

# COMMUNICATOR

*News for DCMA Professionals*

## Customer Focus



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- **DCMA Plays an Integral Role in Supporting Future Combat Systems**
- **Angela Bailey: HR's New Leader of the Pack**
- **DCMA's Combat Support Mission**

# Ensuring the Success of DCMA'S Customers



This issue of the *Communicator* focuses on DCMA's customers and highlights Agency team members performing their jobs in extraordinary ways to ensure the success of their customers.



communicate, collaborate, cooperate and share information at all levels throughout the Headquarters, Districts and contract management offices.

The actual customer engagement is just one part of the equation. It is critical that information derived from these engagements is brought back to the Agency in a centralized fashion where it

Becoming a more customer-focused organization is a DCMA strategic goal that is being furthered by a number of key initiatives, including the transition to a product-aligned organization, implementation of performance-based management and the development of a human capital strategic plan. An Agency-wide customer engagement strategy is yet another initiative designed to bring the Agency that much closer to being a more customer-focused organization. This strategy is planned for rollout in late summer 2005.

Why does DCMA need a customer engagement strategy? The Agency has a number of Department of Defense (DoD) and non-DoD customers. Within DoD, our customers include Service acquisition executives, program executive officers, program managers and major buying commands. Non-DoD customers include NASA and the Department of Homeland Security. Many of these customers have products, services and issues that are interrelated. Our challenge, as an enterprise, is to interface with these customers and bring together all the information into portfolios that clearly depict their needs — past, present and future. Customer engagements and portfolios make it possible for DCMA to provide our customers with the right services and technical expertise, at the right time and with adequate resources. The DCMA customer engagement strategy articulates who is responsible for interfacing with our customers, provides guidelines on the type of information to be collected and explains how the information is to be shared and used across the Agency in support of the customer. Successful customer engagement is dependent upon DCMA team members' willingness to openly

can be easily accessed and analyzed. This is no simple task and requires the support of a robust information technology solution. Over the past several months we have experimented with a test portal to build customer portfolios. The portal has proven to be an effective tool to collect, collaborate, share and analyze customer information derived from customer engagements. The implementation of our customer engagement strategy will make full use of Plumtree, our new Agency portal. Testing is about to begin on this new portal and will include team members throughout the Agency. We will keep you apprised of our progress.

Implementation of key initiatives such as an Agency-wide customer engagement strategy is paving the way for the Agency to become a more customer-focused organization. However, to be truly successful DCMA requires the commitment and dedication of each team member. It is everyone's responsibility to focus on the customers, evaluate their needs and ensure our business processes directly support them. Customer engagement is not an individual effort, it is a team effort. The transition to being an effective customer-focused organization will not happen overnight. In fact, it will be a long journey, but the end result will produce a more knowledgeable, capable, agile and cohesive DCMA that is the indispensable partner, chosen by our customers for the best solutions.

**Ms. Rebecca Davies**

Executive Director, Program Support and Customer Relations, DCMA Headquarters

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**(On the covers, clockwise from top)** Tents — A sandstorm hovers over Tallil Air Base, Iraq, in May 2005, turning the sky a hazy yellow-orange color. (U.S. Air Force photo by Staff Sgt. Darcie Ibadapo); Helicopter — A Puma helicopter assigned to combat stores ship *USNS Saturn* delivers a pallet of supplies to the *USS Harry S. Truman* during a vertical replenishment in the Persian Gulf in January 2005. (Photo by Navy Photographer's Mate Airman Eric S. Garst); Carrying Supplies — Soldiers offload medical supplies in preparation for a Medical Community Assistance Program at the Eam Al Kara Primary School in Mahmudiya, North Babil, Iraq, in January 2005 in support of *Operation Iraqi Freedom*. (U.S. Army photo by Cpl. James P. Johnson); Silhouette of two soldiers and tank — Soldiers from 1<sup>st</sup> Battalion, 155<sup>th</sup> Brigade Combat Team and Marines from the 2<sup>nd</sup> Air Naval Gunfire Liaison Company search for insurgents near Al Iskandariyah, Iraq, April 2005. (U.S. Army photo by Mr. Kurt Gibbons III); Putting up a structure — North Carolina Army National Guardsmen from Headquarters and Headquarters Company, 20<sup>th</sup> Engineer Brigade set up the frame for their company's new motor pool at Camp Victory, Iraq in May 2005. (U.S. Army photo by Sgt. Michael Carden)

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## From the Editor

*“Change is the law of life. And those who look only to the past or present are certain to miss the future.”*

— John F. Kennedy

You may have noticed the *Communicator* magazine has changed ... the Defense Contract Management Agency's (DCMA's) flagship publication is still the primary communication tool for the Agency, but its bold new look and impressive graphics are primarily due to our recent partnership with BRTRC Technology Research Corporation. BRTRC brings with them the expertise and experience you may have seen in other publications, such as *Army AL&T* magazine.

But changes abound — not only Agency-wide transformations such as performance-based management and the emphasis on customer focus but also within the Public Affairs arena. This issue marks the first with me serving as acting editor of the *Communicator*. Our editor, Ms. Lisa Anderson, is on a six-month, voluntary assignment in Iraq. During Ms. Anderson's absence, I hope to continue the excellent reputation we have gained for publishing good news stories and interesting articles about DCMA employees, customers and customer liaisons. As always, we welcome the



submission of articles, photographs or even short paragraphs about newsworthy events (as well as letters to the editor). As part of our transition to a centralized DCMA publication, we have a special section, “Around DCMA,” which spotlights regional events from offices throughout the Agency. I hope this feature will encourage each and every one of you to help us tell DCMA's story from various locations and perspectives.

While the District magazines, *EastSide Edition*, *WestWord* and the *Envoy*, have ceased publication, we continue to look

forward to quality submissions from field offices and Public Affairs liaisons (PALs). As in the past, these articles, photos and story ideas should be submitted to your respective District Public Affairs office.

As always, we value your feedback and suggestions on how to make the *Communicator* an even better publication!

Thank you,

**Dianne M. Ryder**  
Acting Editor-in-Chief and  
Public Affairs Assistant

# Change of Command at DCMA Iraq

by Ms. Lisa Anderson, Contract Administrator, DCMA Iraq

**D**efense Contract Management Agency (DCMA) Iraq and DCMA International Commander Navy Capt. Walter H. Melton bid farewell to former DCMA Iraq Commander Army Col. Paul M. McQuain and welcomed Army Col. Jacob B. Hansen at a change of command ceremony on July 12, 2005. The ceremony was conducted in the north entrance of the Republican

Presidential Compound in Baghdad, Iraq, and was attended by Army Maj. Gen. John M. Urias, Joint Contracting Command – Iraq commander, and Ambassador Gregory W. Engle. Col. Hansen assumed command for the DCMA mission throughout Iraq, which includes contract administration, quality assurance and property accountability for billions of dollars in products and services. Additionally, DCMA Iraq oversees dozens of “life support” contracts that provide meals, laundry service, utilities, housing and security to thousands of American and coalition forces and support personnel. Col. McQuain has returned to his former position as commander of DCMA Dallas.



