso, DCMA Public Affairs



DCMA Security office Personnel

Diversity Day Celebration a Big Success

August — The DCMA Carson, Calif., facility's Diversity Day had everything working for it: an energized and motivated committee of hard workers, enthusiastic response, support from management and a dose of that legendary California weather. There was free food, 17 booths with cultural information and exhibits, speeches and a circus midway-style setting. The Diversity Day theme was "Diversity is the Color of Leadership," and the keynote speaker was Clarence Johnson, Department of Defense Office of Diversity Management and Equal Opportunity principal director and director for Civilian Equal Opportunity. There was also a short address by Jim Dear, mayor of Carson.

"In all, it was a very exciting day," said Elton Campbell, who chaired the event's planning committee. "I think everyone who attended enjoyed the event."

— Article and photo by Sam Rousso, DCMA Public Affairs



Nancy Campbell and Hallem Watson Hang a Banner over a Diversity Day Booth

DCMA Afghanistan Command Created

*By Mark Woodbury
DCMA Public Affairs*

Anticipating the troop buildup and the need for greater support services oversight in Afghanistan, the Defense Contract Management Agency International Division established a separate command within the country recently.

The general order signed by Charlie Williams, Jr., DCMA Director, on May 4, 2009, renamed DCMA Iraq/Afghanistan as DCMA Iraq and established DCMA Afghanistan as a separate command on Aug. 2.

Command-level leadership has been overseeing all operations in Afghanistan since March, even

though the organization was not born until Aug. 2. Army Col. Jack Cunnane took a temporary-duty assignment from his DCMA Maryland commander position to fill this role. Having successfully fulfilled the assignment, Army Col. Keith Edwards replaced Cunnane on June 5.

According to Air Force Maj. Desmond Carter, DCMA Afghanistan chief operations officer, multiple benefits to the agency have resulted from establishing a separate Afghanistan command. "Some of the benefits of having a separate command within Afghanistan are localized control of personnel, a direct line of communication with DCMA



Army Col. Keith Edwards, Defense Contract Management Agency Afghanistan commander (left) and Air Force Maj. Bach Nguyen, DCMA Afghanistan chief of operations, pose for a picture with Nguyen's "going away" plaque he was presented with by the command before heading back to his home duty station of Palmdale, Calif.

International and the alignment of decisions and directions to be more in line with efforts taking place on the ground," he said. "Overall, having the separate command has allowed for a more timely and efficient direction of resources."

Success has not come without its challenges. Especially challenging to the command has been the availability of human resources. In an effort to minimize this problem, however, the command is constantly working with both

Some of the benefits of having a separate command within Afghanistan are localized control of personnel, a direct line of communication with DCMA International and the alignment of decisions and directions to be more in line with efforts taking place on the ground.

— Air Force Maj. Desmond Carter

DCMA International and the Combat Support Center to ensure the identification of requirements in advance, minimizing short deployment notifications and allowing for the selection of the right person for each position.

According to Carter, capturing lessons learned and best practices from the Iraq command have been critical for the new command and have greatly reduced the spin-up time on many efforts. “Much of the policy, guidance, practices and procedures are borrowed directly from Iraq,” said Carter. “However, these aspects have been specifically tailored to suit the unique conditions and circumstances of the Afghanistan area of responsibility.”

Some of the specific programs and lessons learned DCMA Afghanistan has leveraged from DCMA Iraq include the Synchronized Pre-deployment and Operational Tracker Standard Operating Procedure; the Contracting Officer Representative program; and the electrical grounding and bonding initiative.

To ensure the two commands continue to leverage information and lessons from each other, DCMA Afghanistan and DCMA Iraq personnel make it a point to communicate regularly at all levels.

To handle the issues that come from the transition from Logistics Civil Augmentation Program III to the LOGCAP IV contract, the command formed teams to specifically identify and overcome any issues arising from the

transition. DCMA Afghanistan’s leadership has also held meetings with Flour and DynCorp, awardees of the Afghanistan north and south task orders, outlining expectations and anticipated transition challenges to mitigate as many issues as possible.

According to Carter, DCMA Afghanistan will continue to work diligently with the incumbent and

incoming performing contractors to ensure the transition is a “win-win”, and, most importantly, that it is seamless to the warfighter.

For more information on Contingency Contracting Administration Services volunteer opportunities, visit <https://home.dcma.mil/cntr-dcmac-t/ccas/index.htm>. 



DCMA Afghanistan headquarters building located on Bagram Air Base, Afghanistan



Derek Urban, Defense Contract Management Agency lead property administrator (left), and Gerrie Burrell, DCMA Aircraft Integrated Maintenance Operations management analyst, pose for a picture in front of the DCMA Afghanistan sign posted on the command headquarters building located on Bagram Air Base, Afghanistan.

DCMA Force Protection Cited as “One of the Best” by U.S. Northern Command

*By Mimi Briskman
Department of Defense Fellow*

Congratulations to Hugh Wiley, DCMA security director, Larry Phillips, DCMA security antiterrorism program manager, and their team of security specialists on the results of their antiterrorism/force protection program review conducted by U.S. Northern Command in April 2009.

In a memorandum to DCMA Director Charlie Williams, Jr., Army Maj. Gen. Frank Grass, NORTHCOM’s director of operations, complimented DCMA for “retain[ing] one of the best executed agency/activity programs within the U.S. NORTHCOM area of responsibility.” The NORTHCOM program review team also recognized Wiley and Phillips for their “exceptionally conscientious and proactive” leadership in AT/FP planning and execution.

Receiving such high praise requires more than just providing exceptional AT and FP support to

the DCMA workforce. Preparations for the April program review began in January with the preparation and submission of the necessary documentation and processes critiqued as part of the formal benchmark assessment process.

“Since the 2006 AT/FP program review, the entire security

team has worked diligently to assist DCMA commanders and directors in providing a safe and secure environment for our workforce,” Wiley said. “U.S. NORTHCOM’s recognition of our effort demonstrates a total team commitment that could not have been realized without the support of the entire DCMA community.”



Army Maj. Gen. Frank Grass, director of operations for NORTHCOM, appears before the Senate subcommittee in a June 2009 briefing. Grass recently praised DCMA’s antiterrorism and force protection program following a NORTHCOM program review.

Agencies Sign Agreement Improving Customer Support

By Beth Reece

Defense Logistics Agency Public Affairs

A new agreement between the Defense Logistics Agency and Defense Contract Management Agency should yield better support for customers.

Signed May 20, 2009, by DLA Commander Navy Vice Adm. Alan Thompson and DCMA Director Charlie Williams, Jr., the performance-based agreement replaces a September 2006 agreement and establishes joint initiatives aligning DLA and DCMA transformation goals with those of the DoD. "This formalizes the important relationship DLA shares with DCMA and reflects our mutual needs and our ability to work together to support warfighters," said Karen Maskew, deputy division chief for DLA's Acquisition Management Directorate's Acquisition Operations Division.

The agreement is set up to ensure DLA gets the contract support it needs from DCMA, which administers contracts for DLA as instructed by the Federal Acquisition Regulation. "This PBA commits both parties to improving electronic system interfaces to speed up cycle time, reduce errors and improve productivity," said Williams. "It clarifies mutual responsibilities to manage [other disbursing office] contracts and to accomplish production surveillance on [system concept definition] A, B and C contracts. It also establishes a PBA Council chaired by DLA's



DLA Commander Navy Vice Adm. Alan Thompson (left) and DCMA Director Charlie Williams, Jr., signed agreements improving customer support.

[acquisition management directorate] and DCMA's [executive director, contracts] to periodically review performance measures and address prioritized issues."

"DCMA manages over 123,000 DLA contracts...of approximately \$4.4 billion," Williams told the admiral during the ceremony. "That makes you a very big customer with 38 percent of our total contract count."

The new agreement will make warfighter support more responsive, agile and visible through an increased use of mutually accessible information. "In 2009, we secured a significant commitment of funding for additional personnel to support DoD's acquisition system. We anticipate this funding plus-up will enhance our capability to manage DLA contracts," Williams said.

A shift to strategic sourcing is also called for in the agreement and includes industrial capability assessments supporting investments made through the Warstopper Program, which protects industry's ability to produce items identified by the military services as critical but scarce. As the relationship between DLA and DCMA advances, the goals and metrics may change as the result of quarterly performance reviews.

"We thank Ms. Scottie Knott and Mr. Dave Ricci for forging this partnership in 2006, Ms. Nancy Heimbaugh for sponsoring the 2009 PBA and Ms. Karen Maskew for pulling all the PBA pieces together," Williams remarked. "Thank you Vice Admiral. Thompson for your continued commitment to a strong DLA-DCMA partnership." **C**



Security Department Learns Current Threats at Conference

*By Mimi Briskman
Department of Defense Fellow*

The Defense Contract Management Agency security office held its annual workshop in Dallas, Tex, June 15–19. The 98 attendees gathered to learn more about the security threats facing men and women around the world.

Hugh Wiley, DCMA security director, believes the conference is essential to ensuring each member of his extended team is on the same page and prepared for the threats ahead. With that mindset, the theme for this year's conference was "Back to Basics."

