

COMMUNICATOR

News for DCMA Professionals

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DEFENSE CONTRACT MANAGEMENT AGENCY

The Daily Grind:

DCMA's Business and Technical Operations Centers Make it Work



Inside

- **DCMA's New Chief of Staff**
- **Ronald J. Youngs: DCMA's Man Behind the Closed Door**
- **Customer Spotlight: NAVSEA Commander, Navy Vice Adm. Paul E. Sullivan**

Success for Operational Performance Centers of Excellence



In September 2004, I served on an integrated product team (IPT) that was directed by Air Force Maj. Gen. Darryl Scott to evaluate the “Operational Performance Centers of Excellence” concept, defined as consolidated Defense Contract Management Agency (DCMA) entities responsible for well-defined support or transaction-based activities. Our charter was to focus exclusively on becoming more effective in operational activities and to recommend some pilot centers. After studying the issue for a few months, we recommended eight: Plant Clearance, Small Business, Contractor Purchasing System Review, Terminations, Financial Analysis, Transportation, Naval Special Emphasis Programs and Contract Safety.



50 hours each year. Couple that with the fact that providing professional training for such a large group for that niche function is impractical, and it’s apparent that we were not organized in an optimal manner. Another key measure of effectiveness we believed the center approach could improve was responsiveness and surge capability by not being constrained by geographic boundaries.

That’s how we envisioned the centers would help the Agency and its customers. At least equally satisfying to me, especially as a member of the IPT that recommended pursuing the concept, is what the center concept has meant for the employees in those organizations. (Note that one of our “potential issues” in our initial presentation to the senior leadership team was “employee apprehension over being moved into a center.”) There is definitely a greater opportunity for promotion. Apart from the route of becoming a multifunctional team leader in a contract management office, there’s now a much greater ability to advance within one’s functional discipline. Within many of the centers, there’s some degree of flexibility in assignment of a permanent duty station. For new entrants into a career field that need some functional training or mentoring, the supervisor almost certainly possesses technical expertise in that field. So far, the feedback I’ve received indicates that the center employees generally share a high degree of satisfaction with their positions. We aim to keep it that way.

Today, less than 18 months after the first centers were stood up, we have about 30 centers across DCMA with others on the horizon. My organization, the Contract Operations and Customer Relations Directorate, has well over 400 employees in its centers.

Though not all of today’s centers are performing contract administration functions, they are all designed to successfully support the customer at the operating level by leveraging highly specialized national assets for command-wide support, responding rapidly to customer requirements and empowering employees to solve problems and improve processes.

As with all organizations, the principal measure of the centers’ success is their ability to effectively craft and execute strategies to satisfy their performance commitments to their customers. The center construct was intended to increase effectiveness in a number of different ways. One thought was that the single focus and functional supervision should drive increased skills. For example, the financial analysis function accounted for only 19 full-time employees per year but was being performed by almost 500 different employees, the overwhelming majority of whom were performing that function less than

The vast majority of the centers belonging to the Contract Operations and Customer Relations Directorate have the contract management offices as their primary customers. If you have any suggestions, please contact the center directors. They are there to help you achieve the commitments you have made to your customers.

Mr. Dave Ricci

Deputy Executive Director
DCMA Contract Operations and Customer Relations Directorate

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Around DCMA



DCMA/ASC Key Billet Director Pilot Program

SEPTEMBER – DCMA recently signed a memorandum of agreement with the Army Acquisition Support Center beginning a program selecting the best military and civilian personnel for acquisition key billet director Central Select List (CSL) positions. The program aligns DCMA's candidate selection process with the Army acquisition project/program manager selection process, which allows Army civilians to compete on equal footing with their military counterparts on particular acquisition positions. The program begins with candidates competing for two pilot positions at DCMA offices in Sealy, Texas, and Minneapolis, Minn. This is the first time DCMA's civilian employees — and all Department of Defense (DoD) civilians — have an opportunity to compete for key billet director CSL positions alongside their military colleagues. By opening the program to all DoD civilians, DCMA and the Army will get the best candidates for acquisition positions and provide even better support to the warfighters.



Proposal Evaluation Presentation

A Decent Proposal

SEPT. 28-29 – Air Force Deputy Assistant Secretary for Cost and Economics Richard K. Hartley (center) visited Sikorsky Aircraft Corp., Stratford, Conn. Mr. Hartley identified estimating and proposal issues and offered solutions during a presentation for government and contractor representatives, which included Sikorsky Aircraft Vice President Paul W. Martin (left). Mr. Hartley is the author of an article titled “What are Quality Cost Estimates?” published in the summer 2006 edition of the *Journal of Parametrics*. The article asserts that the use of commercially available “black box” cost models “must incorporate ... relevant prior experience, preferably relevant and reliable historical program cost and technical data.” Discussing the event, Navy Capt. Dorothy J. Freer (right), DCMA Sikorsky Aircraft commander, said, “The government needs to be able to realistically evaluate proposals it receives from contractors. Mr. Hartley offered ideas to both government and contractor representatives on how proposals should be evaluated.” (by Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky; photo by Mr. Greg Kiviat, Sikorsky Aircraft Corporation)

Navy Secretary on Deck

OCT. 12 – Secretary of the Navy Dr. Donald C. Winter (third from left) visited Sikorsky Aircraft Corporation in Stratford, Conn. Secretary Winter received a tour of the helicopter manufacturer’s facilities and was briefed on many items, including the Navy and Marine Corps MH-60S, MH-60R and CH-53K helicopter programs. Secretary Winter also discussed the Sikorsky Aircraft workers’ strike in spring 2006 and its effects on production, workforce demographics, supply chain management and implementation of lean manufacturing. Navy Capt. Dorothy J. Freer (second from right), DCMA Sikorsky Aircraft commander, accompanied Dr. Winter during his visit. “The Navy is one of Sikorsky’s major customers. The secretary’s visit is one part of a plan to promote delivery of quality products on time and within budget,” said Capt. Freer. Also in attendance during Secretary Winter’s visit were Mr. Joseph Haddock, Sikorsky (left); Mr. Tom Laux, Navy program executive officer for air, antisubmarine warfare, assault, and special missions (second from left); Mr. Jeffrey Pino, Sikorsky Aircraft president (third from right); and Mr. Paul Martin, senior vice president – programs, Sikorsky Aircraft (right). (by Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky; photo courtesy of Sikorsky Aircraft Corporation)



Dr. Winter Visits Sikorsky



Raytheon McKinney, Texas

DCMA Texas Hosts Interns

NOV. 13-16 – Army Col. Joseph Bass, DCMA Texas commander, welcomed Mr. John Williams, Army Materiel Command Logistics Leadership Center course director, and 24 quality assurance specialist (QAS) interns from the Red River Army Depot, Texarkana, Texas, to Raytheon’s Network Centric Systems facility in McKinney, Texas. The interns visited the Raytheon facility to learn about DCMA’s mission and responsibilities in supporting the warfighter. The four-day orientation included briefings, discussions and activities related to performance-based management; resident and non-resident quality assurance (QA); administrative contracting officer, engineering and industrial specialist responsibilities; risk assessment; product assurance; and federal acquisition regulations. DCMA personnel provided briefings on wide area workflow and electronic data access automated document systems. The ways in which DCMA assists

the buying command/program offices in the program life cycle were also discussed, and Raytheon’s QA department provided a presentation on its QA operations and a tour of its facilities. The Army interns shadowed the DCMA QASs as they performed their duties on the manufacturing floor. They toured the plant’s clean room to observe an advanced targeting, forward-looking infrared system test, visited the test tower, witnessed system demonstrations and observed a test on the APS-137 radar antenna. (by Ms. Katherine Beal, Student Career Experience Program intern – contracting, DCMA Texas; photo courtesy of Raytheon: Raytheon’s Primary Surveillance Radar, the ASR-10SS, with co-mounted monopulse secondary surveillance radar produced at Raytheon’s Network Centric Systems facility in McKinney, Texas.)

Marine Corps 231st Birthday Celebration

NOV. 19 – DCMA Bell Helicopter celebrated the 231st birthday of the U.S. Marine Corps. Each year, DCMA Bell Helicopter celebrates this date in honor of past and present Marines and their families, who have provided undying support and devotion to those who serve our country. Marine Corps Col. Nicholas Hall, DCMA Bell Helicopter commander, opened the ceremony by welcoming all Marines and Bell Helicopter guests. He then read messages from Gen. Mike Hagee, 33rd commandant of the Marine Corps, and the late Lt. Gen. John A. Lejuene, 13th commandant. At the completion of the reading, the national anthem and “The Marines’ Hymn” were played, and Col. Hall cut the traditional birthday cake. The first slice was set aside for the commandant, and the second and third slices went to the oldest and youngest Marines present. Col. Hall concluded the ceremony by once again thanking all attendees and inviting everyone to indulge in cake and punch. *Semper Fidelis.* (by Ms. Audrey Yackel, industrial specialist, DCMA Bell Helicopter)



Happy Birthday U.S.M.C.



DCMA APO – Rolls Royce Team

School Supplies for Iraqi Children

NOV. 22 – Nine boxes of school supplies and sports equipment were shipped to Army Lt. Col. Robert Hearvin in Iraq thanks to the efforts of the DCMA Aircraft Propulsion Operations (APO) – Rolls Royce team in Indianapolis (shown at left with some of their donated supplies). When Air Force Maj. Gilberto Rosario (front row, second from right), DCMA APO – Rolls Royce commander, heard of Lt. Col. Hearvin’s request for assistance for poor Iraqi schoolchildren, he immediately knew his team would step up to the challenge. Lt. Col. Hearvin is assigned to the 3rd Division Headquarters in Al Kisek, Iraq, and while conducting ground operations he became aware of the dismal condition of the local school. He decided to send out a request for school supplies. The DCMA team in Indianapolis immediately began collecting basic school materials and several weeks later accumulated over 140 pounds of notebooks, pencils, rulers, construction paper, markers and other school supplies. These

supplies were combined with items donated by fourth grade students at Forest Dale Elementary School in Carmel, Ind., and Ms. Cam Amos, a local teacher and wife of one of the DCMA APO – Rolls Royce team members, Mr. Paul Amos. The team also included many soccer balls and manual inflation pumps donated by team member Mr. Bob Unger, as well as small trophies. The DCMA APO – Rolls Royce team was pleased with the opportunity to answer Lt. Col. Hearvin’s request to make a contribution to support our troops and the children of Iraq. If you wish to contribute to Lt. Col. Hearvin’s efforts, he can be contacted at: Lt. Col. Robert Hearvin, HQ 3rd Div MITT, Al Kisek, APO AE 09334 or via e-mail at: ltcbob1973@yahoo.com. (by Air Force Maj. Gilberto Rosario, commander, DCMA APO – Rolls Royce)

We Are the Hope

DECEMBER 2006 – DCMA St. Petersburg successfully completed its 2006 Combined Federal Campaign (CFC), achieving 121 percent of its goal and “be[ing] the hope” to the many charities in need. Key campaign workers knew the goal was aggressive — DCMA St. Petersburg had 17 fewer employees in 2006, including three fewer eagle donors (\$1,000+). However, through the hard work of Ms. Marina Walton, CFC coordinator, and key workers Mr. John Carsow, Ms. Caroline Cumberbatch, Ms. Pam Daily, Ms. Melanie Kordana, Mr. Tony Loureiro, Ms. Abigail Santiago, Ms. Lisa Schutt and Ms. Samantha Wilson, the goal was surpassed. Eighty-two employees — approximately 65 percent of the office (a DCMA St. Petersburg record) — participated in the 2006 campaign. In total there were 10 eagle donors, the highest number in DCMA St. Petersburg’s history (pictured at right), 14 silver donors (\$500 – \$999) and 24 bronze donors (\$250 – \$499). Ms. Walton received a certificate of appreciation from Ms. Suzanne Jene, a CFC officer. In the letter accompanying the certificate, Ms. Jene thanked her and the key workers for their assistance in reaching the overall CFC goal of \$2 million. (by Ms. Melanie Kordana, DCMA St. Petersburg)



CFC Eagle Donors



UH-72A Lakota

DCMA Texas Supports Delivery of Army’s Newest ‘Chopper’

DEC. 11 – The first production model of the Army’s newest twin-engine helicopter — the light utility UH-72A *Lakota* — was delivered to the Army. Mr. Robert W. Schmitt (left), DCMA Aeronautical Systems Division director, accepted delivery of the aircraft from EADS North America Co. in a ceremony at the EADS plant in Columbus, Miss. Army Vice Chief of Staff Gen. Richard A. Cody accepted the aircraft on behalf of the Army in a ceremonial passing of the keys and logbook from Mr. Schmitt. The special guest at the ceremony was Chief Joe Red Cloud of the Oglala Sioux Tribe, Lakota Nation. The new UH-72A continues the Army’s tradition of using American Indian names for its helicopters. The Lakota were stalwart defenders of their homeland, and the new helicopter was named in recognition of its homeland security mission. The *Lakota* is a modified

commercial helicopter, which will fly civil search and rescue operations and personnel recovery, evacuation, counter-drug and limited civil command and control operation missions in non-combat environments. The *Lakota* replaces the aging OH-58 *Kiowa* and UH-1 *Iroquois* helicopters. DCMA Texas is administering the \$2 billion contract that will produce 322 aircraft over a 10-year period. The majority of the new helicopters will be assigned to the Army National Guard. The DCMA Texas program support team was instrumental in assisting the Army’s UH-72A program office achieve on-time delivery of the first aircraft. Also representing DCMA at the ceremony were, from left: Army Col. Joe Bass, DCMA Texas commander; Ms. Lisa Lasater, DCMA Texas administrative contracting officer; Mr. Bruce Whitaker, DCMA Huntsville customer liaison representative; Mr. Ron Hitchner, DCMA North Texas – Oklahoma – Arkansas commander; and Mr. Michael Shipman, DCMA Texas UH-72A program integrator. (by Michael L. Shipman, program integrator, DCMA Texas)

Toys for Tots

DEC. 12 – Marines of the 4th Landing Support Battalion, 4th Marine Logistics Group, Marine Forces Reserve, Instructor-Inspector Staff, Lathrop, visited DCMA Northern California (pictured at right with DCMA Northern California employees). Their mission was to receive over 383 toys, games, kites, skates and bicycles donated by the DCMA Northern California employees in the offices at Lathrop, Roseville and Sunnyvale. Marine Staff Sgt. Omar Khweiss and his crew accepted the donations for the children of the local community in Manteca, Calif. Collecting Toys for Tots has been a DCMA Northern California tradition for the past five years. Mr. Rolf Johnsen, DCMA Northern California supply chain manager and retired Marine Corps member, has organized the successful efforts and encouraged the employees of a Lathrop office neighbor, the General Services Administration (GSA), to begin collecting toys. Next year DCMA Northern California wants to influence the Army and Air Force Exchange Service employees, located on site in Lathrop, to participate as well. (by Mr. John R. Enger, chief of DLA support and assessment, DCMA Northern California)



collecting Toys



A New Toy for a Tot

The Joy of Giving

DECEMBER 2006 – The employees of DCMA St. Petersburg, Fla., made sure many families who could not afford gifts still had an extra special holiday season. DCMA “St. Pete” once again participated in the Marine Corps’ annual Toys for Tots campaign and also sponsored a family of seven foster children. The DCMA St. Pete family has participated in the Toys for Tots campaign each year for several years. Operations team leader Ms. Michelle Myhree, with the assistance of numerous DCMA employees, collected new, unwrapped toys for needy children. This year, two large boxes were filled with toys. The command also provided gifts for a local family. Joan, the head of this family, is called “mom” by seven foster children: nine-month-old Alyssa; two-year-old Emily; two-and-one-half-year-old Sean; three-and-one-half-year-old Shelby; four-and-one-half-year-olds James (shown at left) and Henry; and five-year-old Nicki. The children were asked to provide a “wish list,” which was distributed throughout DCMA St. Pete by Ms. Jeanette

Murphy, procurement technician, and Ms. Sally Kaborycha, industrial specialist. The response was tremendous. Several boxes of toys were collected and gift wrapped by several DCMA St. Pete employees. The family was then invited to DCMA St. Petersburg to receive their gifts. Joan and the children were overjoyed with the outpouring of gifts. (by Ms. Melanie Kordana, DCMA St. Petersburg; photo by Ms. Abigail Santiago)

Keystone Interns Visit the Pentagon

JAN. 11 – The DCMA Naval Sea Systems and Aeronautical Systems Divisions jointly arranged for their Keystone Program interns to visit the Pentagon as a professional development opportunity. DCMA Maryland assumed the lead, orchestrating the event as a way for the interns to learn more about the Department of Defense, its headquarters and how the procurement policy process works at the highest level. Contracting and property interns from both DCMA Maryland and DCMA Northrop Grumman Baltimore were accompanied by Army Col. Jack Cunnane, DCMA Maryland commander; Ms. Letitia Proctor, Keystone Program coordinator; and Ms. Marcella Parish, Contract Operations group chief. The interns were appreciative of the opportunity to observe how the vast defense community works together to support the warfighter. Interns, back row, from left: Ms. Julie Felent, Ms. Lindsay Smardon, Mr. Tom McKay, Mr. Jeff Norris, Ms. Sherice Perry and Ms. Natalia Torchia; front row, from left: Ms. Chantelle Britain, Ms. Nicole Parish, Ms. Gloria Atkins, Ms. Karen Kornbau and Ms. Sarah Downs. (by Ms. Lindsay Smardon and Mr. Thomas McKay, Keystone Program interns, DCMA Maryland; photo by Army Col. Jack Cunnane, DCMA Maryland)



Keystone Interns



Learning at Lunchtime

Brown Bag Courses from DAU

JAN. 29 – DCMA's Space & Missile Systems Division, in conjunction with Defense Acquisition University (DAU), presented the first in a series of video courses. Popularly known as "brown bag" courses because they occur at lunchtime, the first course was presented from the video teleconference center at DCMA's western headquarters in Carson, Calif., and drew 129 attendees (some of whom are pictured at left). After a short introduction by Mr. Randy Sawlsville, DCMA Space & Missile Systems Division deputy director, the instruction began. Lean/Six Sigma was the subject, and Mr. Martin Sherman, DAU's director of the Lean Learning Center of Excellence, was the instructor. He is responsible for Lean/Six Sigma efforts within DAU and is the liaison between the university and the acquisition, technology and logistics workforce for training and performance support in the various continuous process improvement initiatives. Lean

and Six Sigma are continuous process improvement techniques. Lean is one methodology, with the goals of eliminating waste, reducing cycle times and complexity and focusing process scope. Its application promises to provide immediate improvement. The other part of the equation, Six Sigma, focuses on process management. For those who were unable to catch the live presentation, a tape of the session was shown Feb. 7 at the DCMA Carson, Calif., office. The subject and schedule for a second class have yet to be finalized. (by Mr. Sam Rousso, DCMA Public Affairs)

DCMA Contracting Officer Inducted Into the F-16 Hall of Fame

by Mr. Gary Gaston, F-16 Contract Operations Manager,
DCMA Lockheed Martin Fort Worth

On Dec. 21, 2006, Ms. Sammie R. Morse, F-16 administrative contracting officer and supervisor of the F-16 contracts team, Defense Contract Management Agency (DCMA) Lockheed Martin Fort Worth, Texas, was inducted into the F-16 Hall of Fame at Wright Patterson Air Force Base, Ohio. She is the first DCMA employee and the first individual outside of the Air Force to receive this honor.

