

COMMUNICATOR

News for DCMA Professionals

SPRING 2008 • VOLUME 8, NUMBER 1

DEFENSE CONTRACT MANAGEMENT AGENCY



DCMA Service in Action



DIRECTOR'S MESSAGE

Never a Dull Moment!

One thing about DCMA ... it is never dull around here!

We've been busy for a couple of years implementing performance-based management — PBM — practices in all our operations. That, in and of itself, is a significant enough challenge. Now let's add to that the fact that we are "spiraling" our non-bargaining unit employees into the National Security Personnel System, preparing for a base realignment and closure commission-directed move in two years to Fort Lee, Va., and adding additional civilian personnel to our deployed contingency contracting staff in Iraq and Afghanistan.

Most of you know that I was named director of DCMA in February and will be retiring at the end of April. While you may

ask why the Assistant Secretary of Defense for Acquisition, Technology and Logistics elected to make this appointment given my impending retirement, it was simply that this process was started in 2006 and this concluded the action. It was also a recognition by the Office of the Undersecretary of Defense for Acquisition, Technology and Logistics that DCMA was on the right path in product alignment, PBM and support to the warfighter and of your superb work during my tenure as the acting director.

As you welcome a new director and deputy director aboard in the coming months, I do not expect that you will see significant changes in course direction or speed. I would think some course correction by the new director may be necessary, but you are certainly steaming along the course that the senior leadership team has plotted for you. You will still

work to integrate PBM into daily agency operations concurrently with attempting to integrate the principles of lean and Six Sigma into your operational regimen so that we may be more efficient and effective. We will also work to integrate our new theater responsibilities into our normal mission routine.

This will be the last time that I address you as your director in the pages of *Communicator*. I thank each one of you for your support of me and for your efforts on behalf of the warfighters. Godspeed and good luck, DCMA, in all your future endeavors.

Warmly,



Keith D. Ernst
Director
DCMA

DCMA Director

Keith D. Ernst

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Communicator is published quarterly from appropriated funds by authority of the director, Defense Contract Management Agency. The director has determined that this publication is necessary in the transaction of business required by law and the Department of Defense. Contents are not necessarily the

official views of, or endorsed by, the U.S. government, DoD or DCMA. Controlled circulation. Periodicals postage paid at Upper Marlboro, Md., and additional mailing offices.

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

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(On the cover) Air Force Lt. Col. Mark Woodard, Defense Contract Management Agency Aircraft Integrated Maintenance Operations – Melbourne, runs to take position behind a stationary barrier during a simulated firefight during the field training portion of the Continental United States Replacement Center training at Fort Benning, Ga., Feb. 26. The CRC is where DCMA employees go before a deployment to get properly trained and equipped for the assignment. (Photo by Anthony O'Bryant)

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News for DCMA Professionals

Ready to be Certifiable

Dear Editor:

What is the current status for implementing the Product Assurance Certification Program? What criteria will be used to make the final determination on who will need to pursue the professional certifications (employees within a certain window of retirement eligibility)? Will there be any “grandfathering” of employees? Will funding be available for those who may need to take courses to meet certification requirements? Will there be a priority established for those who require training funds? Will duty time be made available for employees who are taking courses or are preparing for the certification examinations?

— Desperately Seeking Certification

The Product Assurance Certification Program continues to progress. The DCMA Headquarters Product Assurance Division is finalizing the appropriate competencies in the technical areas with the product divisions. It also is selecting the courses that will close gaps when appropriate. In that process, a course catalog is being developed that will be published soon. Determinations are also being made in the area of professional certifications. DCMA will require new hires to achieve professional certification from a recognized professional society or organization within a specified

time period, depending on the certification program. At this time there is no requirement for the current workforce to achieve professional certification. We do offer and encourage our current quality assurance specialists, software specialists, industrial specialists and engineers to take advantage of the courses required to achieve professional certification within budget constraints, but it is not required at this time.

“What’s on your mind?”



Photo courtesy of iStockPhoto.com

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Around DCMA



PIGA's Last Repair and buy off

Marking the End of an Era

Dec. 5 – DCMA St. Petersburg, Fla., participated in marking the end of an era when Navy Capt. Stephen D. Lewia, left, strategic systems programs technical director SP20, took part in the final repair and recertification buy off of the last 10 Pendulous Integrating Gyroscopic Accelerometer size 10 (10 PIGA) at Honeywell in Clearwater, Fla. Tito Santiago, right, DCMA St. Petersburg quality assurance specialist, and Lewia signed the final material inspection and receiving report that day. The 10 PIGA program began in 1983, delivering 4,329 10 PIGA units to the Navy for efforts in support of the Trident II (D5) missile guidance system life extension program. Representatives of the Charles Stark Draper Laboratory, Cambridge, Mass., and the Navy were on hand, as well as Honeywell 10 PIGA program members, both present and retired. (Submitted by Melanie Kordana, DCMA St. Petersburg)

DCMA Northern California Employee Receives Silver Snoopy Award

Feb. 4 – Joe Longo, left, DCMA Northern California quality assurance specialist, was presented with a NASA Silver Snoopy award by NASA Astronaut Rick Mastracchio, right. Longo received the Silver Snoopy for consistently contributing beyond his normal duties of ensuring quality and safety in the development and implementation of NASA's human spaceflight programs. As a quality assurance specialist, he developed specific acceptance criteria that were incorporated into NASA's receiving inspection checklists for customer-furnished equipment. His criteria also supported an integrated supply chain matrix outlining numerous sub-tier DCMA quality assurance delegations for contractors supporting NASA. This matrix ensured no inspection work was bypassed or overlooked. As part of Longo's efforts, he initiated a corrective action request to control critical tooling used for the installation of a pyrotechnic cord in the space shuttle's blow-out windows. Longo's knowledge and technical contributions were instrumental to the joint NASA/United Space Alliance/Boeing/Goodrich team in resolving a critical astronaut safety issue that provided a modified and refurbished emergency egress slide from the contractor to the flight crew lab for installation of the STS-117 mission. Before and after the award ceremony, Mastracchio narrated a video of an Atlantis space shuttle launch for which he was one of the scientific team members. After the presentation, Mastracchio answered questions and signed autographs for DCMA Northern California attendees. (Submitted by Rolf Johnsen, DCMA Northern California)



Ensuring Safe Space Flight

New Director Takes DCMA Helm

By Dick Cole, Chief, DCMA Public Affairs

“Let me assure each and every one of you — the men and women of DCMA — that I stand ready to tackle the challenges that we will face together as one agency, one family, focused on supporting the needs of our customers and committed to the defense of this nation,” said Charlie E. Williams Jr., the new director of the Defense Contract Management Agency during a May 5, 2008, change of leadership ceremony.

Williams succeeded Keith Ernst as DCMA’s director during the ceremony. Ernst officially retired from more than 30 years of federal service on April 30; however, his retirement ceremony was delayed until after the transfer of leadership to Williams.

Presiding over the change of leadership ceremony and Ernst’s retirement was Deputy Under Secretary of Defense for



Foreground, from left: Deputy Under Secretary of Defense for Acquisition and Technology Dr. James Finley, outgoing DCMA Director Keith D. Ernst and new DCMA Director Charlie E. Williams Jr. at DCMA’s May 5, 2008, change of leadership ceremony. (Photo by Mark Woodbury, DCMA Public Affairs)

Acquisition and Technology Dr. James Finley.

Williams comes to his new duties from the U.S. Air Force, where he most recently served as the deputy assistant secretary for contracting in the office of the

assistant secretary of the Air Force for acquisition. Williams began his civil service career at Kelly Air Force Base, Texas, in 1982. He has served exclusively in the Air Force acquisition community until his assignment to DCMA.

The new director is a member of the defense acquisition corps and is Level II certified in systems acquisition. He holds a bachelor’s degree from Middle Tennessee State University and a master’s degree from Tennessee State University, Nashville. He is also

I stand ready to tackle the challenges that we will face together as one agency, one family, focused on supporting the needs of our customers and committed to the defense of this nation.

— Charlie E. Williams Jr.

a 1996 graduate of the Industrial College of the Armed Forces, where he earned a second master's degree in national resource management.

"I am honored for this opportunity to lead the Defense Contract Management Agency during this particularly challenging time of war — a time marked by change and transformation across the Department [of Defense]," said Williams. "Let me just say, just as this agency has answered the department's calls in the past, I am

confident that we, together, will continue to answer the calls of the future."

A lot of Air Force uniforms were visible as numerous colleagues who served with Williams attended

the ceremony to show their support as he accepted his new responsibilities. Also, present for the ceremony and welcomed to the DCMA family were Williams' spouse, Tujuanna, and his daughter, Charity. **C**

"I am honored for this opportunity to lead the Defense Contract Management Agency during this particularly challenging time of war — a time marked by change and transformation.

— Charlie E. Williams Jr.



Deputy Under Secretary of Defense for Acquisition and Technology Dr. James Finley presided over the ceremony. (Photo by Dick Cole, DCMA Public Affairs)



Former DCMA Director Keith D. Ernst ended 30 years of service to the United States at a formal retirement ceremony, Tuesday, May 6, in Alexandria, Va. (Photo by Dick Cole, DCMA Public Affairs)

Ernst Ends 30 Years of Federal Service

By Dick Cole, Chief, DCMA Public Affairs

Defense Contract Management Agency Director Keith D. Ernst ended 30 years of service to the United States at a formal retirement ceremony, Tuesday, May 6, in Alexandria, Va.

Presiding over Ernst's ceremony was Deputy Undersecretary of Defense for Acquisition and Technology Dr. James Finley. At the ceremony, Finley presented Ernst with the Office of the Secretary of Defense Medal for Meritorious Civilian Service for "exemplary leadership, commitment to excellence and expert managerial abilities executing the complex and diversified contract management and acquisition logistics services of DCMA."

Ernst served as the deputy director and director of the Defense Department's contract management organization from October 2005 until his retirement. "Keith held, literally, every senior position of management in DCMA in his career," said Finley. Ernst, whom Finley referred to as a "special friend," was praised by the deputy undersecretary as "one of our best leaders who has provided an unwavering commitment to trust and integrity." He added, "Keith exuded leadership, trust and integrity — the absolute cornerstone for making leadership matter. He was steady at the helm ... in very turbulent times and 'up' for service to his country, 24/7, 365."

Present at Ernst's retirement ceremony were his wife, brother, three of his four sisters, his son and two daughters, two granddaughters, four grandsons, a daughter-in-law and approximately 150 guests from industry and government.

Ernst thanked his wife, Jane, and his family for allowing him to pursue "opportunities and dreams." He saved his greatest gratitude for the nearly 10,000 men and women of DCMA. "Nothing works unless everyone is working together to make a real impact. It really is all about the people. DCMA does not own any buildings. We do not have any manufacturing assets. All we have is the ability to work the process and the contractors that provide the services for the government on behalf of our warfighters," Ernst said.

Ernst will join his family in Rosemount, Minn., in the suburbs of Minneapolis-St. Paul. Charlie E. Williams Jr., a 22-year veteran of the federal civil service, succeeds him as DCMA director.

DCMA Orlando Reconditions Training Aircraft to Support Iraqi Air Force

By Nestor Paz and Carlos Paz, Quality Assurance Specialists, DCMA Orlando

The U.S. is assisting Iraq in establishing an Air Force Command by providing Iraqi pilots needed aircraft training. The U.S. Air Force has been tasked with purchasing Cessna commercial aircraft that are suitable as trainers for this project.

Africair was selected as the contractor to perform engine modifications on eight new Cessna 172s. The Miami-based corporation originated in 1961 through the purchase of Pan African Airlines Ltd., based in Lagos, Nigeria. As the demand for air transportation and maintenance services increased in the region, the company appointed a distributor for Cessna Aircraft Company and Bell Helicopter.

In 1968, Africair acquired Safari Air Sales Ltd., a large and respected 33-year-old Cessna distributor located in Nairobi, Kenya. By 1978, business had grown to an extent that it was impossible to administer

efficiently from within Africa. The company then moved all aircraft and parts sales to the corporate headquarters in Miami to provide better access and faster service to clients all over the continent.

Cessna aircraft are shipped to Africair, and the standard engine is removed and replaced with a new Thielert 2.0 liter diesel rated at 135 horsepower. The aircraft is painted and new markings are added to identify it as one belonging to the Iraqi Air Force. As a result of a delegation from the primary contract management office, Defense Contract Management Agency Boeing Wichita, on this Wright Patterson Air Force Base contract, the DCMA Orlando South Florida product assurance team was tasked with signing the technical acceptance. Africair operates out of Tamiami Airport in West Kendall, Fla., where modifications and testing are accomplished.