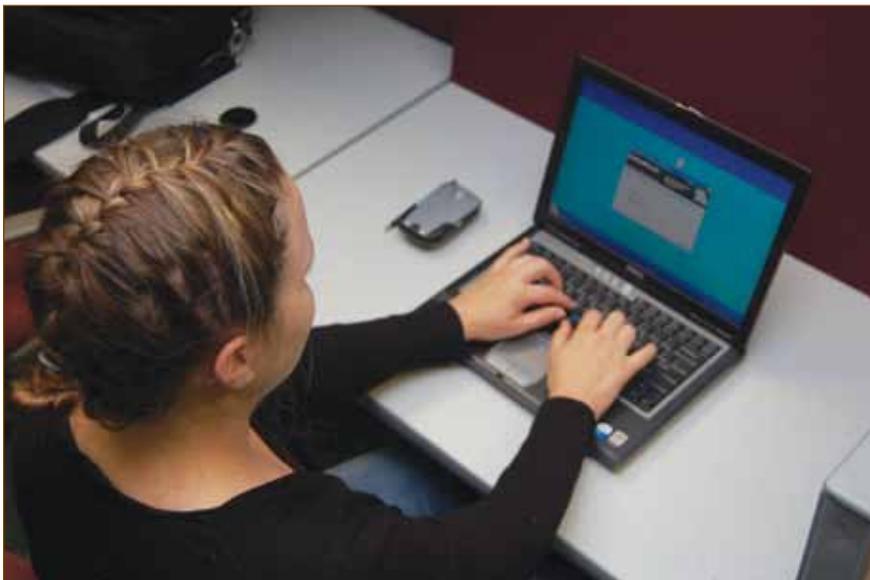
During his tenure as security director, Wiley established three objectives for his team as they prepare and execute each conference:

- Examine the individual's role, responsibility and mission as a point of contact to the DCMA security specialists
- Provide baseline training and understanding additional duty or nonprofessional security personnel at field locations
- Encourage more personalized relationships between specialists at headquarters and security personnel in the field to improve working relations and efficiency.

During the three-day conference, a variety of lectures, seminars, guest speakers and hands-on training sessions covered topics such as personal security, operations security, security essentials, physical security, threat warning, locking devices, counterintelligence and information security. These sessions provided the skills and knowledge necessary to keep members of DCMA and their missions secure through the coming year.

Additionally, guest speakers shared their perspectives with the attendees. A representative of the U.S. Army Corps of Engineers Protective Design Center, the most respected center for security design, discussed the "whys and hows" of security assessments. Donna Williamson, DCMA privacy officer, discussed requirements for the protection of personally identifiable information. Also, a special agent from Army counterintelligence — who stole the show with his briefing on espionage and other threats specifically facing teammates abroad — enlightened the attendees with his knowledge.

Wiley would like to thank his team and event participants for meeting the challenge and making this year's conference a success. **C**



A DCMA employee takes security into account when logging on a government computer. (Photo by Mark Woodbury, DCMA Public Affairs)

DCMA Supports Veterans During National Event in Birmingham

*Air Force Master Sgt. Randy Bishop
DCMA AIMO Birmingham*

The 23rd National Veterans Golden Age Games, the largest annual senior sports and recreation competition for veterans, took place in Birmingham, Ala., June 1-5.

This year the games were hosted by the Birmingham Veteran's Affairs Medical Center with the Department of Veterans Affairs, Veterans Canteen Service and Help Hospitalized Veterans.

The annual event is designed to improve the quality of life for all veterans age 55 and

The annual event is designed to improve the quality of life for all veterans age 55 and older with a wide range of abilities and disabilities.

older with a wide range of abilities and disabilities. Through a partnership with the National Senior Games Association, a member of the U.S. Olympic Committee, the annual games serve as a qualifier for the National Senior Games, held biannually.

Approximately 1,500 volunteers assisted the 650 veterans competitors participating in the 23rd games. Representing the Defense Contract Management Agency and DCMA Aircraft Integrated Maintenance Operations Birmingham were Air Force Lt. Col. Mike Riley, Capt. Alison Breeden and Master Sgt. Randy Bishop, along with Donna Austin, Theresa Tyree and Barry Jackson. DCMA members assisted with numerous events, including ping pong, indoor horseshoes, marksmanship with air rifles, bowling, shot put and discus. Their socializing and cheers brought smiles to the faces of countless competitors.

The individual and collective efforts of the volunteers ensured veterans from across the country a special week of competition and camaraderie, culminating in a successful event for the VA Medical Center and local community. **C**



Lt. Col. Mike Riley (right), DCMA Aircraft Integrated Maintenance Operations Birmingham commander, poses with a table tennis competitor at the National Veterans Golden Age Games. The games are designed to improve the quality of life for all veterans age 55 and older with a wide range of abilities and disabilities.

DCMA's Denise Jones Receives Prestigious Ustad Award

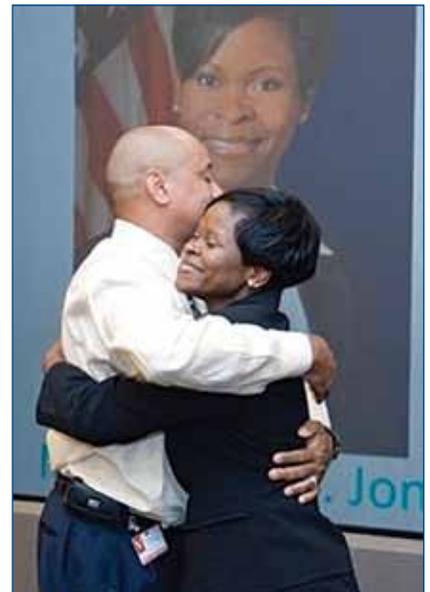
By Ann Jensis-Dale
DCMA Public Affairs

Denise Jones, Defense Contract Management Agency Lockheed Martin Marietta contracts operations manager, recently received the General Services Administration's prestigious 2009 Ida Ustad Award for Excellence in Acquisition. The award honors Jones leadership skills and excellence in acquisition.

Jones manages production, sustainment and modernization contracts for the C-130 *Hercules*, C-5 *Galaxy*, P-3 *Orion*, F-22 *Raptor* and Air Force Plant 6 facilities programs — some 336 contracts valued at more than \$58 billion. Jones also has the authority to act on all contract business matters on behalf of the United Kingdom, Italy, Denmark, Australia, India, Canada and Norway for foreign

military sales programs. The Ida Ustad award honors many of Jones' acquisition accomplishments and her dedication to mentoring and developing DCMA's future workforce at DCMA LMM. "Ms. Jones has worked countless hours with the civilian workforce here at DCMA LMM, developing and establishing training programs and development programs for her contract specialists that include interpreting guidance and regulations for mission success, providing oversight and applying control standards and researching and directing system engineering efforts," said Henrietta Snow, DCMA LMM deputy commander.

Jones never lets manpower shortages distract her from achieving DCMA's goals. Her



DCMA's Denise Jones, DCMA LMM Contracts Director, hugs her husband, Martin L. Jones, upon receiving her prestigious honor. (Photos courtesy of Damien A. Guarnieri, DCMA LMM)

enthusiasm, drive and innovation inspired her team to accomplish tasks that initially seemed impossible. Through her efforts, management noticed employee morale increasing within her team. Furthermore, 90 percent of her team completed secondary degrees or additional specialty training under Jones' leadership. "Jones

The Ida Ustad award honors many of Jones' acquisition accomplishments and her dedication to mentoring and developing DCMA's future workforce at DCMA LMM.

ceives GSA's

serves as a true role model and sets the standard for others to emulate,” said Snow.

Jones’ career began as a stay-in-school student with the Defense Finance Accounting Service. She recalls the mentors who influenced her career path and emulates their style with her subordinates. Jones is a member of the Defense Acquisition Corps, possessing a Defense Acquisition Workforce Improvement Act Level III certification in contracting and a Level II certification in program management.

David Drabkin, deputy chief acquisition officer and senior procurement executive officer for GSA, presented Jones with a \$5,000 check at the award ceremony. Attending the ceremony were Lee Rhyant, executive vice president and general manager, Lockheed Martin Aeronautics-Marietta; Air Force Col. Casey Blake, DCMA LMM commander; Snow; and Jones’ friends, coworkers and family members.

Jones said she is fortunate to be surrounded by smart people who focus on solutions rather than problems. She added that just makes her strive to do better and be better. “My deepest gratitude and thanks goes to my team,” Jones remarked. **C**