Ms. Morse is the first DCMA employee and the first individual outside of the Air Force to be inducted into the F-16 Hall of Fame.

Ms. Morse began her federal career in 1951 as a temporary clerk stenographer. She left and returned to federal service twice due to family obligations and finally returned and stayed in 1974. In 1977, after completing an associate degree, Ms. Morse secured a position as a procurement assistant in the F-16 Air Force procurement office in Fort Worth.

By 1984, Ms. Morse had achieved the position of administrative contracting officer and received her contracting officer's warrant. In 1995, Ms. Morse attained her Defense Acquisition Workforce Improvement Act level III contracting certificate and became a member of the Defense Acquisition Corps. Seven years later, she assumed responsibility for the F-16 Air

Force programs in addition to the foreign military sales program workload.

Ms. Morse, who retired Jan. 3, 2007, received many professional performance awards and made a number of significant contributions throughout her career.

Once such contribution was helping to streamline the payment process to enable timely contract closeout for the F-16's multi-year contract. Another was delegating the authority for rent-free, non-interference use of government property to Lockheed Martin Aero Corp. Her most significant contribution was a task that consumed 50 percent or more of her workday: troubleshooting any and all issues arising from performing contract administration and contract audit services in accordance with the Federal Acquisition Regulation 42.302. This involved coordinating with the Defense Contract Audit Agency, Defense Finance and Accounting Service, Lockheed Martin, DCMA subcontractors and various Agency personnel.

Ms. Morse will be greatly missed at the Agency, but she leaves behind a legacy of numerous accomplishments within the F-16 community.



(Top) A Lockheed Martin F-16 Fighting Falcon in flight near Shaw Air Force Base, S.C. (U.S. Air Force photo by Staff Sgt. Suzanne Day)

(Above) Ms. Sammie R. Morse, retired F-16 administrative contracting officer and supervisor of the F-16 contracts team, DCMA Lockheed Martin Fort Worth, was inducted into the F-16 Hall of Fame Dec. 21, 2006. (Photo by Mr. Gary Gaston, DCMA Lockheed Martin Fort Worth)

New Haven Investigative "I" Team Interviews DCMA APO Pratt & Whitney

By Mr. Ralph A. Rodriguez, DCMA APO Pratt & Whitney,
and Ms. Ann Jensis-Dale, DCMA Public Affairs

Ever wonder what it would be like to be interviewed by an investigative news team? Defense Contract Management Agency (DCMA) Aircraft Propulsion Operations (APO) Pratt & Whitney (P & W) employees, East Hartford, Conn., learned firsthand when a group of local high school students interviewed them for a special career segment to be aired on their school's network news.

Students from the New Haven, Conn., James Hillhouse High School Career Investigative Team (CIT) interviewed a variety of employees at DCMA P & W to include the commander, a quality assurance specialist, a Keystone



Program intern, an engineer, an equal employment opportunity (EEO) specialist and a program integration specialist.

"I wanted the students to get the idea that when you graduate, do not put off working for the federal government as all boring or

not accessible," said Mr. Ralph Rodriguez, who arranged the tour and interviews for the CIT and DCMA. Mr. Rodriguez's daughter Kimberly is a member of the CIT and has visited DCMA APO P & W previously during Take Your Child to Work Day programs. "My father, Ralph Rodriguez, worked for DCMA for over 20 years, and I have been participating in Take Your Child to Work since I was 10 years old. My favorite part of the tour was the layout of all the engines," said Ms. Rodriguez.

Students from the James Hillhouse High School CIT develop, produce and air their own "Virtual Career Fair" show every week via closed-circuit television. This program is the brainchild of Ms. Bonnie Cofield, director of Hillhouse career services, and is produced by Mr. Tyberiusz Skarzynski, broadcast technology teacher. While most teens work part-time jobs for extra money, these students are using skills such as preparing scripts, conducting interviews and doing voiceovers for their news segments. According to Ms. Cofield, this is a winning situation for everyone. Not only do students learn all the

**Students from the
New Haven, Conn.,
James Hillhouse
High School Career
Investigative Team
interviewed a
variety of employees
at DCMA Pratt &
Whitney.**

(Above) Ms. Nesshyra Davis (foreground), a member of the CIT, ensures the camera angle is perfect for the videotaping of the interviews. (Photo by Mr. Ralph Rodriguez, DCMA Pratt & Whitney)

While most teens work part-time jobs for extra money, these students are using skills such as preparing scripts, conducting interviews and doing voiceovers for their news segments.



aspects of video production, but they have the opportunity to explore all the careers they might want to pursue in the future and share the information they have gathered with the rest of the school population (approximately 1,100 students). "I am hoping the kids realize how many careers are out there," said Ms.

Cofield. "There are a lot of times when you see successful people and you have no idea what they do."

Both students and DCMA employees learned from this experience and exchanged valuable information. "The students found it very interesting how many different programs are available for training DCMA employees to help them in their jobs [and] also programs like the Keystone and Student Career Exchange Program [SCEP] for

new employees who may not have enough experience," said Mr. Rodriguez.

According to the students, DCMA is an interesting place to work. "My favorite

part of the interviews was learning all the different opportunities for employment that DCMA has to offer, including the training," said Mr. Steve Blaize. "The most exciting person we interviewed was the engineer, Christopher Popolizo. He told me more about engines, which we high school students would be interested in." For student Ms. Adja Washington, "The interviews were my favorite part of the day because I got to meet with different people and got to learn about their different careers." Ms. Neeshyra Davis added, "The whole experience of going to DCMA Pratt & Whitney and seeing all of the engines and learning all of the opportunities of working for DCMA was cool."

The students interviewed various professionals who work at DCMA APO P & W, including Air Force Lt. Col. Douglas Humerick, commander; Air Force Capt. Garrett Fisher, program integrator; Mr. Patrick Cassidy, quality assurance, Keystone Program; Mr. Christopher Popolizo, team leader and aeronautical engineer; Ms. Claudia Wells, administrative contracting officer and EEO representative; Ms.



"The students found it very interesting how many different programs are available for training DCMA employees to help them in their jobs." – Mr. Ralph Rodriguez

(Top) From left: Lt. Col. Douglas Humerick, DCMA APO P & W commander, chats with Ms. Adja Washington, CIT, while Ms. Kimberly Rodriguez, CIT, checks the recording equipment. (Photo by Mr. Ralph Rodriguez, DCMA Pratt & Whitney)

(Above) CIT member Mr. Steven Blaize prepares to videotape the interviews with DCMA employees. (Photo by Mr. Ralph Rodriguez, DCMA Pratt & Whitney)

“My favorite part of the interviews was learning all the different opportunities for employment that DCMA has to offer, including the training.”

– Mr. Steve Blaize



Shirley Zachery, management analyst; and Mr. Ralph Rodriguez, quality assurance specialist.

“I was really impressed with the students and their advisors. Many times today we hear negative stories and things about young people,” said Ms. Shirley Zachery. “This is a fine group of young people who work hard in school and are focused on making good decisions about their future. I was honored to participate in the interviews.”

Defense contracting may be a complex subject for the students, but they did not leave with



(Top Left) From left: Lt. Col. Douglas Humerick, DCMA APO P & W commander, prepares for an interview with CIT members Ms. Kimberly Rodriguez and Ms. Adja Washington. (Photo by Mr. Ralph Rodriguez, DCMA Pratt & Whitney)

(Top Right) Ms. Kimberly Rodriguez, CIT, checks the production equipment prior to filming the interviews. (Photo by Mr. Ralph Rodriguez, DCMA Pratt & Whitney)

(Above) From left: Ms. Kimberly Rodriguez, CIT; Lt. Col. Douglas Humerick, DCMA APO P & W commander; Ms. Adja Washington, CIT; Mr. Steven Blaize, CIT; and Mr. James Hillhouse High School broadcast technology teacher. (Photo by Mr. Ralph Rodriguez, DCMA Pratt & Whitney)



any questions unanswered. “They found it hard to understand that we don’t work for the contractor,” said Ms. Wells. “I could see that the interviewer wasn’t 100 percent sure what a contract was, so you had to explain and try to keep it real simple.”

From quality assurance, to engineering, to how an actual jet engine works, DCMA APO P & W employees ensured the students left with a complete understanding of DCMA for their career program. And what was the one thing DCMA wanted students to take away? “I wanted them to understand how much pride there can be in being a public servant,” said Ms. Zachery. They may have been successful, as Ms. Rodriguez summed up the students’ thoughts on their visit to DCMA APO P & W as, “Everyone was very nice, very informative and very cool.”

“This is a fine group of young people who work hard in school and are focused on making good decisions about their future. I was honored to participate in the interviews.”

– Ms. Shirley Zachery

OUTSTANDING DCMA ACHIEVEMENTS

Command Performances

October 2006



The Utility Helicopters Project Management Office and the UH-60A/L Product Office recognized two employees of DCMA Sikorsky Aircraft, Stratford, Conn., for superior performance in program integration and aviation maintenance management. Ms. Donna McClowry, *Black Hawk* program integrator, and Army Sgt. 1st Class Wayne Smith, aviation maintenance manager, received Commander's Awards for civilian and military service, respectively. Ms. McClowry joined the federal government in 1980 and has been with DCMA for 19 years. She leads a program support team that executed critical production, fielding and integration tasks for the HH/UH-60 program.

Sgt. 1st Class Smith entered the military 20 years ago and has been with DCMA since

May 2004. His work includes maintaining U.S. Army and foreign military sales historical

and inventory records to guarantee contractor compliance with Army requirements. Both Ms. McClowry and Sgt. 1st Class Smith were praised for supporting ongoing combat operations and ensuring the delivery of helicopters to the warfighter. Also, their efforts expedited delivery of the first production UH-60M aircraft to support operational testing.



– Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky Aircraft

Combined Federal Campaign Executive Award

December 6, 2006

For an unprecedented second consecutive year, the Boston Federal Executive Board Paul Flanagan Award went to a DCMA employee, Mr. Robert A. Joyce, DCMA Business Planning & Analysis Division. The Paul Flanagan Award was created 15 years ago in memory of a longtime Combined Federal Campaign (CFC) executive from the U.S. Postal Service who passed away suddenly in 1990 in the midst of the annual workplace charity campaign, which raises millions of dollars each year.

(Above Left) Ms. Donna McClowry, *Black Hawk* program integrator, receives a Commander's Award from Army Col. Cory Mahanna, former project manager Utility Helicopters, Program Executive Office, Aviation. (Photo by Mr. Anthony Miles, DCMA Sikorsky Aircraft)

(Above Right) Navy Capt. Dorothy J. Freer, DCMA Sikorsky Aircraft commander, presents a Commander's Award to Army Sgt. 1st Class Wayne Smith. Army Col. Cory Mahanna, former project manager Utility Helicopters, Program Executive Office, Aviation, looks on. (Photo by Anthony Miles, DCMA Sikorsky Aircraft)



Mr. Joyce was selected for continually developing innovative solutions for resolving team problems. His actions dramatically improved the process used by campaign executives (trained personnel who facilitate the campaign at particular locations) to manage plans. His commitment to excellence throughout the campaign promoted team spirit and positively impacted each individual's performance. As such, he was selected by his fellow campaign executives to receive the award at the Boston CFC Christmas luncheon. Mr. Joyce was honored again on Dec. 18 at an all hands meeting with the presentation of the award by Mr. Bob Schmitt, DCMA Aeronautical Systems Division director, and Mr. Steve Bogusz, DCMA Naval Sea Systems Division director. Due to his great contributions to the 2006 CFC, Mr. Joyce has been asked to draft a master operating plan for future campaigns that will create a timeline, clarify the various roles and provide standardized tools.

– Mr. Robert A. Joyce, DCMA Business Planning & Analysis Division

Exceptional Civilian Service Award

January 2007

Mr. Mikel Smith was recently awarded the DCMA Exceptional Civilian Service Award for his efforts in Iraq. He joined DCMA Springfield in January 2006 and was assigned as a contract specialist supporting the rapid response and strategic services sourcing contracts valued at more than \$20 billion each. Within three months of joining DCMA Springfield, he was on his way to Iraq. Based at Al Asad Air Base, Mr. Smith administered the Logistics Civil Augmentation Program contract for western Al Anbar province, including contracts for billeting, sanitation, power and transportation. During his six-month assignment, he obligated more than \$70 million for efforts supporting Operation Iraqi Freedom. He returned home in October 2006, and he is already looking forward to his second deployment, scheduled for October 2007.



The former Marine is also an accomplished musician, receiving his first trombone at age eight. He joined his first professional band while in high school and went on to play at local musical theater events and the Reno Jazz Festival and, on one occasion, with the rock group "Blood, Sweat and Tears" before joining the Marine Corps. Mr. Smith currently plays in three local groups: the Whitehouse Wind Symphony, the Silver Starlite Orchestra and the 78West jazz ensemble. When he isn't working or playing music, Mr. Smith enjoys riding his 1992 Harley Electra Glide classic motorcycle.

– Ms. Karen Edgar, DCMA Springfield

(Above Left) Mr. Robert Schmitt (left), DCMA Aeronautical Systems Division director, and Mr. Steven Bogusz (right), DCMA Naval Sea Systems Division director, present Mr. Bob Joyce (center) the CFC Paul Flanagan Award. **(Above Right)** DCMA Springfield Director Mr. Jerry Richardson presents Mr. Mikel Smith with the DCMA Exceptional Civilian Service Award.

Col. Jeffrey Brand Assumes DCMA Chief of Staff Position

by Mr. Mark Woodbury, DCMA Public Affairs

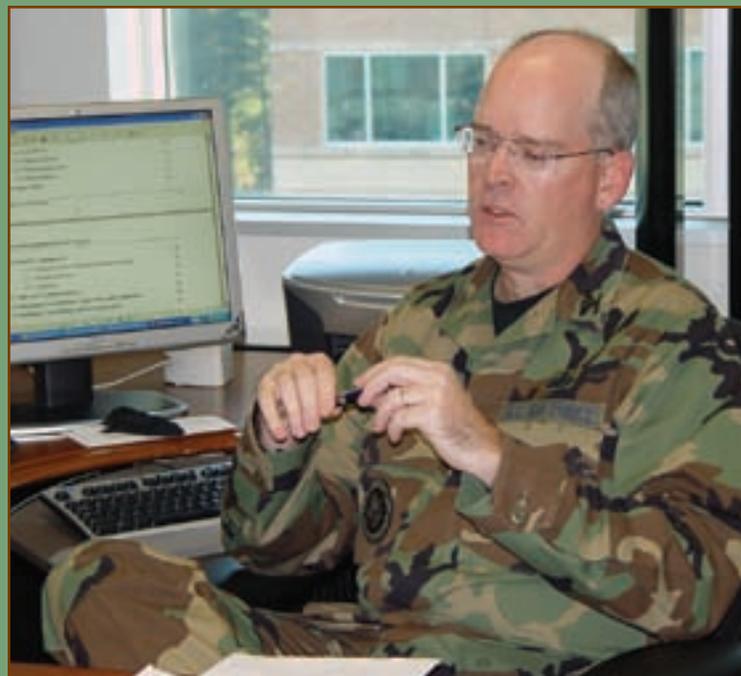
Air Force Col. Jeffrey Brand recently assumed the duties of chief of staff at Defense Contract Management Agency (DCMA) Headquarters in Alexandria, Va., after serving as DCMA's NASA Product Operations commander in San Antonio, Texas.

As chief of staff, Col. Brand is the principal advisor to the DCMA director, providing mission support services across the Agency while maintaining responsibility for the

operation of the headquarters' special staff and the Combat Support Center.

Col. Brand's special staff includes congressional and public affairs, facilities and transportation, organization and administration, equal employment opportunity, procurement, protocol and security. His Combat Support Center duties include oversight of contingency contract administration services deployment activities and the DCMA liaison officers assigned to the U.S. combatant commanders.

Col. Brand said he feels his two prior DCMA assignments have given him the understanding and Agency insight needed for



the chief of staff position: "I think that being with the Agency for the past three-and-a-half years, and dealing with enterprise issues that came with being in those positions, has really prepared me for my assignment here," he said.

During his time as chief of staff, there are two key benchmarks Col. Brand wants to see accomplished: integrating performance-based management (PBM) into the Agency and assisting in the Headquarters' smooth "transfer of the flag" to Fort Lee, Va., in 2010. "We need to get top dead-center on integrating PBM as the integrated management style throughout

As chief of staff, Col. Brand is the principal advisor to the DCMA director, providing mission support services across the Agency while maintaining responsibility for the operation of the headquarters' special staff and the Combat Support Center.

(Above) Air Force Col. Jeffrey Brand, DCMA's newly appointed chief of staff, in his office at DCMA Headquarters in Alexandria, Va. (Photo by Ms. Julia Wyant, DCMA Public Affairs)

“We are involved in serious work, but we must strive to find the area within our work that puts a smile on our faces.”

the Agency,” he said. “I want to see, and assist in, making PBM a way of life here.”

Col. Brand said he is not worried about the growing pains that may come with PBM implementation within the Agency. “When you think of it from a staff perspective versus the challenges the field has, we almost have an easier time of it,” he said. “We do not have to try to analyze the contractor and figure out where we can best influence the contractor to do the job. We are, in fact, a service organization. And because of this, we should be able to analyze who are the customers and their priorities.”

Regarding his expectations for those he works with, Col. Brand says there are basically two: (1) think beyond the scope of your desk; and (2) seek out and strive for excellence. These expectations are in line with his leadership style, which he describes as integrative with emphasis on holding people accountable for their responsibilities. Within all of this, however, “I try to have fun with any job at

hand,” he said. “We are involved in serious work, but we must strive to find the area within our work that puts a smile on our faces.”

When he has time to relax, Col. Brand enjoys playing golf, reading and traveling “anywhere warm” with his wife, Barbara — also an Air Force colonel — who is currently serving as an appellate court judge at Bolling Air Force Base, D.C. Col. Brand and his wife have a joke that coming from Texas, they thought it was going to be nice to have the four seasons again. They quickly realized, “The only bad thing is ... we’re going to have the four seasons again.”