**(Left)** Air Force Tech Sgt. James M. Restau hands off the DCMA flag to Army Col. Jacob B. Hansen at the DCMA Iraq Change of Command ceremony. (Photo by Mr. Marwan Mohammad, DCMA Iraq)

# Mrs. Flavin Wins Presidential Award for Executive Achievement



by Mr. Tom Gelli, Chief, Congressional Affairs, DCMA Headquarters

As the saying goes, many are called but few are chosen. Among the chosen few is Defense Contract Management Agency (DCMA) Deputy Director Mrs. Sallie H. Flavin, whom President George W. Bush has selected as a recipient of the 2004 Presidential Rank Award for Meritorious Executive.

The award recognizes Mrs. Flavin's exceptional performance and results-producing leadership at DCMA over the past several years, during which she effectively promoted acquisition excellence, customer care and technological innovation, including Wide Area Workflow — and all against a backdrop of stringent resource constraints. She was instrumental in the Agency's effective application of activity-based costing and the attendant integration of budget and performance data. Displaying foresight and innovation, she was also the Agency's standard bearer in its campaign to invigorate and modernize human-capital management to better adapt to workforce demographics and tap the full potential of personnel at all levels throughout the Agency.

Taken together, Mrs. Flavin's contributions were the keystone of an Agency transformation that saw the creation of a customer-centered culture, a recasting of business processes and an Agency-

wide emphasis on individual development, professionalism and empowerment — all seen as requisites to meeting the acquisition-management challenges of the coming decade. At the core of these accomplishments were her well-recognized personal trademarks of integrity, diligence and dedication to the public good.



“This is a much-deserved and highly prestigious honor that the President has bestowed on Mrs. Flavin for her many contributions in making DCMA what it is today,” said DCMA Director Air Force Maj. Gen. Darryl A. Scott. “It's a tremendous accolade for

Mrs. Flavin and one that reflects favorably on the Agency as a whole.”

After earning a political science degree from George Washington University, and amid hearty encouragement from her parents and three sisters, the then twenty-something Sallie accepted a GS-3 clerk-typist position with the Air Force in the mid-1970s. Soon thereafter, she was selected for the Air Force acquisition intern program and has been going strong ever since, serving in positions of increasing responsibility with the Air Force, the Ballistic Missile Defense Organization and the Army. Prior to becoming the first female deputy director of DCMA (or any of its predecessor organizations) in July 2002, Mrs. Flavin was the

**(Above)** DCMA deputy director and 2004 Presidential Rank Award for Meritorious Service winner, Mrs. Sallie H. Flavin. (DCMA staff photo)

senior contracting authority at the Army Materiel Command. Coworkers at all levels describe her as energetic, inquisitive and accessible, employing a management style that is informal and inclusive.

“To be recognized by dignitaries outside [the Department of Defense] and by the president is both uplifting and humbling,” shared Mrs. Flavin. “Though the award has my name on it, in a larger sense it truly belongs to everyone in DCMA. No one receives this kind of honor without benefiting from the support and contributions of many others along the way.”

Outside the office, Mrs. Flavin is an avid gardener, fisherman and craftsperson. Of late, she has taken a keen interest in interior decorating and quilting. She and her husband, Mark, spend as much time together as their busy schedules permit, keeping up with their extended and scattered family and traveling, often to places off the beaten path.

Presidential Rank Award winners are chosen through a rigorous selection process that includes nomination by an agency director, evaluation by a board of non-government notables and approval by the President. The award was established in the early 1980s. Mrs. Flavin will receive the award at a forthcoming ceremony at the Pentagon.

## Change of Command at DCMA International

by Ms. Lindsay Gross, Staff Writer



**D**CMA International's change of command and retirement ceremonies were held May 20, 2005, at the Navy Memorial in Washington, D.C. Navy Capt. Michael P. Tryon relinquished command of DCMA International to Navy Capt. Walter H. Melton.

years of service with the Navy. He had been commander of DCMA International since 2002.

Army Lt. Col. Frank Steinbugl served as master of ceremonies, and Army Lt. Col. Reginald Terry gave the invocation and benediction. Air Force Maj. Gen. Darryl A. Scott, DCMA director, gave opening remarks for the day's events. Also speaking were Capt. Melton, Capt. Tryon and Capt. Tryon's brother, Brig. Gen. Richard T. Tryon of the Marine Corps Recruiting Depot (Eastern Region).

Capt. Tryon was also honored at the event on the occasion of his retirement after 28

**(Left)** Navy Capt. Michael P. Tryon, former DCMA International commander (left), and his brother Marine Corps Brig. Gen. Richard T. Tryon. (DCMA staff photo)  
**(Above)** Navy Capt. Walter H. Melton (center) accepts command of DCMA International from Maj. Gen. Scott (left) as Air Force Chief Master Sgt. Dariusz Baczewski (2<sup>nd</sup> from left), Brig. Gen. Tryon (2<sup>nd</sup> from right) and Capt. Tryon (right) look on. (DCMA staff photo)



# Consolidation Results in Effective NASA Support



by Maj. Jenise Bentle, U. S. Air Force (Ret.), Former Chief,  
Mission Support Team, DCMA San Antonio



**A**s Machiavelli<sup>1</sup> once said, “There is nothing more difficult ... than to take the lead in the introduction of a new order of things.” However, this is what Defense Contract Management Agency (DCMA) San Antonio has done with success. DCMA San Antonio has been among the leaders in introducing new ways of doing business, most recently with the establishment of a commodity-focused product group.

Last year Air Force Maj. Gen. Darryl A. Scott, DCMA director, established an integrated product team (IPT) to evaluate the commodity-based product line concept, placing emphasis on achieving more effective customer focus and support. This concept is product-oriented versus process-oriented and utilizes the skill sets of personnel currently in place. As a result of this IPT, NASA Product Operations was born and officially stood up in May 2005

**Modeled after the Southeast Aircraft Operations and Propulsion organizations, NASA Product Operations is District West’s first pilot of the commodity group concept.**

under the direction of Air Force Col. Jeffrey Brand, DCMA San Antonio commander.