The DCMA Orlando South Florida quality assurance specialists verify

completion of modification, proper paperwork and spare parts inventory. Once the modification is completed, the aircraft are tested on the ground and in flight to ensure proper operation. Once this is accomplished, the aircraft are disassembled and shipped to Charleston Air Force Base, S.C., where other modifications are made and the final acceptance documents are executed. Then it is shipped to Iraq to be used by the U.S. Air Force for training Iraqi pilots.

Prompt responses by DCMA Orlando South Florida quality assurance specialists to the customer's needs facilitated the shipments of the aircraft to the Iraqi Air Force on or ahead of the contractual delivery schedule of two aircraft from Oct. 19, 2007, through April 30, 2008. **C**



DCMA assists in modifying the Cessna 172 aircraft for training budding Iraqi Air Force pilots. (Cessna Aircraft Company photo)

The DCMA Orlando South Florida quality assurance specialists verify completion of modification, proper paperwork and spare parts inventory.

BRAC — The Continuing Journey

By Bob Murphy, BRAC Program Manager

Nov. 9, 2005, the Base Realignment and Closure Commission's recommendations became law. Two years have passed since the recommendation to relocate the Defense Contract Management Agency's Headquarters, International and Special Programs Divisions from Alexandria, Va., to Fort Lee, Va., was officially announced.

The news caused mixed reactions throughout the halls of the agency's buildings in Alexandria. Some saw it as a good thing, others as a bad thing, and still others weren't sure what to make of it, reserving judgment until the relocation drew nearer. The one sure thing DCMA personnel knew was that they needed to prepare for the move they are required to execute.

So, where does the agency stand two years into BRAC? Let me just say that it has been an interesting journey so far. Our original plan to construct a new building on Fort Lee, the current home of the Army's Combined Arms Support Command, changed quickly after our move became public. We found ourselves looking instead at an

We will be soliciting thoughts, ideas and opinions from impacted employees on what the new facility should contain.

existing facility on Fort Lee that is suitable for our use. This building exceeds 150,000 square feet, with parking to accommodate 550 vehicles, and will undergo extensive renovation prior to the move.

We anticipated moving into the CASCOM facility in the summer of 2010. This would have allowed us to avoid prolonged lease extensions for the properties on Walker Lane — the Metro Park offices. Things seemed to be moving in the right direction until the Army let us know of a delay in our occupancy date due to unforeseen logistical considerations.

Now, we are optimistically planning to be in the renovated facility in the late spring or early summer of 2011. It is worth noting that all 2005 BRAC actions must be completed by Sept. 15, 2011. We hope to begin the formal design phase for the renovation in the fall of 2008, and we will be soliciting thoughts, ideas and opinions from impacted employees on what the new facility should contain. We have the opportunity to

develop a first-class facility.

We had one very successful town hall meeting in Alexandria, allowing employees at Metro Park to meet and greet employees and local officials from the Fort Lee vicinity. We're discussing the possibility of a DCMA all hands meeting at Fort Lee, which will bring everyone together again and allow agency employees to see the new DCMA facilities and surrounding communities firsthand.

We are trying to maintain as much current and useful information as possible about the greater Richmond area. Real estate, current events, schools and community services are just a few of the subjects in the various magazines and bulletins we are trying to make available to employees. It is important to provide as much information as we can to help people through the transition to our new "home."

We've done our best to provide as much information as possible

Our Fort Lee resource room, located in room 550B of DCMA Headquarters, continues to be a success. We are trying to keep it stocked with as much current and useful information as possible.

to keep people informed and up-to-date. By doing so, we hope to dispel misinformation from the rumor mill, which certainly has been getting a workout the past two years! Rumors run rampant any time a life-changing event like BRAC occurs.

One rumor had the offices at 6350 and 6359 Walker Lane relocating to the U.S. General Services Administration warehouse space not far from DCMA Headquarters' current location, which would prevent the need for DCMA to relocate to Fort Lee. This rumor was fueled by the efforts of local officials and some members

of Congress to annex the GSA property to the Army and make it a part of Fort Belvoir.

Unfortunately, while some would like to see that happen, for DCMA, it doesn't appear likely. The law requires that DCMA "relocate from leased space in Metro Park to Fort Lee, Virginia." There is nothing in the works that would change that ruling. Rumors will continue to spring up and, as they do, we will do our best to distribute accurate information to everyone affected by this move.

One successful venture tied to BRAC has been the establishment of a transition management office

in the Fort Lee area. While we had hoped to acquire some temporary space on base, there is just so much building going on within the gates of Fort Lee that there is very little available space. However, we were able to acquire some ideal leased space through GSA that is situated not far from Fort Lee's main gate and backs up to the Fort Lee property fence line. Our intent was to establish a "footprint" in the Fort Lee area and begin to have DCMA recognized as a true member of the Fort Lee community. We've worked hard to get the facility up and running as a fully functional office and get people moved in, and we are doing just that.

The office contains space for approximately 55 people. In order to begin filling this space, a group comprised of members of the senior leadership team has been established to assist in



This building, currently housing CASCOM, is the future site of DCMA Headquarters, International and Special Programs offices.



An aerial view of DCMA's future home at Fort Lee, Va.

determining what positions should be relocated to the Fort Lee area based on recommendations from organizational supervisors and their superiors.

The transition management office is an important first step toward establishing DCMA's presence in the Fort Lee area. It provides senior leaders with the opportunity to examine their organizations and identify positions for early relocation. This saves money by eliminating a permanent change-of-station move when hiring new employees — one move to the Alexandria offices and a second to Fort Lee. The move from Metro Park to Fort Lee is a slow but steady process. Things don't always happen quickly. Yet, these two years seem to have flown by in the blink of an eye. Design work on the renovation project will begin

in early fall, and the new home for DCMA Headquarters, International and Special Programs will begin to take on a life of its own.

Life as we know it today in Metro Park will change for all of us. There are difficult decisions to be made

affecting both our personal lives and DCMA. We stand committed to doing everything we can to help you make these decisions by providing you with as much information and assistance as possible as the journey continues. **C**



The Transition Management Office building, Prince George, Va., where some DCMA employees will begin working prior to the 2010 move into the CASCOM building.

Conference Focuses on Getting Materiel

By Doris Dawkins-Richardson

The Defense Contract Management Agency held its Navy Special Emphasis Operations conference, Oct. 29-31, 2007, at the Virginia Advanced Shipbuilding and Carrier Integration Center in Newport News, Va. NSEO is the frontline interface between the government and naval contractors, bringing both together to strengthen the nation's naval industrial base.

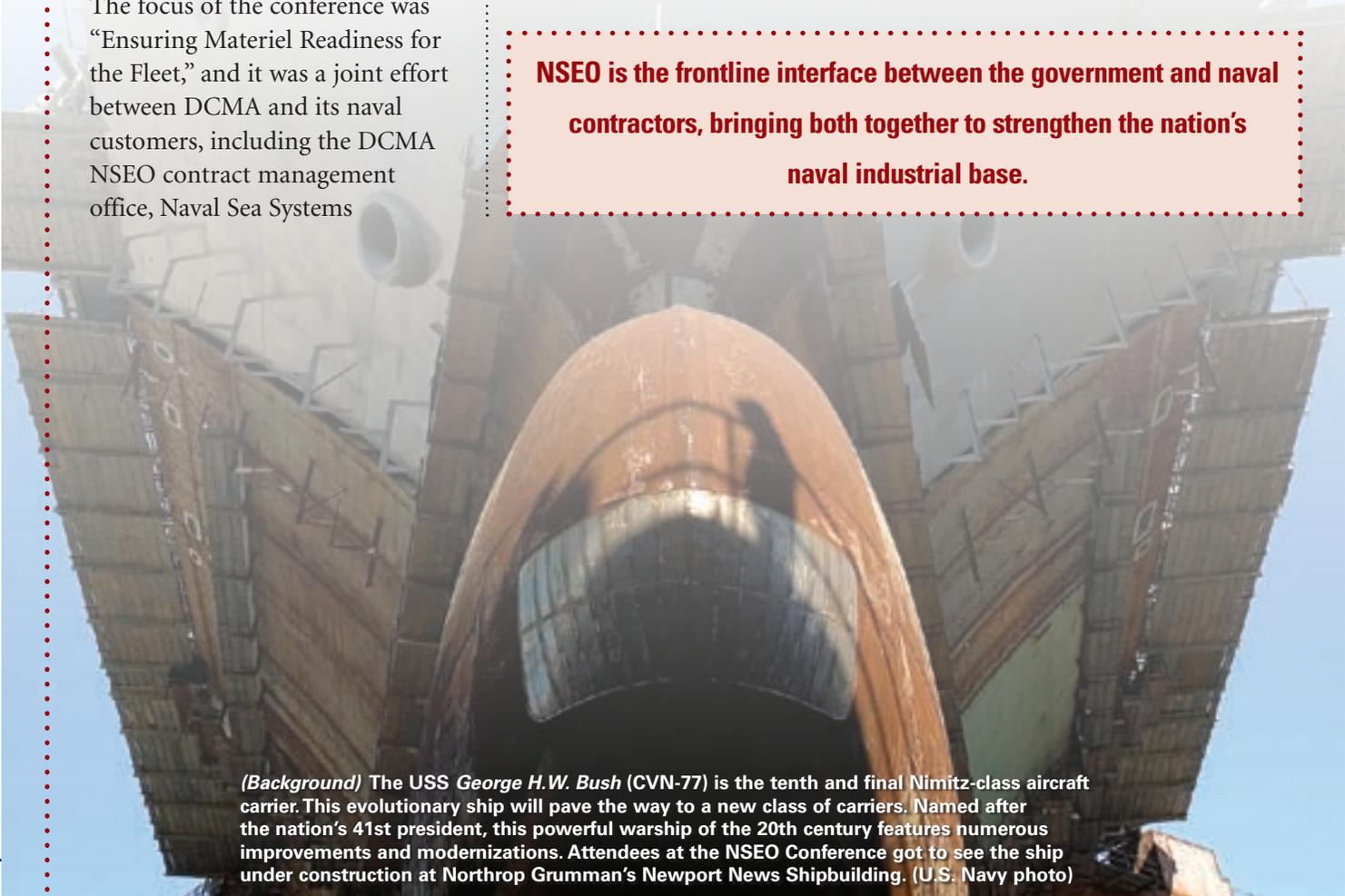
The focus of the conference was "Ensuring Materiel Readiness for the Fleet," and it was a joint effort between DCMA and its naval customers, including the DCMA NSEO contract management office, Naval Sea Systems

Command and Naval Inventory Control Point. The conference provided a forum for NSEO managers and staff to interact with key customers and suppliers. NSEO Commander Navy Capt. Dennis Gannon and Deputy Director Robert Kennedy discussed the status of the organization, its partnership with the Navy, supplier performance and performance-based management. Steve Bogusz, DCMA Naval Sea Systems Division executive director, gave an update

on how his organization ensures materiel readiness.

NSEO customer presenters included John Butler, command director, Naval Sea Systems Command, Supplier Product Quality Group, who gave presentations titled "Impact of Quality Lessons Learned" and "Enterprise Approach to Supplier Oversight." Butler stated, "The culture of the new NSEO is setting the tone between government

NSEO is the frontline interface between the government and naval contractors, bringing both together to strengthen the nation's naval industrial base.



(Background) The USS *George H.W. Bush* (CVN-77) is the tenth and final Nimitz-class aircraft carrier. This evolutionary ship will pave the way to a new class of carriers. Named after the nation's 41st president, this powerful warship of the 20th century features numerous improvements and modernizations. Attendees at the NSEO Conference got to see the ship under construction at Northrop Grumman's Newport News Shipbuilding. (U.S. Navy photo)

Material to the Fleet

and the supplier. NSEO is the Navy's eyes and ears for the supplier." Additional presentations included "Characteristics of High Performing Organizations" by John Koury, director, Naval Sea Systems Command Technical Representative, and "Joint Supplier Audit and Supplier Initiatives" by Brian Hughitt, quality assurance manager, NASA.