A native of Cleveland, Ohio, Col. Brand is an ROTC distinguished military graduate of the University of Minnesota, Duluth. He also holds a Masters of Science degree in public administration and organizational theory from Golden Gate University, Calif.



(Above) DCMA's newly appointed chief of staff, Air Force Col. Jeffrey Brand (right), is interviewed by Mr. Mark Woodbury (left), DCMA Public Affairs. (Photo by Ms. Julia Wyant, DCMA Public Affairs)



Fifteen Minutes of Fame

by Mr. Bill Desmond, DCMA BAE Systems

Artist Andy Warhol said in 1968 that all of us, at some point in the future, would be “world famous for 15 minutes.” My moment came during an encounter with President Gerald R. Ford while working as an aircraft mechanic at Westover Air Force Base, Mass.

waving little American flags. Helicopters were buzzing over the base, and numerous dignitaries waited on the tarmac.

I had to park two planes that day. The first was a Boeing 707 known as “The House.” This aircraft transported all of the reporters who traveled wherever the president went. About an hour later, Air Force One landed and immediately taxied over to the spot where I was standing in my brand new coveralls. I was waving my arms back and forth in the prescribed manner until the nose gear of Air Force One reached the specified spot. I then crossed my arms, signaling the pilot to stop. The rest of the crew put chocks in front of the tires and pushed the

“The day of the president’s arrival was festive. Schoolchildren were lined up behind parade barriers waving little American flags. Helicopters were buzzing over the base, and numerous dignitaries waited on the tarmac.”
— Mr. Bill Desmond

We were informed that President Ford was going to land at Westover, and a maintenance crew was needed to manage the parking of Air Force One. Five or six of us were selected, one of whom, by the luck of the draw, would actually get to marshal the aircraft to its parking space on the ramp by walking backwards and giving hand signals to the pilot. I drew the short straw, and I couldn’t have been more excited. There was much preparation that included, for me anyway, three trips to the barber shop.

The day of the president’s arrival was festive. Schoolchildren were lined up behind parade barriers



(Top) Aboard Air Force One, while en route from the People’s Republic of China to Indonesia, Mrs. Ford dons King Neptune’s crown to mark her first trip across the Equator, Dec. 5, 1975. (Photo by Mr. David Hume Kennerly; courtesy of the National Archives and Records Administration)

(Above) President and Mrs. Ford on the South Lawn of the White House in May 1975. (Photo by Mr. Ricardo Thomas; courtesy of the National Archives and Records Administration)

“The leader of the free world was walking toward me! The background noise seemed to abate; all movement, with the exception of the president’s walking and my shivering, had also ceased.” – Mr. Bill Desmond

mobile stairs to the side of the plane. I remained standing in front of the plane.

President Ford came down the staircase and shook the hands of the dignitaries lined up at the bottom of the stairs, his motorcade ready to whisk him away to downtown Springfield. He took a step toward the motorcade, then suddenly changed course and began walking in my direction. He came over to me, extended his hand, and as I shook it, he handed me a gold pen with his signature on it and thanked me for doing a good job.

The instant President Ford turned away from the waiting motorcade and began walking toward me was when I realized that this was truly my “15 minutes of fame.” It is hard to describe the feeling, but I felt as if I entered a trance. The leader of the free world was walking toward me! The background noise seemed to abate; all movement, with the exception of the president’s walking and my shivering, had also ceased. I can’t remember my exact thoughts when he finally stood before



me and shook my hand, but it is a moment that I will forever cherish.

I still have the treasured gold pen to remind me of my 15 minutes of fame and my once-in-a-lifetime opportunity not only to meet a president but to be recognized by him for a job well done.

(Top) President and Mrs. Ford dance in the Blue Room of the White House in October 1974. (Photo by Mr. David Hume Kennerly; image courtesy of the National Archives and Records Administration)

(Above) President and Mrs. Ford wave to the crowd during Independence Day ceremonies at Fort McHenry, Md., July 4, 1975. (Photo by Mr. David Hume Kennerly; image courtesy of the National Archives and Records Administration)

Ronald J. Youngs: DCMA's Man Behind the Closed Door



by Mr. Tom Gelli, Chief, DCMA Congressional Affairs

*His primary work venue is one of vaulted doorways, flashing warning lights and robustly insulated meeting rooms humming with piped-in white noise. It has been described as a “tech-era speakeasy,” a sanctum from where those well-veiled defense programs — special access programs — are ushered along unrevealed to the public eye. And he’s the company’s alpha inside-man. Yet, it’s his personal vehicle, there in the Defense Contract Management Agency (DCMA) parking lot that unceremoniously blows the cover on his double life. You see, it’s all those hockey sticks, baseball bats and oversized sports gloves neatly arrayed in the back of his sedan that drop the dime on a one ... **Ronald J. Youngs**, who, this past January, found himself front and center as the newly selected director of the DCMA Special Programs Division.*

His primary work venue is one of vaulted doorways, flashing warning lights and robustly insulated meeting rooms humming with piped-in white noise — a “tech-era speakeasy,” a sanctum from where those well-veiled defense programs are ushered along unrevealed to the public eye.

A 16-year veteran of DCMA, Mr. Youngs holds bachelor’s and master’s degrees from California State University (Northridge), as well as a master’s of strategic studies from the United States Army War College in Carlisle, Pa. This married father of four boys is rumored to have a zippy slap shot and a cache of baseball cards tucked away on a closet shelf. There also are whispers about his penchant for solving — and even creating — crossword puzzles. And while his job environment is necessarily cloaked in secrecy, the man himself, as the following interrogation reveals, is not.

“In this world, one must think twice before hitting the “send” button. Though we’re concerned about protecting DCMA-sensitive material, we’re even more focused on protecting our customers’ sensitive data and information.”

Tom Gelli: Given the importance of information security in the Special Programs arena, do you at times feel like the boy in the protective bubble?

Ronald Youngs: To some degree, I do. In this world, one must think twice before hitting the “send” button. Though we’re concerned about protecting DCMA-sensitive material, we’re even more focused on protecting our customers’ sensitive data and information. Certainly, an acute awareness of information security pervades just about everything we do.

TG: Although the Agency’s Special Programs element has existed for roughly 20 years, its existence wasn’t publicly acknowledged until July 2005. What impact has this “coming out from behind the curtain” had on your operations?

RY: It has had a significant impact in two ways. First, it has improved our interface with customers, many of whom were either not aware of our existence or not aware of the services we could provide them. Consequently, they weren’t taking advantage of what the Special Programs Division had to offer. Now that the Special Programs Division is acknowledged, customers have easier access to us and our services. They are pleased about that. Second, coming out from behind the curtain has substantially reduced the time, effort and administrative burdens spent on upholding that veil, so to speak. We can divert those energies to where they’re better needed.

TG: Clearly, your operating environment is different from that of DCMA mainstream operations. Is your mission different?

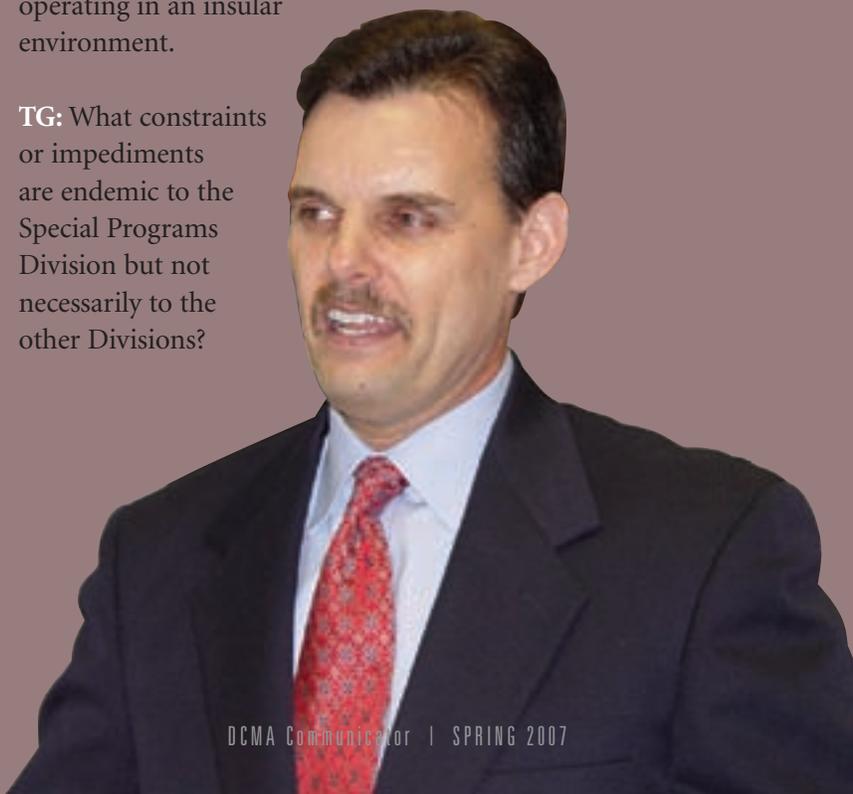
RY: No. Our mission, in terms of performing contract administration services, meeting customer outcomes and identifying performance commitments that allow us to influence those outcomes, is no different from that of mainstream DCMA. However, there is a difference in *how* we conduct our business. For example, unlike mainstream DCMA, Special Programs Division, because of its secure environment, does not engage much in Web-based information exchange. Nor does it make extensive use of automated tools, such as [Mechanization of Contract Administration Services (MOCAS)]. In fact, our contracts come to us in paper form, primarily because our customers’ special-access communities still operate in a paper environment. In effect, we sacrifice a bit of efficiency to achieve heightened security.

TG: Same customers, as well?

RY: Pretty much so, consisting of the military services and other defense and federal activities. However, the customer groups we deal with are very much like us in that they’re operating in an insular environment.

TG: What constraints or impediments are endemic to the Special Programs Division but not necessarily to the other Divisions?

(Right) Mr. Ronald J. Youngs, director, DCMA Special Programs Division. (Photo by Ms. Julia Wyant, DCMA Public Affairs)



“Because of security precautions, we sometimes struggle to get our arms around new work. ... We cannot simply flip a switch to accept oversight of a special-access program.”

RY: Because of security precautions, we sometimes struggle to get our arms around new work. It can take as long as 18 months to get a person fully cleared, even after coming on board. Similarly, we cannot simply flip a switch to accept oversight of a special-access program. We need time to get ourselves ready to accept new work and to deal with issues of personnel readiness and site security. Often, in the past, we were not brought into the picture until engagement with the customer's program was imminent. We found ourselves behind the power curve, scrambling to get ourselves ready to accept and perform the work. To remedy this, we recently appointed two customer liaison representatives to engage with our key customers so that we can gain earlier insight into emerging program requirements. This will enable us to better identify the skill sets, duty locations and options for satisfying the customer's requirements. We're closing the time gap between when we're notified of the work and when our resources are arrayed to do the work.

TG: Obviously, high-level clearances are part and parcel of your world. Given the stringent security concerns, do you have difficulty getting and keeping people?

RY: Yes and no. This kind of work is not for everyone. The secure operating environment can cause frustration. What would be a routine administrative task in other offices, such as making a phone call or sending a fax, can be a multi-step exercise in ours. Also, the information we deal with often must be kept segregated. Some of our people have two or three computers on their desks. Yet, for the most part, our folks love the work here. We're on the cutting edge of technology, we provide a valuable service to our customers and we make a real difference in support of the warfighter.

TG: Now, you grew up in southern California during a time of, shall we say, cultural change. Is it correct to assume you didn't spend your nights on the Sunset Strip or at the Troubadour?

RY: [Laughter] Well, it's interesting, growing up in southern California and winding up at a defense agency in Washington, D.C. I guess the roots of my [Department of Defense (DoD)] career stretch to my father, who worked 30 years at Litton Data Systems. You know, we associate southern California with palm trees, surfboards and the glittery nightlife of Hollywood or the Strip. Actually, the defense industry is a huge presence there. I started my government career at AFPRO Hughes Aircraft in 1984. At that time, Hughes employed nearly 100,000 people in Los Angeles County. Add to that Northrop Grumman, Rockwell, McDonnell-Douglas and the other large defense-related firms, and you have an immense employment opportunity. It's not at all unusual for a southern California kid to pursue a career in the defense or aerospace industry, including the government side of the house.

TG: Okay, so you weren't making the club scene. I understand a more probable Saturday night venue for you might have been Chavez Ravine [Dodger Stadium] or Anaheim Stadium.

RY: [Laughter] True. I'm a big baseball fan and always have been. I'm an aficionado of the 1960s, and there probably aren't too many trivia questions from that era I couldn't answer. I grew up going to Dodgers games, but, oddly enough, the first game I saw at Dodger Stadium didn't involve the Dodgers. It was a Los Angeles Angels game, and the visiting team was the Washington Senators. I was with my father and grandfather.

“We fully expect to do like the mainstream product divisions and resource to performance commitments. We expect to have the infrastructure in place to carry it out by fiscal year 2008.”

Actually, I still play baseball in a men's 48-and-older league composed of teams from Virginia and Maryland. I play shortstop next to lawyers, dentists, teachers and real-estate agents. We still have a passion for the game and its many facets, which softball doesn't offer. I'm fortunate to still be able to run the bases, dive for grounders and even catch up to a fastball occasionally.

TG: '61 Yankees or '76 Reds?

RY: Wow. Being a Dodgers fan, I can tell you that's not a pleasant choice. Because of their sheer power, I'll go with the Bronx Bombers. Mantle and Maris were at the top of their game, and the team still had three more consecutive pennants awaiting it. I think Whitey Ford and Ralph Terry had a combined 41-7 record. But it's a tough call. The Big Red Machine of the mid-70s was a juggernaut with Rose, Bench, Perez, Morgan and Griffey. Can't go wrong with either team.

TG: *Boys of Summer* by Roger Kahn or *Ball Four* by Jim Bouton?

RY: That's an interesting one. Of course *Boys of Summer* was about my beloved Dodgers — the Brooklyn Dodgers, though, who were a little before my time. Kahn's writing is absolutely beautiful. But, I'll have to go with *Ball Four*, which is still found on top-100 lists of general-interest books. I find Bouton's behind-the-scenes insights and less-than-flattering observations about major league baseball players and their arrested development to be entertaining as well as applicable to many aspects of everyday life.

TG: DCMA is strongly embracing performance-based management (PBM). Is the Special Programs Division doing likewise?

RY: Absolutely. We're in lockstep with the rest of the Agency and getting the word out to all parts of our division. We fully expect to do like the mainstream product divisions and resource to performance commitments. We expect to have the infrastructure in place to carry it out by fiscal year 2008. I recently visited one of our [contract management office (CMO)] locations and was given a rundown on its PBM efforts, including what it's doing with voice of the customer and cause-and-effect analyses. It exemplified what every good organization should be doing. Ironically, though, because of the nature of that CMO's mission, very few people are going to know about its PBM success. The folks there tell me they're not doing it for the recognition but rather because it's the right thing to do — and those are their words. So, yes, the Special Programs Division is committed to the adoption of PBM. It is as meaningful to us as it is to any element in the Agency.

TG: Does the secure environment pose special challenges to you in establishing customer outcomes?

RY: Yes, largely due to the constraints associated with communication about special-access programs. Even for those programs I've been briefed to, I can't simply pick up a telephone and discuss that program on an unsecured line — even with the customer. Such discussions often must take place in a venue that has been cleared for sensitive communication. This makes it difficult to set up meetings and to have those one-on-one discussions by which we educate the customer on our PBM approach, capture the voice of the customer and convey the level of support we will provide to ensure desired outcomes. Conversely, though, there are some advantages we have in establishing customer outcomes because we're collocated with many of our customers and have ready access to many of

“Even for those programs I’ve been briefed to, I can’t simply pick up a telephone and discuss that program on an unsecured line — even with the customer. Such discussions often must take place in a venue that has been cleared for sensitive communication.”

them. It is at those locations that we’re seeing our most resounding PBM successes.

TG: Do you have much interplay with the Defense Contract Audit Agency (DCAA)?

RY: We do. In fact, DCAA has a sister organization to us, and it supports the special-access program community. We have a great working relationship with them and meet quarterly with their key personnel, who are firmly committed to helping us meet our priorities.

TG: It’s a free Saturday afternoon. What might we find you doing?

RY: I guess it depends on the time of year, but most likely I’d be doing something family-related. With a wife and four sons, I often have several things on my Saturday calendar. For many years, the boys were active in hockey, lacrosse and the performing arts, and my weekends were often spent chauffeuring the kids and attending their various games, performances and practices. Now that the boys are in high school and college, there’s a better chance you’d find me doing yard work or simply relaxing with my wife, Loretta, and catching up on each other’s busy life.

TG: After a tough day at the office, are we more likely to find you staring at a computer screen, at a television screen or out the screen door?

RY: [Laughter] Probably a TV screen. When I get home from work, my kids are usually on the computer doing homework, playing games or socializing. I’m in front of a computer most of the day, so I don’t mind being exiled to the television and unwinding for awhile. Later in

the evening I can reclaim the computer and do what I need to do. I do a lot of reading, as well.

TG: Any notable books you’ve read lately?

RY: Well, I’m currently reading a World War I chronicle presented from the perspective of the tommies in the trenches and the key commanders. It’s *To the Last Man* by Jeff Shaara, whose father, Michael, you may recall, wrote *Killer Angels*, a definitive account of the Battle of Gettysburg. Just finished Bob Woodward’s bestseller, *State of Denial*, and James Swanson’s *Manhunt*, an absolutely gripping account of the 12-day hunt for John Wilkes Booth following Lincoln’s assassination. Also enjoyed *The Curious Incident of the Dog in the Night Time* by Mark Haddon, a fictional story presented in the voice of an autistic boy who sees the world and his seriously dysfunctional English family much differently than you or I would. I was enticed by the title, which is taken from a work by one of my favorite writers, Arthur Conan Doyle, of course, the creator of Sherlock Holmes.

TG: Until recently, your three CMOs — East, West and South — were headed by military personnel. Those command positions have now been civilianized. What was the rationale for the conversion?

RY: That decision is traceable to a series of discussions we had with Brig. Gen. [Edward] Harrington, [former DCMA director]; [Mrs.] Sallie Flavin, [former DCMA deputy director]; and Maj. Gen. [Darryl] Scott, [former DCMA director]. We wanted to achieve greater continuity of leadership in the special-access arena. Not only did it take a long time to get military personnel cleared and onboard, there

“There’s more to becoming a leader than just wanting to be. Not only do you need to know the job, you need to know yourself. You must do what it takes to prepare yourself, assess your true willingness and be sure of your desire.”

was a steep learning curve for operating in a secure environment — even for long-time acquisition professionals. We felt we could improve the flow of operations if we cut down on military turnover. The decision also reflects concern about a continuing decline in the number of military billets allocated to the Agency. The conversion had nothing to do with the level of support or the proficiency we were getting from our military leaders, many of whom advanced to other positions in the Agency and continue to render outstanding service.