The objective of this concept is to centralize as many CMO management functions that work on NASA issues as possible. Five geographically dispersed CMOs that provide NASA support across two Districts were aligned under DCMA NASA Product Operations: DCMA Boeing Canoga Park, DCMA ATK Thiokol, DCMA Johnson Space Center, DCMA Marshall/Stennis Support Center

and DCMA Kennedy Space Center. Portions of DCMA San Antonio were also absorbed to provide command and support for roughly 400 personnel, comprising approximately 75 percent of the total NASA forced test ends within DCMA.

Though the new organization is named NASA Product Operations, the actual commodity is

<sup>1</sup> Mr. Niccolo di Bernardo dei Machiavelli, born in Italy in 1469, is considered the father of modern political theory. During his life he produced a great number of letters, treatises and historical writings, the most well known being *The Prince* (1532).

Source: *Niccolo Machiavelli, 1469-1527*, 2004, The History Guide: Lectures on Modern European Intellectual History, 25 May 2005, <<http://www.history-guide.org/intellect/machiavelli.html>>.

**(Top Left)** Viewing a combustion module, a NASA engineer explains the laminar soot process to shuttle crew members. (Photo courtesy of NASA)

**(Middle)** Space Shuttle Discovery on the launch pad at Kennedy Space Center, Fla., awaiting its Return to Flight mission. (Photo courtesy of NASA)

**(Right)** A rocket being tested in a NASA lab. (Photo courtesy of NASA)

rocket science. This is important because NASA is not the only customer of the group. When DCMA leaders formed the core commodity group, they wanted organizations that could be cleanly severed from their parent CMOs. If there was also Department of Defense work at a particular facility, then the group would support it along with the NASA workload. The expertise at the plant and within the commodity group provides the synergistic effect and maintains one of DCMA's strengths, which is having only one DCMA presence in a contractor's facility. Consequently, DCMA is able to better focus on a set of commodities while developing skills in the product areas most important to meeting its customers' objectives.

In addition, the customers view DCMA as a single organization, not one scattered among numerous CMOs, and DCMA is better able to understand the customers' products and provide superior quality and technical oversight.

**DCMA San Antonio has been among the leaders in introducing new ways of doing business.**

"Change has a considerable psychological impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better," said Mr. King Whitney Jr.<sup>2</sup> By providing better support through the realignment, things will be better for DCMA's customers.

<sup>2</sup> Mr. King Whitney Jr., president of Personnel Laboratory, Inc., made this statement at a company sales meeting, and it was first quoted by *Wall Street Journal* on June 7, 1967.

Source: James B. Simpson, *Simpson's Contemporary Quotations*, 1988, Bartleby.com, 25 May 2005, <<http://www.bartleby.com/63/49/2249.html>>.

## DCMA Commanders Meet in Norfolk

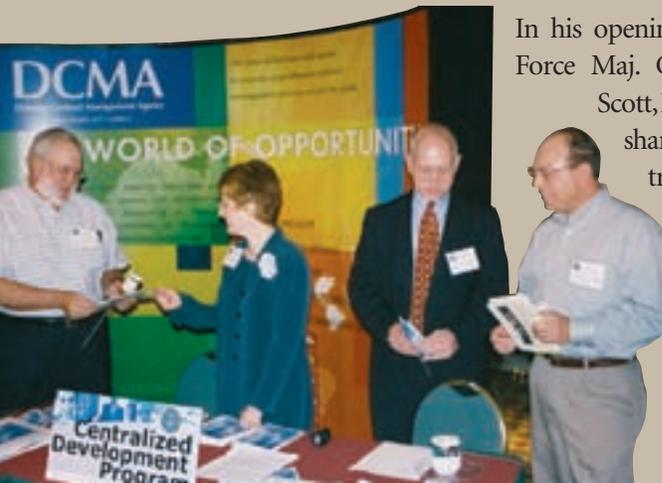


by Mr. Art Forster, Director, Congressional and Public Affairs, DCMA Headquarters

**R**ealignment and enterprise thinking were the themes for the Defense Contract Management Agency (DCMA) Commanders' Conference in Norfolk, Va., May 2-6. Approximately 200 contract management office (CMO) commanders and staff representatives from DCMA Headquarters and Districts were in attendance.



a compliance-based organization to one that will soon define its success by meeting the needs of its customers. He explained how DCMA is changing the reporting chain for its CMOs to provide better customer support, specifically the services' program executive officers. He described how the CMOs are being realigned under new divisions that will



In his opening remarks, Air Force Maj. Gen. Darryl A. Scott, DCMA director, shared his vision for transforming the Agency from

**(Above)** Conference participants Ms. Lisa Clark and Col. Peggy Carson discuss Task Force Organization successful practices (DCMA staff photo) **(Left)** Conference participants, from left: Mr. Burl Bruce, Ms. Juanita Wheeler, Mr. John Brockman and Mr. Steve Swenson at the Centralized Development Program Successful Practices table. (DCMA staff photo)



specialize in aeronautical systems, space and missile systems, ground vehicles and munitions or naval systems and the sustainment support that goes with each commodity group. The details and timelines of these pending actions are discussed on the realignment page of the DCMA internal Web site (<http://home.dcma.mil/dcma-dsl/realignment.htm>).

Mrs. Sallie Flavin, DCMA deputy director, addressed the Agency's strategic goals and underscored the importance of leader involvement in the training and development of their people. She challenged commanders to provide their subordinates with leadership training and experiential opportunities, to recognize and reward excellence and to put local and Agency metrics in place to assess the progress of their development efforts. Mrs. Flavin featured leadership quotes from several prominent Americans during her presentation, including one from World War II U.S. Navy Fleet Adm. William Leahy: "You may be the boss, but you're only as good as the people who work for you."

**DCMA is changing the reporting chain for its CMOs to provide better customer support.**

The conference included presentations, panel discussions and smaller workshops that covered a wide range of subjects. The commanders of DCMA CMOs at Lockheed Martin Delaware Valley, Raytheon Tucson and Seattle provided operational overview briefings about their activities. Members from several integrated product teams that are examining Agency realignment options shared their study models and recommendations. Other workshops

featured discussions on the realignment of Agency Human Resources activities, product assurance and resource planning.<sup>1</sup>

Highlighting the conference was the presentation of DCMA's Annual Military Awards at a banquet on the evening of May 4. In addition to the annual awards, Maj. Gen. Scott made two special presentations. He pinned the Bronze Star on Army Col. Andy Mills, commander, DCMA Philadelphia, for his service as commander of DCMA Iraq from April – October 2004. The citation accompanying the award honored Col. Mills for "demonstrating selfless service and courage while exposed to extreme danger ... to care for his people and accomplish the mission." Maj. Gen. Scott's second presentation was the Meritorious Civilian Service Award to Mr. Bruce Zimmerman, deputy commander, DCMA Seattle. The citation recognized Mr. Zimmerman for his "... superb dedication, innovation and leadership in meeting customer mission requirements and energetically developing his local workforce ..." in helping set the standard for DCMA worldwide.