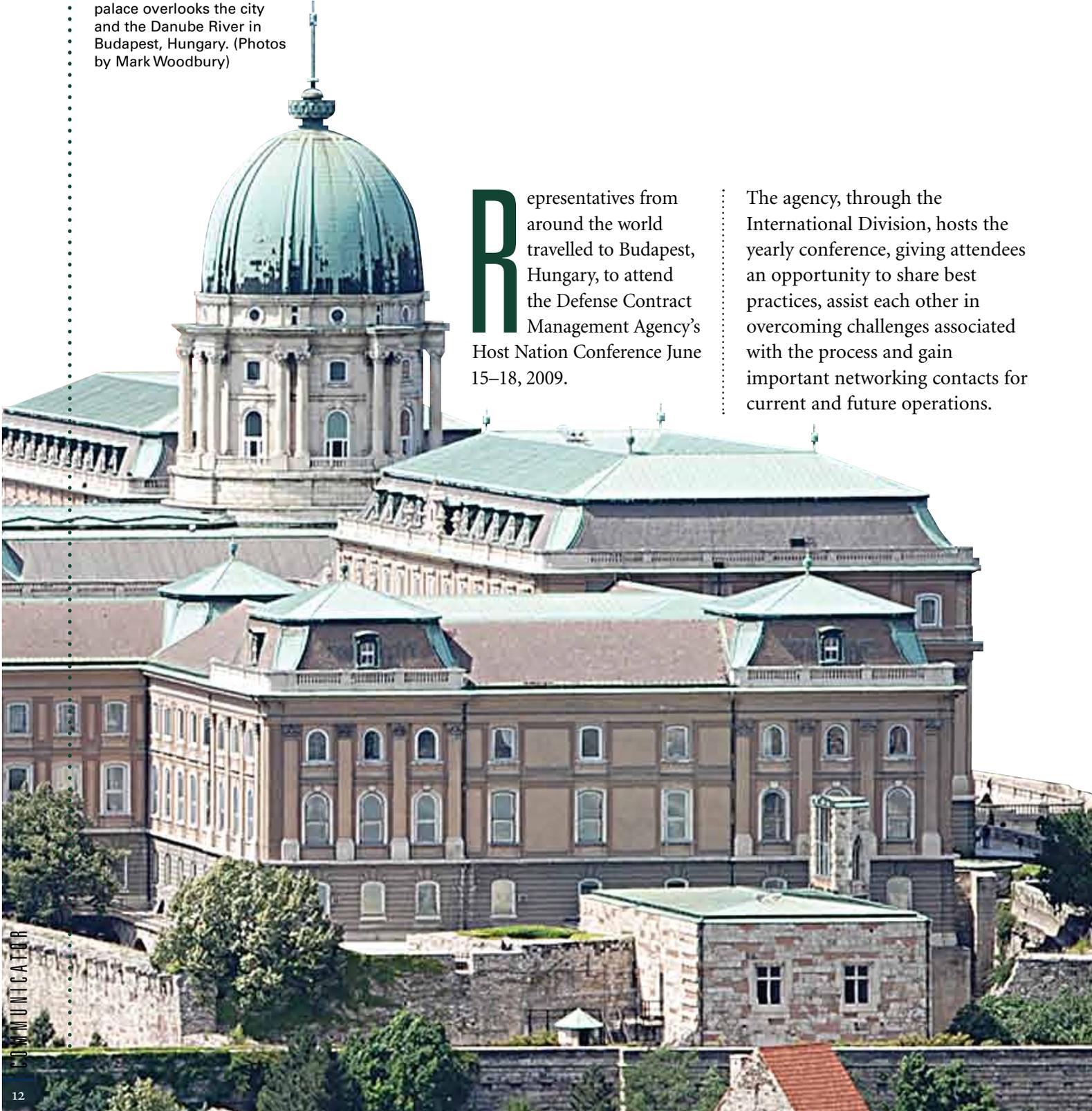
For receiving the prestigious Ida Ustad award, Jones received a check for \$5,000. From left: David Drabkin, General Services Administration deputy chief acquisition officer and senior procurement executive officer; Henrietta Snow, DCMA deputy commander; and Air Force Col. Casey Blake, DCMA LMM commander.



Jones stands proudly with fellow DCMA associates. From left: Air Force Col. Casey Blake, DCMA LMM commander; Lee Rhyant, Lockheed Martin Aeronautics-Marietta executive vice president and general manager; and Henrietta Snow, DCMA deputy commander.

World Represent

The former Hungarian royal palace overlooks the city and the Danube River in Budapest, Hungary. (Photos by Mark Woodbury)



Representatives from around the world travelled to Budapest, Hungary, to attend the Defense Contract Management Agency's Host Nation Conference June 15–18, 2009.

The agency, through the International Division, hosts the yearly conference, giving attendees an opportunity to share best practices, assist each other in overcoming challenges associated with the process and gain important networking contacts for current and future operations.

Representatives Merge on Hungary for Host Nation Conference

*By Mark Woodbury
DCMA Public Affairs*

According to Roland “QT” Quitariano, DCMA host nation program manager, defense markets continue to expand globally. As a result, the use of host nation contract administration services — the process whereby one country performs CAS functions, specifically, government quality assurance services on behalf of another country — is becoming increasingly common among all nations involved with the mutual government quality assurance process. With this increased need,

the opportunity to communicate issues that arise from it has become more and more imperative.

In addition to discussing GQA issues, Quitariano said the conference provides attendees an opportunity to establish invaluable working networks. “One of the biggest benefits I have personally experienced from this conference is the opportunity to network with each of the nations and organizations involved,” he stated. “It is nice to be able to have both a

name and face with approximately 20 different nations or NATO agencies as a direct result of this conference.”

For one conference attendee, the biggest benefit to him is the practical hands-on workshop time during the conference. “I really appreciate the opportunity to discuss real-life issues with attendees and see how different attendees respond and react to the issues,” said Belgian Lt. Col. Jean-Claude Saucez, process and



Defense Contract Management Agency Host Nation Conference attendees discuss resolutions to potential issues that could occur as a result of different nations Host Nation working practices during the conference breakout session (left photo). Defense Contract Management Agency Host Nation Conference attendees tour the Hungarian Parliament Building located in Budapest (right photo).

“It has been particularly helpful to discuss with other attendees what they have done in response to their reductions and then go back and implement, where possible, these same tactics within my own organizational structure.”

— Carin Hansson

competency management director. “The workshop time allows me to gain insight into other countries’ practices, as well as how they respond to and work with other countries when an issue comes up.”

As a direct result of last year’s conference attendance, Saucez said he was able to see how the United Kingdom had remodeled their GQA infrastructure, which inspired him to make changes within his nation’s system. Saucez stated these changes have led to smoother interactions and and GQA requests with his country and those countries it works with.

For Rex Russell, Australian Defense Materiel Organization supplier quality assurance director, the conference has given him the opportunity to coordinate his country’s policies and practices within the scope of NATO practices. “Last year was my first

year attending the conference, and through my attendance, I aligned Australia’s policy to better fit with the existing NATO framework,” said Russell. “As a result, I have seen a double-digit increase in foreign country GQA requests and a much smoother working relationship with the other nations involved.”

The “body of knowledge,” according to Carin Hansson, Swedish Defense Materiel Administration quality manager and long-time attendee of the conference, available to conference attendees is what motivates her to come back year after year. “I am currently dealing with personnel reduction issues, an issue many other nations here are also facing,” said Hansson. “It has been particularly helpful to discuss with other attendees what they have done in response to their reductions and then go back and implement, where possible,

these same tactics within my own organizational structure.”

Hansson said it is important to understand that other nations are dealing with similar problems as hers, and she sees this conference as a “must attend” to work out and discuss these unique issues.

This year’s conference had more than 70 attendees from 20 different nations, an agency of NATO and the Joint Strike Fighter Joint Program Office. Based on the feedback received from the 70-plus participants, the conference was a huge success, and the majority of the attendees said they would be back next year. **C**

PRESENTATIONS AVAILABLE ONLINE

Presentations given at the conference can be viewed at the DCMA International Portal page under the project name, “Host Nation – DCMAI.”



DCMA Host Nation Conference attendees pose for a picture in a nearby park in Budapest, Hungary, June 15.



SCEP Engineer Leads Award-Winning Team

Aaron Shields, Student Career Experience Program engineering student with the Defense Contract Management Agency NASA Product Operations ATK Launch, is acting as team leader for the 2008–2009 Chimaera project at Utah State University.

Shields' peers selected him to oversee and coordinate the team's efforts in the NASA university student launch initiative, a national competition with a score of participants. Shields and his team are looking to prove for the second consecutive year that they are ahead of the pack when it comes to rocket science.

"Working at DCMA has definitely provided valuable experience and allowed me to better lead my team toward meeting our performance objectives," he said.

Chimaera, USU's rocket team, has already won two awards: best vehicle design and best documentation and presentation. The vehicle design award went to USU for its advanced energy management system, the air brakes and control surfaces, which steer the rocket and control its altitude. The NASA competition involves achieving one mile in altitude, and Chimaera's energy management system performed remarkably well, with the average error for the test



Aaron Shields, SCEP engineering student with DCMA NASA Product Operations ATK Launch. (Photos courtesy of Aaron Shields, DCMA NASA Product Operations ATK Launch)

and competition flights at less than one-half of one percent.

The team also won the Documentation and Presentation award for their detailed and professional reports and reviews. Their final report will be one of the most thorough studies in rocket design and prototyping at USU, totaling more than 400 pages.

Chimaera team members are hoping to be the overall champions for the second-year running. **C**



Members of Chimaera, USU's rocket team, led by DCMA's Aaron Shields.

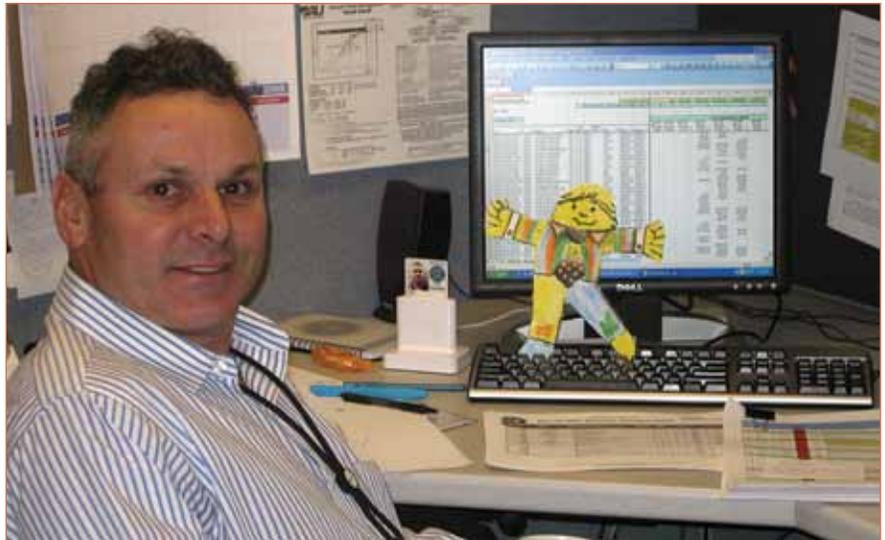
Popular Children's Book Character Pays Visit to DCMA

By David Tucker
 DCMA Space Sensors and Communications Operations

Flat Stanley, a central character in a children's book series dating from 1964, recently visited DCMA Space Sensors and Communications Operations at Raytheon IDS, Tewksbury, Mass.

Thanks to the Internet's Flat Stanley Project, the character is now a globetrotting educational tool in a national reading and writing project for elementary school children. Cole Maggard, a Golden Elementary School student in Etiwanda, Calif., and nephew of Kim Gallagher, program integrator at Raytheon IDS, set the stage for Flat Stanley's DCMA visit.