TG: Which is harder ... sending a fax from one of your secured stations or finding ice time in northern Virginia?

RY: [Laughter] Yeah, I think finding ice time. I used to play a lot of ice hockey in years past. I started playing as a young man in California and continued during my stint at DCMA Wichita [Kan.] in the early '90s. After I came to the Washington area 10 years ago, I was the third leading scorer in a men's league. But ice time was always at a premium, and games were often played late on weeknights. After a while, it just became too hard to play late and go to work the next morning. I still get the urge to lace up the skates but for pick-up games only. My sons, one of whom played junior hockey for the San Antonio Diablos of the Western States Hockey League, have gotten me hooked on in-line skate hockey, which is a little easier on this aging body.

TG: You have the distinction of being DCMA's first graduate of the Defense Leadership and Management Program (DLAMP). Did that help prepare you for your new position?

RY: Without question. DLAMP gave me

rounding in multiple aspects of DoD operations and really caused me to think about one's propensity for and approach to leadership. My mentor throughout the program was the now-retired Carol Covey, who was the head of cost and pricing policy at [the Office of the Secretary of Defense] and who helped me every step of the way. Completing the curriculum with its emphasis on leadership definitely solidified my commitment to becoming a leader in DoD. There's more to becoming a leader than just wanting to be. Not only do you need to know the job, you need to know yourself. You must do what it takes to prepare yourself, assess your true willingness and be sure of your desire. As Mr. Ernst has said, it takes aspiration, ability and engagement. DLAMP made it clear to me that I was ready for the next leadership rung in the special-access program world.

TG: Speaking of leadership in that secretive realm ... Maxwell Smart or James Bond?

RY: Maxwell Smart, hands down. Hey, we've got to give proper respect to the "cone of silence."



(Above) Mr. Ronald J. Youngs (right), director, DCMA Special Programs Division, speaks with Mr. Tom Gelli, chief, DCMA Congressional Affairs. (Photo by Ms. Julia Wyant, DCMA Public Affairs)

DCMA Employee's Son Is Boise State Football Champion

by Ms. Ashley Wuytens, Public Affairs Intern, DCMA Public Affairs

Celebrity is a word that brings to one's mind the glitz and glam of Hollywood. However, for one Defense Contract Management Agency (DCMA) employee, "celebrity" brings to mind her son. Mr. Quinton Jones, son of Ms. La Wanda Johnson, program analyst, DCMA Combat Support Center in Carson, Calif., is a defensive back and punt/kick returner for Boise State University (BSU) in Boise, Idaho.

In 2005, *Sports Illustrated* gave Mr. Jones an all-American honorable mention as a punt returner after he completed the season second in the nation with punt returns averaging almost 21 yards. Going into the 2006 season, Mr. Jones was named pre-season all-American punt returner by the *Blue Ribbon College Football Yearbook*, and

Sporting News named him the third-best return man in the country.

Ms. Johnson attended the 2007 Tostitos Fiesta Bowl in Phoenix, Ariz., where the BSU Broncos took on the University of Oklahoma Sooners. "It seemed that no one thought BSU was good enough or even deserved to be at the Fiesta Bowl," said Ms. Johnson. "I think I felt every emotion possible while at that game — happy, sad, angry and nervous. You name it, I experienced it." BSU was the underdog going into the Fiesta Bowl game, but they rose above Oklahoma in overtime, ending the game with a famous "statue of liberty" play that led to a 43-42 victory.

Mr. Jones graduated from Los Alamitos High School in Los Alamitos, Calif., and received a full football scholarship to BSU. "I remember when Coach Hawkins [former BSU head coach] came to my house to talk about my son's future," said Ms. Johnson. "I thought, 'There is no state called Boise.' Even their famous blue field was a mystery."

Graduating in December with a bachelor's degree in political science, Mr. Jones' future looks bright. "My son has worked very hard not only to obtain his degree but also to work toward his dream of becoming a professional National Football League [NFL] player," said Ms. Johnson. "I can see him playing professional football and going to the Super Bowl — why not? He went to Boise State, where people have the stuff that makes believers out of doubters."

Mr. Jones plans to play in the NFL and later coach football and teach other young kids how to achieve their dreams.

(Above) Mr. Quinton Jones, son of Ms. La Wanda Johnson, program analyst, DCMA Combat Support Center, is a defensive back and punt/kick returner for Boise State University in Boise, Idaho. (Image courtesy of Boise State University)



Recruiting and Developing the Best Enlisted Personnel for DCMA



by Ms. Julia Wyant, DCMA Public Affairs

Air Force Chief Master Sgt. Terrence Woodley is the Defense Contract Management Agency's (DCMA) senior enlisted advisor (SEA) to the director. Prior to assuming duties as SEA, Chief Woodley served as chief enlisted manager for DCMA's Procurement Center. He came to DCMA from the Pentagon, where he was the Headquarters Air Force first sergeant. Chief Woodley's 24 years of active service give him an invaluable perspective, enabling him to serve as the director's eyes and ears on enlisted matters. As SEA, he oversees the utilization, morale, welfare and career development of all DCMA enlisted personnel worldwide.

Q: You're coming up on your first anniversary as the Agency's SEA. What has it been like, and what has been happening over the past year?

Chief Woodley: It has been truly remarkable. I've done quite a bit of travel visiting our soldiers, sailors, airmen and Marines where they live and work. So far, I've visited about 65 percent of the enlisted members. We discuss their personal and professional development, current jobs assigned and issues that affect their quality of life ... for them and their families. They are proud of what they do, and you can't help but sense their commitment to delivering the best weapons systems to the warfighters on the frontlines. Those American heroes on the frontlines that we often hear about are our peers and friends; they're our second family.

We have gained a lot of mileage from our efforts to ensure that our enlisted billets are properly coded so as to be filled with personnel from the proper acquisition career fields. We should see some visible results from that effort in the near future. Also, as an Agency, we are transforming the way we do business with performance-based management [PBM], and we are continuing to emphasize the professional development of our people.

Q: Do PBM and professional development affect our enlisted folks?

"I've done quite a bit of travel visiting our soldiers, sailors, airmen and Marines where they live and work. So far, I've visited about 65 percent of the enlisted members."

“When it comes to PBM, the assumption of our leadership is that the enlisted force is intrinsically woven into the operations of the [contract management offices] and the success of this Agency, just like everyone else.”



CW: Absolutely. Military members chart their courses of professional development early in their careers. Courses in leadership and management are integral and recurring elements of all military training and education. By the time we become [senior non-commissioned officers], we should be engaged in strategic thinking and seeking managerial and leadership opportunities. When those opportunities are not readily available, we adapt and lead from where we are ... but that doesn't get us off the hook with seeking to learn those more broad and strategic concepts and applications. When it comes to PBM, the assumption of our leadership is that the enlisted force is intrinsically woven into the operations of the [contract management offices] and the success of this Agency, just like everyone else ... no exclusions, no special categories. That means they should be doing

everything they can to learn about PBM and where they fit in, Agency-wide, and each and every member of our organization has a personal responsibility to make it happen.

Q: How is this accomplished?

CW: There's lots of materials and literature available on the Internet. The DCMA Web site has a wealth of information on PBM as does the Defense Acquisition University. Not to be overlooked is our own organization's wealth of talented personnel who can also provide the information personally. That adds enormous value to our enlisted members' professional growth and development and directly relates what we do to the bigger picture.

Q: So, do you seek advice and learn from Mr. Keith Ernst, DCMA's acting director?

CW: Without a doubt ... every chance I get. I've always tried to learn as much as I can from my supervisors as well as others around me in positions of leadership. ... Most times I attentively listen and observe ... and I'll bank questions in my head until an opportunity presents itself. This not only provides me with knowledge and perspective on issues and topics that are relevant but gives me insight ... and that's what I wish to gain the most.

Q: Based on your visits, how would you describe the overall quality of our enlisted force?

CW: Overall, we've been very fortunate. I feel that we've recruited the absolute best the services have to offer and that it's our Agency's challenge to continue their development

(Above) Air Force Chief Master Sgt. Terrence Woodley, DCMA's senior enlisted advisor to the director, in his office at DCMA Headquarters in Alexandria, Va. (Photo by Ms. Julia Wyant, DCMA Public Affairs)

“We are first and foremost soldiers, sailors, airmen and Marines — we must never forget that. We bring our own respective service cultures and vast field experiences, which are essential elements of DCMA’s success.”

to make them even better. Any individuals finishing their DCMA tours and returning to their services should possess a tremendous amount of knowledge and credibility.

Q: Let’s talk about delivery of services. Have we made any improvements in that area?

CW: There have been some leadership changes in military personnel management, which I believe will improve how we do business and deliver service to our military personnel. Improved customer response and focus on what’s important to our military members are necessities and are the expectations of the Agency’s leadership. As I say that, there’s a lot of consternation occurring within our services in the personnel arena. Necessary adjustments to win the global war on terrorism over the long haul have prompted new personnel changes and rules that impact everyone in uniform.

Q: What’s the best advice you can give to our enlisted force?

CW: Stay connected. There is a tremendous adjustment for military members that come into the Agency. Most have never heard of DCMA, and trying to grasp the details of our mission takes some time. [Air Force] Chief [Master Sgt. Don] Collins, [DCMA’s former SEA], once told me, “Don’t try to figure it out in one day because you won’t.” And he was right. I’m learning more and more every day. The mission of this Agency is vast. Back to my point ... we are first and foremost soldiers, sailors, airmen and Marines — we must never forget that. We bring our own respective service cultures and vast field experiences, which are essential elements of DCMA’s success. ... Thanks to all of our soldiers, sailors, airmen and Marines out there making a difference.



(Above) From left: Air Force Chief Master Sgt. Terrence Woodley, DCMA’s senior enlisted advisor to the acting director, Mr. Keith Ernst, and Army Sgt. Maj. William J. Gainey, senior enlisted advisor to the chairman of the joint chiefs of staff. (Photo by Ms. Julia Wyant, DCMA Public Affairs)

Building a Solid Base of “Influence and Credibility”

By Mr. Joseph E. Vernon, Technical Support Team Leader,
Administrative Contracting Officer (Systems), DCMA APO Rolls Royce

The F-35 *Lightning II* aircraft stands as the leading focal point of the Department of Defense’s (DoD) initiative to produce an affordable next-generation aircraft weapons system for the U.S. Air Force, Navy and Marine Corps, British Royal Navy and military services of U.S. allies, including Australia, Belgium, Canada, Denmark, Israel, The Netherlands, Norway and Singapore.

RRC has the primary responsibility for major engine modules such as the combustor, high-pressure turbine nozzle, low-pressure turbine and accessory/internal gearbox. It is for these components that the DCMA Aircraft Propulsion Operations (APO) team at RRC provides essential program support to ensure that critical engine parts meet technical, cost and schedule targets.

Such a collaborative program requires a cohesive program support team (PST) to guarantee that the major engine components provided by RRC are delivered on time and at the right cost and achieve the performance requirements. The DCMA RRC F136 PST consists of only two full-time members who provide both program integration and engineering support. Additional program support is supplied in the areas of earned value

The F-35 *Lightning II* aircraft stands as the leading focal point of the Department of Defense’s initiative to produce an affordable next-generation aircraft weapons system.

At the heart of this initiative lies the development of two propulsion systems, one of which is the F136 advanced fighter engine. This engine is the product of the General Electric (GE) and Rolls-Royce fighter engine team (FET). The FET consists of GE Transportation Aircraft Engines in Evandale, Ohio, and Rolls-Royce Joint Holdings Company in Indianapolis. Rolls-Royce Joint Holdings Company is comprised of Rolls-Royce Corporation (RRC) in Indianapolis and Rolls-Royce plc in Bristol, England.

The GE/Rolls-Royce FET joint venture, whereby GE has 60 percent share and Rolls-Royce Joint Holdings Company has 40 percent share, was formally created in July 2002 and is responsible for the development of the F136



(Above) The GE Rolls-Royce F136 engine for the F-35 *Lightning II* fighter aircraft has undergone extensive testing. The DCMA Aircraft Propulsion Operations team at Rolls-Royce provides essential program support to ensure that critical engine parts meet technical, cost and schedule targets. (Photo courtesy of Rolls-Royce © Rolls-Royce plc 2006)

DCMA and the DCMA Aircraft Propulsion Operations F136 program support team continue to build a solid base of "influence and credibility" in the pursuit of a successful program. – Air Force Brig. Gen. Charles R. Davis

management, quality assurance, production, property management, contracting and pricing.

In response to the customer's needs, the team provides insight into RRC's technical and operational affairs through weekly technical reports and monthly earned-value analysis reports. The team's contributions were especially important during the recently



concluded integrated baseline review, which was completed ahead of schedule with all cost and schedule action items closed. The team accomplished this by utilizing their working relationship with RRC's integrated process teams, providing status overviews, examining potential issues and engaging in predictive analysis for the assessment of RRC's progress and ability to achieve program milestones. The DCMA RRC F136 PST provides this type of technical and pricing support to the F136 program and other program proposals in addition to their other daily program functions, which is just one example of their commitment to the program and the customer.

With the program now in the system development and demonstration phase, the DCMA RRC F136 PST is working with RRC on a preliminary design review of the combustor, high pressure turbine nozzle, low-pressure

turbine and accessory/internal gearbox. The team is preparing to actively participate in the internal product introduction reviews prior to preliminary design reviews to ensure that the RRC team meets all criteria. The DCMA RRC F136 PST will actively track and ensure the closure of all requests for action so that the next phase of detailed design can begin.

The DCMA RRC F136 PST also actively participates in affordability initiatives, which focus on weight and cost reduction. Affordability is not only an initial procurement initiative — it reaches far into the future, examining the areas of reliability, maintainability and sustainability. The team also is engaged in the diminishing manufacturing sources and material shortages program. This program addresses the issues of discontinued and obsolete parts, manufacturing lines no longer tooled to produce particular parts, manufacturers no longer in business and other customer-focused areas such as supply chain management, property management, critical safety items and unique identification.

In today's economic and technological environment, the F-35 *Lightning II* continues to be in the news as one of the DoD's largest acquisition programs destined to bolster an aging fighter fleet within the U.S. and several allied nations. As stated by Air Force Brig. Gen. Charles R. Davis, program executive officer, F-35 *Lightning II* Program Office, during his August 2006 all hands meeting, DCMA and the DCMA APO F136 PST continue to build a solid base of "influence and credibility" in the pursuit of a successful program that is, as its promotional material asserts, "lethal, survivable, supportable and affordable."

(Above) To date, the F-35 has flown at 23,000 feet and achieved speeds of Mach 0.8 and a 16-degree angle of attack. (Lockheed Martin Co. photo)

"Thanks to its all-digital design, an exceptionally talented international engineering team and the world's best assemblers and mechanics, the F-35 has completely rewritten the book on fighter assembly precision and quality." – Mr. Dan Crowley

Lockheed Martin F-35 *Lightning II* Completes First Flight

by Mr. Kim O. Harrison, *Lightning II Program Integrator, DCMA Fort Worth*

The Lockheed Martin F-35 *Lightning II* lifted into the skies for the first time Dec. 15, 2006, initiating the most comprehensive flight test program in military aviation history.

The 35-minute flight of the F-35 began at 12:44 p.m. at Lockheed Martin in Fort Worth, Texas, and Lockheed Martin chief test pilot Mr. Jon Beesley said he was very impressed with the thrust from the Pratt & Whitney F135 engine. The aircraft's initial ascent was to an altitude of 15,000 feet, and it carried approximately 15,000 pounds — or 2,500 gallons — of fuel. The flight included a series of basic maneuvers that tested the aircraft's handling, engine and systems operations.

"The first flight of the F-35 *Lightning II* is an historic moment because, for the first time ever, we are seeing all the attributes of a fifth-generation aircraft — including advanced stealth, fighter agility, sensor fusion and greatly improved supportability — combined in an affordable package," said Mr. Ralph Heath, Lockheed Martin Aeronautics Co. president. "The F-35 will be the most advanced and most capable multi-role fighter on the international market for many, many years to come."

Mr. Dan Crowley, Lockheed Martin executive vice president and general manager of the F-35 program, said the aircraft has continued to meet or exceed expectations during its assembly and pre-flight checkouts. It has now embarked on a 12,000-hour flight-test program designed to validate tens of thousands of hours of testing already completed in F-35 laboratories. "The F-35 will enter service as the most exhaustively tested, most thoroughly proven fighter system in history," Mr. Crowley remarked. "And thanks to its all-digital design, an exceptionally talented international engineering team and the world's best assemblers and mechanics, the F-35 has completely rewritten the book on fighter assembly precision and quality."

The stealthy F-35 *Lightning II* is a supersonic, multi-role, fifth-generation fighter designed to replace a wide range of existing aircraft, including the Marine Corps AV-8B *Harrier*, Air Force A-10 *Thunderbolt II*, Air Force F-16 *Fighting Falcon*, Navy and Marine Corps F/A-18 *Hornets* and the United Kingdom's *Harrier GR7s* and *Sea Harriers*. The aircraft is currently under a system design and development contract with an estimated value of \$ 23.8 billion, and the entire scope of its program has an estimated value of \$276 billion.

The U.S. and eight international partners are involved in the F-35's funding and development. The U.S. Air Force, Navy and Marine Corps and the United Kingdom's Royal Air Force and Royal Navy plan to acquire a total of 2,581 F-35s. Italy, the Netherlands, Turkey, Canada, Australia, Denmark and Norway are also partners in the program and are expected to add about 700 more aircraft to the total order. F-35 sales to other international customers could push the final number of aircraft produced to 4,500 or beyond. "We believe the F-35 is poised to become the world standard-bearer of fighter aircraft," said Tom Burbage, Lockheed Martin executive vice president and F-35 program integration general manager.

Three versions of the F-35 are under development: a conventional land-based variant for regular runways; a short takeoff/vertical landing variant for operating off small ships and near frontline combat zones; and a carrier variant for catapult launches and arrested recoveries aboard the U.S. Navy's large aircraft carriers.

Lockheed Martin is developing the F-35 *Lightning II* with its principal industrial partners, Northrop Grumman and BAE Systems. Two separate, interchangeable F-35 engines are under development: the Pratt & Whitney F135 and the GE Rolls-Royce Fighter Engine Team F136.