Maj. Gen. Scott concluded the conference by reminding leaders to take care of their people, ensuring they are properly trained, encouraged, rewarded and recognized. He also highlighted the need to communicate "up, down and laterally." As DCMA continues to evolve, transform and change, he pointed out that using different approaches to achieve customer outcomes is "OK." He challenged everyone to think of DCMA as an enterprise and to make full use of the Agency's collective talents and skills in meeting customer requirements.

**(Top)** Senior executives from DCMA pick up their boarding passes for the *Spirit of Norfolk*. (DCMA staff photo)

<sup>1</sup> For links to conference presentations, see the Commander's Conference Agenda Web page on the DCMA internal Web site: <http://home.dcma.mil/command/commander>.

# Annual Military Awards



## **Technical Sergeant Michael R. Flemming, U.S. Air Force**

*Non-Commissioned Officer of the Year and USAF Non-Commissioned Officer Best of Service*

Tech. Sgt. Michael R. Flemming displayed outstanding technical skills and dedication to duty while serving as the information resource manager at DCMA Singapore in 2004. Tech. Sgt. Flemming was essential to maintaining the Singapore and Malaysia offices' productivity through computer network connectivity. This significant achievement required Tech. Sgt. Flemming to demonstrate his technical skills through troubleshooting hardware failures and integrating the efforts of the Defense Information Systems Agency, local U.S. Navy units and multiple foreign contractors. An example of his skills and dedication occurred when a Singapore network switch failed, causing the office to lose e-mail, shared folders and its intranet. He rapidly identified the cause of the problem, drove 500 miles to retrieve the required part in Malaysia, leased a new switch for that location and restored Singapore connectivity within two days. In addition, Tech. Sgt. Flemming expertly handled all the logistical details associated with the DCMA Malaysia office closure and the DCMA Singapore office reconstruction to accommodate the personnel relocating to Singapore. Tech. Sgt. Flemming served as an outstanding ambassador of American values through his numerous contributions to his local multinational church, Parent Teachers Association and his children's intramural athletic programs. Tech. Sgt. Flemming and his wife, Eneida, have three daughters, Bridgette, Brittani and Brandi.

## **Staff Sergeant Danny W. Langford, U.S. Marine Corps**

*USMC Non-Commissioned Officer  
Best of Service*

Staff Sgt. Danny W. Langford continues his exemplary performance as a member of DCMA Japan's outstanding team. Working as a forward deployed quality assurance specialist (QAS), Staff Sgt. Langford reviewed, validated

and approved more than 3,000 over-and-above maintenance actions with a total value of over \$1 million. A dedicated Marine, he volunteered to deploy to a designated hazardous area in the Philippines to oversee a foreign military sales contract to support the Philippine Air Force in its war on terror. Functioning as a QAS, Staff Sgt. Langford monitors and validates U.S. funded depot-level repairs on Philippine Air Force C-130 aircraft. Additionally, he was deployed for 25 days to Iwakuni, Japan, to lead a field team consisting of five local contractors. During this time, he led the execution of 15 airframe changes on seven different aircraft. Due to his efforts, this work was completed nine days ahead of schedule. Staff Sgt. Langford serves as the lead Customer Service and Component Repair representative for DCMA Japan and is charged with executing quick-turn maintenance actions for the program office and operational end user. This program currently has 57 high-interest job orders in work with over 200 deliveries to date and a contract value of over \$600,000. Staff Sgt. Langford is an exceptional non-commissioned officer, who is maturing into an outstanding leader. Motivated to succeed with exceptional drive, he exemplifies the finest of DCMA. A 10-year veteran of the U.S. Marine Corps, Staff Sgt. Langford currently resides in Japan with his wife and daughter.

## **Master Sergeant Richard L. Rentze, U.S. Air Force**

*Senior Non-Commissioned Officer of the Year and  
USAF Senior Non-Commissioned Officer  
Best in Service*

Master Sgt. Richard L. Rentze displayed outstanding leadership and dedication as aviation maintenance manager and as a primary member of the DCMA Northern/Southern Europe Aviation Program Team. Master Sgt. Rentze has proven himself by meticulously managing and coordinating maintenance procedures for five aircraft contracts valued at over \$35 million and participating in eight non-resident Aviation Program Team Surveys. He was handpicked to support the



*(Left, from top to bottom)* Air Force Tech. Sgt. Michael R. Flemming; Marine Corps Staff Sgt. Danny W. Langford; Air Force Master Sgt. Richard L. Rentze (All photos for this article by DCMA staff)

PEACE CAESAR F-16 Program Management Review as a consultant for safer and more effective maintenance operations, and he is actively engaged in assessing the aviation requirements of the \$1.4 billion United States Army Europe (USAREUR) Support Contract, covering the 93 countries in the USAREUR area of operations. His organization and execution of a multifaceted contract development meeting with DCMA and Joint Contracting Center representatives directly resulted in the development of a contract surveillance plan led by the Joint Contracting Center and supported by the Task Force Falcon G4 office, both located at Camp Bondsteel, Kosovo. Master Sgt. Rentze coordinated several safety- and health-related processes directly impacting safe work environments and aircraft safety. These processes were the driving forces behind his procurement of 24 fire bottles for aircraft parking aprons, which provided increased fire safety protection. He assisted in developing procedures for mobile tool truck inventories, increasing maintenance efficiency by 30 percent. Master Sgt. Rentze's dedication to service is also prevalent in his off-duty endeavors. He is an active member of the Parent Teacher Association and supports the Family Readiness Group and Family Advocacy Program.

### **Gunnery Sergeant Ian E. Kubicki, U.S. Marine Corps**

*USMC Senior Non-Commissioned Officer  
Best of Service*

Gunnery Sgt. Ian E. Kubicki displayed outstanding technical skills and dedication to duty while serving as an industrial specialist and aircraft maintenance manager at DCMA Singapore in 2004. Gunnery Sgt. Kubicki directly contributed to the office's implementation of performance-based management through his support of DCMA's customers and accomplishment of their outcomes. He was instrumental to the success in reducing the aircraft depot maintenance turnaround time for the U.S. Navy. In the past year, his efforts contributed to a 25 percent reduction in the time required to complete aircraft depot maintenance. Gunnery Sgt. Kubicki was also the lead in responding to a customer's request for support in controlling costs. Through negotiations with the contractor on the labor hours required to complete additional work, he saved the customer over \$100,000. While serving as an aircraft maintenance manager, he was a critical component of the Aviation Program Team that

completed the first-ever ground operations survey in the Philippines. In addition, Gunnery Sgt. Kubicki supported the local community in Singapore through his activities assisting orphans and coaching youth sports.