Answers.com provides the following context behind Flat Stanley's origin: "In the original book by writer Jeff Brown and illustrator Tomi Ungerer, Stanley Lambchop wakes up one morning flattened by his bulletin board. His positive attitude helps him cope with the physical disadvantage and propels him into a series of adventures. Inspired by Flat Stanley's trip to



Flat Stanley performs data analysis with Jay Fiste, DCMA Raytheon IDS engineer. (Photo by Dave Tucker)

California inside an envelope, Canadian educator Dale Hubert created the Flat Stanley Project for his grade-three students, and in 1995, put the project on the World Wide Web.

Classrooms around the world exchange cut-out Flat Stanleys and keep journals as a way for kids to learn about other parts of the world. Over the years Flat Stanley has become a pop culture phenomenon and an educational tool. He has met world leaders, made appearances on television shows such as *The West Wing* and *Jeopardy!*, been aboard the Space Shuttle *Discovery* and made trips all over the globe, including Mount Everest and the Taj Mahal."

While visiting DCMA, Flat Stanley accompanied Army Col. Christopher

Ross, DCMA Space Sensors and Communications Operations commander, during team visits and meetings with program support teams. He also met with group leaders, team leaders and functional specialists throughout Raytheon IDS. The colorful character assisted with many of the day-to-day tasks, such as reviewing the collective bargaining agreement, data collection and analysis and reviewing customer outcomes in a memorandum of agreement.

Flat Stanley returned to California with a wealth of information about DCMA's mission and the daily grind at the contract management office. Maybe one day he will want to return to DCMA as a keystone employee! **C**

Keeping Sensitive Information Secure

*By Dick Cole
DCMA Public Affairs*

Identity theft is one of the fastest growing crimes in the country, and concern by the public is growing rapidly with each new data breach.

This increase in personal information being revealed to unauthorized individuals is a direct result of advances made in the area of computer technology and data collection that allow information sharing across agencies, governmental boundaries and service providers. As we are all aware from the news over the past few years, there have been a number of episodes of government agencies and corporations inadvertently divulging personally identifiable information.

PII is information that used to distinguish or trace an individual's identity, says Donna Williamson, the Defense Contract Management Agency's privacy officer. This includes such items as a person's name, Social Security number, or biometric records. These identifiers can either stand alone

or, when combined with other PII data, become linked to a specific individual, such as a date and place of birth or a mother's maiden name.

The Office of Management and Budget issued policy directives in 2006 requiring agencies to report *within an hour* even the suspicion of a data breach, Williamson says. This has helped raise the issue of data security to a top priority, moving agencies in the direction of strict accountability when it comes to the vulnerability of PII. In the past year, Williamson says DCMA has had 161 incidents involving the disclosure of PII.

If you even suspect the loss or compromise of PII, immediately report it to the privacy office. If you are uncertain whether an

inadvertent release or an actual compromise has occurred, Williamson advises that it is best to err on the side of caution and encourages employees to consult with her.

So what steps can we all take to avoid data breaches occurring within DCMA?

"At a minimum, minimize the amount of PII collected and only maintain what is strictly necessary to accomplish the mission," said Williamson. A good rule of thumb to follow is, "Don't collect personal data because it's always been done or because you might need it; collect it because you *need it*."

Several federal agencies inadvertently posted sensitive

Minimize the amount of PII collected and only maintain what is strictly necessary to accomplish the mission.

— Donna Williamson



Privacy officer Donna Williamson briefs Art Thurston, Fort Lee transition management office building manager, about protecting personally identifiable information. (Photo by Mark Woodbury, DCMA Public Affairs)

information to agency Web servers, according to Williamson. Policies governing the posting of PII, including access restrictions and permissions, must be carefully followed says Williamson. “It is a good idea to routinely check all content placed on Web sites,

shared drives and multi-access calendars for erroneous postings,” she says.

Most of the incidents in DCMA involve e-mails containing PII. Whether transmitted over the local network or beyond the network’s

security boundary, all e-mail containing PII must be encrypted. Williamson warns that if intended recipients do not have encryption capabilities, use another method of transmission, and if their certificates have not been set up, contact them to ask that they do so prior to transmitting the information. Another good practice is to announce that you are relaying PII. Additionally, when forwarding e-mails, unnecessary information should be dropped in e-mail threads, and when attaching documents, exercise caution to

Whether transmitted over the local network or beyond the network’s security boundary, all e-mail containing PII must be encrypted.

ensure unnecessary information is sanitized or extracted. Many employees have unknowingly forwarded e-mails with attachments containing PII, so be sure to check for hidden columns in spreadsheets.

“Another problematic area in the agency is the removal of PII from the workplace,” said Williamson, adding that “privacy data should never be removed from the workplace unless necessary to perform your official duty.” Williamson cautions that removal must be approved by your supervisor and warned that another problematic area is that well-intentioned employees are forwarding files containing PII to their home e-mail accounts to work from home, and this is never an acceptable practice.

DCMA is working to raise the level of awareness within the agency to prevent breaches of PII and has implemented computer

“Privacy data should never be removed from the workplace unless necessary to perform your official duty.”

— Donna Williamson

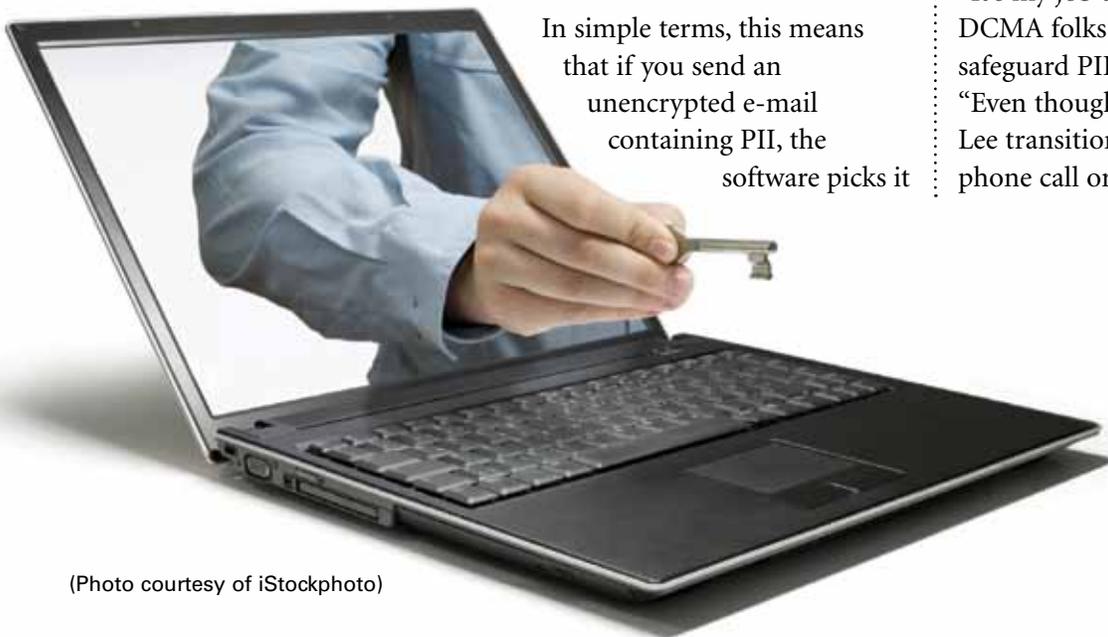
software to assist in preventing inadvertent disclosures. This tool monitors e-mail and Internet data on all DCMA computers. The tool checks incoming and outgoing data to ensure compliance with rules governing the transmission of Privacy Act information to ensure that such data is not transmitted without proper labeling or encryption. Violations result in real-time detection and flagging for action officer review to confirm the alert. If confirmed, the originator of the data, the originator’s supervisor and the DCMA privacy officer are advised of the incident and an appropriate report is sent to U.S. CERT — the U.S. Computer Emergency Response Team,” said Williamson.

up and automatically notifies DCMA’s information technology customer support office, which files a report with US-CERT as required. ITSCO then sends an alert to Williamson, who will, in turn, contact the individual and his or her supervisor, as appropriate.

The best advice Williamson can give is to respect the privacy of others; take privacy protection seriously; alert your supervisor or other management official when you see personal data left unattended; report suspected privacy compromises to your privacy officer; know the Privacy Act requirements; and, above all, use common sense!

“It’s my job to be here to help DCMA folks know how to safeguard PII,” says Williamson. “Even though I’m down at the Fort Lee transition office, I’m only a phone call or an e-mail away.” 

In simple terms, this means that if you send an unencrypted e-mail containing PII, the software picks it



(Photo courtesy of iStockphoto)

New Strategic Plan "... a Future," says Director

By Cass Locke and Dick Cole,
DCMA Public Affairs

"Over the past year, we have defined a path for the future and have made significant progress with key initiatives in support of that vision," said Defense Contract Management Agency Director Charlie Williams, Jr. "When I joined the agency, I made a commitment to maintaining DCMA's rich tradition of service and exceeding our customers' expectations. This strategic plan lays out what we are trying to achieve, establishes priorities and creates detailed courses of action for the future."

The senior leadership team's consideration of the future path for

DCMA in September 2008 focused on several key areas according to Stephen Herlihy, director of the agency's strategic effects office. "Specifically, the SLT looked at how we could continue to deliver exceptional customer service, grow and retool the workforce, enhance policies and processes and improve agency efficiencies," said Herlihy. "Mr. Williams and the SLT used a deliberative and comprehensive process to assess the challenges facing the agency, define strategies and establish initiatives to address these challenges and capture the way forward in a formal plan with detailed courses of action for implementation across the enterprise."

Part of this process was the chartering of task force teams to engage field expertise in developing the strategies that eventually became a part of "the plan." Additionally, the task force teams and the strategic effects office worked to ensure the resulting plan would support Department of Defense initiatives, secretary of defense priorities and the goals established by the under secretary of defense for acquisition, technology and logistics.