(Above) The F-35 Joint Strike Fighter *Lightning II*, built by Lockheed Martin, takes off for its first flight on Joint Reserve Base Fort Worth, Texas, Dec. 15, 2006, during an initial test of the aircraft's capabilities. The U.S. Defense Department and eight allied countries have contracted with Lockheed Martin as part of the *Lightning II* program, which was designed to maximize efficiency and minimize the life cycle and costs of a future multirole fighter jet. (U.S. Navy photo by Mass Communication Spc. 2nd Class D. Keith Simmons)

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http://home.dcmsa.mil/dcmsa-dsa/hometown_news.htm

Operations Centers: Ensuring Increased Mission Effectiveness During the Daily Grind

by Mr. Dick Cole, Chief, DCMA Public Affairs

Two years ago, the Defense Contract Management Agency (DCMA) began an effort to realign and create operational and mission support centers to transform the way it was doing business.

The realignment was not about moving people or cutting jobs, but, as DCMA Acting Director Keith Ernst told the employees in an April 2005 *Sight Picture*, “[it is] a rewiring of our current structure to make us more effective in executing the mission for our customers.”

First, separate functional groupings embedded in contract management offices (CMO) were formed into centers and realigned to existing headquarters and product divisions — formerly districts — in 2005. After further review, creating two operational centers within the Contract Operations and Customer Relations Directorate was determined to be the most effective alignment for most of the newly “centerized” functions. The organizational chart shows the newly created organizational structure. Nearly all of the center personnel are located away from DCMA Headquarters and all have people throughout the United States functioning together as a “virtual” center.

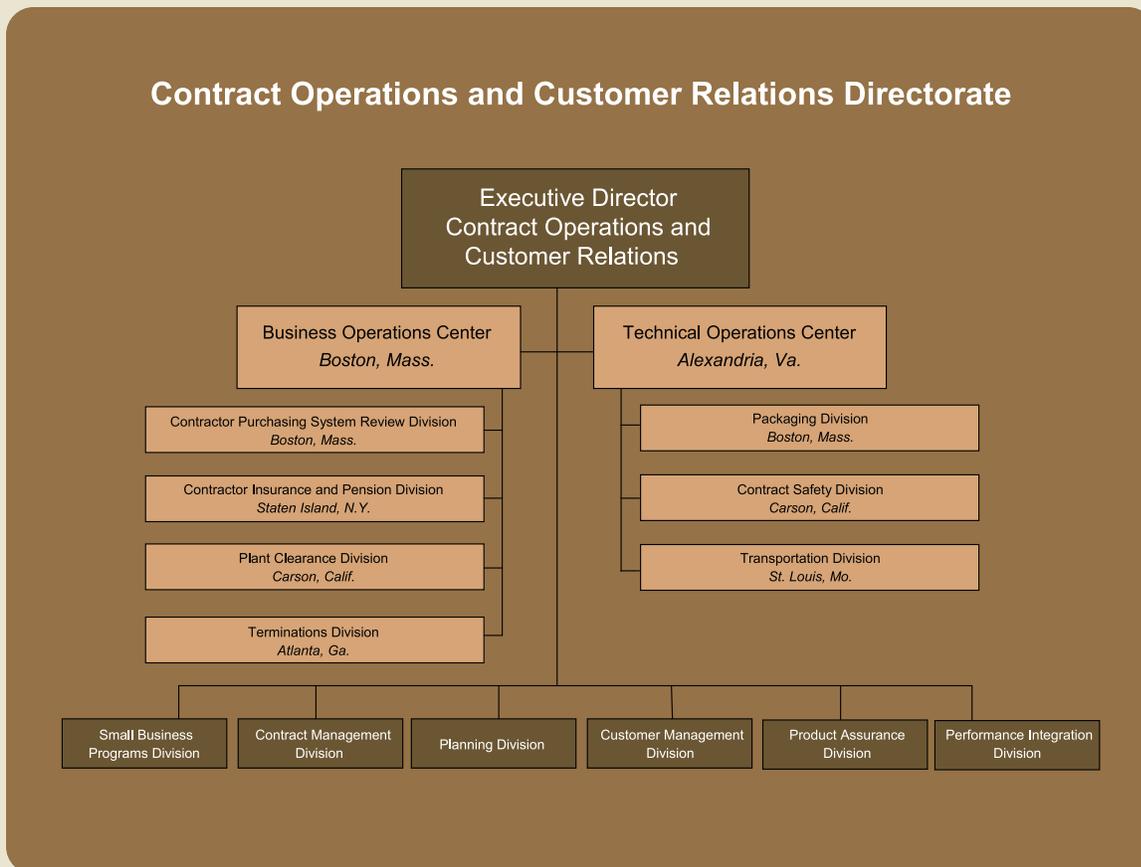
“We looked at every task and function,” said Mr. Dave Ricci, deputy executive director of the Contract Operations and Customer Relations Directorate. “We were really seeking opportunities to be more effective in

servicing our clients than we were in achieving specific efficiencies. While we have achieved some efficiency as a consequence of the new structure, that was not our primary focus.”

Mr. Ricci said that providing a “functional stovepipe” for each of the centers and providing promotion and progression opportunities within career fields were also the greatest byproducts of the creations of the new centers. “It has helped us to be more responsive and better adapt to workload surges unconstrained by geographic boundaries,” said Mr. Ricci. “The vast majority of the centers belonging to the Contract Operations and Customer Relations Directorate have the CMOs as primary customers.”

“The Contractor Insurance and Pension Division, one of the existing offices realigned under the Business Operations Center, was the model for how we envisioned that the new centers would be organized and function,” said Mr. Ricci. “We used that model very effectively, structuring the new centers and divisions and providing the streamlining and focus on the customer we desired.” He added, “The contract management offices must execute close to 100 different contract administration functions. That’s an awful lot to manage, especially as we’ve downsized over the last decade. The CMO commanders participating in the IPT [integrated product team] studying the center concept welcomed the measure of relief

The realignment was not about moving people or cutting jobs, but, “[it is] a rewiring of our current structure to make us more effective in executing the mission for our customers.” – Mr. Keith Ernst



they gained by not having to manage these specialized functions.”

Technical Operations Center

Mr. Norris Nereng, Technical Operations Center director, agrees with Mr. Ricci. “We recognized that there were efficiencies to be had, but our primary focus when creating the structure for the centers and their subordinate divisions was, ‘Are we doing things more effectively?’ I believe we got our arms around the expected outcomes and are better focused on the customers.” He added, “We’ve focused on picking all the fruit, not just the low-hanging fruit.”

Mr. Nereng also stated that the structure has placed functions under single managers

regardless of product or geography, which has helped the organization to be responsive in surge situations. His divisions include the Packaging Division in Boston, headed by Ms. Marion Julian; the Contract Safety Division in Carson, Calif., headed by Mr. Jim O’Kane; and the Transportation Division in St. Louis, Mo., headed by Ms. Cynthia Kessler.

Packaging Division

*Ms. Marion Julian, division director
Boston, Mass.*

The Packaging Division is a tight-knit community of experts in the technical and ever-evolving field of military packaging and marking. These professionals, dispersed across the country, provide guidance, assistance and

“We were really seeking opportunities to be more effective in serving our clients than we were in achieving specific efficiencies.” – Mr. Dave Ricci

training. Additionally, they provide packaging support to the DCMA International Division.

The division facilitates the DCMA packaging management program. From methods of preservation, which are different on each contract, to radio-frequency identification (RFID), the Packaging Division disseminates extensive knowledge assisting customers in obtaining the right packaging products for the right price. They review, develop and implement techniques for educating internal and external customers about the importance of military and commercial packaging and markings. “We can spend a lot of money to build and supply an item, but if it is not properly packed or identified, it is all in vain,” said Ms. Julian.

“As a division, we developed training modules, which provide education, perform on-site assistance, review and interpret contractual requirements on hazardous and non-hazardous items, support performance-based processes and maintain a virtual global team of packaging professionals,” Ms. Julian said.

The center and division organizational concept is familiar to the Packaging Division. According to Ms. Julian, “Since the creation of the packaging field support representatives in 2001, the team members acted and performed as one. In essence, we had a head start in this reorganization.” Former packaging specialists from the old East and West Divisions combined, forming the new Packaging Division. “Using teaming, performance-based management and a desire to provide the best service possible to our customers gets them their supplies without packaging delays or defects,” said Ms. Julian.

The Packaging Division developed a new management tracking system to pull data directly from assistance calls, training requests

and other categories and provide an accurate accounting of the division’s business and worth. “Trending our assist calls helps identify where to focus our attention at any given time. Whether it is training, communication, changing specifications, regulations and directives, or new initiatives coming our way, we can gear our assistance to the most needed area at any given time,” Ms. Julian said.

In 2005, the packaging team devised a method of training DCMA personnel in the handling of hazardous materials using various Web and computer-based training software. This saved travel expenses for the Agency in temporary duty costs and boosted available manpower.

Contract Safety Division

*Mr. Jim O’Kane, division director
Carson, Calif.*

The Contract Safety Division supports our Agency with contract safety professionals focusing their efforts in three main areas: aircraft ground safety; ammunition and explosives safety; and industrial safety. The goal of the division is to ensure safe contractor operations and to identify and mitigate high-risk areas in contractor operations that could cause delays in delivery schedules, injury to government personnel or the loss of government property or critical industrial base items.

Becoming a division under the Technical Operations Center has provided “an increased flexibility to assess contract safety workload and contractor locations to determine the best utilization of the safety professionals to the skills needed for different types of contractors we review,” said division chief Mr. Jim O’Kane. “We have the ability to reassign work to people within the division and across teams in some instances where it was determined that different skill sets were better suited to support our customers based on their specific areas of

“We recognized that there were efficiencies to be had, but our primary focus when creating the structure for the centers and their subordinate divisions was, ‘Are we doing things more effectively?’” – Mr. Norris Nereng

expertise. In some instances we have been able to reshape the workforce by deleting positions at some locations where vacancies were created and reassigning the position to a different geographical location where greater needs have developed with workloads that have shifted or changed over the years.”

This ability to reshape the workforce has permitted the division to hire people into positions with the knowledge, skills and abilities more appropriate to Agency/division needs according to Mr. O’Kane.

Transportation Division

*Ms. Cynthia Kessler, Division Director
St. Louis, Mo.*

The Transportation Division’s mission is to facilitate the movement of requisitioned materiel from contractors’ facilities to its ultimate destination through commercial and Department of Defense (DoD) logistics systems. More than 175,000 shipment requests are processed each year, moving over 483 tons of cargo, with an overall annual freight charge of approximately \$126 million. These processes include shipment processing, carrier payment approval and certification, duty-free entry (customs), cost analysis, capability reviews and technical advice and assistance to procuring activities, financial activities, carriers, etc.

The center/division concept has been beneficial to the Transportation Division for a number of reasons. The Technical Operations Center provides a subject-matter chain-of-command operationally; an opportunity to standardize internal processes; and strategic oversight of Agency-wide responsibilities, customers and resources as they relate to the transportation function.

“We’ve seen an improvement in communications up and down the chain. Additionally, both internal and external customers now have a single point of contact, so important in our geographic diversity throughout the United States,” said Ms. Kessler. One classic example of this benefit is a recent incident in support of a major customer’s Friday surge requirement of export shipments that required expedited processing over a weekend. “As a center, we were able to pull from our 117 resources across the country and provide all the export shipping bookings to facilitate approximately 620 export shipments to support the warfighter,” Ms. Kessler said. “Under the previous alignment, this would have been a time-consuming approval process through 30 individual CMOs.”

Business Operations Center

The Business Operations Center in Boston, Mass., led by Ms. Molly Marshall, oversees the Contractor Purchasing System Review Division also in Boston, led by Ms. Noreen Cassaro; the Contractor Insurance and Pension Division in New York City, headed by Mr. George Matray; the Plant Clearance Division in Carson, Calif., headed by Ms. Marge Cunningham; and the Terminations Division in Atlanta, Ga., headed by Mr. Paul Slemmons.

Contractor Purchasing System Review (CPSR) Division

*Ms. Noreen Cassaro, Division Director
Boston, Mass.*

The CPSR Division reviews suppliers’ purchasing practices. During fiscal year 2006, the division completed 102 reviews for internal and external customers. Their fiscal year 2007 focus is upon ensuring critical and strategic suppliers use purchasing practices that include

“Whether it is training, communication, changing specifications, regulations and directives or new initiatives coming our way, we can gear our assistance to the most needed area at any given time.” – Ms. Marion Julian

successful subcontracting processes and protect the government’s interests in addition to meeting the sales thresholds established by the Federal Acquisition Regulations.

Recent changes to the division include the establishment of two teams. Ms. Kay Hamilton is the focal point for the Aeronautical Systems and Space & Missile Systems Divisions, and Mr. Philip Steelman is the focal point for the Naval Sea Systems and Ground Systems & Munitions Divisions. The CPSR Division is also in the process of finalizing its performance commitments, focusing on supplier improvement in the areas of policy and procedures and public law compliance and conducting price analysis of subcontractors.

Contractor Insurance and Pension (CIPR) Division

*Mr. George Matray, Division Director
Staten Island, N.Y.*

The CIPR Division is an operations function supporting customer outcomes in the areas of negotiation, forward pricing and litigation support for the DCMA contract management community, Defense Contract Audit Agency (DCAA) auditors and technical specialists, and other contracting professionals throughout DoD and, to a lesser extent, the National Aeronautics and Space Administration, Department of Energy and other departments. Its staff is assigned at two locations, New York and Los Angeles, Calif., for purposes of geographical dispersion.

The CIPR Division director is responsible for planning and implementing all operations of the division and serves in the additional role of ultimate authority on all technical insurance and pension-related issues throughout DCMA with support as necessary from the Cost

Accounting Standards Board and the DCMA Office of Counsel.

“Most of our customers are not assigned directly to a CMO. They include defense corporate executives, DCAA auditors or technical specialists, contracting officers at the military services or at civilian agencies such as NASA and the Department of Energy or, in case of litigation, attorneys at DCMA, the military services or the Department of Justice,” said Mr. Matray. “We are also responsible for ensuring that our products support the expected outcomes of our customers and for providing technical expertise on the most complex insurance and pension-related issues facing DCMA, DCAA and other government departments.” He added, “We also annually develop the curriculum for the division’s technical development seminar, which is attended by private industry and government insurance and pension professionals.”

The division was responsible for realizing a savings/cost avoidance of \$237.5 million in fiscal year 2005 and \$531 million in fiscal year 2006.

Plant Clearance Division

*Ms. Marjorie Cunningham, Division Director
Carson, Calif.*

The Plant Clearance Division disposes of excess government-owned property at contractor facilities. In 2006, the division disposed of more than \$2 billion of excess property. Of that \$2 billion, \$300 million in property went to DoD, federal and state agencies for reutilization. Some \$4.5 million went to the government from the sale of property no longer needed by the government.

“Our total return on investment rose from nine percent in 2005 to more than 13 percent

“In some instances we have been able to reshape the workforce by deleting positions at some locations where vacancies were created and reassigning the position to a different geographical location where greater needs have developed.” – Mr. Jim O’Kane

in 2006 — approximately an \$80 million additional savings to the government,” said Ms. Cunningham. “Being centralized under one division has allowed tremendous flexibility in assigning workload. We’ve been able to reassign workload to become more efficient and in the process have been able to offer opportunities for promotion that are no longer restricted by geographical boundaries,” she said. “We are currently planning to take over the contingency contracting administrative services plant clearance workload from the International Division with no increase in resources. This effort would not have been possible without a centralized plant clearance operation,” Ms. Cunningham concluded.

The Terminations Division

*Mr. Paul Slemons, Division Director
Atlanta, Ga.*

The Terminations Division settles contracts terminated for the convenience of the government. The center concept has proven beneficial according to Mr. Slemons. “From fiscal year 2005 to fiscal year 2006, the number of contracts settled increased from 557 to 652 and the dollars increased from \$1.46 billion to \$2.57 billion. As a consequence of becoming a center, and the implementation of other functional improvements, the average number of days to contract settlement has fallen from 430 days in fiscal year 2006 to 305 days for the first four months of fiscal year 2007.

The Terminations Division is positioned for the end of hostilities in Iraq and Afghanistan. When the first Gulf War ended, the Agency’s contract termination function faced a peak workload of more than 6,200 contracts involving 147 people. A new management tracking system to pull data directly from the data warehouses, eliminating the need for manual input and ensuring better data accuracy, was developed and handles all

requests for support delegations electronically and posts the final settlement modifications and invoices electronically. A new one-week training course has been developed, and the lessons learned from over 250 years of contract termination experience are being captured and placed on the Web to help increase the knowledge and experience of center personnel. “Monthly, a listing of contracts in terminations is sent to all of the administrative contracting officers and contract administrators. The status of plant clearance cases is worked with the Plant Clearance Center at least quarterly, thus speeding up this step to completion,” said Mr. Slemons.

On the Right Path ...

According to Mr. Ricci, “I think we’re on the right path and are getting our arms around our customers’ expected outcomes and our commitments to them. The new structure is working well in terms of increased quality and responsiveness.” Mr. Nereng agrees: “Our challenge will be to provide a seamless support system for all of our customers without renegotiating support agreements with individual customers. I would agree that the concept seems to be working well.”

For detailed information on Operations Centers, see the DCMA home page under “Centers,” then “Technical Operations” or “Business Operations.” Information available there includes organization charts, directory information and the concepts of operations for each division.

“We’ve seen an improvement in communications up and down the chain. Additionally, both internal and external customers now have a single point of contact, so important in our geographic diversity throughout the United States.”
– Ms. Cynthia Kessler.

SPOTLIGHT ON THE CUSTOMER

Alignment With and Better Service to the Warfighter Enterprises —

An Interview With Navy Vice Adm. Paul E. Sullivan, Commander, Naval Sea Systems Command



A native of Chatham, N.J., Navy Vice Adm. Paul E. Sullivan graduated from the U.S. Naval Academy in 1974 with a Bachelor of Science degree in mathematics. He later earned dual Master of Science degrees in naval architecture and marine engineering and ocean engineering from the Massachusetts Institute of Technology.

Vice Adm. Sullivan served aboard the USS Detector (MSO 429), where he earned his surface warfare qualification. After transferring to the engineering duty officer community, he served at the Norfolk Naval Shipyard, Naval Sea Systems Command (NAVSEA), as supervisor of shipbuilding in Groton, Conn., and on the staff for the assistant secretary of the Navy (Research, Development and Acquisition). During his engineering duty assignments, Adm. Sullivan earned his submarine engineering duty officer qualification. Upon selection to flag rank, Vice Adm. Sullivan served as deputy commander for Ship Design Integration and Engineering, NAVSEA from 2001 to 2005. He then became the 41st commander of NAVSEA in July 2005.