### **Chief Petty Officer Stephen Christopher Smith, U.S. Navy**

*USN Senior Non-Commissioned Officer  
Best of Service*

Chief Petty Officer Stephen Christopher Smith was selected for his exceptional performance as aviation maintenance manager, Safety and Training chief petty officer, DCMA Lockheed Martin Systems Integration Owego. He has led teams of Department of Defense (DoD) civilian, military and contractor personnel, managing contracts exceeding \$6.5 billion, and his stewardship has resulted in his command's mission performance far exceeding Agency and customer expectations. He was handpicked to take on increased responsibility to guide the development and implementation of an MH-60R helicopter weapons system training course and was instrumental in training and evaluating over 80 operational and developmental flight test personnel. The MH-60R's recent successful entry into the Operation Evaluation and completion of Operational Test IIA phases were direct results. Chief Petty Officer Smith familiarized the commander, Operational Test and Evaluation Force, Adm. Architzel, and several H-60 wing commodores with the MH-60 helicopter development program. His role is vital to the great reputation DCMA holds with its customers and others within DoD and Congress. Through his exemplary professionalism and extraordinary degree of dedication, he has worked tirelessly to ensure that every aspect of the Fleet introduction of the MH-60R is addressed. Chief Petty Officer Smith has 17 years of service. He and his wife, Sheila, have three children, Tasha, Scott and Kelsey.

### **Captain Joseph D. Kays, U.S. Air Force**

*Company Grade Officer of the Year and USAF  
Company Grade Officer  
Best of Service*

Capt. Joseph D. Kays demonstrated outstanding leadership, dedication and motivation as the DCMA Lockheed Martin Delaware Valley Aegis project manager and the DCMA Iraq operations officer for 2004. His exemplary performance provided superb support



*(Right, from top to bottom)* Marine Corps Gunnery Sgt. Ian E. Kubicki; Navy Chief Petty Officer Stephen Christopher Smith; Air Force Capt. Joseph D. Kays

to the Aegis program by interpreting and reporting earned value data. As the contract management office's (CMO's) performance-based management coordinator, he analyzed multiple programs, ensuring the outcome-based support to the customer had valuable metrics to help the program office and DCMA focus on the high-risk, high-priority issues. In Iraq, Capt. Kays displayed remarkable calm and courage while coming under direct enemy fire from mortars, rockets and small arms. He brilliantly managed personnel and office actions, integrating the diverse efforts of his 40-person team to support the DoD and the Department of State. As a convoy commander, he led over 50 multivehicle convoys through hostile combat zones. Capt. Kays immersed himself in the Iraqi culture, learning to understand the needs and feelings of the Iraqi people. His efforts garnered him the reputation as a true American ambassador. As a dedicated church member, he facilitated church services by leading his congregation in prayers and readings and acting as an usher and Eucharistic minister. His commitment to the mission and to the forces deployed around the world fighting the war on terror was unwavering. Capt. Kays, originally from Virginia Beach, Va., is currently serving at DCMA Delaware Valley and is married to Susan.

### **Lieutenant Thomas D. Mutty, U.S. Navy**

*USN Company Grade Officer*

*Best of Service*

Lt. Thomas D. Mutty displayed outstanding professionalism and dedication to duty as DCMA Sikorsky Aircraft's Acquisition Systems integration officer and government acceptance pilot. During the many and sometimes extended absences of the MH-60S Helicopter Program Support Team's program integrator, he filled the leadership role, continuing an unparalleled communication channel within DCMA Sikorsky's team as well as with Sikorsky and Naval Air Systems Command (NAVAIR). His close interaction with NAVAIR has allowed Lt. Mutty to recognize problems early in the MH-60S/Anti-Mine Countermeasures (AMCM) programs and provide long-term solutions to mitigate possible risks, thereby increasing the quality of products delivered to the customer. He aggressively pursued training and qualification in five models/series of H-60 type aircraft. He was personally responsible for the safe, on-time delivery of seven AMCM aircraft, each valued at over \$11 million, in addition to the delivery of over 17 aircraft

to the Field, Fleet and Allied Nations. He facilitated the education of DCMA peers and subordinates on the MH-60S helicopter. He can be counted on to come through, whether it is in the air accepting or delivering aircraft or on the ground leading the Program Support Team in focusing on the customer. A former quality assurance officer, Lt. Mutty hails from Portsmouth, R.I.

### **Major Timothy A. Starostanko, U.S. Army**

*Field Grade Officer of the Year and USA Field*

*Grade Officer*

*Best of Service*

Maj. Timothy A. Starostanko, assigned to DCMA Boeing Space & Communications (Seal Beach, Calif.), displayed exceptional leadership and acquisition skills as the Future Combat Systems (FCS) team lead/program integrator as well as a deployed administrative contracting officer (ACO) in support of *Operation Enduring Freedom* in 2004. As a seasoned contingency contracting officer, Maj. Starostanko provided Task Force Phoenix with exceptional contracting support during his deployment in Kabul, Afghanistan. He successfully administered four separate and distinct Logistics Civil Augmentation Program (LOGCAP) task orders in excess of \$65 million. Maj. Starostanko developed and implemented numerous contract oversight and cost reduction programs ultimately saving the U.S. government over \$11 million in contract costs. As the FCS team lead, he is responsible for Command, Control, Communication, Computer, Intelligence, Surveillance and Reconnaissance (C4ISR); Integrated Simulation and Testing; and Supplier Management integrated process teams. His leadership skills coupled with his extensive acquisition experience have been assets to the program as well as to his CMO. He is an outstanding officer, and his sustained excellence as a leader, problem solver and great communicator is truly exceptional. Maj. Starostanko is an invaluable asset to the warrior, DCMA and the FCS program. A graduate of the Army's Command and General Staff College, Maj. Starostanko is married with one son, and he and his wife are expecting their second child in the fall.