The path forward and the progress the agency has made in key areas will be the focus of the worldwide conference in Atlanta, Ga., Oct. 26-30. "I believe we are now ideally positioned to turn DCMA from a 'good' organization into a 'great' one," said Williams. "The strategic plan is only the beginning of the journey." Added Herlihy, "The plan's purpose is to provide a clear path into the future. It describes our long-range objectives and lays out the various strategies that

"This strategic plan lays out what we are trying to achieve, establishes priorities and creates detailed courses of action for the future."

— Charlie Williams, Jr.

Clear Path into the



The DCMA Council at a recent meeting to discuss implementation of the strategic plan. (DCMA photo)

we will employ to achieve them. It also leverages our capabilities as an agency.”

How does it do this?

“It gives everyone the ‘big picture,’” said Herlihy. “It lays out the

challenges we face, where we’re going and how we — individually and collectively — can support the agency and our customers. The plan captures the agency priorities established by Mr. Williams. These priorities don’t cover everything

we do but help us to focus on the most critical things we need to do where we have the greatest need for change or opportunity for improvement,” said Herlihy.



(Photo courtesy of iStockphoto)

The strategic plan employs a “scorecard approach” to organizing actions and strategies. “This approach lays out what ‘end state’ or outcome is desired and then roadmaps the way to get to that result,” says Herlihy. Typically, this approach focuses on four key areas called “quadrants:” customers, business processes, people and financial. “For the DCMA plan, we defined these quadrants using terms more applicable to our environment and processes,” said Herlihy. “Our balanced scorecard perspectives are the acquisition enterprise, policies and processes, human capital and stewardship.”

Quite simply, the plan describes the achievement of the agency’s long-term objectives, identifies the highest-level focus areas needed to achieve or make progress toward the realization of those long-term objectives, specifies the programs or activities the agency will implement to reach those desired objectives and provides milestones and performance

indicators to determine if the agency is successful.

What does this mean to me?

To achieve these agency long-term objectives, or end states, the active involvement of all agency personnel in a number of initiatives is essential. A brief look through the plan, available by going to the agency’s home page

“I’m committed to the execution of this plan and setting the agency on the path to meet the challenges of tomorrow.”

— Charlie Williams, Jr.

and clicking on “Strategic Plan for FY 09-13” under “What’s Hot ...” reveals several such initiatives:

- Continuing to build the agency’s manufacturing and supply chain core competencies and develop metrics to identify supplier and industrial base risks that could delay or raise the cost of deliverables;
- Improve customer satisfaction and develop a methodology for measuring their satisfaction more accurately;
- Execute our expanded contingency contracting administration services mission more effectively and efficiently;
- Use a Lean Six Sigma management methods to enhance operational performance and ensure a common approach to projects;
- Attract, recruit, develop and retain a high-performing and diverse workforce;
- Foster a culture of mentorship across the workforce;
- Make the hiring process quicker and more effective while improving customer service and reducing vacancy fill times;
- Create a “career guide” that clearly identifies leadership and skill training requirements for the entire workforce throughout their careers;
- Design, develop and implement a streamlined agency-wide performance management system with a uniform set of performance indicators.

These are but a few of the many initiatives included in the strategic plan. “Performance management is critical to executing this plan,” said

Williams. “It is our measurement and assessment tool to tell us if we are on track to meeting our goals and objectives and help us identify where adjustments and corrections must be applied.” Williams recognizes that performance-based management has gotten a “bad rap” among many DCMA employees because our original approach was cumbersome and had too many things being measured. “We’re taking a hard look at streamlining this process and measuring only those things that will give us the quickest and most accurate view of whether or not we are going to reach our desired end state,” said the director. The review is underway among the agency’s executive and division directors.

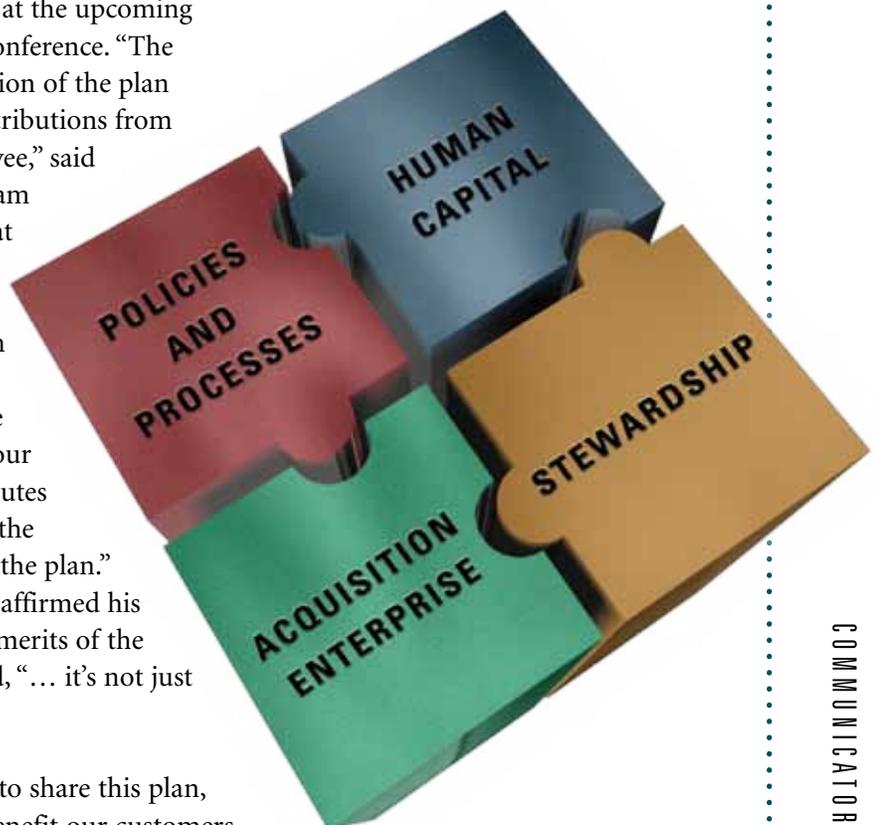
These performance indicators and our progress implementing them will prompt discussion and examination at the upcoming worldwide conference. “The implementation of the plan requires contributions from every employee,” said Williams. “I am confident that the agency can do this and that each of us should be able to see *exactly* how our work contributes to achieving the objectives in the plan.” The director affirmed his belief in the merits of the plan and said, “... it’s not just lip service.”

“I’m excited to share this plan, which will benefit our customers

and our agency. I’m committed to the execution of this plan and setting the agency on the path to meet the challenges of tomorrow,” concluded Williams. 

ONLINE

The *Defense Contract Management Agency Strategic Plan, FY 2009-2013* can be accessed via DCMA’s Web page at www.dcms.mil.



DCMA Ensures Na

The guided-missile cruiser USS *Cowpens* and the guided-missile destroyers USS *Fitzgerald* and USS *Mustin* are underway during the Indonesian International Fleet Review. (Photo by U.S. Navy Mass Communication Specialist 2nd Class Barry Hirayama)



DCMA is the Department of Defense component that works directly with suppliers to ensure that DoD, federal and allied government supplies and services are delivered on time, at projected costs and meet all performance requirements.

According to DCMA Pacific Commanding Officer Air Force Col. Michael Luft, the agency's mission is to provide contract administration services to the DoD acquisition

Navy's Warfighting Readiness

*By Specialist 2nd Class Barry Riley, Naval Air Facility Atsugi
DCMA Japan Public Affairs*

enterprise and its partners to ensure delivery of quality products and services to the warfighter on time and at cost. "Basically, our job is to ensure DoD is getting what they contract for," said Luft.

DCMA Pacific's area of responsibility ranges from Alaska to India, to as far as Japan and Antarctica. Japan, specifically, is heavily Navy-centric.

One of the biggest contractors in Japan's area of responsibility is NIPPI Corporation, located adjacent to Naval Air Facility Atsugi. NIPPI is responsible for most of the overhaul and depot-level maintenance that takes place with Carrier Air Wing 5 aircraft. DCMA personnel stationed at Atsugi work with Fleet Readiness Center Western Pacific to ensure quality of the product. "We have DCMA quality assurance personnel and program integrators who work with FRCWP to make sure the contract is carried out and they're getting what they paid for," said Luft. "In the big scope of things, it's really all about getting the aircraft back to the fight."

After awarding a contract, personnel are responsible for monitoring contractors' performance and



Boatswain's Mate 3rd Class Christine Bagley signals the flight deck check and chain crew to secure an SH-60F Sea Hawk helicopter on the main deck of the amphibious command ship USS Blue Ridge. (Photo by U.S. Navy Mass Communication Specialist 3rd Class Charles T. Green)

management systems to ensure the job gets done in a productive and cost-effective manner. This is also necessary to ensure that all delivery schedules comply with the terms of the contract.

Another important aspect of the agency is its support of Operation Deep Freeze in Antarctica. The agency has personnel in New Zealand

overseeing Air Force C-130s being fitted with special landing skis needed to land on the frozen continent.

"DCMA is the eyes and ears for the acquisition community in DoD," Luft said. "We're in the field making sure the product gets back to the warfighter in a timely and cost-effective manner." 

“DCMA is the eyes and ears for the acquisition community in DoD We're in the field making sure the product gets back to the warfighter in a timely and cost-effective manner.”

— Michael Luft

DCMA on Track with BRAC

By Cass Locke
DCMA Public Affairs

As the Defense Contract Management Agency moves from Alexandria, Va., to Fort Lee, Va., in the coming years, the agency is working to provide the most up-to-date information to make this a smooth transition.

To do this, DCMA Public Affairs has created a monthly electronic newsletter called *On Track with BRAC*, which is sent via e-mail to all DCMA personnel. If you are not receiving the newsletter, send an e-mail to dcmpublicaffairs@dcma.mil to get your name on the electronic mailing list.