Other presenters at the conference included: Special Agent Alisa Lanier, Navy Criminal Investigative Service; Navy Cmdr. Michael Temme, project superintendent, Norfolk Naval Shipyard; Wayne Utley, manager, supplier quality and engineering, Northrop Grumman Newport News; Mark Hopkins, quality assurance

“The culture of the new NSEO is setting the tone between government and the supplier. NSEO is the Navy's eyes and ears for the supplier.” — John Butler

engineering manager, Supervisor of Shipbuilding, Groton, Conn.; Dale Apicelli, nuclear quality assurance division manager, Supervisor of Shipbuilding, Groton; Hillie Harris, quality assurance team leader, supplier quality and procurement, Supervisor of Shipbuilding, Newport News; Dennis Moran, product manager, Naval Sea Systems Command Logistics Center – Portsmouth; Brian Persons, executive director, Naval Sea Systems Command Logistics, Maintenance

and Industrial Operations (Naval Sea Systems Command 04B); Navy Lt. Cmdr. James Chavis, Naval Inventory Control Point Mechanicsburg, Pa.; and Charles Brader and Tom Merten, Naval Sea Systems Command.

The final day of the conference allowed suppliers from the shipyard and fleet to address and discuss how poor quality and late shipments affect fleet readiness in terms of dollars, mission success and crew safety. Naval Sea Systems Command Commander Vice Adm. Paul Sullivan closed the conference with his presentation, "Navy Big Picture," which discussed the present status of the U.S. Navy and the important function of NSEO. Everyone had an opportunity to tour America's newest aircraft carrier, USS *George H. W. Bush* (CVN-77), and the submarine mock-up at the Northrop Grumman Newport News Shipyard.

Conference participants and customers stated they were very pleased with the progress DCMA NSEO has made over the past year in supporting their needs. **C**



From left: Steve Bogusz, director, DCMA Naval Sea Systems Division; Navy Capt. Dennis M. Gannon, director, DCMA Navy Special Emphasis Operations; Navy Vice Adm. Paul Sullivan, commander, Naval Sea Systems Command commander; John M. Butler, director, Supplier Product Quality Group, NAVSEA; and John Koury, technical representative, Naval Reactors Program, Naval Sea Systems Command.

MDA, DCMA Partner to Man

By Julia Wyant, DCMA Public Affairs

Former U.S. Secretary of Defense Donald Rumsfeld issued guidance on the execution of the U.S. Missile Defense program in January 2002. Under Rumsfeld's direction, the Ballistic Missile Defense Organization was renamed the Missile Defense Agency. MDA was then tasked with managing all existing BMDO programs under one umbrella — a task that would eventually be undertaken through a partnership between MDA and the Defense Contract Management Agency.

Although May 2005 marked the beginning of the MDA-DCMA partnership through the delegation of authority for quality assurance support, it was not until Jan. 22, 2008, that DCMA Director Keith D. Ernst and MDA Director Air Force Lt. Gen. Henry A. Obering III signed an overarching memorandum of agreement between the two agencies.

MDA's Quality, Safety and Mission Assurance group was charged with drafting the memorandum of agreement and having it available for review by Dec. 31, 2007. Karen Cushenberry, MDA acquisition quality manager, and Fred Lundy, lead general engineer, DCMA Space and Missile Systems Division, became team leads for the agreement project. Other core members included Richard Florez, Kim Taylor, Mike Bath, Mike Harris, Keith Korzec and Chuck Kirch.

The MDA-DCMA partnership provides oversight of and insight into BMDO throughout the supplier chain as well as more boots on the ground. As part of the agreement, DCMA has been delegated full contract management authority and responsibility for all BMDO programs. In addition, the DCMA program support teams perform their services in support of the following MDA customer outcomes:

- Prime contractors must meet program financial objectives and scheduled goals throughout the period of performance
- Program element prime contractors will meet or exceed performance, cost and schedule goals
- Property managers will manage property to minimize negative impact to cost, performance and/or schedule requirements.

Performance against these outcomes and directed activities will be reported to MDA quarterly in an executive summary and performance commitment scorecard. Customers will also be able to evaluate DCMA performance through the scorecards. In addition, performance commitments will be linked to DCMA employees' National Security Personnel System performance objectives. "This was not an easy task. We had a short suspense with the holidays approaching, so it was critical to have a team with the right skill sets to make this happen," Florez said. It was only through the dedication of the team members that we were able to meet the mission requirements."

The MDA-DCMA partnership provides oversight of and insight into the Ballistic Missile Defense Organization throughout the supplier chain as well as more boots on the ground. As part of the agreement, DCMA has been delegated full contract management authority and responsibility for all BMDO programs.

Large BMDO Programs

Some of the memorandum of agreement's goals include ensuring consistent policy and process implementation and providing the widest distribution of lessons learned and best practices, as well as providing a uniform application of acquisition and logistics framework across BMDO. The agreement also establishes the responsibilities of and the relationship between MDA and DCMA for BMDO.

“This was not an easy task. ... It was only through the dedication of the team members that we were able to meet the mission requirements.” — Richard Florez

The memorandum of agreement promotes cooperation and mutual understanding and defines operations and interfaces between MDA program element offices and DCMA personnel to ensure a consistent and effective BMDO-centric approach throughout the

supply chain. The agreement also presents a clear understanding of customer expectations and how they relate to supporting activities. By clearly defining customer expectations, there is a more consistent approach to how DCMA provides surveillance and applies resources across MDA programs. Additionally, in support of the MDA mission, DCMA will develop and implement surveillance strategies to influence achievement of the MDA customer outcomes and the related overarching performance commitments.

To keep the agreement accurate and current, MDA and DCMA will review the memorandum annually and update it as appropriate. Overall, the agreement will help to drive consistent performance across the BMDO with a performance-based management approach, making this partnership even stronger. **C**



Back row, from left: Barney Klehman, contracts, Missile Defense Agency; Fred Lundy, lead general engineer, DCMA Space and Missile Systems Division; Patricia Kirk-McAlpine, director, DCMA Space and Missile Systems Division; Karen Cushenberry, acquisition manager, MDA; Randolph Stone, quality, MDA. Front row: Keith D. Ernst, director, DCMA, signs the MDA-DCMA overarching memorandum of agreement.

Ohio Governor Visits Lima T

By Brian M. Hahn, DCMA General Dynamics Land Systems

Ohio Gov. Ted Strickland visited the General Dynamics Land Systems Joint Systems Manufacturing Center in Lima, Ohio, Jan. 10, while touring the northern portion of the state.

At JSMC, the governor was briefed on facility operations and capabilities by Wade McVey, DCMA General Dynamics Land Systems acting commander, and Keith Deters, General Dynamics Land Systems plant manager. The briefing focused on JSMC's

importance to the Department of Defense industrial base and its economic impact on the surrounding communities.

Following the briefing, Strickland toured the plant's main production and test and acceptance areas. After

After donning a pair of coveralls and a combat vehicle crewmember's helmet, Strickland experienced firsthand what a tank crew experiences as he drove a few laps around the facility's test track in the JSMC's signature vehicle, an M1A2 Abrams tank.

donning a pair of coveralls and a combat vehicle crewmember's helmet, he experienced firsthand what a tank crew experiences as he drove a few laps around the facility's test track in the JSMC's signature vehicle, an M1A2 Abrams tank.



A topping-out ceremony for the new General Dynamics command and control center was held in summer 2007, signifying the successful completion of the building's structural steel placement. From left: Keith Deters, General Dynamics Land Systems plant manager; Tom Heckman, GDLS project engineer; Greg Huber, DCMA facility engineer; and Army Maj. Anthony M. Thornton, DCMA GDLS acting commander.



ank Plant

McVey, who is the acting installation commander while Army Lt. Col. Ted Epple is deployed, presented the governor with a DCMA commander's coin.

Strickland was impressed with operations at the center and its support of our warfighters and DoD. He individually thanked many employees for their hard work and dedication to producing the finest military equipment in the world. **C**

New Command and Control Center Tops out in Lima

By Greg Huber, DCMA General Dynamics Land Systems

In spite of winter's cold, rain and snowstorms, progress continues on the construction of a new command and control center at the General Dynamics Land Systems Joint Systems Manufacturing Center in Lima, Ohio. The new facility replaces an existing World War II-era wood frame building.

The present structure is deteriorated, lacks needed electrical and mechanical systems and does not meet Americans With Disabilities Act standards. More than \$11 million for design and construction of the new facility was allocated in fiscal year 2006.

Under supervision of the U.S. Army Corps of Engineers, Louisville District, the contract was awarded to the Butt Construction Co., Dayton, Ohio.

When completed, the center will be a two-story, 45,000-square-foot facility featuring a new sentry station, conference rooms with teleconferencing capability and a display gallery for new products and technologies. The facility design incorporates "green" components

such as high-efficiency electrical motors, recycled building materials and water-efficient plumbing fixtures.

The building also features an 1,800-square-foot virtual reality area for design, development and technology demonstrations and an 1,800-square-foot computer control center, integrating product designs with machine controllers on the manufacturing floor. The functional and architectural characteristics of the new center complement the high-technology combat vehicles produced at JSMC Lima.

DCMA GDLS is involved in every aspect of the project as representatives of the property owner and the Army. The building's occupants will be from both DCMA and GDLS organizations, including executive management, programs, engineering, security and contract administration.

Ground was broken for the new center March 19, 2007. Its completion is scheduled for May 2008.

Strickland individually thanked many employees for their hard work and dedication to producing the finest military equipment in the world.

Wade McVey, left, DCMA General Dynamics Land Systems acting commander, presents Ohio Gov. Ted Strickland, center, with a DCMA commander's coin while Keith Deters, right, GDLS plant manager looks on. (Photo by Christopher Kasson)

A photograph of a Delta II rocket being mated to the mobile service tower at Cape Canaveral Air Force Station. The rocket is white with a blue stripe and is positioned vertically. The mobile service tower is a large, white, lattice-structured structure that surrounds the rocket. The scene is set at night or dusk, with some lights visible on the tower and the rocket. The text "Three ... two ... one ... WAIT" is overlaid on the top of the image in a large, blue, outlined font. Below it, the text "is More Than Meets the e" is also in a large, blue, outlined font.

Three ... two ... one ... WAIT is More Than Meets the e

Twenty-eight employees selected from across the Defense Contract Management Agency's Space and Missile Systems Division learned something about the space launch business Dec. 5, 2007, although it wasn't the lesson they expected to learn.

The group, which included civilians and service members, arrived at Vandenberg Air Force Base, Calif., at the end of a long day. They had traveled from Los Angeles, Salt Lake City and Denver for the launch of a Delta II rocket booster, carrying an Italian scientific spacecraft into orbit.

They had rendezvoused at the Carson, Calif., facility at "zero-dark-thirty" to make the 200-mile trip to California's central coast. They were on the road before 7 a.m., just in time to fight the notorious rush hour traffic on the San Diego freeway. After getting to U.S. 101, which runs north and

During a launch, conditions don't have to be ideal, but they have to be within certain limits so the rocket doesn't veer off course or have a catastrophic failure.

(Background) The Delta II rocket is revealed as the mobile service tower, or gantry, at right, is retracted on Launch Pad 17B at Cape Canaveral Air Force Station, Fla. (Photo by Kim Shiflett, courtesy of NASA)



T — DCMA Employees Learn There Eye to Putting a Rocket Into Space

By Sam Rousso, DCMA Public Affairs

south through California, the drive was much faster and smoother.

After the group arrived at Vandenberg, they received a tour of the base. A base public affairs specialist served as the tour guide, peppering his spiel with lots of local lore. Because of the impending launch, security was tighter than normal, which limited access to certain areas. A “highlight” of the tour occurred when the bus wandered into a security zone and was stopped. Security forces approached the bus with drawn weapons.

After lunch, the group toured the Range Operations Center, where launches are controlled. They even got into the main control room for a briefing where they were told why weather is an important factor in a launch.

During a launch, conditions don’t have to be ideal, but they have to be within certain limits so the rocket doesn’t veer off course or have a catastrophic failure. As it turned out, the briefing might have been a foreshadowing of things to come.

Finally, the time came to head for the observation point. Cameras were readied and expectations grew. Many of the visitors had never seen a launch before. The sun had set, and there were no lights at the observation post. The night was clear — although some fog was beginning to roll in. Conditions seemed perfect.

The crowd, including some Air Force people who came to see the show, started buzzing. Cameras were turned on. Then, with less than three minutes remaining before launch, everything came to a halt.

