

# Stewardship: crucial to agency's success



**Stewardship is a term we have been hearing** a great deal about in the past months, and it is a key component for achieving our mission of delivering quality products and services to our nation's warfighters. In challenging financial times, being better stewards of the taxpayer's resources is more than good business, it is crucial to our success. A good steward not only manages resources, but manages in a way that uses them wisely in the present, with the future in mind. Good stewards value and respect resources in their care; they don't simply save — they invest.

This issue of the *Communicator* illustrates some innovative ways our people are becoming better stewards of resources and why it matters. In our feature article, regional commanders share thoughts on the concept of stewardship, talk about their stewardship challenges and describe how they measure successful stewardship. They also provide specifics about how CMOs in their regions invest in people, save money and manage resources.

For example, our Springfield, N.J., office developed an interactive training program to teach valuable skills in leadership, public-speaking and research to newly-hired employees. The Springfield Acquisition Workshop, or SAW, acts as a primary means for enterprise knowledge transfer. As more and more of our seasoned employees retire, we must assure their valuable skills are transferred to newer employees. Investing in training programs like SAW is one way we can increase much needed knowledge transfer.

Farther south in Baltimore, Maryland, the contracts staff helps customers properly steward their annual budgets by assuring contracts that are set to cancel receive the necessary attention. Every October the Baltimore team receives a new list of funds that will become unavailable by the end of the fiscal year. The staff works with contractors and other agencies to ensure the funds do not cancel (expire) by the end of the year. In FY11 the Baltimore group saved nearly \$43 million in funds that were scheduled to lapse — an effort that enabled various buying activities throughout the country. The current fiscal year has even more funds set to expire — \$73.5 million — so if the group meets the agency-wide metric of saving 90 percent of canceling funds, they could save as much as \$66 million.

Out west in Santa Ana, Calif., Earned Value Management teams ensure taxpayer dollars are spent responsibly by using validated processes to determine program performance. The Santa Ana office oversees 15 programs with a face value of more than \$1.2 billion and uses their extensive knowledge to provide reliable information and valuable insight across programs. The EVM team can help identify issues early and make adjustments to minimize the impact of those issues. Our customers rely on EVM to monitor the contractors' costs and schedules and to increase efficiencies.

The agency's position-based information technology equipment deployment helps us project future costs and build our requirements accordingly. Information Technology Service Center Organization will be replacing and distributing digital devices from laptops with docking stations, to computer monitors, to Blackberry PDAs and to encrypted external hard drives, as it continues to overhaul our asset distribution philosophy. This initiative, which began last year, allows employees who need the technology to have access to it, while it eliminates clutter for those who don't need extra devices. It is a fine example of wise resource management.

At DCMA our work and our choices affect the physical safety and economic well-being of many — from taxpayers, to warfighters around the nation and around the world. As budgets shrink, our responsibility for making sound choices and managing risk wisely must remain a top priority. Thank you for all you do to steward America's resources efficiently, effectively, and ethically. Together, we are making a difference.

Warmly,

Charlie E. Williams Jr.  
Director