### **Lieutenant Commander Cledo L. Davis, U.S. Navy**

*USN Field Grade Officer*

*Best of Service*

Lt. Cmdr. Cledo L. Davis' performance as chief, Flight Operations; government flight representative (GFR); and



*(Left, from top to bottom)* Navy Lt. Thomas D. Mutty; Army Maj. Timothy A. Starostanko; Navy Lt. Cmdr. Cledo L. Davis

aviation safety officer DCMA Lockheed Martin Systems Integration Owego for 2004 has been exceptional. He is responsible for a combined team of DoD civilian, military and contractor personnel, managing contracts exceeding \$6.5 billion. His stewardship has resulted in his command's mission performance far exceeding DCMA and customer expectations. As a result of his continued superior performance, he was handpicked to lead several Aircraft Operations (AO) Inspection teams, as well as to instruct at the DCMA GFRs Training course and the annual AO training seminar. Lt. Cmdr. Davis' leadership, flight operations oversight and engineering test pilot skills have resulted in tremendous customer benefits, especially for the MH-60R Program. His experience has been consistently sought by NAVAIR Test, Systems Engineering and Air Vehicle Integrated Product Teams to solve demanding weapon systems integration and contractual issues. Through his exemplary professionalism and extraordinary degree of dedication, he has produced a "rock-solid, second-to-none surveillance program. His superb ownership of all GFR responsibilities is evident and is the benchmark standard for all DCMA GFRs," as stated by the DCMAE-AO Management Review inspection team. Lt. Cmdr. Davis has distinguished himself as a proven leader whose unyielding support of the customer is unsurpassed throughout DCMA. Lt. Cmdr. Davis and his wife have four children. They plan to travel to China this summer to bring a newly adopted daughter home.

### **Lieutenant Colonel Gerald J. Ven Dange, U.S. Air Force**

*USAF Field Grade Officer*

*Best of Service*

Lt. Col. Gerald J. Ven Dange distinguished himself by exceptionally meritorious service first as DCMA Redondo Beach commander and then as DCMA Southern Iraq commander from Jan. 1 to Dec. 31, 2004. During this period Lt. Col. Ven Dange's superior leadership, professional abilities and technical skills contributed immeasurably to the success of both the mission of DCMA Santa Ana and the Contingency Contracting Administrative Services (CCAS) mission in Southern Iraq. He made significant inroads with customers by implementing teaming arrangements with System Program Office integrated teams that resulted in over \$550,000 in cost savings. While leading DCMA Iraq, he

established critical receiving procedures at Um Qasr Port, enabling badly needed supplies to enter that port for the first time since the onset of war. Lt. Col. Ven Dange supported the Iraq Theater Transportation Mission, the lifeblood of *Operation Iraqi Freedom*, providing for more than 80 percent of all cargo transiting for use by U.S. and allied military. During his tour, he also started an orphanage program at Al Hillah and was able to raise enough money to donate over 1,500 pounds of clothes, food and school supplies to the orphanages of Southern Iraq. Lt. Col. Ven Dange's expert direction and guidance were instrumental in achieving mission success in support of the warrior. Through his singularly distinctive accomplishments in leadership and job performance, Lt. Col. Ven Dange reflects great credit upon himself, the U.S. Air Force and DoD. The former DCMA field grade officer of the Quarter hails from Orange County, Calif., and is married to Tammy.

### **Technical Sergeant William E. Foster, U.S. Air Force Reserve**

*Non-Commissioned Officer Reservist of the Year  
and USAFR Non-Commissioned Officer  
Best of Service*

Tech. Sgt. William E. Foster displayed outstanding leadership and dedication as an ACO, Coalition Forces Land Component Command (CFLCC), Camp Arifjan, Kuwait, while deployed in support of *Operation Iraqi Freedom*. As a warranted contracting officer, Tech. Sgt. Foster successfully fulfilled responsibilities previously held by DCMA officers and rapidly became a key player on the contracting team. He was assigned as the administrator for the largest CFLCC task order — Theater Transportation — a contract valued at over \$1.2 billion. As the administrator, he was responsible for movement of supplies from the Kuwait Port to Camp Anaconda just north of Baghdad. In fulfilling those responsibilities and ensuring delivery, Tech. Sgt. Foster unflinchingly escorted supply convoys into dangerous areas, completing all missions successfully despite periodic mortar attacks. Just as significantly, Tech. Sgt. Foster continuously monitored contracting issues for errors, and his attention to detail significantly reduced overcharging. In one instance he discovered unauthorized transactions, which led to further investigations and the discovery of \$30 million in overcharges. Tech. Sgt. Foster has taken numerous efforts at self-improvement, including completion of law



**(Right, from top to bottom)** Air Force Lt. Col. Gerald J. Ven Dange; Air Force Reserve Tech. Sgt. William E. Foster

enforcement classes, college coursework and phase one of Senior Non-Commissioned Officer Academy. In addition, he is a community representative for the Pierce County Sheriff's Department.

**Master Sergeant Mark Brady,  
U.S. Air Force Reserve**

*Senior Non-Commissioned Officer Reservist of the Year and USAFR Senior Non-Commissioned Officer Best in Service*

Master Sgt. Mark Brady's outstanding professional skill, leadership and ceaseless efforts contributed to the success of several DCMA contract administration offices. While he was deployed to Bagram, Afghanistan, he supported the U.S. Central Command's (CENTCOM's) mission in support of *Operation Enduring Freedom*. As the contracting officer for the Army's LOGCAP Task Order, valued in excess of \$155 million, he established himself as a critical link between combat forces and contractor personnel. This ensured a seamless transition of authority from combat units to contractor support with zero mission degradation. Additionally, Master Sgt. Brady's diligent efforts to transition 438 military positions to contract operations made valuable resources available to the task force commander to fight the war on terrorism. He was also a member of CCAS Dallas and provided outstanding contract administration support to both DCMA Lockheed Martin and DCMA Boeing. Master Sgt. Brady has 14 years of service with the Air Force, and he and his wife have two sons, Mark Jr. and Daniel.



**Storekeeper 1st Class Ludwin Atangan,  
U.S. Navy Reserve**

*USNR Non-Commissioned Officer Best of Service*

Storekeeper 1<sup>st</sup> Class Ludwin Atangan displayed outstanding leadership, dedication and technical skills by providing contributory support to his DCMA command. He facilitated the move of the DCMA Sunnyvale office to the Lathrop facility by supervising unit personnel in the organization of supplies and equipment at the Sunnyvale warehouse, allowing better visibility and accountability of assets. Storekeeper 1<sup>st</sup> class Atangan supervised his reservist team in providing over 120 hours of general contract administration support to the DCMA Lathrop office. He organized a successful humanitarian effort by



soliciting, collecting, inventorying and shipping over 500 pounds of general supplies donated for the benefit of Kohi Safi in Afghanistan. As training officer, Storekeeper 1<sup>st</sup> Class Atangan increased unit readiness from 67 percent to 98 percent in just one year, facilitating mobilization on short notice. As a career counselor he mentored subordinates in all aspects of career development, and as a result of his personal interest in their success, unit members improved Navy-wide Exam results by 20 percent. During the most recent advancement exam cycle, unit participation was 100 percent. Although Storekeeper 1<sup>st</sup> Class Atangan wasn't mobilized, he displayed selfless dedication to duty by volunteering for deployment as a property management specialist in support of *Operation Enduring Freedom*.