Although the air was calm at ground level, winds at altitude

exceeded 34 miles per hour, which, apparently, is too much. At first it was a hold, then the window for launch closed, and then the launch was scrubbed entirely. High winds could have driven the rocket off course, endangering people and property, to say nothing of the very expensive spacecraft.

From the first days of America’s space program, it has always been so. The travelers learned that firsthand on Dec. 5. They also learned, in the words of Randy Sawlsville, former DCMA Space and Missile Systems Division deputy, who was one of the participants, “It really is rocket science.” 



A group of 28 DCMA Space and Missile Systems Division employees pose for a picture during a trip to Vandenberg Air Force Base, Calif., Dec. 5, 2007, to witness a rocket launch. (Photo by Sam Rousso, DCMA Public Affairs)



Agency Joins Other Defens Adopting new Civilian Pers

By Dick Cole, Chief, DCMA Public Affairs

During a time when national security demands a competitive and highly responsive workforce, the National Security Personnel System — NSPS — shapes a new human resource management system for Defense Department employees.

The Department of Defense began work on NSPS in 2003 and has implemented it in phases. The implementation of spiral 2.0 brought another 14,725 non-bargaining unit employees under NSPS, including 1,426 Defense Contract Management Agency employees, Mar. 16, 2008. Spiral 2.0 included 12 defense organizations, including DCMA, bringing the number of DoD employees covered by the new system to more than 184,000.

NSPS provides a new way of evaluating pay for civil service members. Under the new system, pay is no longer longevity-based but, rather, based entirely and strictly upon job performance. Under the new system, everything about the current civil service

“Our conversion to NSPS was nearly flawless due to the outstanding support from our NSPS staff, working group and [civilian personnel operations center] counterparts. That’s an error rate of less than 3 percent.” — Ron Crandall

structure changes from the former general schedule structure to career groups, pay bands and pay schedules. “Our conversion to NSPS was nearly flawless due to the outstanding support from our NSPS staff, working group and [civilian personnel operations center] counterparts,” said Ron Crandall, DCMA’s NSPS program manager. Of the 1,426 persons transitioned to NSPS on March 16, Crandall said there were problems with only one occupied civilian position and with three vacant positions. “That’s an error rate of less than 3 percent,” he added.

Employees automatically converted to NSPS based on their permanent positions of record under the GS system. During the conversion, DCMA’s personnel experienced no loss

in pay. Many DCMA employees’ salaries increased because they were eligible for a one-time, prorated, within-grade increase for the time since their last equivalent pay increase. The assignment of employees to career groups, pay schedules and pay bands depended upon their occupations.

With positive performance and strong manager-employee communications at the forefront of all operations, the NSPS workforce is building a Defense Department of cohesion, collaboration and confidence. Organizational leaders play a vital role in this significant transformation by cascading organizational goals and objectives down to the employee level; helping employees understand job expectations;

The Organizations in Personnel System



providing constructive feedback for improved performance; and appropriately recognizing employee performance during appraisals.

“This simple, flexible and streamlined classification system provides the flexibility to move employees across positions more freely to meet DCMA’s mission requirements and organizational goals,” said Crandall. “The preparation of detailed position descriptions isn’t necessary under NSPS. Managers and supervisors can focus their attention on leading motivated teams of workers that openly communicate about performance, seek out areas for improvement and steadily work to achieve positive results,” he continued.

NSPS compensation helps DoD organizations attract and retain results-driven employees who contribute to mission accomplishment. NSPS pay bands cover wide salary ranges with minimum and maximum rates set upon national labor market factors and conditions. The open pay ranges allow managers the flexibility to pay employees at more competitive levels. Compensation and rewards link directly to performance, providing greater opportunities

to reward employees for outstanding work.

Managers also now have the flexibility to set pay in a more flexible manner. They can move employees within a band, with the option to increase pay up to 5 percent. Upon promotion to a higher pay band, managers can set pay at a minimum of 6 percent up to as much as 20 percent.

NSPS performance management requires leaders to align pay and performance with mission accomplishment. Managers and supervisors are responsible for developing employee performance plans, which outline job objectives and contributing factors associated with positive performance.

“This simple, flexible and streamlined classification system provides the flexibility to move employees across positions more freely to meet DCMA’s mission requirements and organizational goals.” — Ron Crandall

What you Should Know

- The design of the performance management system emphasizes employee results that contribute to the accomplishment of DoD's mission. A major feature is the use of job objectives that focus on results.
- By relating job objectives to the mission, employees have a positive link to how their performance contributes to overall organization results. Generally, employees feel more engaged and individual performance is enhanced.
- The National Security Personnel System applies to non-bargaining unit personnel (people not eligible for union membership).

Approximately 85 percent of DCMA's workforce continues to operate under the GS system. "So, for them, there will still be individual performance plans, contributions to mission accomplishment and no change



(Photo courtesy of iStockphoto.com)

to the 5-3-1 performance evaluation system that DCMA has put in place over the past couple of years," Crandall said. "The NSPS employees have transitioned to a similar system using a full five-level rating scale that provides the best workers with the highest raises."

Mary Lacey, the NSPS program executive, said 5 percent of the 110,000 employees participating in NSPS in 2007 received 10 percent raises for superior job performance. At the other end of the scale, only 0.2 percent received no raise because their work was unacceptable.

NSPS is still a work in progress. Lacey meets regularly with senior leaders whose employees are in the new system. "Since day one, we've been listening hard. Feedback has led to enhancements, and we will continue to do what is needed to make NSPS fair, effective and better," she said.

According to Crandall, the majority of DCMA's employees entering NSPS, approximately 80 percent, are in pay band 2. Pay band 2 generally encompasses grades GS-9 to non-supervisory GS-13s. Inclusion to a specific pay band is dependent upon pay rates and present position descriptions — not GS grades.

Most challenging for DCMA was determining in which pay band the supervisory GS-14s should convert to — pay band 2 or pay band 3. "We convened a group of DCMA personnel off-site for several days of careful study of position descriptions and responsibilities to determine whether these key supervisors belonged in pay band 2 or pay band 3," said Crandall. "The group did an outstanding and difficult job of studying all of those [position descriptions] and determining the most appropriate band to place those employees." Roughly half of the agency's GS-14s are in pay band 2, and the other half are in pay band 3.

"There were some GS-14s in DCMA who converted to pay band 3 because they were subject-matter experts or project/program directors," said Crandall. Typically, these individuals had responsibilities for program development or oversight of major Office of the Secretary of Defense-level or service-level programs. "Their scope of work and responsibility was far more 'big picture' and less 'action officer type duties,'" said Crandall.

Lacey said an additional 32,000 Defense employees may transfer into NSPS late this year. 

“Since day one, we’ve been listening hard. Feedback has led to enhancements, and we will continue to do what is needed to make NSPS fair, effective and better.” — Mary Lacey

CONTINGENCY CONTRACTING CORNER

Voices From the Theater: Insiders' Perspectives of Deployment

By *Jaelyn G. Pitts, Staff Writer*

For most people, making the decision to voluntarily deploy is not easy.

Family matters or concerns about the dangers associated with deploying may prevent one from making this type of commitment. However, those who have embraced the opportunity to deploy with the Defense Contract Management Agency Contingency Contracting Administrative Services describe it as one of the most fulfilling experiences of their lives. We spoke with two more DCMA employees who have gone through this experience to get their thoughts and perspectives on being deployed.

Cynthia Roseberry-Andrews, DCMA Headquarters Military Human Resources program manager, and former Reception, Staging, Onward Movement and Integration Operations supply officer, Kuwait

Communicator: How many times have you deployed?

Cynthia Roseberry-Andrews: I deployed to Kuwait once from Sept. 2, 2006, through March 3, 2007.

C: Why did you decide to deploy?

CR: I am an Air Force Reserve Individual Mobilization Augmentee assigned to DCMA Headquarters. My career field is military human resources, and I knew that, as an IMA, I would not be involuntarily deployed overseas. I wanted to deploy at least once in my military career.

C: What is it like overseas? Describe your typical day.

CR: I thought that Kuwait was beautiful. It was full of culture, the art and architecture were incredible, the Kuwaitis were very nice and helpful, and it was a life-



Cynthia Roseberry-Andrews, program manager, DCMA Military Human Resources, and former Reception, Staging, Onward Movement and Integration Operations supply officer, Kuwait, sits on a camel at the Kuwait Advocates for Western-Arab Relations Center's semi-annual Bedouin Day Camp, Feb. 15, 2007. (Photo courtesy of Cynthia Roseberry-Andrews, DCMA Headquarters)



Cynthia Roseberry-Andrews stands in front of the Ali Al Salem Air Base main gate entrance sign, Dec. 23, 2006. (Photo courtesy of Cynthia Roseberry-Andrews, DCMA Headquarters)

“I believe that civilian employees should volunteer to deploy, provided that they are properly trained and are prepared to work long hard hours. — Cynthia Roseberry-Andrews

changing experience. My situation was significantly different than the majority of DCMA's deployees. I was on the DCMA Bayan house operations team. The Bayan house is a large row house in Kuwait that DCMA rents from a Kuwaiti landlord. We executed the reception, staging, onward movement and integration mission for DCMA. In other words, I was responsible for picking DCMA deployees up at the Kuwait International Airport and taking them to the Bayan house until they could get on their scheduled military flight into theater. After the deployments were completed, the process was reversed for a redeployment flight back home.

I was also responsible for tactical supply and DCMA's weapons.

C: What were your living conditions like?

CR: Very nice; I lived in a suite in the DCMA Bayan house, which is located across the street from the American Embassy in Kuwait City.

C: What were some of the greatest challenges you faced?

CR: The greatest challenge that I faced was the lack of sleep during the entire deployment. Due to the nature of the mission, it was common to have problems with the military

flights. Flights were cancelled, diverted, showed up when they were supposed to be cancelled, among other issues. As much as DCMA's operations officers would try to keep everyone abreast of the flight schedules, there were problems. Hence, it was common to have an Ali Al Salem Air Base run at 4:30 a.m. — drive 40 minutes to the base to pick



Cynthia Roseberry-Andrews meets U.S. Secretary of State Condoleezza Rice at the American Embassy in Kuwait, January 2007. (Photo courtesy of Cynthia Roseberry-Andrews, DCMA Headquarters)

up someone, 40 minutes back to the Bayan house and go back to bed, and then get a call from an operations officer in Afghanistan or Iraq to pick someone up at 8 a.m. and noon and another that same evening.

C: What did you miss most about home?

CR: My daughter, Steph, Mom and Pops, twin nieces, Mikah and Madalyn, my church and my three pups.

C: What is the most valuable thing you feel that you have gained from your deployment experiences?

CR: We often lose sight of what our real goals are in DCMA when we sit in an office and perform our normal daily activities. When you deploy, you get an opportunity to work on a project from the beginning to the end — sometimes in only a matter of a few days. This is a great feeling of accomplishment. You can be proud that your actions are making life a little better for the warfighters when they return to their bases — making sure they have a hot meal, someplace cool/warm to stay or sleep [and] hot water for a shower.

C: How would you describe your overall experience? Would you do it all over again?

CR: My overall experience was professionally developing, educational and rewarding. I would definitely deploy again — even to Kuwait — but I would not want

to do the same job. I need a more consistent sleep cycle and schedule.

C: What was your most memorable experience?

CR: The friendships that I developed in Kuwait and meeting U.S. Secretary of State Condoleezza Rice during the celebration of the Kuwaiti women winning their right to vote.

C: What advice do you have for civilians who are considering doing a voluntary deployment?

CR: Have the correct motive for deploying, and when they get to their theater duty location, understand that it is a wartime environment.

C: Do you believe DCMA civilians should voluntarily deploy?

CR: I believe that civilian employees should volunteer to deploy, provided that they are properly trained and are prepared to work long, hard hours.

C: Is there anything else you would like to add about your experiences?

CR: Volunteer — it's a great experience — do it!

Charles Sivels, DCMA Pratt and Whitney quality assurance specialist, and current quality assurance representative, Afghanistan, deployed until Aug. 30, 2008

C: How many times have you deployed?

Charles Sivels: Twice.

C: Why did you decide to deploy?

CS: Since working in the Middle East for five years, Europe, South Africa and Iraq for three years and my past three years as an enlisted Marine with the United States Marine Corps, it was my feeling that all my experience put together could be helpful to DCMA to support the mission and troops firsthand in the warfighter zone.

C: What is it like overseas?