(Top) The guided-missile submarine USS *Florida* (SSGN 728) departs Norfolk Naval Shipyard, Norfolk, Va., en route to its new homeport of Naval Submarine Base, King's Bay, Ga., on April 8, 2006. *Florida* entered Norfolk Naval Shipyard to undergo a refueling and conversion from a ballistic missile submarine to the new class of guided-missile submarines. Navy Vice Adm. Paul E. Sullivan served at the Norfolk Naval Shipyard, NAVSEA, prior to becoming NAVSEA commander in July 2005. (U.S. Navy photo by Photographer's Mate Airman Apprentice Patrick Gearhiser)
(Above) Navy Vice Adm. Paul E. Sullivan, commander, Naval Sea Systems Command (U.S. Navy photo)

“NAVSEA’s mission is putting the right capability in the hands of the warfighters at the right time and at the right cost.”

Communicator: Please provide us with a brief overview of NAVSEA and its role in the Navy’s overall mission.

Vice Adm. Sullivan: NAVSEA — the largest of the Navy’s five systems commands (NAVSEA, Naval Air Systems Command (NAVAIR), Space and Naval Warfare Systems Command (SPAWAR), Naval Facilities Engineering Command (NAVFAC) and Naval Supply Systems Command (NAVSUP) — engineers, builds and supports the United States’ fleet of ships and combat systems. Accounting for nearly one-fifth of the Navy’s budget, NAVSEA manages more than 100 acquisition programs, which are assigned to five affiliated program executive officers and various headquarters elements.

NAVSEA is aligned in the Navy’s enterprise operational construct as a provider command to the enterprises and is actively engaged with the five Navy warfighting enterprises: Naval air enterprise, surface warfare enterprise, undersea enterprise, Naval network/ForceNet enterprise and Naval expeditionary combat enterprise. NAVSEA’s mission is putting the right capability in the hands of the warfighters at the right time and at the right cost.

Our nearly 53,000 military and career civilian team members serve the fleet in four shipyards, the undersea and surface warfare centers, four major shipbuilding locations and at headquarters, located at the Washington Navy Yard in Washington, D.C. NAVSEA’s world-class team of professionals provides virtual support anywhere and anytime to ensure the fleet remains ready and capable, operating around the globe.

In a representative year, NAVSEA has: 37 ships under construction, 92 ships in availabilities in Naval and public shipyards, 20-plus major ship design projects underway and more than

1,800 active projects in the warfare centers. In addition, NAVSEA directs the nation’s diving and salvage capabilities and administers a significant foreign military sales program involving 65 countries and four NATO organizations, with annual sales in the billions of dollars.

C: What are your goals and objectives for NAVSEA? How does DCMA help you to meet these goals and objectives?

VAS: When I assumed command in 2005, I led a strategic assessment of NAVSEA operations and subsequently issued a three-part commander’s guidance laying out my top five priorities, which I believe are critical to achieving our mission:

- Drive NAVSEA’s behavior with the enterprises
- Transform to a competency-aligned organization [CAO]
- Measure NAVSEA’s output with customer-driven metrics
- Focus on diversity
- Document and improve our processes through Lean/Six Sigma

Each of these priorities is directed toward a single purpose — alignment with and better service to the warfighter enterprises. Let me briefly explain why they are important. The first two priorities relate to one another. As we bring our processes into alignment with our Naval enterprise customers and respond to their demands, we also need to align internally so that we create common responses to common problems. Competency alignment identifies the right person for the right job at the right time, meaning that the talent matches the task. Lean/Six Sigma

“Each of [my top five] priorities is directed toward a single purpose — alignment with and better service to the warfighter enterprises.”

“Creating a workplace culture that values and increases diversity — especially diversity of race, ethnicity and gender — is not only the right thing to do, but it is a business imperative for any organization that expects to lead the nation in the 21st century.”

and customer-driven metrics are tools that will help us achieve our desired outcome of producing what the warfighter values. Creating a workplace culture that values and increases diversity — especially diversity of race, ethnicity and gender — is not only the right thing to do, but it is a business imperative for any organization that expects to lead the nation in the 21st century. If we are to maintain a competitive edge in the world, we must attract, engage, nurture and harness the power of a wider workforce that looks like the face of America.

Additionally, [Mr.] Pat Tamburrino, NAVSEA executive director, has dedicated a number of his all hands e-mails to the movement toward NAVSEA becoming a CAO. It is a top priority and a must if NAVSEA is to achieve

the flexibility, consistency of process and focus customers demand. As a CAO, the workforce will report to the local commander for execution of tasks, but careers, development and work will be managed by a national competency lead to ensure standardization of skills, tools and processes to increase efficiency while reducing redundancy and costs.

In the NAVSEA CAO construct there are eight disciplines: research and engineering; comptroller; contracts; legal; industrial operations; logistics; corporate operations; and program management. NAVSEA will begin the transition to a CAO in October with contracts. The goal is to be completely transitioned by the beginning of fiscal year 2008.



(Above) Sailors man the rails aboard guided missile frigate USS *Boone* (FFG 28) as she pulls into homeport Jan. 31, 2007, after completing a six-month deployment. (U.S. Navy photo by Mass Communication Spc. 2nd Class Susan Cornell)

“Good customer service starts with a clear understanding of customer needs and demands. It is consistent, responsive and timely, meets customer requirements and is totally transparent to the customer.”

C: Are there any recent challenges that NAVSEA has faced that DCMA has been integral in resolving?

VAS: NAVSEA faces the challenges common to all defense acquisitions operations — to provide the warfighter with the right capability at the right time and at the right cost. This is more difficult during tight budget times when resources are shrinking, the workforce is static and the workload continues to increase. Because DCMA shares a related acquisition mission, we look to DCMA to continually provide efficiencies, ensure quality and seek cost-saving opportunities that will help us all do a better job of serving the warfighter. I believe that as we work together, NAVSEA and DCMA can guarantee that we will put the best possible tools in the hands of our customers — our nation’s warfighters.

C: Is DCMA meeting your needs and expectations?

VAS: I think we are making progress through improved communications and increased transparency between NAVSEA and DCMA. However, we are still experiencing a high reject rate at our Level I receipt inspection activity. These non-conformances include many repetitive issues that are costly to resolve in terms of time and money and make it more difficult to support the fleet. Also, there is an apparent lack of knowledge among some of the quality assurance representatives (QARs) of the Navy’s product line, requirements and way of doing business. This shows that we need to have better interface between the QARs and NAVSEA’s technical experts. In essence, it’s a two-way street.

NAVSEA has historically had little insight into the day-to-day actions and responsibilities

of the individual QARs. However, under the memorandum of agreement [MOA] NAVSEA and DCMA signed a little over a year ago, we have opened lines of communications and put in place a mechanism to assess the effectiveness of our strategic partnership.

Thus far under the MOA, DCMA has established a dedicated contract management office [CMO], including QARs, who administer contracts for all Navy Special Emphasis Programs [NSEP] suppliers. Those programs are: Naval nuclear propulsion program, Level I and submarine safety [SUBSAFE] programs, deep submergence systems and scope of certification programs, Naval propulsion program, and submarine fly-by-wire ship control systems. DCMA has established a liaison position within NAVSEA to provide onsite support. NAVSEA has established the Supplier Product Quality Group (NAVSEA 04P) for coordinating and improving supplier product quality for Navy ships and submarines, particularly for critical safety items.

Two joint [integrated product teams] have been established, one to review DCMA training and one to develop metrics to assess the performance of the in-plant QARs and the quality of material being produced by our vendor base. In addition, NAVSEA is making a commitment to putting engineering resources in the vendor’s plants on a regular basis.

The strategic partnership and these new efforts are expected to ameliorate the deficiencies that we are seeing today. Our combined efforts are moving forward even though this is a relatively new agreement; however, we must continue to stay focused on the goal of providing quality materiel to the Navy.

Changes to the SUBSAFE program “will put additional pressure on the DCMA QARs to provide more oversight onto a product line that will be continuously changing based on the initial condition of the offloaded equipment.”

C: How would you define good customer service?

VAS: Good customer service starts with a clear understanding of customer needs and demands. It is consistent, responsive and timely, meets customer requirements and is totally transparent to the customer. At NAVSEA, good customer service requires direct accountability to the customer, with a focus on overall service to the U.S. Navy.

C: What do you see that causes you concern in the near future? How will you look to DCMA to help you ease these concerns?

VAS: In addition to the overall budget and workload issues I talked about earlier, one specific area that might be of concern relates to the SUBSAFE certification program. Changes in that program will soon allow more materiel within the SUBSAFE boundary to be overhauled at a contractor’s facility. The changes will put additional pressure on the DCMA QARs to provide more oversight onto a product line that will be continuously changing based on the initial condition of the offloaded equipment. With help from the NAVSEA SUBSAFE and [Quality Assurance Office and Supplier Product Quality Group], DCMA will need to provide additional training and direction to the QARs so they will be attentive to the [objective quality evidence] requirements that are inherent to the SUBSAFE program.

C: Did you work with DCMA before you became NAVSEA commander? If so, what was your previous experience with DCMA, and has your relationship with the Agency changed? If not, what were your first impressions of what DCMA brings to the table?

VAS: In previous assignments, I rarely dealt directly with DCMA. Since assuming command of NAVSEA, however, I have learned how NAVSEA and DCMA can collaborate on initiatives that will enhance and improve government oversight of the quality of the products for critical materiel used aboard Navy ships and submarines. In November 2005, I co-signed an MOA with [Air Force] Maj. Gen. [Darryl] Scott [former director] of DCMA, laying out our agencies’ respective roles in ensuring improved supplier performance. I am excited about the promise this MOA holds for both our agencies.

C: Over the course of your Naval career, has the relationship between the Navy and DCMA changed? If so, in what way(s)?

VAS: The primary change has been in formalizing our agency roles through the MOA. In addition, both NAVSEA and DCMA have been in the process of realignment. [NAVSEA is aligning itself with the Naval enterprises, and DCMA has recently moved from a regional to a product-based service system.] Both these realignments should allow us to communicate better with one another and to be more responsive to warfighter demand.

In addition, NAVSEA concurrently stood up a new office (NAVSEA 04P) responsible for improving supplier product quality and being NAVSEA’s single point of contact for supplier quality issues. This office will support the main working-level relationship that NAVSEA has with DCMA. NAVSEA 04P was created to address a series of specific quality problems that were discovered, a consistently high reject rate of critical material and a perceived overall downward trend for supplier quality. These are quality issues that must be addressed before

“Since assuming command of NAVSEA, I have learned how NAVSEA and DCMA can collaborate on initiatives that will enhance and improve government oversight of the quality of the products for critical material used aboard Navy ships and submarines.”

they can negatively affect the quality of the Navy’s critical safety items that are installed throughout the Navy’s ships.

DCMA recently established the Navy Special Emphasis Operations [NSEO] CMO to provide exclusive oversight of the NSEP contracts for NAVSEA and other NSEP customers. The NSEO is a positive step toward addressing the quality of these critical safety items.

C: Looking to the future, how do you see this relationship transforming?

VAS: I think both NAVSEA and DCMA are eager participants in developing a

working relationship that reflects better communications, increased liaison between the QARs and NAVSEA 04P and improved training. I’m encouraged by efforts to develop joint metrics and training, especially the opportunity for technical warrant holders and in-service engineering agents to work more closely with DCMA and the QARs, so that there’s a clear understanding from the outset of NAVSEA’s technical requirements, specifications and products and how to communicate those to vendors. Continuing this open dialogue between NAVSEA and DCMA allows us to improve our working relationships and, ultimately, to improve the quality of the critical materials used on Navy



(Above) USS *George Washington* (CVN 73) transits out of the Norfolk Naval Shipyard, Norfolk, Va. Navy Vice Adm. Paul E. Sullivan served at the Norfolk Naval Shipyard, NAVSEA, prior to becoming NAVSEA commander in July 2005. (U.S. Navy photo by Photographer’s Mate 3rd Class Mark Martinez)

“Having a group within DCMA that directly supports our programs and is more responsive to our needs can only help NAVSEA reach our goals and objectives.”

ships and submarines, which means that everyone wins — including our customers.

C: As you know, DCMA was recently realigned along product lines to provide greater focus on our customers’ needs. How do you see this realignment affecting the Naval Sea Systems Command? Are there limitations to DCMA services that if corrected would allow us to be of greater benefit to you?

VAS: I see the DCMA realignment as positive for NAVSEA. Having a group within DCMA that directly supports our programs and is more responsive to our needs can only help NAVSEA reach our goals and objectives. DCMA is now in the process of aligning its QARs and other resources to the products that they are supporting. I understand this process also will identify any gaps in the knowledge and skills of the QARs and ensure that they receive training necessary to oversee production of critical safety items and prevent defective material from entering the Naval shipyards.

C: What are your expectations for the new NSEO CMO?

VAS: NAVSEA expects that DCMA will establish a consistent set of requirements that will be followed in each NSEP facility and that DCMA management will diligently follow up to ensure that these requirements are fully implemented and carried out by each QAR. With this new dedicated workforce, we expect improved oversight in our vendors’ plants and an improvement in the initial quality of the material the Navy receives. In return, NAVSEA expects to invest a significant amount

of time and effort in this dedicated workforce to ensure that the QARs in the NSEO have the proper training, skills and background to successfully oversee the fabrication of these critical items. NAVSEA also expects that DCMA will generate metrics to show whether these efforts are successful. We would ask that DCMA communicate these metrics to NAVSEA, provide insight into the data and be prepared to make changes based on this information. The entire process emphasizes open and continuous communication between NAVSEA and DCMA.

C: The establishment of the NSEO CMO was part of the strategic partnership with DCMA to improve in-plant oversight of suppliers’ product quality for the NSEP and ships critical safety items supplier base. Do you think the NSEO CMO has been effective in reducing the NSEP/critical safety items reject rate?

VAS: At this early stage there has been no noticeable change in the reject rate for NSEP/critical safety items material. NAVSEA expects that the NSEO will have a significant impact on the receipt inspection reject rate. Because DCMA is employing a more consistent and thorough oversight of production, we also expect to develop confidence that critical safety item materials meet NAVSEA standards, even when the material attributes cannot be confirmed immediately upon receipt. However, at this early stage, there has been no noticeable change in the reject rate for NSEP/critical safety items material.

(Left) A worker from the Northrop Grumman Newport News Shipyard prepares to install the starboard anchor chain aboard the Nimitz-class aircraft carrier USS *Carl Vinson* (CVN 70). The installation is one of the many major projects the ship will go through during the aircraft carrier’s refueling complex overhaul, an extensive yard period that all Nimitz-class aircraft carriers go through near the mid-point of their 50-year life cycle. NAVSEA’s world-class team of professionals provide virtual support anywhere and anytime to ensure the fleet remains ready and capable, operating around the globe. (U.S. Navy photo by Mass Communication Spc. 3rd Crystal Vigil)

Chief Master Sgt. Don Collins Completes His Tour With JCC-I/A



by Mr. Mark Woodbury, DCMA Public Affairs

After serving as the senior enlisted adviser to former Defense Contract Management Agency (DCMA) Director Air Force Maj. Gen. Darryl Scott, Air Force Chief Master Sgt. Don Collins went on to follow him to Joint Contracting Command – Iraq/Afghanistan (JCC-I/A) in February, where he served as the command’s senior enlisted adviser.

A fact that some within the Agency may not realize, however, is that Chief Collins, unlike Maj. Gen. Scott, was assigned to JCC-I/A under a DCMA billet and has transitioned back to the Agency — a transition he said he is excited about. “It is nice to be back with DCMA,” he said. “How long I will be back, however, is really dependent upon the options I have with the Agency and where the balance of my military career will take me from here.” During his time back with the Agency, Chief Collins plans to help re-establish the connection with deployments and help sculpt the future of the Reserve program here.

While serving with JCC-I/A, Chief Collins credits much of his success with the command to his history and experience with DCMA. “Knowing the ins and outs of DCMA helped considerably with my prior assignment,” he said. “I was able to draw on the experiences received at DCMA to better understand the services, understand the services’ needs and how we can improve our relationships to quickly respond to their needs.”

Serving in a joint environment with DCMA allowed Chief Collins to bypass the learning curve associated with joint assignments. He said his familiarity with the other services allowed him to dig right in, work some familiar details he had addressed at DCMA and accomplish the tasks at hand to keep things moving for the troops there.

Chief Collins said that during the deployment he made it a priority to focus JCC-I/A’s efforts on overall mission accomplishment. According to him, JCC-I/A’s mission was to provide effective contracting support of vital supplies, services and construction to their customers in a way that supported the direct mission of coalition forces working within Iraq and Afghanistan. Noting that a major factor in mission accomplishment was working with key customers during his deployment, Chief Collins said working with the Gulf Region Division of the Army Corps of Engineers on their billion-dollar rebuilding projects was crucial. Some of their work included overseeing large electricity projects for the Iraqi people, supplying water to thousands of homes within major cities of Iraq and building schools, hospitals, firehouses, border forts, police academies and other facilities to support both the Iraqi and Afghanistan governments.

“I was able to draw on the experiences received at DCMA to better understand the services, understand the services’ needs and how we can improve our relationships to quickly respond to their needs.”

“It was amazing to see people from all backgrounds and specialties come together to accomplish their objectives that lead to overall mission accomplishment.”



Another key factor in JCC-I/A mission accomplishment, according to Chief Collins, was the quality of the people within the command. “The people who make up JCC-I/A are approximately 260 strong with a variety of military, civilian — both government and contractor — and local national civilians,” he said. “It was amazing to see people from all backgrounds and specialties come together to accomplish their objectives that lead to overall mission accomplishment.” Chief Collins said service members, approximately 190 men and women, make up the largest part of JCC-I/A. Of those 190 persons, 57 percent are Air Force, 30 percent are Army and 13 percent are Navy and Marine Corps.

Of all of the responsibilities Chief Collins had during his time with JCC-I/A, he said he worried most about ensuring those assigned to

the command returned home safely. After this, he said he then made it a priority to ensure the quick completion of well-planned projects. “We had a constantly changing environment that required us to continually keep a finger on the pulse. When missions shift and work levels change like they did there, you must be flexible enough to make things happen in a quick and responsive way,” he said. “There, you don’t have years to make things happen or change. You have to be vigilant in your duties for the present but, at the same time, be able to recognize the future operational impacts coming at you full speed.”

Although he had to deal with the daily challenges within the command, Chief Collins said he was grateful for the times when DCMA was able to step in and assist JCC-I/A in resolving some difficult situations. “The

(Above) Air Force Chief Master Sgt. Don Collins (second from left), Joint Contracting Command - Iraq/Afghanistan senior enlisted adviser, takes time to relax and pose for a picture with his staff during a flight from Afghanistan to Qatar.