**Captain Albert Bledsoe,  
U.S. Air Force Reserve**

*Company Grade Officer Reservist of the Year and USAFR Company Grade Officer Best of Service*

Capt. Albert Bledsoe demonstrated outstanding leadership abilities and project management skills as the program integrator for Army Acquisition Categories programs, valued at over \$215 million. Capt. Bledsoe was directly responsible for programmatic and technical surveillance for the FCS Multifunctional Utility Logistics Vehicle Programs and program life-cycle processes. He supported all acquisition activities and agencies located across a multistate region. Capt. Bledsoe skillfully led a multifunctional team in establishing critical requirements documents, integrated master schedules and risk identification and mitigation plans. Capt. Bledsoe created an innovative quick-look report for critical programmatic problems, providing early insight into key issues. He led the team through challenging programmatic milestones and reviews, skillfully briefing senior leadership at all phases of his program's processes. Capt. Bledsoe developed a new information technology database for the FCS program, ensuring access and insight into an extensive range of programmatic issues. A Memphis, Tenn., native, Capt. Bledsoe was previously employed as a program manager for a Silicon Valley software company. He is currently located at DCMA Dallas.

*(Left, from top to bottom)* Air Force Reserve Master Sgt. Mark Brady; Navy Reserve Storekeeper 1<sup>st</sup> Class Ludwin Atangan; Air Force Reserve Capt. Albert Bledsoe

**Lieutenant Colonel Michael H. Morgan,  
U.S. Air Force Reserve**

*Field Grade Officer Reservist of the Year and USAFR  
Field Grade Officer  
Best of Service*

Lt. Col. Michael H. Morgan distinguished himself in performance as the deputy Joint Reserve Team leader, DCMA East. During his tenure, DCMA transitioned from a logistics organization into an independent combat support agency. He was the key as the command successfully raised from 0 percent to 100 percent the number of command deployment team members who perform contingency operations training, resulting in all command Reserve personnel being positioned to deploy. The output of this activity was multiple Reserve deployment assignments to the U.S. CENTCOM (Iraq, Kuwait, Qatar and Afghanistan), U.S. European Command (Bosnia, Georgia) and U.S. Pacific Command (Philippines). Lt. Col. Morgan was responsible for recruiting the first Agency non-commissioned officer for an ACO deployment assignment, thereby significantly increasing the available personnel resources for in-theater missions. He was activated to support *Operation Iraqi Freedom* to serve as the contingency contracting District representative. As the advisor to commanders on readiness and training at the Continental U.S. Replacement Center Fort Bliss, Texas, he was the on-site military member responsible for the final deployment of 300 DCMA military and civilians to and from the CENTCOM Area of Operations. He was the lead in a Command Bottom-Up Review to ensure Reserve forces' readiness capability. The result of this task force was the transformation of the Reserve focus at each of the 38 command locations, from an individual asset- and location-based program to a coordinated mission-based activity. He is the first O-5 member of the Agency to serve on the 2-Star Mobilization Assistant Joint Reserve Senior Advisory Staff, and he also serves on a national career field group tasked to advise active senior Air Force contracts O-8. Lt. Col. Morgan and his wife, Donna, have five children and five grandchildren.

**Commander Lockwood R. Eddy,  
U.S. Navy Reserve**

*USNR Field Grade Officer  
Best of Service*

Cmdr. Lockwood R. Eddy displayed exemplary leadership, initiative and professionalism as commanding officer of

the Naval Reserve DCMA West Combat Support Team Detachment by development and implementation of a comprehensive Combat Support Operations Center (CSOC) training program prepared and effectively implemented for DCMA West headquarters personnel. Additionally, he developed a program to evaluate, test and operate the disaster and recovery communications equipment that resulted in CSOC being 100 percent ready to mobilize and re-establish operations in the event of an emergency. As part of joint responsibility for maintenance of CSOC Situation Report files, his unit sorted, scrubbed and stored over 500 CMO Situation Report folders, maximizing organization, storage space and security for future contingency operations. To enhance the mobilization readiness of personnel under his command, he established a training program that ensures Defense Acquisition Workforce Improvement Act Level 1 coursework completion within a normal three-year unit assignment for Navy Reserve personnel. Cmdr. Eddy implemented this unit training plan by obtaining quotas for classroom and online courses. This resulted in 100 percent of eligible unit personnel completing the requisite training. Cmdr. Eddy employs his outstanding leadership skills and professionalism in support of community affairs and military-affiliated activities.

**Lieutenant Colonel Lorenzo Evans,  
U.S. Army Reserve**

*USAR Field Grade Officer  
Best of Service*

During this period Lt. Col. Lorenzo B. Evans was called to active duty in support of *Operation Iraqi Freedom* and to backfill for the program integrator being deployed to the Middle East. His outstanding leadership, mission focus and program acquisition expertise were evident by his ability to lead a cohesive, 17-person FCS support team. Lt. Col. Evans was responsible for acquisition oversight for four integrated product teams responsible for the Army's highest priority development program. His superb execution and in-depth knowledge of the FCS Development and Demonstration phase enabled the lead program integrator, DCMA and program office to develop and implement a very aggressive milestone program plan. Lt. Col. Evans is also the CCAS Dallas team leader, and under his leadership over 80 percent of his team volunteered and were deployed in support of *Operation Iraqi Freedom* and the war on terrorism in 2004.



**(Right, from top to bottom)** Air Force Reserve Lt. Col. Michael H. Morgan; Navy Reserve Cmdr. Lockwood R. Eddy; Army Reserve Lt. Col. Lorenzo Evans

# Around DCMA



Visit to Pemco Aeroplex

## U.S. Senator & Congressman Visit Pemco Aeroplex

FEB. 21 – Pemco Aviation Group unveiled its newly modernized hangar at a ceremony attended by Senator Jeff Sessions (front row, center), Congressman Artur Davis (front row, right), representatives from the mayor's office and Chamber of Commerce and over 200 Pemco employees. Air Force Lt. Col. Samuel R. Griffin, commander, Southeast Aircraft Operations (SEAO) – Birmingham represented DCMA at the ceremony. The customer was represented by KC-135 System Program Director Air Force Col. Kenneth J. Moran of Tinker Air Force Base (second row). (Submitted by Ms. Debra Moulton, Public Affairs liaison, SEAO – Birmingham; DCMA staff photo)