CS: As a non-resident quality assurance representative, my quality assurance tasks require me to conduct audits of operation and maintenance services weekly at one of nine forward operating bases throughout Afghanistan. There's

“It has also been difficult being on deployment for six months straight without having a close connection to my loved one and missing the up-close relationship with my immediate family members.” — Charles Sivels

an element of danger because the military has to escort DCMA [personnel] to each FOB, traveling by fixed- or rotary-wing [aircraft] and/or short vehicular convoys. There's a limited quality of life at each warzone area FOB that is simply below the living standards that Americans are used to.

C: What are your living conditions like?

CS: My living conditions at each FOB differ, with some locations being better than others. For example, with the exception of the 20-foot office/sleeping accommodation provided during my stopover on the main FOB I'm assigned to, when I'm conducting weekly site visits at other down-range [FOB] sites, the living conditions are much less comfortable as I'm sleeping in a B-hut or tent open bay with more than a dozen unknown military soldiers and Department of Defense civilians. It's not really bad or really good but simply a taste of what it could be like when embedded in the warzone with our U.S. armed forces.

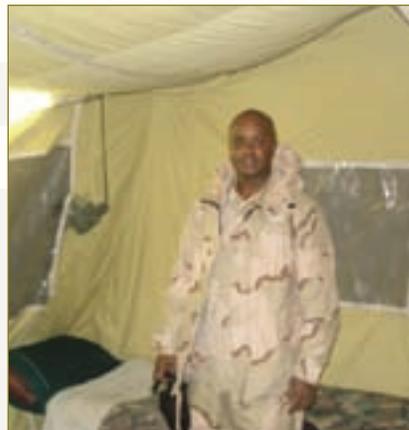
C: Describe your typical day.

CS: My day, depending on which FOB I'm working at, involves the following: wake up at 5:30 a.m. and go take a light wash-up and breakfast thereafter; inform operation officer that I'm present for the day at the specific working area; check e-mails and respond accordingly; arrange

transport and conduct other logistics necessary for a site visit at one of the assigned nine FOBs; conduct independent processes or product audits of either operation and maintenance services or product examinations; and collect personal mail from on-site U.S. post office. After completing the workday, sometimes I go to the [Army exchange] to purchase personal items needed. Then, every other day, I go to the gym for physical fitness and then take a nice, hot shower. I then set my alarm clock, do some reading while listening to some nice jazzy, rhythm and blues or gospel music or maybe watch a movie to find myself waking up to the loud alarm the next morning.

C: What are some of the greatest challenges you faced?

CS: Adjusting my breathing to the high mountain elevation of more



Charles Sivels, DCMA Afghanistan quality assurance representative, ready to leave his tent to begin audits of operation and maintenance services at Forward Operating Base Warrior in Afghanistan, Dec. 23, 2007. (Photo courtesy of Charles Sivels, DCMA Pratt and Whitney)

than 3,000 to 8,000 feet as well as the very cold weather conditions that have reached below zero this winter. Another challenge has been catching rotary wings and vehicular convoys to down-range FOBs each week versus being assigned to work at only one FOB throughout my prior six-month tour. It has also been difficult being on deployment for six months straight without having a close connection to my loved one and missing the up-close relationship with my immediate family members. Additionally, it has been challenging sleeping among strangers in an open-bay, bedded B-hut instead of having accommodations with a secured door.

C: What do you miss most about home?

CS: My immediate family members, the quality of life, the freedom to go about anywhere in a civilized society and, of course, my co-workers at DCMA.

C: What is your most memorable experience?

CS: An inspirational letter that was sent to DCMA Public Affairs from U.S. Army Staff Sgt. Matthew Mitzel on Jan. 23, 2008, pertaining to an event that occurred with a military client and DCMA during my first deployment in June 2006. Mitzel's inspirational letter reads:

To Whom It May Concern: I recently Googled my name, and your article appeared, its title is "DCMA Quality

Assurance Specialist and Three-Time Lifesaver.” It’s been a year since I’ve redeployed, and I completely forgot about my encounter with Mr. Sivels. Seeing that article reminded me about that quick conversation. You have to understand that where I come from, a handshake beats a million verbal thank yous. Whoever got my route clearance team that RG-31 [mine-protected vehicle] is forever in my prayers. That vehicle has saved my soldiers’ lives time and time again, and, as for my own, I’ve survived a [rocket-propelled grenade] strike, mine strike and four [improvised explosive device] detonations. I hope my brief handshake justifies the hard work that Mr. Sivels put towards his company’s mission. — Staff Sgt. Matthew Mitzel, RTI Instructor, Combat Engineer Camp, Grafton, North Dakota.

C: How would you describe your overall experience thus far? Would you do it all over again? Why/why not?

CS: Working with different DCMA professionals from various civil military operations or agencies [is very similar] to when I’m back in the U.S. working with team members. Every team member is seen through my eyes as having plenty of energy and pride when it comes to making sure that the contractor continues to provide the military clients with the highest quality operation and maintenance services and incoming products. More importantly, I’m thankful to be part of what is taking place in theater by this current team of military, contractor, Afghani and

“Be prepared mentally, physically and spiritually as you adjust to your new surroundings and what will be expected of you. Contact your loved ones for support and remember that they need the same while you are away.” — Charles Sivels

[Department of Defense] individuals, as well as those in the U.S. making things happen for better tomorrows and years ahead. My plan would be to return for a third deployment whenever DCMA decides to request my services. Additionally, I have two nephews, ages 19 and 20, who went into the U.S. Army, and my goal is to help them and many other young people by providing the best quality oversight over contractors. With that said, my plan is to continue being proactive by stepping forward to steadfastly provide the quality support that the military clients have requested from the DCMA team.

C: What advice do you have for civilians who are thinking about doing a voluntary deployment in the future?

CS: Future DCMA members must be certain to give much thought prior to making the commitment to depart the U.S. to support the warfighter in theater. Start exercising at a local gym before you come to theater and continue to do so upon reaching your assigned work area(s) up to three times or more each week. Show at all times your respectfulness, professionalism and integrity and others will naturally come to know

you by those great characteristics. Respect others and you will get the same in return. Have a very positive attitude when it comes to dealing with military clients, contractors, co-workers and other parties. Be prepared to work long hours and know that six months away from the U.S. is a very long time away from the civilized setting you are coming from. Be prepared mentally, physically and spiritually as you adjust to your new surroundings and what will be expected of you. Contact your loved ones for support and remember that they need the same while you are away. Eat enough food during meal hours and continue to monitor your food intake daily.

C: Do you believe DCMA civilians should voluntarily deploy?

CS: My opinion is that whether to voluntarily deploy or not is an individual decision based on one’s understanding or circumstances of what is going on in [one’s] life. Additionally, DCMA personnel not wanting to deploy can at least say or know that what they are doing is, in fact, in one way or another a support of both the Operation Enduring Freedom and Operation Iraqi Freedom efforts. 

Are we Safe Yet?

By Jim Lark, DCMA Safety and Occupational Health Division

Editor's note: The summer 2007 issue of Communicator introduced the people and key functions of the Defense Contract Management Agency Human Resources Safety and Occupational Health Division. This follow-up article explains one of those functions in detail — program evaluations at DCMA contract management offices.

The protection DCMA's SOH Program affords employees should be consistent agency-wide. Geographic location, product group alignment and local conditions should not essentially affect local program management. CMOs should be in step with one another. The SOH division personnel make every effort to support and promote that consistency.

One of the key tools the division uses is the formal program evaluation. The expectation is that the safety manager of each product group will evaluate the CMOs in the group annually, particularly where a commander or director leads the staff. The regularity in the schedule preserves program consistency across the agency and, as an added benefit, keeps the safety managers personally in touch with local issues and concerns.

Once fundamental areas are covered, the safety manager proceeds to consideration of the local management of 18 discrete elements in the overall safety and occupational health program — for example, the emergency action plan, ergonomics and office safety.

Use of a checklist and a formal set of questions that each safety manager asks during every evaluation ensures program consistency. The entire SOH staff has helped fashion these questions. The evaluating safety manager clears visit dates with the commander or director and with the collateral duty safety advocate well in advance of the evaluation. The Human Resources Labor and Employee Relations Division also invites union officials to take part.

After an opening conference, the safety manager looks first for indications of overall safety awareness. Accompanied by the collateral duty safety advocate, the safety manager hopes to find that the collateral duty safety advocate has a letter of appointment, that the Department of Defense program poster is prominently displayed and that a safety policy statement, as well as safety and health literature, are available and conspicuous.

The next consideration is the local safety committee: who its members are; how often they meet; what



At a contractor facility, the safety manager examines the physical plant, focusing on industrial hazards such as unguarded shafts and belts, speeding forklifts, electrical hazards, stairways and platforms without railings, open containers of flammable liquids and locked exits. (Photo courtesy of iStockphoto.com)

Data meeting the checklist requirements are rated 100 percent.

Data not meeting standards get a rating of less than 100 percent;

how much less depends on circumstances.

they discuss; what actions they take; and how effective they are. Then, training is the next focus. The team examines how well all command members — leadership, supervisors and line employees — are educated for their roles in mishap prevention.

Once fundamental areas are covered, the safety manager proceeds to consideration of the local management of 18 discrete elements in the overall safety and occupational health program — for example, the emergency action plan, ergonomics and office safety.

To evaluate office safety, the safety manager looks for workplace hazards. Most frequently, problems exist near emergency egress areas or in fire prevention, supply storage or electrical safety practices (particularly errant extension cords). The examination also provides the safety manager with an opportunity to meet individual employees and have personal discussions about safety and occupational health. When the CMO is located at a contractor facility, the examination extends to the physical plant. There, a safety manager focuses on industrial hazards that could affect government employees: unguarded shafts and belts, speeding forklifts, electrical hazards, stairways and

platforms without railings, open containers of flammable liquids and locked exits.

The safety manager notes and scores the information collected. Data meeting the checklist requirements are rated 100 percent. Data not meeting standards get a rating of less than 100 percent; how much less depends on circumstances. For example, according to the rating checklists, supervisors are supposed to review the emergency plan with employees when they are hired, when their responsibilities change in relation to the plan and if the plan itself is changed. If supervisors in an office review the plan with new employees and employees who became first responders but failed to do so again following a reorganization, the rating for the item becomes 67 percent. Ratings for complete elements are also averages. Traffic safety, for instance, has seven

components. If six of the items are rated at 100 percent but one is rated zero, the overall rating for traffic safety would be 86 percent. Similarly, there is an overall rating; it is the average of the ratings from the fundamental areas and the discrete program elements. This figure reflects the vigor of the entire safety and occupational health program at a CMO.

The safety manager concludes an evaluation by reviewing the findings and proposing corrective actions. Problems identified in a contractor's facilities are made known to the contract administrator for resolution via contractual means.

Finally, for every evaluation there is a report. The safety manager prepares it as quickly as possible. It goes first to the SOH division chief, Lloyd Roberts, and then on to the commander or director of the CMO evaluated.

If you have questions about this process, contact Roberts at Lloyd.Roberts@dcma.mil. 

The Safety Checklist Ratings

An overall rating of 90 percent to 100 percent means that the program is healthy to robust. Perhaps two of 30 workstations need ergonomic assessment and one of five fire extinguishers requires hydrostatic testing. Essentially, however, safety and health are OK.

An average of 70 percent to 89 percent means that a program is in shape but that it has a few notable deficiencies. Perhaps safety shoes are worn out, or a mishap report is incomplete, or there's a need for new

safety posters and pamphlets. Even so, quick fixes will put all to rights.

But 0 percent to 69 percent is a red flag, a storm warning — the program is in trouble and must be remedied. Root causes may be that there is no collateral duty safety advocate, or there is a CDSA but he or she is way overextended and there is no time for safety or multiple program elements have ratings significantly less than 69 percent. In fact, though, such dire findings are unlikely in DCMA.

Innovative Training Program in Tight Budget Year

By Ann Jensis-Dale, DCMA Public Affairs

Defense Contract Management Agency Syracuse Team Leader Dan Caterisano never thought a fall 2007 *Communicator* article addressing the subject of an austere budget would become a source of inspiration. However, according to Caterisano, the article brought attention to the lack of training funds allocated for fiscal year 2008 and also emphasized the importance of continued training for DCMA employees. Since money is tight, Caterisano developed a local training program to certify new quality assurance representatives in the various commodities they require to perform in their jobs.

“Things have certainly changed since I became a [Defense Contract Administration Services quality assurance representative] in 1987,” said Caterisano. “At the time I joined DCAS, I knew little about how to perform the duties of a quality assurance specialist within the organization and had to start from scratch.”