“DCMA was always a great help with the contracts they administered to JCC-I/A and always good about overseeing quality assurance to ensure the product is what the contractor says it is.”

most recent challenge the command faced, which DCMA was an integral part of, was an upcoming change to the organizational structure at JCC-I/A,” he said. “All contracting operations fall under JCC-I/A to include the operations that are connected to the Logistics Civil Augmentation Program support. That doesn’t necessarily mean the command had full control, but some operations were operationally controlled and some were tactically controlled by the command.”

Chief Collins said DCMA was crucial in assisting JCC-I/A with contract oversight and quality assurance. “DCMA was always a great help with the contracts they administered to JCC-I/A and always good about overseeing quality assurance to ensure the product is what the contractor says it is,” said Chief Collins. “The command would often get direct feedback from different organizations that DCMA supports telling me they appreciated the services the Agency provided.”

Chief Collins is certain the command will continue to rely on DCMA in closing out



major contracts and keeping control of contract files. He is, “truly thankful JCC-I/A had DCMA work a lot of those files.” Doing so allowed JCC-I/A to shift its workload to other areas, allowing the command to provide quality service to the troops serving there.

Chief Collins said he was fortunate to be able to serve within JCC-I/A, and he is grateful for the friendships and acquaintances here that assisted him during his deployment. “My friendships and contacts at DCMA really came in handy over there, and I want to thank everyone [at DCMA] who directly assisted the JCC-I/A mission with their efforts.”



(Top) Air Force Chief Master Sgt. Don Collins (right), Joint Contracting Command - Iraq/Afghanistan (JCC-I/A) senior enlisted adviser, discusses operations with Army Lt. Col. Maloney at JCC-I/A Headquarters in Bagram, Afghanistan.

(Above) Air Force Chief Master Sgt. Don Collins (fifth from the left), Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) senior enlisted adviser, and Air Force Maj. Gen. Darryl Scott (sixth from right), JCC-I/A commander, pose for a picture with the enlisted service members assigned to the JCC-I/A Bagram, Afghanistan, office.

Program Integrator Saves Government \$8.5 Million



by Ms. Victoria Cline, Contracts Operations Area Supervisor,
DCMA Orlando – South Florida

Last summer, Defense Contract Management Agency (DCMA) Orlando received requests from Naval Sea Systems (NAVSEA) Command to analyze three very detailed and complex proposals from Lockheed Martin Maritime Systems and Sensors for the delivery of remote minehunting systems (RMS). The RMS consists of an unmanned submarine that tows an advanced variable depth sensor designed to detect, classify, localize and identify moored and bottom mines. These submarines will be launched from a new class of U.S. Navy destroyers, as well as from the Navy's new littoral combat ship.

The primary proposal was for the low rate initial production (LRIP) of 10 systems. Two other proposals were for the installation and checkout (INCO) of spares and reconfiguration of the system to perform an antisubmarine function. The three proposals totaled approximately \$110 million, requiring more than 400,000 labor hours and over \$50 million of direct material. NAVSEA was under direction to analyze and negotiate all three proposals by Sep. 30, 2006.

Mr. David Segall, DCMA Orlando program integrator, located at Lockheed Martin Maritime Systems and Sensors Undersea Systems, Riviera Beach, Fla., provided the technical support to the negotiations (TSN) sent to the customer. Each TSN addressed all elements of cost, down to the lowest level proposed, and fully supported recommendations for each proposed

task. The LRIP proposal required the analysis of 34 separate elements containing 11 different engineering, manufacturing and program support/management and labor categories for three fiscal years. Mr. Segall exceeded the customer's expectations and completed the 31-page TSN in fewer than 30 days.

Throughout the process, Mr. Segall provided support at numerous meetings with the customer at both the contractor and customer locations. During the September 2006 negotiations, Mr. Segall took the lead for the government team and was the "point man" for intense discussions with the contractor regarding labor hours and material. Upon conclusion of the negotiations, Mr. Segall was singled out by NAVSEA for saving the government \$8.5 million.

Mr. Segall was recognized in a letter of appreciation from Mr. G. A. Humes, Mine Warfare Program Office program manager, to DCMA Orlando. In this letter, Mr. Humes stated that, "This contract had an accelerated award date that was imposed on us, and without his ... knowledge, attention to detail, patience and professionalism in the day-to-day conduct of definitization activities, this effort would not have been completed on time. ... We feel very fortunate to have him as part of our team." Additionally, Mr. Segall was provided a monetary award from the Department of the Navy.

“Without [Mr. Segall’s] ... knowledge, attention to detail, patience and professionalism in the day-to-day conduct of definitization activities, this effort would not have been completed on time.” – Mr. G. A. Humes



DCMA Orlando received requests from Naval Sea Systems Command to analyze three very detailed and complex proposals from Lockheed Martin Maritime Systems and Sensors for the delivery of remote minehunting systems.



(Top) A single operator will be able to command and control the Remote Minehunting Vehicle, a component of the Remote Minehunting System, from the console an *Arleigh Burke Class* Flight IIA destroyer, like the one shown here operated by Gas Turbine Systems Technician 2nd Class Rondell Bethelmy aboard the USS *Shoup*. (DDG 86) (U.S. Navy photo by Photographer’s Mate Airman James R. Evans)

(Above) The Remote Minehunting Vehicle is launched and recovered from a host ship, such as an *Arleigh Burke Class* Flight IIA destroyer, like the USS *John S. McCain* (DDG 56) shown here. (U.S. Navy photo by Mass Communication Spc. Seaman Bryan Reckard)

School's In — Developing a Stronger Workforce

by Ms. Carolina M. Woods, Staff Writer

Imagine being able to complete a degree, obtain additional skills for career advancement or learn to be an effective leader without having to disrupt your current career path. The Defense Contract Management Agency's (DCMA) Centralized Development Program (CDP) offers you these opportunities ... all from within the comfort of your own job.

The CDP is an employee development program that encompasses leadership, management,

education and technical developmental opportunities. There are a large number of opportunities within each of these categories, and employees can base their selections on competencies upon which they need to improve. The CDP is comprised of three different types of opportunities: the education sabbatical program, which allows employees to complete a degree while employed by the Agency; leadership programs, which prepare employees to become future leaders; and education courses, which give employees additional skills to continue advancing in their careers within

the Agency and the government. Since these opportunities are independent of each other, employees do not have to complete one to be eligible for another.

In recent years the Agency has experienced a surge in interest for the CDP mainly due to the

advantages and flexibility the program offers. A good example is the education sabbatical program. As Mr. Dan Mielke, program manager, Leadership Development Programs, stated, "A lot of people would like to move into different areas within the Agency, but they realize that they need a higher degree or [more] education. So we have the education sabbatical, where all permanent employees of any grade can apply and complete a bachelor's degree, a master's degree, and this year we had our first employee selected to complete a Ph.D. program." The education sabbatical program is one of the most popular and competitive options; however, due to funding constraints, only a handful of employees are selected every year. Once accepted, employees have 18 months to complete their specific degree programs.

The leadership opportunities offered by the program are also popular options. For example, the Leadership Foundations Seminar gives employees an opportunity to assess their competencies in order to develop their individual development plans (IDP). The IDPs then serve as a roadmap they can use to achieve their career goals. "Part of the IDP process is sitting down and taking a look at where you are and where you want to go. The CDP is an excellent opportunity for all Agency employees to see what courses they would like to take over that next year to round themselves out," remarked Mr. Kendall Morgan, program manager, Educational Development Programs.

One of the greatest successes of the CDP last year was the addition of training opportunities for employees in general schedule (GS) grades

The CDP is an employee development program that encompasses leadership, management, education and technical developmental opportunities.

“Anywhere from nine – 12 months lead time [is needed] in order to pull together an excellent package.” – Ms. Clo Taylor

five through nine. “For the first time ... we offered a leadership foundation seminar for grades GS-5 through GS-9,” Mr. Mielke highlighted. “A lot of the employees at the lower grades look for opportunities to move up, and a lot of them really appreciated this opportunity because it gave them the chance to ... improve themselves ... [and have] opportunities down the road to make a move into a promotion,” added Mr. Morgan.

Employees who are interested in applying to the CDP are encouraged to do so early. Because it is a competitive program — there are only a certain number of seats available per opportunity — those employees with the best application packages are most likely to be selected. According to Ms. Clo Taylor, chief, Workforce Development, “Anywhere from nine – 12 months lead time [is needed] in order to pull together an excellent package.” Interested personnel can begin by contacting the training coordinators in their respective local contract management offices. These coordinators are very familiar with the CDP Web site, the different programs available and the selection process.

Employees should then go to the CDP Web site and choose

the opportunities for which they would like to apply and then proceed to get

endorsements from their supervisors. “It is crucial [for prospective applicants] to get their supervisors’ buy in ... because there are endorsements that must happen before the package is completed,” Ms. Taylor noted.

For programs that are six months or longer, employees are required to submit a post-utilization plan as part of the application package. “The plan basically tells us how they are planning to use that training after they complete it, what benefit they are going to derive from the training and what they are going to be able to provide to their supervisor,” Mr. Mielke said. “That’s part of the application process, and it’s also one of the primary things [looked at] when the individual is selected.”

Once the selections have been made, the program managers contact the selected employees directly and walk them through the entire process, from enrollment to funding. The program managers also inform selectees of whether their programs require additional levels of competition and, if so, assist them in the process.

Overall, the CDP has experienced great success. The program has had many repeat applicants since its inception, an indication of the interest generated among employees by the available opportunities. “People who enrolled for CDP opportunities last year got so much out of them that they were excited to apply again this year for a different program,” Mr. Morgan remarked. “If they hadn’t had a good experience the first time, they wouldn’t have applied for a second time.” This year more opportunities will be added, and the program managers are expecting to receive an even larger number of applications.

(Left) From left: Mr. Kendall Morgan, program manager, Educational Development Programs, and Mr. Dan Mielke, program manager, Leadership Development Programs (Photo by Ms. Katherine Crawford, BRTRC)

“People who enrolled for CDP opportunities last year got so much out of them that they were excited to apply again this year for a different program.”

— Mr. Kendall Morgan

The CDP is designed to give employees self-development opportunities and have them bring that added knowledge back to the Agency; therefore, managers should encourage employees to apply for developmental assignments. After all, as the Agency's workforce becomes stronger, it is able to better serve customers and improve its abilities.

The next request for education sabbatical applications will be released in July, while the CDP request will be released in August. If you would like more information about the program, please visit the CDP Web site at http://home.dcms.mil/dcms-hrw/Centralized_Dev_Pgms.htm.

2007 Centralized Development Program Selections

Center for Creative Leadership, Leadership Development Program

Ms. Denise Fucillo – DCMA Raytheon Integrated Defense Systems
 Mr. Michael Ludtka – DCMA Special Programs South
 Mr. David Paine – DCMA Denver
 Mr. Ian Patel – DCMA Palmdale
 Mr. Theodore Robinson – DCMA Special Programs Division
 Mr. Michael Sheridan – DCMA Space & Missiles Systems Division
 Ms. Anita Wiggans – DCMA Boeing Wichita

Center for Creative Leadership, Navigating Complex Problems

Ms. Linda Campbell – DCMA Special Programs South
 Mr. Robert Wilk – DCMA Aeronautical Systems Division

Darden Business School Executive Leadership Courses

Ms. Deborah Spade – DCMA Philadelphia
 Mr. Joseph Sweeney – DCMA Space Sensors & Communications Operations

Defense Resource Management Course

Mr. William Bringham – DCMA Denver
 Ms. Rosemarie Burnett – DCMA Philadelphia
 Ms. Christine Garland – DCMA Raytheon Tucson
 Ms. Mary Guida – DCMA Virginia
 Ms. Susan Li – DCMA Business Support Unit
 Mr. Robert Maki – DCMA Twin Cities
 Mr. Dan Mielke – DCMA Center D
 Mr. Neil Miller – DCMA Sikorsky
 Mr. Michael Morrissey – DCMA Centers
 Mr. Cordell Pfarr – DCMA Denver
 Ms. Kim Pham – DCMA Boeing C3 Networks Group
 Mr. Steve Sloboda – DCMA General Dynamics Pittsfield
 Mr. Clay Snaza – DCMA Palmdale
 Mr. Alfred Willis – DCMA Aircraft Integrated Maintenance Operations – Kelly
 Mr. Louis Zinkan – DCMA Aircraft Propulsion Operations – GE Cincinnati

Department of Defense Executive Leadership Development Program

Mr. Hayward Exposé – DCMA Marshall Stennis Support Center
 Ms. Ericka Jordan – DCMA San Diego

Department of Defense Legislative Fellows Program through Brookings Institute:

Mr. Robert Burdsal – DCMA Special Programs Division

Federal Executive Institute Leadership in a Democratic Society

Mr. James Norris – DCMA Special Programs South
 Mr. Brian Reilly – DCMA Space & Missiles Systems Division

The Center of Excellence in Logistics & Technology Program in Advanced Logistics and Technology

Mr. Frank Johnson – DCMA Naval Sea Systems Operations

Office of Personnel Management Leadership Foundations Seminar

Ms. Gladys Broyles – DCMA Aircraft Propulsion Operations – GE Cincinnati
 Ms. Sandra Buford – DCMA Boeing St. Charles
 Ms. Diane Cofield – DCMA Center D
 Ms. Pamela Coleman – DCMA Boeing St. Louis
 Ms. Marla Gardner – DCMA San Diego
 Mr. Jon Geppert – DCMA Sikorsky
 Ms. Debra Green – DCMA Aircraft Integrated Maintenance Operations – Melbourne
 Mr. George Ilse – DCMA Sikorsky
 Ms. Laura Jenkins – DCMA Naval Sea Systems Operations
 Ms. Kara Koziol – DCMA Syracuse
 Mr. James Lawrence – DCMA Boeing St. Louis
 Ms. Deborah McAlexander – DCMA Denver
 Ms. Lolitha McKinney – DCMA Southern Virginia
 Ms. Diane Pecht – DCMA Aircraft Integrated Maintenance Operations – Greenville
 Ms. Rebecca Raish – DCMA Denver
 Ms. Amanda Zimmerman – DCMA Phoenix

Office of Personnel Management Leadership Potential Seminar

Ms. Cheryl Albertson – DCMA Aircraft Integrated Maintenance Operations – St. Augustine
 Mr. Donald Argus – DCMA Aircraft Propulsion Operations – GE Cincinnati
 Mr. Brad Atkinson – DCMA ATKThiokol
 Mr. Richard Baringer – DCMA Lockheed Martin Orlando
 Mr. John Bitner – DCMA Aircraft Integrated Maintenance Operations – Kelly
 Mr. James Capoccitti – DCMA Sikorsky

2007 Centralized Development Program Selections

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Emphasis Operations
Ms. Karen Crumley – DCMA Boeing Seattle
Mr. Robert D'Antuono – DCMA Naval Sea
Systems Operations
Ms. Linda Dilliplane – DCMA Lockheed Martin Ft. Worth
Ms. Sarah Downs – DCMA Maryland
Mr. Michael Fox – DCMA Boeing Wichita
Ms. Judith Gines – DCMA Twin Cities
Ms. Joyce Grant – DCMA Special Programs Division
Ms. Christine Griffin – DCMA Sikorsky
Ms. Anita Harvey – DCMA Huntsville
Mr. Kim Hatch – DCMA ATK Thiokol
Mr. Brock Hine – DCMA Lockheed Martin Ft. Worth
Ms. Patricia Janik – DCMA Northern Europe
(United Kingdom)
Mr. James A. Jones – DCMA Kennedy Space Center
Ms. Nancy Kohlhafer – DCMA Maryland
Mr. Kevin Kresl – DCMA Twin Cities
Ms. Carla Lansing – DCMA Twin Cities
Ms. Jami Loader – DCMA Denver
Ms. Suzanne Michalski – DCMA Lockheed Martin
Ft. Worth
Mr. David A. Miller – DCMA Dayton
Ms. Jessica Myers – DCMA Boston
Mr. Jorge Oliveras – DCMA Centers
Ms. Barbara Osterkamp – DCMA Twin Cities
Ms. Erma Peacock – DCMA Lockheed Martin Marietta
Ms. Greta Perry – DCMA Aircraft Propulsion Operations
– GE Cincinnati
Ms. Cathy Peterson – DCMA Long Island
Mr. Michael Pueblo – DCMA Boeing C3 Networks Group
Mr. Stanley Reed – DCMA Aircraft Integrated
Maintenance Operations – Enterprise
Mr. John Ricci – DCMA Lockheed Martin Denver
Ms. Armeda Ryder – DCMA Virginia
Ms. Tina Schwartz – DCMA Lockheed Martin Denver
Mr. Don Secrist – DCMA ATK Thiokol
Ms. Victoria Sienko – DCMA Boeing Seattle
Ms. Meghann Silverthorn – DCMA Lockheed Martin Denver
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Ms. Penny Torrone – DCMA Hartford
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– Pratt & Whitney
Ms. Lisa Wolfe – DCMA Special Programs Division
Mr. Richard Woodland – DCMA ATK Thiokol
Ms. Sharon Worgan – DCMA Marshall Stennis
Support Center

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Mr. Steve Costa – DCMA International Division

PMT 402 (Executive Program Manager's Course)

Ms. Lisa Marie Clark – DCMA Aeronautical
Systems Division

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Systems Operations
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Graduate School, U.S. Department of Agriculture Executive Potential Program

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Ms. Cathy Bella – DCMA Headquarters

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Lockheed Martin Ft. Worth
Ms. Jenny Nguyen – DCMA
Boeing Seattle
Ms. Kathryn Parks – DCMA
Twin Cities
Ms. Mary Pleticha – DCMA
Chicago
Ms. Penny Vermie – DCMA
Twin Cities

(Right) Ms. Clo Taylor, chief, Workforce Development.
(Photo by Ms. Katherine Crawford, BRTRC)



Come Fly With Me, Paperlessly: DCMA Converts to Electronic Travel Orders

by Ms. Katherine H. Crawford, Staff Writer

On Oct. 1, 2006, the Defense Contract Management Agency (DCMA) completed the conversion begun in 2003 from paper travel orders to the Department of Defense's (DoD) fully automated, electronic Defense Travel System (DTS). The system was designed to make official travel management easy and efficient for DoD employees and to save taxpayers money.

DTS is a database that consolidates and expedites all aspects of the travel process, including filling out the DD1610 travel form, booking flights, filling out

vouchers, submitting various forms to the appropriate approval authorities, maintaining receipts and providing reimbursement for government travel credit cards (GOVCCs) through electronic funds transfer (EFT). "With DTS there's no manual intervention — we do all our reviewing, approving, everything online," said Ms. Dalene McCauley, lead defense travel administrator, DCMA Headquarters. Recently, DTS went from a desktop application to a Web-based product, and it was at this point that DCMA strongly began pushing its use.