The new Base Realignment and Closure Web site at brac.dcma.mil

As more relocation information becomes available, it will be posted to the BRAC Web site, brac.dcma.mil.

is now live and provides helpful information for those who are considering the move. The Web site also includes archived newsletters.

Approximately 400 copies of *Getting Settled at Fort Lee* magazine are delivered routinely to DCMA Headquarters in Alexandria. The magazine includes useful information for anyone planning to relocate to the Fort Lee area. DCMA Public Affairs will distribute magazines as they arrive.

Market Trends

With the BRAC program coming to Fort Lee, there will be an increase in populations both on and off post. The facilities will continue to improve and grow to meet the needs of incoming personnel. Events and activities will expand to include new family members, both active duty military and civilians, and continue to serve current and retired military personnel.

The surrounding communities are also responding to this need,



The exterior view of the projected Transition Management Office in Chester, Va. (Photos by Cass Locke, DCMA Public Affairs)

growing in education facilities, retail shops and restaurant and entertainment venues.

Fort Lee is home to nearly 3,200 military personnel and equally as many family members, 600 single soldiers and 2,300 families off post. On any given day, between 3,000 and 4,200 students receive training on post. Most of the students attend one of nine advanced individual training courses at Fort Lee's Quartermaster Center and School. However, officers, warrant officers, noncommissioned officers and civilians also attend classes at the QMC&S and the Army Logistics Management College. The military community's population is more than 40,000.

Building 10500 to be Green

For those moving with the agency to Fort Lee, DCMA is working to make Building 10500 sustainable and environmentally friendly. "The building is going to be as green as we can make it," said Sharlee Labrecque, BRAC facilities manager.

While DCMA improves its acquisition excellence through innovative green procurement that encourages purchasing less hazardous, more energy-efficient products, equipment and services, the agency is maximizing its use of recycled material and recycling demolished debris during the building construction process.

Additionally, DCMA is fully cooperating with the Army and its environmental policies. The Army's Facilities Policy Division and Installation Management Agency now require the installation



A view of the courtyard at the projected Transition Management Office in Chester, Va



Members of the Fort Lee transition team look over the floor plan of the projected Transition Management Office in Chester, Va. Employees occupying TMO 1 in Prince George, Va., are scheduled to move to the Chester building.

of waterless urinals in all new construction and major retrofits effective for construction projects after fiscal year 2010. By using these waterless urinals, DCMA can potentially save up to 45,000 gallons of water per year. These new urinals require no freeze protection, electrical pumps are eliminated and potable water is no longer needed. Waterless systems require no installation or maintenance

costs and reduce septic loads and water treatment time. To save water, DCMA is also looking to install landscaping that does not require permanent irrigation systems.

DCMA will be encouraging employees to look toward alternative transportation such as low-emission and fuel-efficient vehicles. The intent is to reduce pollution and land development impacts



The projected Transition Management Office in Chester, Va., offers a fitness center and locker rooms.



The projected Transition Management Office fitness center



Fort Lee offers a golf course, which is minutes from Building 10500.

from automobile use. DCMA is considering preferred parking for low-emitting and fuel-efficient vehicles for 5 percent of the total vehicle parking capacity.

To encourage employees to ride their bikes to work and reduce pollution, showers and bike racks are included in the building. “The golf course is less than half a mile away, so you can ride your bike to lunch and hit a bucket of balls,” said Labrecque.

Labrecque encourages employees to reduce, reuse and recycle. In Building 10500, there will be an accessible area dedicated to the collection and storage of materials for recycling such as paper, corrugated cardboard, glass, plastics and metals. Employees will need to be cognizant of the amount of electricity used in the workplace and turn off the lights when not in use.

The Leadership in Energy and Environmental Design Green Building Rating System encourages

sustainable green building and development practices. The system evaluates the sustainability, water efficiency, energy and atmosphere, materials and resources, innovation in operations and indoor environmental quality of the building.

DCMA is aiming to become “Silver Certified” while renovating the building. That means on a 100-point rating system, DCMA is hoping to attain at least 50 points. Because Building 10500 is an existing structure, the building cannot be certified “green,” but DCMA can do its part in contributing to overall sustainability.

New Transition Management Office Scouted

Members currently occupying Transition Management Office 1 in Prince George, Va., will move to a new TMO later this year. Currently, TMO 1 cannot support the number of personnel moving to the area. The new TMO is located in Chester, Va., on Enon Church Road. This location is accessible by utilizing Interstate 295 or Route 10 (Hundred Road). “This building will provide more space for those moving to the Fort Lee area,” Labrecque affirmed.

The building offers a fitness room with male and female locker rooms, a cafeteria, conference areas, a courtyard and more than enough space to occupy over 250 working personnel. Currently, the BRAC team is planning spaces for respective departments and working out the details of a lease agreement. As more relocation information becomes available, it will be posted to the BRAC Web site, brac.dcma.mil. 

USEFUL LINKS

Here are some helpful Web sites to help you and your family make a successful BRAC transition. Their appearance in this list is not an endorsement by the U.S. government, Department of Defense, or DCMA.

Virginia school ratings
<http://www.greatschools.net/modperl/go/VA>

Virginia county crime statistics
<http://www.disastercenter.com/virginia/crime/index.html>

Housing market information
<http://www.city-data.com/forum/virginia/53828-nation-riding-bubbles-virginia-housing-market.html>

Location comparison information
<http://www.moving.com/real-estate/compare-cities/index.asp>

Richmond entertainment guide
<http://professionaltravelguide.com/Destinations/Richmond/Entertainment/Performing-Arts/Shows>

Richmond entertainment and events
<http://www.discoverourtown.com/VA/Richmond/Events-285.html>

Richmond travel sites and entertainment
http://www.lindenrowinn.com/leisure_travel.php

City of Petersburg, Va., official Web site
<http://www.petersburg-va.org/>

City of Richmond government Web site
<http://www.ci.richmond.va.us/>

Job search for family members
<http://www.richmondjobsonline.com/>

List of restaurants in Petersburg, Va.
<http://www.petersburg-va.org/general/restaurants.htm>

Petersburg, Va., relocation guide Web site
<http://www.petersburg-va.org/general/relocation.htm>

Chesterfield County, Va., Web site
<http://www.co.chesterfield.va.us/>

Real estate information
<http://www.zillow.com/>

New Kent County official Web site
<http://www.newkent.net/>

New Kent County schools' Web site
<http://www.newkentschools.org/>

Chesterfield, Va., official school Web site
<http://www.chesterfield.k12.va.us/>

City of Colonial Heights official Web site
<http://www.colonial-heights.com/>

Fort Lee Web site
www.lee.army.mil

Enhanced DCMA eTool Serving Community Efficiently and Effectively

By *Michael D. Kaplun*
Staff Writer

In May 2006, the Defense Contract Management Agency Information Technology directorate was given a project: develop, produce and field an upgraded version of delivery schedule manager 1.5, a program within the agency's eTools software suite. The Web-based tool, which helps to ensure the timely delivery of shipments while maintaining a specified schedule, quantity and cost, required communications- and customer-requested enhancements. In June 2009, DCMA IT fielded its upgraded version, DSM 2.0, on time, and the tool is enjoying successful results.

"The new DSM product is very popular with customers, which is one of our [DCMA's] foremost goals," remarked DCMA e-Business director Dave Guinasso. "We're still adding about 50 new external users a month — a strong indication that it's useful, effective and gaining recognition."

DSM 2.0 advances DCMA and U.S. Armed Forces' contracting capabilities by identifying other sources of required products and services and providing support for those products and services already in the acquisition pipeline. The tool offers electronically transmitted and delay notices that are suspended,

measured, tracked and stored. DSM also has a robust suite of reports, making it a truly customer-focused tool. "Part of the reason we developed the 2.0 version is it took a lot of the customer feedback and made changes based on how they have been using the tool," Guinasso explained. "The main thing we're supporting is customer service through technology."

After fielding DSM 2.0 on time, Guinasso's staff immediately hit the road — and seas — to perform internal and external training at DCMA, Army, Navy, Air Force and various Defense Logistics Agency sites. "The training, especially when done face to face, has been an effective method of acclimating our current and potential customers to this valuable tool," remarked Glenn Seabridge, DCMA business processing reengineering program manager of production. "Not often is the feedback mostly positive, but our responses have been very encouraging."

A notable DSM enhancement is its open communication chain. When first fielded, DSM was primarily designed for delivery-related applications. Version 2.0 goes beyond this original concept by communicating to targeted individuals regarding specific contract



Dave Guinasso, DCMA eBusiness director, in his office at DCMA Headquarters in Alexandria, VA (DCMA photo)

U.S. Armed Forces Contracting Actively

issues, such as payment information and problems. Additionally, DSM uses contract management team viewer, another eTool, to target the DCMA personnel responsible for customer request processing. "This is important because customers (e.g., DCMA, Army, Navy, Air Force, etc.) now no longer lose valuable time finding out whom to send information to at DCMA. ... DSM does it all for them," Seabridge said.

While DSM 2.0 offers more effective means of communication, the upgraded tool is being assessed chiefly on its increased customer use and increased DCMA responsiveness to customers. "That's the main thing we're looking at out of this — more responsiveness to customers," Guinasso said, as the tool has received more than 60,000 customer requests since its initial fielding in 2006. "Every time a customer asks us for help, we have to respond within a specific timeframe."

To measure the program's objectives, DCMA IT is using performance indicators based on approximately 134 metrics, such as the aforementioned customer requests and delay notices. The performance indicators aim to deliver items both in an automated collection capability and as a set of

analysis tools. This allows customers to avoid the hassle of creating their own data. "The data we collect as a byproduct is among the best data available in the department," Guinasso affirmed. He noted specifically that BPR is getting more out of DSM's resources through better filtering, better delivery and more useful tool formats.