Caterisano was hired by DCAS as a nonresident quality assurance specialist with 10 years of specialized experience in ammunition at various Defense Logistics Agency activities. He had no experience working with government contracts or suppliers. “I was required to take all the DCAS commodity certification training in DLA manual *DLAM 8220.4, Quality Assurance Technical Development Program* to become certified to accept product. My supervisor at the time assured me that the training would teach me everything I needed to know, and he was right!” Caterisano said.

The quality assurance technical development program offered in 1988 was very impressive, according to Caterisano. He was certified in both mechanical and electronic commodities within eight months of being hired. A large staff was dedicated to the program, which provided both initial and refresher training for 10,000 quality assurance personnel. “The classroom training was excellent, and I was able to meet other new hires while taking these courses. I also learned a great deal on the job,” said Caterisano.



From left: Dan Caterisano, DCMA Syracuse team leader, reviews some training material with Kirk Allen, DCMA Syracuse quality assurance specialist. (DCMA staff photo)

n Certifies new QARs

The need for a training program became apparent when Caterisano hired Kirk Allen as a quality assurance specialist in August 2007 to fill a critical position at a bearing manufacturer. The Quality Assurance Technical Development Program is no longer available to DCMA employees; it was suspended in December 2006 with plans for a new program to replace it by December 2007. The new program has experienced delays and remains under development. Defense Acquisition Workforce Improvement Act courses are available, but specialized quality assurance commodity classroom training is no longer available. As a result, “I was concerned that Kirk was not going to get the necessary training to be successful in the quality assurance function,” said Caterisano. “The only available option was to develop on-the-job training and equivalency packages. Even though I had to deal with staffing issues and a lack of experience at my [contract management office] in this type of program, I thought, ‘I’ll give it a shot.’”

Caterisano developed training criteria for the course, performed the training and testing and submitted the equivalency package to DCMA Headquarters for “Calibration Course – S07”

in December 2007 and received approval. “Developing an equivalency package is very time consuming,” he noted. “We are not only providing training and on-the-job training but also documenting the effort and preparing and administering the test.”

Once Caterisano and Allen completed “Calibration Course – S07,” they decided to involve fellow DCMA Syracuse Quality Assurance Specialists Dave Haist and Kara Koziol-Bennett to assist in developing additional commodity certification courses. Haist is developing “Specifications and Standards – S60,” and Koziol-Bennett is working on “Measuring Techniques – S06.” The S06 course has been completed recently, and the S60 course is in progress as of April 2008. “I believe this is a great way to develop future leaders within our organization and get the most out of our limited labor resources,” said Caterisano. “It also serves as an opportunity for some of our [veteran] employees to get involved with our new employees and build relationships with them.”

Training funds may continue to be tight for 2008, but Caterisano believes DCMA can find innovative ways to ensure employees receive required training. “I hope my

experience can help other CMOs realize that alternatives exist to train new employees. I found it very gratifying to be involved again in more detail with the [quality assurance] commodity requirement,” said Caterisano. 

Summary of Equivalency Training for “Calibration Course – S07”

- One-on-one training to review International Standards Organization, American National Standards Institute and military calibration specifications
- On-the-job training in review of supplier calibration procedures and use of calibrated equipment
- Trainee observation and instruction in a calibration process review performed by a certified quality assurance representative
- Trainee performs on-the-job training assignment for calibration process review at two additional suppliers under supervision of certified quality assurance representative
- Final written examination developed and administered to trainee
- Entire effort is documented and submitted with DCMA Quality Assurance Technical Development Program Equivalency Request Form. Documentation includes a detailed summary of training and amount of time spent for each phase plus documentation of process reviews performed and a copy of the scored final examination.



Strategic Partnership Grants DCMA Combat Vehicles – Detroit Special Functions for *Stryker* Contract

By Michelle Zucchetto, Calvin Hagen and Fred Nelson, DCMA Combat Vehicles – Detroit

Defense Contract Management Agency Combat Vehicles – Detroit signed an updated memorandum of agreement with the *Stryker* Brigade Combat Team Project Management Office in late 2007, on the grounds of the U.S. Army Tank-automotive and Armaments Command Life Cycle Management Command in Warren, Mich.

This strategic partnership is designed to allow DCMA Combat Vehicles – Detroit to provide special contract administration and program management functions at supplier locations supporting the SBCT PMO via the authority delegated by the government oversight clauses in the *Stryker* contracts. The memorandum of agreement represents the entire DCMA enterprise support commitment to this customer.

The Army awarded a \$3.7 billion requirements contract for what is now the *Stryker* family of medium-weight vehicles in November 2000. The project was a joint venture between prime contractors General Motors Defense and General Dynamics Land Systems. Although GDLS subsequently purchased GMD, the joint venture continues with GDLS as the prime contractor.

Currently, the contract is worth more than \$7.27 billion. The customer is negotiating with the contractor for a follow-on requirements contract, which could be for an additional 4,050 vehicles at a cost of \$9.4 billion.

Stryker is a family of 10 eight-wheel drive combat vehicles that can travel at speeds up to 62 mph on highways, with a range of 312 miles. Each vehicle operates with the latest command, control, communications, computers, intelligence, surveillance and reconnaissance equipment as well as detectors for nuclear, biological and chemical weapons. *Stryker* vehicle configurations include the nuclear, chemical and biological reconnaissance vehicle; anti-tank guided missile, reconnaissance and medical evacuation vehicles; and carriers for mortars, engineer squads, infantry squads, command groups and fire support teams. The mobile gun system, a separate variant, is armed with a GDLS 105 mm tank cannon in a low-profile, fully stabilized, “shoot on the move” turret. It carries 18 rounds of NATO standard 105 mm main gun ammunition; 400 rounds of .50 caliber ammunition; and 3,400 rounds of 7.62 mm ammunition.

Soldiers from the 4th Squad, 2nd *Stryker* Brigade Combat Team, Fort Lewis, Wash., were at the forefront

of the latest major offensive Jan. 8, 2008. They went up against one of the largest known redoubts of al-Qaida in Iraq. For the past five years, *Stryker* brigades have been the weapon system of choice for the U.S. Army in Iraq to combat urban insurgency. Because of their flexibility and extensive training, *Stryker* brigades have served in most of the major campaigns throughout most of the theater of operations.

A newly formed *Stryker* brigade from Schofield Barracks, Hawaii, is currently in place at Camp Taji in Iraq. The official mission turnover was scheduled for Jan. 15, 2008. The Hawaii Brigade took over the mission from the 1st *Stryker* Brigade Combat Team, “Ironhorse,” out of Fort Hood, Texas. **C**



From left: Army Col. Robert Schumitz, *Stryker* Brigade Combat Team; Garlin Gilchrist, DCMA Combat Vehicles – Detroit; and Army Col. Dion King, DCMA Combat Vehicles – Detroit, sign a strategic partnership document. (Photo by Michelle Zucchetto)

DCMA Redefines MTV for a New Generation

By Paul Lubowitz, Ronald Souto and Jeffrey Seltzer, DCMA Orlando

When most people think of MTV, they think of rock 'n' roll music videos. For Protective Products International in Sunrise, Fla., MTV stands for Modular Tactical Vest. In 2007, the U.S. Marine Corps in Quantico, Va., was looking for a new vest to protect warfighters overseas. After testing many submissions, PPI was awarded a contract to supply 60,000 vests



PPI was awarded a contract to supply the Marines with 60,000 Modular Tactical Vests, like the one pictured above.

PPI was awarded a contract to supply 60,000 vests to the Marines.

PPI achieved performance completion within budget, pre-delivery date and to the satisfaction of the Marines, Defense Contract Management Agency Orlando and the warfighters.

to the Marines. PPI achieved performance completion within budget, pre-delivery date and to the satisfaction of the Marines, Defense Contract Management Agency Orlando and the warfighters.

During the performance of this contract, PPI successfully supported any requests that came its way. PPI promptly implemented many technical changes that the Marines suggested during the performance period. The greatest request fulfillment came when PPI expedited 17,000 vests to the Marines to support the warfighters overseas.

PPI's efforts did not go unnoticed. David M. Fitzgerald, Marine Corps program manager, Infantry Division, presented PPI with a commendation in recognition of stellar performance. Fitzgerald's commendation stated, "PPI has shown superior professional excellence in delivering an outstanding level of quality

products and services. ... PPI's support has provided an invaluable contribution to our team's efforts and has made a positive difference in the support of the Marines and sailors engaged in the global war on terrorism in Iraq and Afghanistan. Along with having a direct impact on the lives of many Marines and sailors, PPI's dedication toward MTV reflects great credit upon the company and is in keeping with the highest industry standards."

DCMA Orlando's South Florida team worked closely with PPI to assure it achieved superior performance. During a recent PPI visit by Ronald Souto, the team met with PPI President Steve Giordanella, who expressed his sincere appreciation to DCMA Orlando for all of its support and assistance on this contract. PPI and DCMA look forward to working together on future contracts so they can better support the warfighters. **C**



CRC, UDC Provide DCMA Employees

By Mark Woodbury, DCMA Public Affairs

An old adage reads, “You’re only as good as the tools you have to do the job with,” while another, more modern adage reads, “Knowing is half the battle.”

There are two sources Defense Contract Management Agency employees use to get the basic tools and knowledge needed before deploying overseas: the Continental United States Replacement Center — or CRC — at Fort Benning, Ga., and the Unit Deployment Center — UDC — in Winchester, Va.

CRC

The CRC is located in the Harmony Church area within Fort Benning. By design, the CRC is located several miles away from main post to allow deployees access to amenities without being in the middle of the hectic working environment often found around main post.

The CRC consists of one single-story building, a battalion headquarters building, five company buildings, a dining

facility, a gym, a dayroom and eight living facilities. Each living facility has two wings. Each wing has 11 rooms with a commonly shared latrine area. Nine of these rooms are four-person rooms. The other two rooms are two-person rooms generally reserved for high-ranking military and civilian members. Within each living facility wing, there are washers and dryers for personal use.

To help deployees pass any downtime, the dayroom has large-screen televisions and other entertainment avenues. The dayroom is also equipped with a telephone room and a computer room with Internet access.

For any last-minute personal items needed while at the CRC, a post bus runs from the facility to the Post Exchange. However, bringing and buying only what one truly needs

is one piece of advice CRC offers. “Pack as light as you can for the trip — you will be issued a lot to carry — bring a phone card to call home with and come prepared for a varied schedule,” says Les Berry, DCMA Space and Missile Systems Division quality assurance representative.

Schedule

With approximately 192,000 people going through the center yearly, the CRC’s leadership has made it a point to do everything they can to make sure deployees are able to accomplish pre-deployment requirements within their allowable schedule.

Although the schedule can — and does — change, a basic weekly schedule for a deployee at the CRC looks similar to the one at right:

(Right) A typical weekly schedule for a deployee at the Continental U.S. Replacement Center.

“Pack as light as you can for the trip — you will be issued a lot to carry — bring a phone card to call home with and come prepared for a varied schedule.” — Les Berry

“Come with the mindset of being a part of a team and come with the ability to follow basic instructions.” — Maj. Rufino Herrera

Deployment Tools, Knowledge

Schedule

Day

Saturday (day 1)

Event

In-processing
Computer lab*
Medical/dental screening

Sunday (day 2)

In-processing
Clothing and equipment issue
Isolated Personnel Report and Personal Emergency Response
System recovery training video
Command brief
Computer lab*

Monday and Tuesday (days 3 and 4)

Medical processing
Dental processing
Computer lab*
Isolated Personnel Report card issue
Clothing and equipment issue

Wednesday (day 5)

Rules of engagement briefing
Fraternization briefing
Use-of-force briefing
Law of land warfare briefing
Unexploded ordnance training

Thursday (day 6)

Safety briefing
M-16 rifle and 9 mm pistol familiarization
Smallpox shots

Friday (day 7)

Smallpox shots
Flight operations

* *Computer lab training consists of completing the following courses:*

- "Anti-terrorism — Force Protection Level 1"
- "Subversion and Espionage Directed Against the Army"
- Sexual harassment awareness
- Cultural awareness
- Combat stress and suicide prevention
- Military values and general orders
- Law of the land warfare and Geneva Convention
- Trafficking in persons
- Hot and cold weather injury prevention
- Code of Conduct and Uniform Code of Military Justice
- Operational security
- Fraternalization policy
- Collection and reporting intelligence information
- Warrior ethos and the soldier's creed



Betty Cruz, DCMA Aircraft Integrated Maintenance Operations Kelly, tries on a pair of gloves while going through the issuing line at the Unit Deployment Center in Winchester, Va., Jan. 14.