On Oct. 1, 2006, DCMA completed the conversion begun in 2003 from paper travel orders to DoD's fully automated, electronic Defense Travel System.

The system also does much more than travel arrangements. "DTS is a fully integrated financial management system of which travel procurement is only a small part. It is a seamless, secure, continuously evolving system that manages accounting and disbursing of funds while providing

an automated travel service. It is currently linked to 41 DoD partner systems, 30 of which are financial," explained Ms. Yvonne Kendall, alternate lead defense travel administrator, DCMA Headquarters.

Benefits

The two primary benefits to DTS are the cost savings it offers taxpayers and the Agency and the increased amount of control it gives users. The cost-saving benefits are significant. For example, paper vouchers submitted by DCMA personnel are sent to the Defense Finance and Accounting Service (DFAS) office in Columbus, Ohio, for approval, payment and filing. The DFAS Denver office automatically pays for orders generated in DTS. Archiving is now done electronically, including receipts, without paper. Processing each travel voucher costs \$44.62 when using a paper-based system, according to DFAS fiscal year 2007 billing rates and customer bill estimates.

Using DTS, this same procedure ranges from \$1.39 for Army vouchers to \$4.24 for Marine Corps vouchers. Processing DCMA vouchers falls within this range — that's a huge savings for the Agency and taxpayers. And in Ms. McCauley's experience, the greater the number of employees who use DTS, the greater the cost savings, which is one of the primary reasons DCMA is pushing its use.

The electronic method also substantially benefits users by allowing for faster approval and reimbursement.

(Right) Ms. Yvonne Kendall, alternate lead defense travel administrator, DCMA Headquarters, at work in Alexandria, Va. (DCMA staff photo)



“In deploying DTS, we found that one of our major challenges was acceptance. There are many skeptics who do not want DTS to work. People resist change.”

— Ms. Dalene McCauley

With paper receipt submissions, repayment occurs approximately four to six weeks later, sometimes longer. Documents processed through DTS result in payment within 72 hours, from the point of approval to the point of full action. This quick turnaround time has substantially reduced the number of delinquencies on employees' travel cards. Since users can have their travel card information embedded within DTS, the reimbursement is simultaneous with their payments. Ms. McCauley noted that approximately one percent of DTS users at DCMA do not have GOVCC or EFT information in their profiles. However, their numbers are declining.

The second major benefit DTS offers users is increased control. “The traveler now controls his or her own destiny,” said Mr. Bill Mercier, lead defense travel administrator, DCMA Aeronautical Systems and Naval Sea Systems Divisions. Added Ms. McCauley “They go [into DTS] and make their own decisions, or at least that’s what we’re trying to encourage them to do — it’s not a clerk preparing their travel authorizations. “It’s a lot like using [online travel reservation sites] Expedia.com or Orbitz.” The ability of travelers to select their own flights, hotels and rental cars reduces frustration, as they are able to tailor arrangements to their needs, and decreases the number of calls to busy travel agents. In terms of overall control, DTS makes DCMA (rather than DFAS) personnel the approval authority for travel orders, allowing the Agency to better track travel.

Challenges

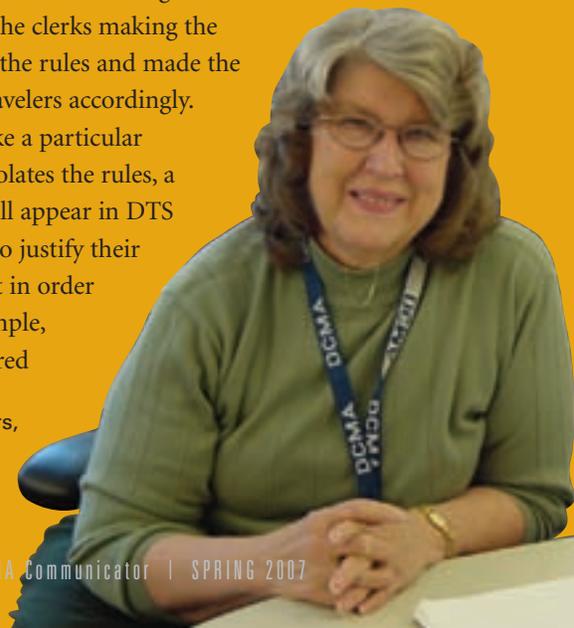
Ms. McCauley and her team have certainly encountered resistance in their push to convert everyone to DTS. “In deploying DTS, we found that one of our major challenges was acceptance. There are many skeptics who do not want DTS to work. People resist change,” she said. This reluctance to a new system may also be due in part to the fact that DTS is an extremely complex system. To alleviate anxiety and familiarize employees with it,

DCMA has done extensive training in the past year, though training remains another of the most significant challenges, primarily because it is ongoing. DTS upgrades are done frequently as the system is constantly being updated and improved. Every time there is an update, Ms. McCauley and her team are responsible for informing employees. With offices spread across the country and the world, this is difficult.

Fortunately, the DTS Web site offers training on the system’s use and features, and DCMA will rely on this computer-based training (CBT) for the majority of information dispersal. The Web-based training is designed for travelers, routing officials and administrators, and it includes DTS demonstrations, a reference library, information on travel regulations and policies, and more. Mr. Mercier highly recommends the use of the CBT training module for all employees. For major changes to the system, DCMA will send its defense travel administrators out into the field to convey the new information as well as use video conferences and the DCMA Portal software application. The more employees utilize the training programs and familiarize themselves with the system, the easier it will become for them to use it.

Employees using DTS are becoming more knowledgeable about travel rules and regulations, which are embedded within the system. DTS won’t allow users to make arrangements that violate these rules, requiring users to be more cognizant, whereas previously the clerks making the arrangements knew the rules and made the arrangements for travelers accordingly. If a user tries to make a particular arrangement that violates the rules, a note to this effect will appear in DTS and users will have to justify their desired arrangement in order to proceed. For example, employees are required

(Right) Ms. Dalene McCauley, lead defense travel administrator, DCMA Headquarters, at her desk in Alexandria, Va. (Photo by Ms. Carolina Woods, BRTRC)



“Anyone who is a first-time traveler and who doesn’t travel often finds the system cumbersome — it’s not intuitive. It’s second nature to me now, but for some people who don’t use it on a daily basis it’s harder.” – Ms. Dalene McCauley

to use city-pair flights. If a user is unable to do this or this arrangement doesn’t meet mission requirements, the user will have to explain why he/she isn’t choosing a city-pair flight. The order won’t be able to proceed through the authorization process without an explanation that an approving official can understand. This is the type of action that many employees aren’t used to, according to Ms. McCauley.

Employees using DTS are also responsible for maintaining current personal information profiles. “A great deal of frustration arises when employees submit their vouchers and realize that they haven’t been paid,” Ms. Kendall stated. “Ninety-nine percent of the time it is a result of travelers having incorrect EFT information in their profiles. By using DTS, travelers assume a number of responsibilities that include: maintaining an up-to-date traveler profile in DTS; electronically signing and forwarding completed travel claims to authorizing officials; and preparing itinerary amendments and all post-trip settlement claims by EFT.”

Learning to use DTS takes time and can be frustrating for many people. “I personally can go in now and do orders in five minutes, but when I started I have to admit it took me 30 minutes to an hour to maybe two hours to figure out exactly where to go and what I wanted to do,” Ms. McCauley revealed. “Anyone who is a first-time traveler and who doesn’t travel often finds the system cumbersome — it’s not intuitive. It’s second nature to me now, but for some people who don’t use it on a daily basis it’s harder,” she added. However, frequent travelers really like the system. “The Aircraft Operations group is a prime example,” said Ms. McCauley. “They use DTS all the time, and they were hard nuts to crack in the beginning; they thought [the system] was a

pain, but now they love it and they’ve really, really embraced it and use it all the time — and these guys travel a lot.”

Overall, the feedback from Agency personnel about DTS has been “mixed,” stated Ms. McCauley. Those who have used DTS extensively like it because they control their own decisions and get reimbursed quickly, and most other employees are adapting to and using the system. Though there is a small percentage of holdouts still using paper travel documents, their number continues to decline. Several months ago DCMA measured the number of DTS users and found that 9,753 of DCMA’s approximately 10,500 employees — almost 93 percent — were self-registered in the system and able to create travel documents.

On the Horizon

Looking to the future, Ms. McCauley believes that DTS is 95 percent complete, though it will always be evolving and improving. One of the updates being rolled out soon is the “reservation refresh” feature, which will impose a time limit on all reservations that are created. Users will have 24 hours to make their arrangements and submit them for approval, which ensures that travel orders remain current with flight and accommodation availability. After 24 hours, data will be deleted and users will have to begin again. “It will be a more sequential and time-sensitive project, and that’s going to be difficult for some people to get used to,” said Ms. McCauley. She knows of many instances where employees would begin making travel arrangements months in advance and save the form for completion closer to the travel date. Later they would go back into the system only to find that the flights they had selected were gone

(Right) Mr. Bill Mercier, program analyst, DCMA Aeronautical Systems and Naval Sea Systems Divisions (DCMA staff photo)



“Basically, we want people to know that it’s there and just to get out there and start using it. It’s new and, like anything else, using it comfortably comes with time.” - Ms. Dalene McCauley

or the prices had changed. DTS programmers are hoping the imposed time limit will help preclude this type of problem and bring DTS in line with other online travel services, where real-time arrangements must be made quickly or the system times out to prevent users from accessing data that is no longer valid.

Another change on the horizon involves the permanent change of station (PCS) module, which will eventually be rolled into DTS. Currently, DTS is for temporary duty assignments and local travel only. Additionally, DoD has developed a brand new travel office, the Defense Travel Management Office (DTMO), which manages both the travel credit cards and DTS. Ms. McCauley hinted that the DTMO has begun some new user-friendly initiatives that will benefit travelers, agencies and the services but was not at liberty to give details.

One possible cloud on the otherwise sunny horizon of DTS’s future is a congressionally mandated independent study of the system that began in December 2006 at the request of Sen. Norm Coleman (R-Minn.), former chairman of the Homeland Security and Governmental Affairs Permanent Subcommittee on Investigations. A bill has been prepared to eliminate the travel planning features of DTS, which he believes do not work,

but maintain the accounting component. The study’s findings are due to Congress in April, and Dr. David S.C. Chu, undersecretary for personnel and readiness, DoD, has ordered that no changes be made to DTS until the results of this study are made available.

Conclusion

With more than one million people registered as users and approximately 13,000 users logging into the system every day as of Nov. 1, 2006, DTS is already well established DoD-wide. “I see DTS as a success story,” said Ms. McCauley. “We have problems with it, I’m not going to deny that, but at the same time I think everybody is starting to embrace it a little bit more. Basically, we want people to know that it’s there and just to get out there and start using it. It’s new and, like anything else, using it comfortably comes with time.”



(Top) Mr. Robert Brooks, Lead Defense Travel Administrator, DCMA International Division
(Above) The Defense Travel System’s Web page

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For information about DTS, including computer-based training on its many features, please visit the DTS Web site at: <http://www.defensetravel.osd.mil/dts/site/index.jsp>.



DCMA Civilian, Military Medals Process

by Mr. Mark Woodbury, DCMA Public Affairs

Most people, at some time in their lives, have half-jokingly asked, “What does it take for a person to get recognized around here?”

The root of this frustration can often be pinpointed to two problem areas within an organization. First, the organization has no system in place to recognize an employee; second, supervisors don’t utilize the existing recognition system.

After a little research, I was surprised to find many avenues within the Agency to recognize employees for their hard work.

As a new employee to the Defense Contact Management Agency (DCMA), I began a quest to see whether I was associated with an Agency that suffered from the first problem. After a little research, I was surprised to find many avenues within the Agency

to recognize employees for their hard work. So many avenues, in fact, if I was to try to write about them all it would take up this and many of the following issues of *Communicator*.

So, for both our sakes, let’s look at the one avenue that has the furthest reach within our organization — DCMA civilian and military medals.

DCMA Civilian Medals

DCMA has four honorary medals associated with the Agency’s name that are awarded to civilians for outstanding service. They are the DCMA Distinguished Civilian Service Award (DCSA), DCMA Meritorious Civilian Service Award (MCSA), DCMA Exceptional Civilian Service Award (ECSA) and DCMA Civilian Career Service Award (CCSA).

The first three medals are given to recognize employees for their contributions to the Agency’s mission while the latter is to recognize employees for their service within the federal government at the time of their retirement.

The DCSA, MCSA and ECSA medals are very similar in the terms of eligibility requirements except for slight wording differences for each. For the DCSA, the criterion states an employee’s contributions must have had an Agency-level or theater-wide impact. For the MCSA, an employee’s contributions must have had significant Headquarters, division, contract management office (CMO) or area of responsibility impact. For the ECSA, an employee’s contributions must have had a Headquarters, division headquarters or CMO impact, or the medal can be presented for

“Recognizing people for their work while they are with the Agency, and shortly after they have performed their service, tells people they are valued and the Agency values their hard work.” – Ms. Donna Lopez



outstanding deployment service. For the CCSA, the criterion states that an employee must have a history of superior performance that has had impact on the accomplishment of mission objectives.

The on-site supervisor should make a determination of how far-reaching an employee's service was or, in the case of the CCSA, whether an employee has a history of superior performance and write the recommendation based on each medal's criterion. The supervisor should send the recommendation to Headquarters for processing within 60 days

of the act, achievement or period of service. The recommendation is then passed along to the director for consideration or sent back to the requester for rewording or resubmission.

According to Ms. Donna Lopez, DCMA Human Resources specialist who oversees the civilian awards program, the Agency as a whole could see an increase in employee morale by using the awards program more robustly.

“People sometimes think you have to leave the Agency in order to get recognized,” she said. “This really is the last thing we want people to think. Recognizing people for their work while they are with the Agency, and shortly after they have performed their service, tells people they are valued and the Agency values their hard work.”

Ms. Lopez equates some recognition not happening to supervisors' fear of paperwork. “The process is not laborious, but there seems to be a stigma in people's minds that it is going to take them as long to write up the award as it did for the person to complete their accomplishment,” she said.

The best tip Ms. Lopez could give someone who is considering an employee for an award is simply, “Do it while it is new and fresh in your mind. As time goes on we tend to forget the actual impact of the person's service or forget to put the person in for recognition all together.”

For further details on criteria standards and process instructions for civilian medals and other incentive awards visit the Web site: <http://home.dcma.mil/guidebook/139/instructions.htm>.

DCMA has four honorary medals associated with the Agency's name that it awards civilians for outstanding service.

(Above) The DCMA Distinguished Civilian Service Award medal. (Photo by Mr. Mark Woodbury, DCMA Public Affairs)

There are five medals a servicemember can be awarded for his or her service within DCMA.



Military Medals

There are five medals a servicemember can be awarded for his or her service within DCMA.

They are the Defense Superior Service Medal, Legion of Merit, Defense Meritorious Service Medal, Joint Service Commendation Medal and Joint Service Achievement Medal. These medals are broken down administratively into three different categories that have different submission timetables supervisors need to keep in mind when putting in a recommendation. These categories are Department of Defense (DoD) approval, Agency approval and military department approval.

For both the DoD and service approval medals, paperwork is required to be sent outside the Agency to either DoD or a servicemember's parent branch for final approval. Because of this, these recommendations must be submitted so they arrive at the Headquarters Military Personnel Operations Center no later than 120 days prior to the desired presentation date, according to Mr. John Patrick, DCMA deputy director, Military Personnel Center and director of Personnel Operations. This allows 30 days for Headquarters to review and prepare an endorsement for the DCMA director to sign before forwarding the recommendation on

and allows both DoD and the military services the required 90 days prior to the desired presentation date. Once approved and signed, Headquarters will receive the award certificate, medal, general order and narrative and will forward them back to the appropriate CMO or division office.

The medals that fall into the DoD and service approval categories include the Defense Superior Service Medal and the Legion of Merit.

For Agency-approved medals, DoD has delegated the approval authority to the Agency director. Recommendations for these medals must be submitted so they arrive at the Headquarters Military Personnel Operations Center no later than 60 days prior to the desired presentation date.

This allows 30 days for Headquarters to review the recommendation for completeness and prepare the certificate and citation for forwarding to the director for a signature. For recommendations where the justification does not support the level of the award, the submitting division or CMO is requested to submit additional information or



(Above Left) The DCMA Meritorious Civilian Service Award medal.
(Photo by Mr. Mark Woodbury, DCMA Public Affairs)
(Right) The DCMA Exceptional Civilian Service Award medal.
(Photo by Mr. Mark Woodbury, DCMA Public Affairs)

“Don’t wait until the last minute to decide if a servicemember is going to be recommended for an award. Make the determination early and forward the recommendation to meet the established deadlines.” – Mr. John Patrick

further justify the recommendation. At times, this may result in the recommendation having to be re-written or re-submitted for a lower-level award.

If, after this process has taken place, the justification still falls short of supporting the level of the award recommended, an executive summary is prepared for the Agency director with a recommendation based on the award package against similar past submissions and their outcomes. Once the director approves the recommendation and signs the certificate, Headquarters sends the certificate, medal, general order and narrative to the appropriate CMO or division office.

The medals that fall into this category include the Defense Meritorious Service Medal, Joint Service Commendation Medal and Joint Service Achievement Medal.

Servicemembers who deploy during their time with DCMA can be submitted for a medal based on the on-site commander’s recommendation. This recommendation is forwarded through the DCMA International chain of command to Headquarters and must be received no later than 60 days after a servicemember’s deployment ends. This guideline differs, according to Mr. Patrick, to allow the military member the opportunity to be recognized shortly after their deployment is complete. These guidelines apply to the Defense Meritorious Service Medal, Joint Service Commendation Medal and Joint Service Achievement Medal.

If a DCMA deployed commander determines a DCMA member’s service in theater warrants consideration for a Bronze Star Medal, the recommendation is forwarded through the DCMA International chain of command to Headquarters and sent to the director for review before being sent to the military member’s service branch for consideration and approval. According to Mr. Patrick, the services’ approval process for Bronze Star Medals can take three to six months.

The best tip Mr. Patrick could give someone before they begin to put someone in for a medal is, “Don’t wait until the last minute to decide if a servicemember is going to be recommended for an award. Make the determination early and forward the recommendation to meet the established deadlines.”

Further detailed criteria and processing instructions of military medals can be found at: http://www.js.pentagon.mil/whs/directives/corres/pdf/134833m_0996/p134833m.pdf.

Now, going back to the issue of getting your boss to utilize the Agency’s reward system in place ... Well, that’s going to have to be a different story for a whole different day.



(Right) The DCMA Civilian Career Service Award medal.
(Photo by Mr. Mark Woodbury, DCMA Public Affairs)



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