A comprehensive DSM 2.0 evaluation will be done in December 2009, giving DCMA IT a full two quarters to gather data. If the objectives are achieved, then the BPR project will be deemed a success. "This is our first BPR project," Guinasso said. "We picked this one at this phase because we believe the training, the deployment and the policy is a significant part of this project. And this is when you get some experience in these areas right from the start instead of waiting through an 18-month development cycle."

Whether DSM 2.0 achieves its objectives, DCMA IT is already starting requirements for a follow-on version. "We're going to improve our

delivery notices to extend beyond the current 30 days because customers want to look further ahead," stated Guinasso. The modifications also will include portlet improvements. "We have a number of requests for changes in portlet formats, and there are performance indicators still being developed by the supply chain," he noted. Specific modifications will be driven by the metrics being assessed.

DSM 2.0 evolved from a simple blueprint to a completely fielded tool with an extensive customer base. While enhancements will continue to be developed, the eTool is currently serving its purpose efficiently and effectively. "DSM 2.0 is achieving the goals we set out to accomplish," Guinasso remarked. "But, regardless of a program's offerings, computers will never take the place of smart people doing good work." And thanks to the good work of DCMA IT, DSM 2.0 is proving to be a beneficial communications and operations tool to the agency and the U.S. Armed Forces contracting community. **C**

eTools software

To access DCMA's eTools software suite, visit <http://www.dcms.mil/aboutetools.cfm>.



Joint Antiterrorism Training

By *Brian M. Hahn*
DCMA Detroit

What started out as a beautiful day in Lima, Ohio, quickly turned ugly with a telephone call to the Department of the Army Police at the Joint Systems Manufacturing Center. A female caller claimed an armed man had taken her hostage and she desperately needed help. The gunman's only request was to speak to the installation commander. Then the call went silent.

Fortunately, the call was just the initial phase of JSMC's annual antiterrorism/force protection training exercise. The annual training exercise is required for all U.S. Army installations to provide realistic hands-on training to the force protection agencies and the entire installation population for real-life terrorism situations. The exercise also allows the facility to test the agreements and relationships in place with other public safety agencies in the local community that provide specialized expertise unavailable to the installation. A building on the grounds that is slated for demolition next year served as the perfect location for the training.

Upon receiving the threatening call, the police immediately put

their emergency action plan into place, making all of the necessary contacts and securing the area. Special reaction team members and hostage negotiators reported for duty, while others, already on duty, secured the scene and cleared the area of innocent bystanders.

In the first of two scenarios, the negotiators talked the suspect into releasing the hostage and then surrendering to the SRT. As officers placed the suspect in custody, he stated that an improvised explosive device was in the building. Lima's regional explosive ordnance disposal team mobilized to remove the deadly device.

In the second scenario, negotiations failed and the hostage died while trying to escape. Upon entry by the SRT, the IED detonated, fatally injuring the suspect and four SRT officers. The detonation also released an unknown chemical agent

contaminating several responding officers and initial victims of the blast. Unable to contend with the urgent hazardous materials situation, the Shawnee Township Fire Department responded with their hazardous materials team



A Special Reaction Team moves forward in a "stack" to entry into the target building. (Photos by Brian M. Hahn)

g Exercise Successful

to treat and decontaminate the injured. The HAZMAT team set up for a wet decontamination and treated the surviving officers prior to evacuating them for medical treatment.

An exercise like this is a necessary step in testing and refining the skills needed to respond to an emergency. It also enables the different public safety agencies in the community to work together and build relationships that will allow them to respond to any future emergency.

The exercise showed JSMC's ability to respond to and succeed in overcoming a terrorism situation with the support of the local community and external federal agencies. While most employees at the Defense Contract Management Agency will never have to do more than listen to the direction of the police officer or security guard directing them to safety during such a circumstance, the DCMA team at JSMC has a special role. Lt. Col. Ted Epple and his facilities team do everything, from keeping the lights on to multimillion-dollar



Department of the Army Police special reaction team members perform surveillance on the target building of a hostage standoff during the Joint Systems Manufacturing Center's annual antiterrorism/force protection exercise.

upgrade and construction projects. Security and law enforcement at the installation also falls in that realm.

Although the police force does not work directly for DCMA, the force is under Epple's operational control as the installation commander. The force provides all physical security, law enforcement and antiterrorism/force protection

support. During a training exercise or an actual event, the engineers, contracting, public affairs and other disciplines of the facilities team are brought in as subject-matter experts in an attempt to restore order or respond to damaged property — whether it be man-made or due to a natural disaster.

This year's exercise proved that DCMA and the Army's Tank Command team work well together, and JSMC can continue safely producing excellent combat systems for the nation's warfighters. **C**

This year's exercise proved that DCMA and the Army's Tank Command team work well together, and JSMC can continue safely producing excellent combat systems for the nation's warfighters.

Interns are “Keystones” of Fu

By Susan Koonin
Human Capital Public Affairs Liaison

The Keystone Program is the Defense Contract Management Agency’s internship program. The agency established the Keystone Program in 1997 as part of its succession plan to adjust to the demographics of a retiring workforce, principally in the key areas of acquisition and contract management. Since its inception, DCMA has trained and placed more than 1,400 professionals in a variety of positions throughout the agency.

The Defense Acquisition Workforce Development Fund, better known as Section 852, provides specific funding to build the acquisition workforce. These funds permit hiring and training civilians outside the

Department of Defense for jobs in acquisition. There are specific criteria an agency must meet to use the funding — most importantly, a new hire was not working for DoD as a civilian employee on Jan. 28, 2008. DCMA is a DoD leader in using these funds and is on target to hire 300 interns in fiscal year 2009 and an additional 400 interns over the next two years.

To achieve the goal of hiring 550 Keystone Program participants this fiscal year, DCMA has conducted targeted recruitment activities on college campuses, in professional career fairs and military transition centers, through job announcements on the federal jobs Web site

(USAJobs.gov) and through the Federal Career Intern Program. To expedite the hiring process, DCMA has conducted hiring “blitzes,” where recruiting personnel conduct on-site interviews, make selections, make conditional job offers and complete security applications during a three-day period. DCMA filled more than 25 positions during DCMA’s last hiring blitz.

In 2008, DCMA began a major effort to restructure and revitalize its intern program. The agency conducted studies in three major areas: requirements identification, recruitment/hiring and training and development. Following the study, DCMA instituted a centrally



Recent Keystone Program interns

uture Acquisition Workforce

managed, locally executed intern recruitment program.

Newly hired interns participate in a three-year, three-phase career development program designed to teach technical knowledge and skills in accordance with DCMA guidelines and the Defense Acquisition Workforce Improvement Act. Keystone interns attend one of DCMA's two distance learning campuses for a four-week period upon entry into the program to learn about the acquisition community, DCMA and the Keystone Program. Interns participate in real-world work with the best acquisition workforce there is to offer. Upon completion, interns return to their permanent duty locations to continue their education and hands-on training.

To ensure that students acquire the knowledge and competencies required of a journeyman-level employee, a master development plan controls each phase and functional area of the intern program. The MDPs are essential to ensuring that the training and development activities of the interns align with the missions of DCMA and the acquisition community. In addition to learning decision making, communications, teambuilding and strategic thinking skills, Keystone Program participants graduate with

The agency established the Keystone Program in 1997 as part of its succession plan to adjust to the demographics of a retiring workforce, principally in the key areas of acquisition and contract management.

DAWIA Level II certifications in their acquisition specialty.

Keystones develop through a variety of training methods such as formal classroom training, distance learning (computer-based training) and rotational assignments. On-the-job training is critical to each Keystone's learning experience. Through OJT, interns learn realistic job functions and develop the necessary skills and experiences to master their respective professions.

Interns have a dedicated mentor — an agency-level program manager — to oversee their professional and personal development and centrally directs their training and development. Approximately 75 Keystone Program coordinators and 100 training coordinators manage each employee's development through the entire internship period. Training in other job specialties also allows the interns to gain a better understanding of the mission and the working relationship between the various functional areas in DCMA.

As the Keystone Program interns progresses through the program's three phases, less time is required for training and more is spent performing work. Rotational assignments provide Keystones with a breadth of experience greater than would be available from a single assignment. Lasting up to 90 days, rotational assignments may be in or out of the permanent duty location with a customer, buying command or DCMA International (after the second year of the program).

To facilitate knowledge sharing and communication, the Keystone portal is also available in *The Keynote*, the Keystone-developed newsletter, for exchanging ideas to benefit all Keystones.

Keystone Program graduates are the mainstay of DCMA's future skilled, professional and experienced employees. Currently, DCMA proudly has 1,400 Keystone Program graduates. One of them may be your coworker. 

Employee Finds Success Through Opportunities, Programs

By Mark Woodbury
DCMA Public Affairs

From the Keystone Program to Tomorrow's Leaders Initiative, and now having worked both in the U.S. and internationally, Rosa Medina, DCMA Southern Europe quality assurance specialist, has taken every opportunity to learn and grow within the agency.

Medina said that she learned early on in life how important both a willingness and desire to better oneself was to success. As a result, she looks for every opportunity to further her professional skill sets and overall agency understanding.

Coming to the agency in September 2000 through the Keystone Program, Medina said she embraced the program and looked for every opportunity afforded her through the program. "I really feel my Keystone experience gave me the foundation that I needed to tackle my early work responsibilities," she said. "In many ways it was through this experience where I gained an understanding of what opportunities were available to me as an employee of DCMA."

Medina said that, in addition to the training and experience she got through the Keystone program,

Rosa Medina, DCMA Southern Europe quality assurance specialist, inspects non-standard ammunition in a production plant in Romania recently. (DCMA photos)

ough Agency

the immediate contacts established through the program have been an asset to her career. An asset she said came in handy during her first assignment with the Ground Systems and Munitions Division at the Tactical Wheeled Vehicles – St. Louis office.

