

## About the Awardees

### U.S. Army Col. Frank Steinbugl 2010 USD(AT&L) Workforce Achievement Award Contract Auditing

Steinbugl was DCMA's senior leader in Iraq in May 2009 and immediately faced the task of balancing contract support for the daily sustainment of more than 250,000 military and civilian personnel while planning and executing the largest drawdown of military forces since World War II.

He ensured 75,000 facilities in Iraq were free of electrical hazards and significantly improved contractor performance from failing to exceeding standards in fire/emergency services. He ensured the Logistics Civil Augmentation Program contractor revamped its quality assurance program and validated it could deliver high-quality products and services.

He increased the number and intensity of audits in key services and demanded hundreds of corrective action plans. These resulted in 200 percent more instances of major nonconformance than previously found, further resulting in a 300 percent reduction in initially reported major contractual nonconformances. He improved contracting officer representative fill rates from 60 percent to 95 percent, greatly reducing the potential for fraud, waste and abuse.

He partnered with the Defense Contract Audit Agency in Iraq to assist in assuring contractor business systems were sound, acceptable and accurate. Dozens of assisted audits resulted in significant recommendations and improvements to contractor business practices, saving millions in questionable costs and re-performance. He also collaborated with Defense Logistics Agency officers in Iraq to develop solutions to remove scrap property expeditiously from bases lacking Defense Reutilization Management System capability, saving hundreds of thousands of dollars.

# Agency Employees Claim Two of Eight Individual 2010 DoD Workforce Achievement Awards

Jo Adail Stephenson | DCMA Public Affairs



*U.S. Army Col. Frank Steinbugl, right, received the 2010 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Achievement contract auditing award from Frank Kendall, deputy USD(AT&L), at a recent luncheon ceremony during the Program Executive Officers'/Systems Command Commanders' Conference at Fort Belvoir, Va. As the Defense Contract Management Agency's senior leader in Iraq from May 2009 to May 2010, Steinbugl led a team of 180 acquisition professionals dispersed at 30 locations. (Defense Acquisition University photo by Erica Kobren)*

## Defense Contract Management Agency Central Regional Command personnel Army Col. Frank

Steinbugl and Patrick Losse recently joined an elite group of eight Department of Defense acquisition workforce professionals recognized for their individual performance and excellence in the procurement of DoD products and services.

Steinbugl and Losse received a 2010 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Achievement award from Frank Kendall, deputy USD(AT&L), at a luncheon ceremony during the Program Executive Officers'/Systems Command Commanders' Conference at Fort Belvoir, Va.

Steinbugl achieved the contract auditing award for his contract administration tactics, techniques and procedures that allowed the simultaneous stabilization of Iraq and commencement of the largest drawdown of forces since World War II. Steinbugl, who was the DCMA Iraq commander at that time, is now the commander at DCMA Detroit, Mich.

**“The most challenging aspect was the accelerated pace of the program... This was the first program to achieve this fast of a pace.... I have never lost focus that I am working for the protection of the American soldier.”**

— Patrick Losse, Defense Contract Management Agency Mine Resistant Ambush Protected All-Terrain Vehicle quality coordinator

“I feel extremely honored and humbled, and I know the award truly reflects the combined efforts of hundreds of military and civilian personnel who supported our agency’s (Contingency Contract Administration Services) mission in Iraq. Simply put, the people were successful, and I’m only a reflection of their efforts. They deserve all the credit,” Steinbugl said.



Frank Kendall, left, deputy under secretary of defense for acquisition, technology and logistics, recently presented Patrick Losse, Defense Contract Management Agency Mine Resistant Ambush Protected All-Terrain Vehicle quality coordinator, with the 2010 USD(AT&L) Workforce Achievement award for contracting and procurement, which included industrial/contract property management, contract oversight and quality assurance. The award was presented during the Program Executive Officers'/Systems Command Commanders' Conference at Fort Belvoir, Va. (Defense Acquisition University photo by Erica Kobren)

## Patrick Losse 2010 USD(AT&L) Workforce Achievement Award

### Contracting and Procurement (including Industrial/Contract Property Management, Contract Oversight and Quality Assurance)

Losse volunteered to serve as the DCMA Mine Resistant Ambush Protected All-Terrain Vehicle quality coordinator and assumed responsibility for all QA functions and government inspection of armored M-ATVs. He managed a revolving pool of 14 temporarily assigned QA specialists from six states who performed government inspections on more than 4,000 armored vehicles in four months. He established a comprehensive and concise training program to ensure volunteers from other offices accomplished critical inspections efficiently.