There is a lot of information thrown at deployees in a short amount of time. “The water hose effect is definitely in play,” said Army Lt. Col. Quenton Rashid, DCMA Lockheed Martin Dallas commander and recent CRC deployee. “Even though it may be difficult, come prepared to absorb as much information as you can. Your life may depend on what you remember.”

According to Army Maj. Rufino Herrera, CRC operations officer, the best advice he could give someone going through the CRC is twofold: “Come with the mindset of being a part of a team and come with the ability to follow basic instructions.” He said if deployees come with these two traits, they will have an enjoyable CRC experience.

Coming to the CRC with the right frame of mind, according to Berry, who recently processed through the CRC, can impact a deployee’s entire deployment experience. “Your mindset as you begin your deployment at the CRC will set the

stage for your entire deployment,” said Berry. “Nothing is consistent with contingency contracting, and a person has to be prepared to accept redirection and change with the right attitude or else the deployment will serve as nothing more than a source of constant frustration.” Berry also suggests bringing a good book to read during the “hurry up to wait” downtimes joked about within any military process.

Detailed information about the CRC, process schedules and all required paperwork needed to process through the center can be accessed at <https://www.infantry.army.mil/CRC>.

UDC

When DCMA’s Contingency Contract Administration Services mission was expanded to oversee Army contracts, the agency needed an additional avenue to equip its people and place them into theater quickly. The agency found a solution to the situation in the UDC in Winchester, Va.

A much smaller operation in size than the CRC, processing approximately 650 deployees each year, the UDC’s primary role is to get Army Corps of Engineer deployees into theater quickly. Unlike the CRC, however, the UDC, with its smaller operating numbers, was able to process DCMA employees during the agency’s initial push of putting people in theater to support the CCAS contracts.

The UDC process and scheduling is similar to the CRC in most ways except that deployees going through the UDC are required to submit all paperwork before arriving. This shortens the time spent at the UDC and eliminates potential delays due to incorrect or insufficient medical/dental checks.

Detailed information about the UDC, process schedules and a list of required paperwork can be accessed at <http://www.tac.usace.army.mil/deploymentcenter/deploy.asp>. 

Tips for Success

Tips for a successful CRC or UDC experience from DCMA employees who have been there, done that:

- Pack light — the CRC and UDC will give you plenty of other things you will have to carry in addition to what deployees bring
- Follow directions
- Be flexible to change — like most things in life, change is the only constant
- Wear comfortable shoes
- Bring a phone card with you
- Have some cash on hand for necessary last-minute items
- Double-check that all paperwork is finished and completed before arriving — this may save you having to stay any longer at the CRC than planned
- Keep all important documents on your person — it’s easier to carry what you don’t need than it is to get what you don’t have.

A Voice for Sheila

By Ann Jensis-Dale, DCMA Public Affairs

“If you want others to be happy, practice compassion. If you want to be happy, practice compassion.” — Dalai Lama

On a trip to visit family in the Philippines in May 2005, Richard Pianko, DCMA Hartford property administrator, helped provide the gift of life to a young girl who suffered a form of eye cancer. Pianko and his wife, Evelyn, often receive requests to help the poor citizens in remote areas of the Philippines.

According to Pianko, the average salary of a Philippine government worker is \$200 a month before taxes and benefit deductions. Government doctors' salaries are between \$300 and \$800, depending on rank and length of service. Poor citizens can earn as little as \$200 a month or less, depending on their jobs and extended family support. The source of income for the indigent is primarily based on crops they raise on small plots of land,



An ophthalmologist examines a patient's eye after surgery. (Photo courtesy of iStockphoto.com)

crops that are sometimes destroyed by rainstorms and typhoons.

“In the Philippine culture, the community is thought of as an extended family, even though there is no direct blood or DNA relations,” said Pianko. “The culture is based on interdependence, with each citizen relying on the kindness of his neighbor to assist him in time of need.”

During their visit to the Philippines, Pianko and his wife received a request from local citizens to help some poor residents in Cauayan, North Luzon, a remote area a 12-hour drive from Manila known for communist rebel operations. “Aside from the dangers we faced traveling to this area, we both felt it was more important to help the needy. Besides — our brave U.S. troops face this type of danger in every normal workday,” said Pianko.

The Piankos traveled to this area to help an elderly woman. Unfortunately, by the time the Piankos arrived, the elderly woman was dead. While being told of the

“The culture is based on interdependence, with each citizen relying on the kindness of his neighbor to assist him in time of need.” — Richard Pianko

“I paid for the special tests, transportation, living costs and food for this effort. I also developed many relationships with family members, extended family members and local friends. Everyone helped in any way they could.” — Richard Pianko

woman’s death, something caught Pianko’s attention. “I thought it was some kind of small animal scurrying around and hiding under a bamboo straw ‘Nipa’ hut,” said Pianko. It turned out to be a nine-year-old girl named Sheila, who had received no medical treatment over the years for what was later found to be a frequently fatal form of eye cancer. “She was hiding from the world because of a large golf-ball-size tumor protruding from her left eye socket. It was at that moment I had my translators inform Sheila’s relatives that I would find a way to obtain the medical treatment to resolve her

current condition. I was going to be the voice for Sheila.”

The residents of the remote areas of the Philippines have no access to medical care, whether preventative or urgent. “Many times the local people’s only hope for assistance for a sick family member is a friendly foreigner passing through willing to lend a hand,” said Pianko. “There is no procedure to provide medical care for the poor in the Philippines. I learned that fact firsthand, when trying to help Sheila.”

Pianko reported Sheila’s case to the Philippine government, which provided only a site visit from its

social services department. Pianko decided that if he wanted to help Sheila, he had to create a solution and provide for the medical care she urgently needed. Upon returning to the United States, he began researching several medical charities that provide services for the eyes. “I just kept sending e-mails, telling them Sheila’s story and her situation, asking for help,” said Pianko. One day, he received a letter from Surgical Eye Expeditions International, Inc., a charity group located in California. SEE provided him with the names of two Filipino doctors who had previously assisted poor Filipinos with eye problems.

“I e-mailed and called Drs. Asilo and Sison to ask for their help. Dr. Asilo was kind enough to travel to visit Sheila and offer an evaluation and referred her to Dr. Sison in Manila,” said Pianko. Through his new contacts, Pianko learned that the Philippine General Hospital in Manila performs free surgery on indigent patients with a referral from a doctor. Though the surgery would be free, all related testing, hospitalization, food, housing and logistical support for the patient had to be paid out-of-pocket. These costs amounted to \$2,000 — an amount equal to two years’ salary for Sheila’s family. “I paid for the special tests, transportation, living costs and food for this effort. I also developed many relationships with family members, extended family members and local friends. Everyone helped in any way they could,” said Pianko.

Nothing could have prepared Pianko for the logistical problems



Sheila Balog after her February 2006 eye cancer surgery operation at Philippine General Hospital in Manila. (Photo taken by Richard Pianko, DCMA Hartford)

in the months preceding Sheila's surgery. The road to her operation began in late 2005. Sheila and her family had never ventured outside their isolated farming community nor did they speak English or Tagalog. They speak one of many native tribal dialects almost unknown to the outside world.

The language barrier, along with the non-availability of cell phones, made regular communication with Sheila difficult. To overcome the problem, a system of "runners" consisting of family and friends got the information to Sheila's family. Pianko explained how this system worked. "I would receive information from the doctors via telephone or e-mail here in the U.S. Then I would send that information to my brother-in-law via e-mail and cell phone. He would call his father and my father-in-law, who live in the northern region near Sheila and who also spoke the dialect that Sheila and her family would understand. Next step was to contact runners from my father-in-law's town to relay messages to Sheila's family. This back and forth proved to be very frustrating," said Pianko.



Richard Pianko, right, DCMA Hartford property administrator, and Mayor Duarte, left, of Davao City, Mindanao, Philippines during a May 2007 meeting to arrange hosting of American medical missionaries who desire to visit Davao City and perform charity work at a local church. (Photo courtesy of Richard Pianko, DCMA Hartford)

Once messages were received and confirmed, travel to Manila for doctors' appointments could be arranged for Sheila. This was also a very difficult task. "The trips back and forth from Sheila's farm community to Manila sometimes took more than 12 hours ... [over] terrain that is very rough with high mountain passes and not many paved roads, but the scenery was beautiful and spectacular," said Pianko. "There were times during rainstorms and typhoons that the

runners had to paddle across rivers, since the bridges and roads were impassable, to get the messages to Sheila's family."

Although the logistics, terrain and language were all challenges, Pianko and his family were never deterred from trying to get Sheila the medical care she required. Finally, in February 2006, Sheila was operated on at the Philippine General Hospital and cured of her eye cancer. "I am amazed at the amount of generosity, human dignity and compassion many doctors had during this process," said Pianko.

Pianko visited Sheila in May 2007 and is very happy to report she is living a healthy, normal life. "We gave her a voice; she no longer has to hide from the world." **C**

I would receive information from the doctors via telephone or e-mail here in the U.S. Then I would send that information to my brother-in-law via e-mail and cell phone. He would call his father and my father-in-law, who live in the northern region near Sheila and who also spoke the dialect that Sheila and her family would understand. Next step was to contact runners from my father-in-law's town to relay messages to Sheila's family.

— Richard Pianko

The Heart of DCMA

By Tonya Guy-Green, DCMA Dayton

It's my opinion that the men and women of the Defense Contract Management Agency are just as dedicated to the well-being of one another as they are to our country's warfighters. In early 2007, I applied for the Tomorrow's Leaders Initiative program. The following is an excerpt from my application:

I can recall attending a [contract management office] Christmas party hosted by the Special Activities Committee during my first year with DCMA. One of the activities that SAC planned was a game — similar to Family Feud — in which each table was given a list of questions to answer to see how many others answered the same. I specifically remember one question, “What is the best part of working for DCMA?” With a hint of sarcasm, my initial answer was, “The pay.” However, those that had been with DCMA longer convinced me that the people topped the list of reasons to work for DCMA. It's a couple of years later and now I can now say with conviction, “I get it.” There are many individuals within DCMA that I have come to view as my extended family. There is an overall sincere concern for one another's well-being, both personal and professional, that one rarely experiences in the workplace. With that comes a great sense of loyalty and obligation.

“There are many individuals within DCMA that I have come to view as my extended family. There is an overall sincere concern for one another's well-being, both personal and professional, that one rarely experiences in the workplace. With that comes a great sense of loyalty and obligation.” — Tonya Guy-Green

These words ring more true to me now than ever before, because I have been a recipient of the overwhelming and genuine concern that the people of DCMA have for one another. In May 2007, I had a brain tumor removed,

which left me with some paralysis and bound to a wheelchair. I spent a total of five months in three different medical facilities. Not a day passed in that five months that I didn't receive cards, flowers, visits or telephone calls from members



Front row, from left: Norm Horn, DCMA Dayton, Tonya Guy-Green, DCMA Dayton, Ron Johnson, DCMA Dayton, and Bill Slusser, DCMA Dayton; back row, from left: Jay Damron, DCMA Small Business Programs, Stephen Lisy, DCMA Dayton, Terry Howard, DCMA Information Technology Customer Service Organization, Deacon Charles Henry, Omega Baptist Church, Deneen Oldham, DCMA Dayton, Ken Pegues, DCMA Dayton, and Deacon Robert Buycks, Omega Baptist Church.



From left: Ron Johnson, DCMA Dayton, Jay Damron, DCMA Small Business Programs, and Ken Pegues, DCMA Dayton, screw the ramp frame together.



The completed ramp, built by DCMA Dayton employees.

of DCMA. I even received messages from people whom I did not know but who had heard about my situation. I also received more than 400 hours of donated leave from the men and women of DCMA.

The people of DCMA Dayton, Ohio, were there for my family as well. One sat with my family through my 10-hour surgery, another made sure my seven-year-old son maintained as much normalcy in his life as possible by taking him to judo practice twice a week and shopping for summer clothes, and another

took him bike riding and book shopping. Others were more than willing to drive me 30 miles away for necessary appointments. These are just a few examples of individual acts of kindness shown to me and my family.

