

Integrity

[firm adherence to a code of moral values]

When the Pentagon and the Air Force wanted to lead an independent review of hundreds of contracts worth billions of dollars that had been awarded by convicted acquisition deputy Ms. Darleen Druyun, they turned to someone with impeccable integrity and the passion to ensure a complete and impartial investigation – DCMA's Deputy Director Mrs. Sallie Flavin.



Mrs. Sallie Flavin

Passion

[intense, driving or overmastering feeling or conviction]

The allocation of contractors' funds to small business subcontractors was declining over a period of five years. Mr. Michael Wynne, undersecretary of Defense for Acquisition, Technology and Logistics, had a vision for the DoD to reach a record-setting allocation of \$42 billion in Defense contracts to small business firms. Under the direction of Ms. Barbara Little, DCMA's director of Small Business Programs, the Agency raised its performance assessment grade from an F to an A-. This comes as no surprise to those who know Ms. Little — her passion for her work is legendary.



Ms. Barbara Little

Vision

[the act or power of imagination; unusual discernment or foresight]

When DCMA began its quest to become a performance-based organization, there were many unknowns in terms of how to transform the culture and day-to-day operations of the Agency. One contract management office commander had a vision of how to employ performance-based management (PBM) principles throughout his organization to achieve success — Air Force Col. Phil Chilson, DCMA Pacific. He wrote a PBM handbook for his people that established clear goals and objectives. His handbook is now being used throughout the Agency as a primer on PBM.



Col. Phil Chilson

Confidence

[a feeling or consciousness of one's powers; the quality or state of being certain]

Gen. George S. Patton, one of America's greatest combat leaders, said: "One of the essentials of command is confidence; without it, a commander cannot truly lead." Anyone who knows Col. Neal Patterson, DCMA Maryland, understands that he is a commander in every sense of the word. As leader of one of the Agency's most mission-diverse contract management offices, Col. Patterson inspires his people to excel. Serving in numerous command and staff positions throughout his career, he credits his success to others who have given him the confidence and ability to meet any challenge. This photo mirrors that confidence.



Col. Neal Patterson

Determination

[the act of deciding definitely and firmly; direction or tendency to a certain end]

When equipment was damaged by hostile fire, no established contractual process was in practice to repair or replace it. Because this equipment was mission-critical, Mr. Len Salazar, industrial property management specialist, DCMA West Headquarters, was determined to resolve this procedural impasse. By working relentlessly through several days and nights, this frequent volunteer for Contingency Contract Administrative Services (CCAS) overseas missions was able to create and implement a standard operating procedure that has now been exported to all deployed CCAS teams.

He also prompted the development of a new contract property management training course for DCMA.



Mr. Len Salazar

Inspiration

[the action or power of moving the intellect or emotions; an inspiring agent or influence]

Despite physical challenges, Ms. Kimberly Ann Burks, Management Support Office clerk/receptionist at DCMA Lockheed Martin Fort Worth, takes on new responsibilities without hesitation and with an eagerness to learn. Her willingness to go well beyond what is expected is evidence of her courage and initiative. Her caring attitude and desire to achieve has inspired her team and demonstrates that leadership comes from all levels.



Ms. Kimberly Ann Burks

Leadership

*[the office or position of a guide; having a commanding authority or influence;
the act or an instance of providing direction or guidance]*

While planning and executing a host of initiatives from performance-based management to earned value management, Air Force Maj. Gen. Darryl A. Scott, DCMA director, has led the Agency from being process-oriented to being outcome-oriented in support of the warrior. Now with 60 percent of DCMA managers eligible for retirement over the next five to six years, Maj. Gen. Scott has focused on the challenge of knowledge transfer and developing leaders at every level. Leaders who will be vital to the sweeping transformations at hand for the Agency.



Maj. Gen. Darryl A. Scott