Losse flawlessly integrated DCMA oversight of more than 60 subcontractors, ensuring piece parts production did not negatively impact final vehicle assembly and delivery ahead of the already aggressive production schedule. He created fluid government inspection criteria and checklists and coordinated two teams in separate locations to perform identical critical final inspections, resulting in a consistently built armored vehicle and improving combat units' readiness.

His creation, publication and management of new inspection criteria and checklists resulted in a fully conforming and defect-free armored vehicle ready for electronic equipment integration and immediate delivery to warfighters in Afghanistan.

Losse became the go-to-guy for quality issues on the Department of Defense's most critical acquisition program. Without his approval, no vehicle was accepted or delivered to combat troops. With his approval, armored vehicles arrived combat-ready in Afghanistan to thwart improvised explosive device threats.

Contributions of three regional commanders were key to the success by ensuring the goals and objectives for the CCAS mission in Iraq were accomplished, according to Steinbugl.

“They only needed to understand the intent and performed superbly with minimal guidance and direction. The command climate they established helped fuse the diverse population of people into cohesive, functional teams who could quickly adjust priorities and missions,” he said. “Ultimately, it is the individual efforts from hundreds of dedicated acquisition professionals who get the mission accomplished.”

Steinbugl said he is extremely grateful to all those who supported the DCMA Iraq mission during his time there. “This award is truly a reflection of their efforts. I’m also extremely blessed to have the love and support of my wife and family who allow me to continue to deploy and serve in uniform beyond the 20-year mark. Without them, this would be meaningless.”

Steinbugl said he was glad to see the contracting community as a whole valued and appreciated at the Office of the Secretary of Defense level. “The agency readily recognizes our CCAS efforts downrange, but it’s rewarding to see AT&L specifically recognize the contributions of those engaged in post-award contract administration in a warzone.”

Losse achieved the contracting and procurement award, which included

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— U.S. Army Col. Frank Steinbugl, commander at Defense Contract Management Agency Detroit, Mich.

The Department of Defense has a mandate to deliver better value to the taxpayer and to the warfighter by improving the way it does business. As we pursue this effort, a capable, qualified and highly effective acquisition workforce is essential to achieving greater efficiency and productivity. The Defense Acquisition Workforce is more than 145,000 strong and possesses a broad spectrum of technical expertise, program skills and institutional memory working near to the point of execution. The members of the acquisition workforce are our most valuable resource: you are the very people we depend on to find savings and efficiencies in our acquisition programs every day.

— Dr. Ashton B. Carter, undersecretary of defense for acquisition, technology and logistics

industrial/contract property management, contract oversight and quality assurance. He voluntarily assumed responsibility for all quality assurance functions of the most critical DoD acquisition program (as defined by Secretary of Defense Robert M. Gates) and coordinated government inspection of more than 4,000 armored Mine Resistant Ambush Protected All-Terrain Vehicles in four months. Losse is the DCMA M-ATV quality coordinator at DCMA Oshkosh, Wis.

“I am honored to receive an award of this stature. With the help and support of DCMA (Team Oshkosh), I had the ability to set forth certain standards into the MRAP (M-ATV) program. This award is not only for me, but for the entire DCMA team,” Losse said. “I had the support of my chain of command. We kept the communication lines open, addressing issues with a head-on approach, making the little issues stay little and eliminating them from the program.”

In terms of accomplishment, Losse said what meant the most was the M-ATV program achieving the expectations of the warfighter. “DCMA (Team Oshkosh) is putting the best equipment into the hands of the soldier.”

Losse offered his thanks to all who were part of the program. “The warfighter now has one of the best pieces of equipment out there to protect them against foreign enemies.”

Both earned the awards for their specific achievements, the value of their contribution to DCMA and DoD, and their leadership in accomplishing their overall missions.

Steinbugl and Losse discussed the leadership qualities and principles they value the most.

“The Army taught me many years ago, ‘Take care of your troops, and they will take care of you.’ I’ve found this to be true over and over again throughout my military career. Investing time in getting to know individuals and understanding what motivates them is essential in obtaining results,” Steinbugl said.

Understanding is the key, Losse said. “Knowing what is expected of me from the chain of command, the program itself, coworkers, the contractor and the buying command, all played a key role in how I approached the daily activities of this program.”

Each had different challenges to address and overcome.

“I would say the biggest challenge working in a contingency contracting environment is the continual transition of personnel into and out of theater and keeping everyone marching in the same direction while the military units continually adjusted their requirements,” Steinbugl said. “To overcome this, we developed electronic continuity books that helped transfer knowledge, standard operating procedures and historical information to bridge personnel transitions.”

Losse said, “The most challenging aspect was the accelerated pace of the program, which was nine months from concept to production. This was the first program to achieve this fast of a pace. I am former military, and because of this, I have never lost focus that I am working for the protection of the American soldier.” ©