The people of DCMA also made financial donations to build a ramp so I could get safely into and out of my home once discharged from the medical facility. They didn't stop there, though. Another employee got his Boy Scout troop involved. They held a car wash, and

all funds collected went toward supplies needed for building the ramp. Within one week of my return home, a large group of DCMA Dayton members came to my house to build the ramp. It was such a joy to see so many people come together and work hard for my benefit. That ramp immediately gave me a sense of physical and mental freedom.

It has been seven months, and I am still receiving visits, calls, cards, flowers, fruit baskets and get well wishes. Never in my life will I forget this experience and the ways in which my DCMA family supported me and my family. I feel so honored and blessed to work with such genuinely kind people. Thanks so much to each and every one of you. 

“It has been seven months, and I am still receiving visits, calls, cards, flowers, fruit baskets and get well wishes. Never in my life will I forget this experience and the ways in which my DCMA family supported me and my family.” — Tonya Guy-Green

Fitness Sp



If you asked Jim Quenneville three years ago to describe his fitness regimen, he'd expound on his activities officiating at various youth sporting events. Now, Quenneville, a quality assurance specialist at Defense Contract Management Agency Hartford, would tell you how he runs marathons and competes in triathlons. Shawn Nickle, agency wellness/fitness coordinator, interviewed Quenneville about how he came to redefine his health and fitness goals.

Shawn Nickle: How old are you?

Jim Quenneville: Forty-seven.

SN: What is your exercise/fitness background? When did you begin exercising regularly? Did you participate in any sports or other fitness-related competitions growing up, etc.?

JQ: Growing up, I tried to participate in all kinds of sports. However, I was limited due to operations to correct problems with my feet. I enjoyed sports but wasn't very good at them. In order to stay in the game, I became an official, starting out at the youth level. I now



Jim Quenneville, quality assurance specialist and fitness enthusiast, at his workstation at DCMA Hartford. (DCMA staff photo)

Spotlight on Jim Quenneville

By Shawn Nickle, DCMA Headquarters

“Since beginning my fitness program, I have lost 35 pounds and lowered my cholesterol by 140 points.” — Jim Quenneville

umpire
high school
baseball and referee high
school and college football.

I always thought I kept in decent shape by officiating and so wasn't putting much emphasis on a fitness program. Then it happened in 2005 — that awful pain and a trip to the ER, which confirmed kidney stones. Also, my doctor told me my weight and cholesterol were extremely high. Between my doctor's advice and the encouragement of my wife and kids, I decided to do something about it. I started to pay attention to what I ate and joined the local health center. I do my best to keep to an exercise schedule. My efforts have had a tremendous impact on my overall health and fitness.

SN: What are some of your fitness-related hobbies — sports, competitions, teaching fitness classes, going to the gym, etc.?

JQ: Besides officiating, I compete in local sprint triathlons and 10 km road races.

SN: What are some fitness-related accomplishments and achievements — sporting event championships, placing in fitness competitions, losing significant amounts of weight, lowering your cholesterol/blood pressure/blood sugar, etc.?

JQ: Since beginning my fitness program, I have lost 35 pounds and lowered my cholesterol by 140 points. As a football official this past season, I refereed a game that determined a league championship and automatic berth in the National Collegiate Athletic Association Division 3 playoffs.

SN: Describe your personal fitness program.

JQ: My frequency varies from four to six training sessions per week; I usually vary the combinations of resistance and repetitions. A session for me lasts about one hour, alternating my sessions from cardiovascular/aerobic to muscle/

strength and flexibility. It starts with calisthenics and stretching. Then I'll either work out in the gym, outdoors or in the health center pool.

Family and job responsibilities are my biggest obstacles to maintaining a consistent exercise program. I overcome these obstacles by waking up very early and doing my fitness program for that day. My advice to someone just beginning a regular fitness program is simple: establish a fitness program and progress accordingly. Feel good about yourself, what you're doing and why you're doing it. 



Shawn Nickle, DCMA wellness/fitness coordinator at his work station at DCMA Headquarters in Alexandria, Va. (Photo by Carolina Woods, BRTRC)

DCMA Employee Recognizes Different Kind of Home Front Hero

By Dianne Ryder, Editor in Chief

David Wilson, Defense Contract Management Agency Bell Helicopter Textron industrial specialist, has deployed three times — DCMA Central Iraq, DCMA Southern Iraq and DCMA Afghanistan, his current deployment. Some DCMA employees have had multiple deployments and related their various experiences to our readers, but Wilson speaks with admiration

about a “home front hero.” Wilson’s co-worker, Industrial Specialist Luther Stanton, took over Wilson’s duties while he’s serving in Afghanistan.

“I knew I could count on Luther Stanton because he had covered for me earlier in my career when I took a mid-level development training opportunity in 2000-2001, and he covered for me for much of the entire time I was in the

program,” said Wilson. “When this opportunity for me came up, I asked Luther for his support, and he did not hesitate to give it.”

Wilson’s primary reason for deploying echoes that of many other DCMA civilians we’ve interviewed: “... to be on the front line supporting our customers, the men and women in uniform; this is DCMA’s key mission.” Many of the challenges were also the same — leaving the comforts of home and living in austere quarters, traveling in often hostile environments and communicating with loved ones intermittently. Wilson, however, knew he wouldn’t have to worry

“I knew I could count on Luther Stanton because he had covered for me earlier in my career when I took a mid-level development training opportunity.” — David Wilson



David Wilson, DCMA Bell Helicopter Textron industrial specialist, is currently deployed to DCMA Afghanistan. He is grateful to his colleague Luther Stanton for picking up his workload while he’s deployed. (Photo by Mike King, DCMA Atlanta)



The pilot and copilot of a Bell Helicopter Textron OH-58D *Kiowa Warrior* helicopter from the 25th Combat Aviation Brigade perform a training exercise in preparation for an upcoming deployment to Iraq. (U.S. Army photo by Pfc. Durwood Blackmon)



Luther Stanton next to an OH-58D helicopter at DCMA Bell Helicopter Textron, Fort Worth, Texas. (Photo submitted by Ty A. Helton)

about who would handle his workload while he was away.

“It would have been unappealing, if not undoable, for me to volunteer on a contingency contracting administration support mission had it not been for Luther being in a position to cover for me,” Wilson said. “Knowing that I could come back stateside to my regular duty station and have my work all caught up because Luther would see to it that my customer’s needs and expectations had been fulfilled during my absence gave me peace of mind.”

Wilson went on to extol Stanton’s assets, stating, “He knows the business and has a university degree in industrial technology, which is an exceptional credential for the industrial specialist function. It was a clear decision [to have him take over] based on his credentials as well as our exceptional working relationship.”

Stanton, a Vietnam veteran, had more than 10 years of private industry experience in the industrial

specialist field and was hired by the local Air Force Plant Representative Office in 1983 as a GS-11 industrial specialist. After several years with the AFPRO, one of several precursor organizations to what is now DCMA, Stanton moved to his native North Texas to be close to his family. He has been at DCMA Bell Helicopter since 2001.

Wilson said there was no need to keep in constant contact with Stanton during the deployment. “Luther and I communicated at a minimum weekly, more in an effort to keep me apprised of events. He also inquired about my family and voluntarily touched base with my family members to ensure they were taken care of,” said Wilson.

When asked how seamless the transition was and whether he

would deploy again, Wilson affirmed, “Even in a perfect world, the transition is a challenge, as you are returning from a very fast-paced and volatile environment. But having people you can trust to keep an eye on details makes deploying bearable. I sincerely hope my third deployment is not my final one.”

Wilson said that in his 48 years of life, being able to deploy is the highlight. “There is no other environment where we are able to interact with numerous cultures from numerous nations and work together to achieve a common purpose,” he said. “Although I am apart from my family, I wouldn’t trade it for any experience. I also believe it is a good example for my 14-year-old son.” 

“Luther and I communicated at a minimum weekly, more in an effort to keep me apprised of events. He also inquired about my family and voluntarily touched base with my family members to ensure they were taken care of.” — David Wilson

New England Warrior Extension

By Ann Jensis-Dale, DCMA Public Affairs

The saying, “Once a Marine, always a Marine” certainly applies to Dwight Nelson, a program integrator for turbo shaft engines at Defense Contract Management Agency

General Electric Lynn, Mass. He is cofounder of New England Warrior, a new non-profit group helping Massachusetts Marines in need.

Nelson and his son, Marine Staff Sgt. Matthew R. Nelson, conceived the idea for the organization at a neighborhood pub before Matthew’s deployment to Iraq in 2006 with the 1st Battalion, 25th Marine Regiment. “We wanted a way to provide some comfort items — like waterproof cases, reading material and magazines,” said Nelson. Nelson is quick to point out that the Marine Corps also was conceived in a pub in 1775 — Philadelphia’s Tun Tavern.

What began as a small gesture of appreciation for the Marines of Matthew’s unit grew to helping other Massachusetts Marines in need. Family and friends spread

“This is a small way to recognize the service and sacrifice of the troops, families and friends. We need to help and show our appreciation for what they do. — Dwight Nelson

the word of the group’s efforts. “You know those Marine [spouses], they’ll just pitch in and help in any way,” said Nelson. When Nelson’s son returned from Iraq, he informed his father that the troops really appreciated the packages and the effort should continue. Nelson began fundraising for the cause. “We held meat raffles, spaghetti suppers, and we are currently working on getting a Hummer to raffle off,” said Nelson.

Last December, Marine Lance Cpl. Alex F. Briere and his extended family lost nearly everything when fire destroyed their Marshfield, Mass., home. Although the family had insurance, it did not cover their losses. “What a terrible thing to happen right before the holidays. Our hearts went out to Lance Cpl. Briere and his family. We really needed to do

something, anything, to help them out,” Nelson said. Nelson and the organization raised contributions totaling \$5,795 to assist the Briere family. But they did not stop there and continued working with other support organizations in assisting the family. “Word spread throughout the Marine community and funds started coming in,” said Nelson. “We received a check for \$5,000 from the organization Freedom is not Free and another check for \$10,000 from the Marine Corps Law Enforcement Foundation.” Nelson also received funds from the Jeff Coombs Memorial Foundation begun by the family of Jeff Coombs, a passenger aboard a commercial airliner crashed by terrorists Sept. 11, 2001. The total amount donated to the Briere family as a result of Nelson’s efforts is more than \$21,000.

“We wanted a way to provide some comfort items — like waterproof cases, reading material and magazines.

— Dwight Nelson

Matthew Nelson’s friend, Marine Staff Sgt. Billy Callahan, was killed in Iraq in 2007. Callahan left behind a wife and a son whom he never met as he was born while Callahan

ds a Helping Hand



Marine Lance Cpl. Alex F. Briere, second from left, receives a check from Dwight Nelson, second from right, of the New England Warrior organization on behalf of the Marine Corps Law Enforcement Foundation Dec. 22, 2007. Also pictured are Marine Cpl. Adam S. Briere, far right, Alex's twin brother, and Peter Fleming, left, the Brieres' uncle. Donations were made to the Briere family from many patriotic organizations and individuals after the family home was destroyed in a fire on Dec. 11, 2007. (Photo courtesy of New England Warrior)

was deployed. New England Warrior raised \$2,500 for the Marine's wife, Amy, and his child. "Eleven of my son's friends died in Iraq. Most of the deaths were by [improvised explosive devices], roadside bombs. I went to four funerals," said Nelson.

Nelson is working to establish New England Warrior as a tax-exempt corporation and has many ideas for future fund-raising efforts. "This is a small way to recognize the service and sacrifice of the troops, families and friends. We need to help and show our

"We could not operate without the support of friends, family and fellow Marines and are extremely thankful to those who care. ... I really feel we need to see what we can do and try to go above and beyond. — Dwight Nelson

Profile – Dwight Nelson

Dwight Nelson has been employed with the Defense Contract Management Agency for 19 years. His first position was with the former Naval Plant Representative Office Sikorsky, which, through realignments, became Defense Plant Representative Office Sikorsky under DCMA. In 1994, Nelson transferred to a position at DCMA General Electric Lynn, Mass.

Nelson's Marine service began in 1971. He served more than 10 years as a helicopter crew chief for CH-46 *Sea Knight* helicopters, including two Western Pacific deployments, and as a VH-3D *Sea King* crew chief in Presidential Helicopter Squadron One, supporting the White House.

appreciation for what they do," said Nelson. "We could not operate without the support of friends, family and fellow Marines and are extremely thankful to those who care. I guess I have a strong sense of public service. I really feel we need to see what we can do and try to go above and beyond." **C**



(U.S. Marine Corps photo)



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