According to Medina's first supervisor at the St. Louis office, Medina's desire to learn and grow within the agency remained strong throughout her time in St. Louis. "She was a real go-getter who was willing to take on any challenge or assignment," remarked Paula Brose. "She was eager to learn all that she could, and never backed away from a task."

Brose expressed that from early on she could tell Medina was going to be a great asset to the agency. Medina continued to progress and grow while working at the Tactical Wheeled Vehicles – St. Louis office, and in May 2007, her hard work, enthusiasm and natural leadership traits paid off: Medina was selected to participate in the Tomorrow's Leaders Initiative program — a milestone she was excited to accomplish.



Rosa Medina, DCMA Southern Europe quality assurance specialist, inspects the packing and marking of a 40mm grenade shipment in Bulgaria recently.

"I knew by being a part of the Tomorrow's Leaders Initiative, I would learn valuable leadership skills that would be difficult for me to get any other way," said Medina. "Through this initiative, I have come to the understanding of how important it is to appropriately lead at whatever level you are at within the organization."

Through her TLI involvement, Medina has been able to work within two separate temporary-duty assignments exposing her to

different work environments and agency processes. She said both assignments have given her a deeper understanding of how the overall agency works.

Continuing on with her desire to learn and grow, in February of this year Medina accepted an assignment with the DCMA International Division in the Southern Europe office to be a quality assurance representative supporting the non-standard ammunition and weapons programs there — an assignment that is personally rewarding for her. "The weapons and ammunition I inspect and accept are going forward to help support the Iraqi and Afghan soldiers and police," said Medina. "It is extremely rewarding to know I am a vital player in the Southern Europe office ensuring these nations have

In many ways it was through this experience where I gained an understanding of what opportunities were available to me as an employee of DCMA.

— Rosa Medina



Rosa Medina, DCMA Southern Europe quality assurance specialist, inspects non-standard ammunition in a production plant in Serbia (left photo). Rosa Medina, DCMA Southern Europe quality assurance specialist, inspects PKM machine gun parts during a visit of a facility in Bulgaria (right photo).

the proper manufactured equipment to perform their important missions within their countries.”

According to Dave Denzine, Medina’s current supervisor, after only a short time on the job, she has already stepped up to be a key team player. “Rosa is a knowledgeable, confident quality assurance representative,” he stated. “She has a great work ethic and a wonderful open and friendly personality that makes her a joy to be associated with. Simply, she adds life to our team.”

Bill Edwards, Medina’s current team chief, said since Medina’s schedule requires her to be on mission travel between 50 to 75 percent of the time, he is grateful for her ability

to overcome all challenges she faces while maintaining the highest level of customer engagement to ensure users are getting the right products at the right time. Edwards said he simply “wishes he could hire more employees just like her.”

Medina said her current assignment in the International Division is the best and most exciting job in DCMA. “Our office in Southern Europe supports a great variety of commodities in the quality field; as a result, we are extremely busy here,” she remarked. “Every day I learn something new within the non-standard ammo and weapons products. Most of my duties entail travelling to countries I never thought I would ever see in my

lifetime, and I am getting to know extraordinary people from great cultures — I just love my job!”

Medina said she is enjoying this job so much she would seriously consider extending her three-year assignment an additional two years.

She advised those within the agency to get to know what opportunities are available to them and then simply take advantage of those opportunities. “DCMA is an agency that offers its employees many great opportunities,” she said. “It’s all a matter of a person’s willingness, desire and self-motivation to make maximum use of them.” **C**

SIDEBAR

For more information on the Keystone program, visit <https://home.dcma.mil/cntr-dcmac-d/keystone/index.htm>.

For more information on the Tomorrow’s Leaders Initiative, visit https://home.dcma.mil/dcma-hrw/leadership_development/index.htm.

Naval Division Keystone Interns Gather for Roundtable Discussions

*By Kelli A. Zagata
Contract Administrator Keystone*

George Mettey, contracts director for Defense Contract Management Agency Naval Sea Systems Division – Hartford, gathered 13 Keystone Program interns who encompassed a diverse set of skills, experience and backgrounds, for a two-day contracts forum June 30. The Keystone Program is a recruitment initiative developed to employ a cadre of highly qualified candidates possessing the skills and technical ability required to support the DCMA mission.

The forum, comprised of first-year contracting interns, provided an informal opportunity to express ideas, concerns and understandings and the opportunity to network with fellow Keystones. The group included Keystones whose experience with the agency ranged from one year to one week.

DCMA's learning campus provided the interns with basic skills, an agency overview and career information; the Hartford forum brought insight relative to DCMAN into perspective.

Presenters included Joyce Blais, DCMAN contracts director, who discussed divisional strengths, weaknesses and opportunities; and Diane Smith, DCMAN deputy contracts director, who communicated

the agency's current performance indicators and outlined those processes of most importance to DCMAN and the Hartford command. Blais also discussed the role of a Keystone in both the agency and division target objectives.

Mettey provided the interns with a snapshot of the command's performance relating to the agency performance indicators, while offering a comprehensive understanding of how the intern's work plays part in the process as a whole. Additionally, a contract panel comprised of three experienced and accomplished administrative contracting officers provided an informal question and answer session. The ACOs fielded questions including, but not limited to, grants contracts

and performance expectations of a contract administrator.

The June meeting offered a clear understanding of the agency and its goals, provided feedback to Keystones for their current efforts in the program and further strengthened the foundation upon which the interns will build their careers. The forum also provided Keystone an opportunity to vocalize areas that they felt additional training would prove beneficial to their success in both the program and their career progression. Those areas included workshops for contract receipt and review, audit follow-up and closeout. The attendees appreciated the opportunity to network and pose questions in an informal and open atmosphere. **C**



Keystones gather in a roundtable discussion in Hartford, Conn., during a two-day contracts forum June 30. The Keystones networked and engaged in productive discussions.



Keystones Get Taste of Work

*By Mark Woodbury
DCMA Public Affairs*

The inaugural group of eight Keystones selected to participate in a 60-day temporary duty assignment within the Defense Contract Management Agency International Division will be leaving for their assignments within the International Division's contracting management offices in the coming days.

The 60-day TDY assignment was implemented by the International Division to help expose the

third-year Keystones to working conditions in the international environment while also alleviating concerns and rumors regarding an overseas assignment.

Bob Gibson, DCMAI Technical Operations director, said his ultimate hope is that the exposure to DCMAI will entice many of the Keystones to come back and do a full-time assignment within the division. "This opportunity removes some of the mystery of working internationally and

exposes Keystones to international operations," he said. "Also, we hope to encourage them to think of future opportunities here."

Getting the program in place has not been an easy road and has been a work in progress within the division for some years. "I have been discussing various ideas and programs for about two years," said Kathy Butera. "I am excited we have been able to collaborate with all the parties involved with the Keystone program to come up with a program that benefits both the participants and the division. I am confident the Keystones' exposure to the international working environment is going to make them better employees overall while hopefully enticing them to have a desire to take an assignment with the division later in their careers."

Kevin Atkinson, DCMA Santa Ana – Irvine contract administrator, who is scheduled to go to Canada, said this opportunity will allow him to get out of a self-described "comfort zone." He added, "I have lived and worked in the Southern California area for my entire life. I needed to step out of my comfort zone and allow myself to grow both personally and professionally through this experience." Atkinson



Scott Blank, Defense Contract Management Agency International Division deputy director, speaks to Keystones about working in an international environment before they leave for a temporary-duty assignment within the division at DCMAI headquarters building in Alexandria, VA. (DCMA photo)

Working Internationally

said he is also looking forward to being able to offer feedback to program leaders after his TDY. He said there is a certain amount of satisfaction that comes from knowing his ideas will help shape and better the TDY experience for those who participate in the program after him.

For another participant, he feels this experience is going to allow him to become a better all-around employee. “Having been born in the Philippines, I want to give back as much as I can to the country that has given me and my family so much,” said Rafael Llana, DCMA Santa Anna – Irvine mechanical engineer, who is scheduled to go to Germany. “I really feel this opportunity is going to help make me a better all-around employee and civil servant.”

For Laura Herbst-Agee, DCMA Combat Vehicles BAE York quality assurance representative, who is scheduled to go to Kuwait, getting the opportunity to see how an office operates in an international environment, while also being able to link what she was working on in the U.S. internationally, attracted her to the opportunity.

The 60-day TDY assignment was implemented by the International Division to help expose the third-year Keystones to working conditions in the international environment while also alleviating concerns and rumors regarding an oversea assignment.

According to David Andersen, Keystone recruiter, opening up the opportunity for Keystones to see the international work environment is a win-win for all. “This will only be a good deal for everyone,” Andersen said. “The Keystone will get a fabulous experience, and we get a happier, well-trained and loyal employee.”

Andersen said he is also looking forward to using the TDY opportunity as a talking point to future potential Keystones. “The market for recruiting is tough even in these hard economic times, and a lot of the competition comes from other government agencies, which people may find surprising,” he stated. “This allows me yet another perk — if you will — to offer candidates.”

Keystones were selected based on their submitted resumes, college transcripts, a list of training

courses attended and endorsement letters from their directors and supervisors. Additionally, applicants were also asked to submit a letter sharing their thoughts on:

- Why they wanted to go on an overseas rotation
- What they felt it would do for them personally
- What it would do to help the agency as a whole.

For more information on the Keystone Program, visit <https://home.dcma.mil/cntr-dcmac-d/keystone/index.htm>.

First- and second-year Keystones interested in the 60-day rotational assignment within DCMA International will be briefed on the program during their third year in the program and details on how to apply will be provided during the briefing. 



DCMA

Defense Contract Management Agency

6350 Walker Lane

Alexandria, VA 22310-3241

www.dcm.mil