## DCMA Maryland Hosts First-Ever "Engineers' Day" During National Engineers' Week

FEB. 24 – For the first time, DCMA Maryland commemorated National Engineers' Week (Feb. 20-26) with "Engineers' Day," which featured discussions on the pivotal role engineers play at DCMA and in society and featured guest speakers from the engineering profession. The event chairman was Mr. Matthew Nawn, DCMA Maryland engineer (top row, 2<sup>nd</sup> from left), and speakers included Mr. Frank "Rusty" Elsner III, chairman and CEO of Elsner Engineering Works, Inc. (top row, 4<sup>th</sup> from left); Mr. John H. Nawn, dean of science and engineering at Ocean County College in Toms River, N. J. (top row, left); Ms. Ruth Sluder, Technical Operations Group chief; and Mr. John Siemon, DCMA engineer (bottom row, center). Other participants included Mr. Frank Elsner Jr., chairman emeritus of Elsner Engineering Works (top row, 3<sup>rd</sup> from left); Ms. Jane Thompson, DCMA engineering field support representative (top row, 2<sup>nd</sup> from right); Mr. Anthony Raspa, DCMA Maryland engineer (top row, right); Mr. Paul Brozovic, DCMA Maryland engineer (bottom row, left); and Mr. Man Mohan Kumar,



"Engineers' Day"

DCMA Maryland engineer (bottom row, right). (Submitted by Mr. Matthew Nawn, engineer, DCMA Maryland; photo by Ms. Tracy Williams, DCMA Maryland)



Women's History

## Women's History Month

MARCH 3 – Eighty-one people attended the DCMA District East Women's History Month celebration at the Barnes Building in Boston, Mass. Mr. Keith Ernst, DCMA District East director, spoke briefly and then introduced the guest speaker, retired Air Force Brig. Gen. Wilma L. Vaught (center), spearhead of the Women of the American Military Memorial. Attendees included Air Force Maj. Tonia McCormick (left) and Army 1<sup>st</sup> Sgt. Angela Cameron (right). (Submitted by Mr. Bill Cashman, Equal Employment manager, District DCMA East Headquarters; DCMA staff photo)

### Aircraft Integrated Maintenance Operations

MARCH 15 – Mr. Keith Ernst, DCMA East director; Navy Capt. James Trueblood, commander of DCMA Aircraft Integrated Maintenance Operations (AIMO) Center – St. Augustine, Fla.; and Ms. Debbie Powell, the new deputy commander of the DCMA AIMO – Enterprise (2nd from left) traveled via helicopter to tour many contractor facilities covered by this contract management office, including the Selma, Ala., L3/Vertex facility; the new office and headquarters of DCMA AIMO – Enterprise, Ala.; the Ozark, Ala., U.S. helicopter facility; and the Crestview, Fla., facilities of Crestview Aerospace Corporation and Aerospace Integration Corporation. Mr. Ernst, Capt. Trueblood and Ms. Powell had the opportunity to meet with many personnel in the field, including UH-60 crew chief Army Staff Sgt. Daniel Ray (left) and UH-60 crew chief Army Staff Sgt. Michael Johnson (right). (Submitted by Ms. Tammy Marx, management assistant to the commander/deputy commander, DCMA AIMO – Enterprise; DCMA staff photo)



DCMA AIMO



Mobilization Mission

### DCMA West Reserve Leadership Meets to Discuss Mobilization Mission

MARCH – Senior leadership for the Reserve component of DCMA District West (DCMAW) met in Long Beach, Calif., recently to discuss the Reserve deployment mission and share best practices. The two-day meeting was organized by the DCMAW Joint Reserve Team, led by Air Force Reserve Col. Marilyn Sabicer (3rd from left) and cochaired by Air Force Maj. Gen. John Handy, mobilization assistant to the DCMA director (3rd from right), and Mr. Richard Zirk, DCMAW director (5th from left). The photo shows DCMAW Reservists who were recognized for their deployments in support of *Operations Enduring Freedom* and *Iraqi Freedom* at a presentation in October 2004: Air Force Reserve Maj. Steven Miller (left); Army Maj. Joseph Reyes (2nd from left); Air Force Reserve

Maj. Michael Wolfe (4th from left); Air Force Reserve Master Sgt. Mark Brady (4th from right); Air Force Reserve Master Sgt. Charles Fortune (2nd from right); Air Force Reserve Tech. Sgt. William Foster (right). The flags they are holding were flown over Ground Zero, the former site of the World Trade Center towers in New York, N.Y. (Submitted by Air Force Maj. Lee Whittington, DCMA West Headquarters; DCMA staff photo)

### Col. Andy Mills Awarded Bronze Star Medal

MAY 5 – At the recent Commanders’ Conference, Air Force Maj. Gen. Scott, DCMA director, presented the Bronze Star to Army Col. Ainsworth (Andy) B. Mills for his service as commander, DCMA Iraq. Demonstrating selfless service and courage while exposed to extreme danger from repeated mortar, rocket, small arms fire and improvised explosive device attacks, Col. Mills never wavered from his responsibilities to care for his people and accomplish the mission. As commander, he led 47 individuals in administering \$7 billion in life and combat support service contracts at 70 sites dispersed throughout Iraq. Col. Mills’ extraordinary leadership and independent judgment were instrumental in providing effective and timely combat support services to over 150,000 service members of the multinational forces. Whether supporting offensive operations, assisting the Iraqi relief and reconstruction efforts or coordinating the establishment of the U.S. Embassy in Iraq, his commitment to this team and to the men and women deployed in support of *Operation Iraqi Freedom* was steadfast. Colonel Mills’ heroic actions and selfless dedication to duty reflect great credit upon himself, the Army and the Department of Defense. (DCMA staff photo)



Col. Mills Awarded Bronze Star

## Taking Their Game to a Higher Level

MARCH – The Central High School football team of Bridgeport, Conn., which won 10 of 10 regular-season games in 2004, tallied another victory during a visit to Sikorsky Aircraft Corp. Mr. Bob Mraz, Special Programs team leader at DCMA Sikorsky Aircraft, is a Central graduate and an assistant coach for the team. Mr. Mraz arranged the visit, which included viewing the museum of Mr. Igor Sikorsky's contributions to aviation; touring the helicopter plant with Navy Lt. Tom Mutty, a pilot for DCMA Sikorsky (shown at right with the C.H.S. group and an MH-60S Knighthawk helicopter); viewing a DVD with highlights of Central's 2004 season; and listening to recruiting presentations by Mr. Mraz, Mr. Alex Rodriguez of Sikorsky, a 1994 Central graduate, and Army Sgt. Jose Cruz, an Army recruiter. At the end of the presentation Sgt. Cruz and Central's Assistant Coach Jose Castillo tossed miniature "Go Army" footballs to the crowd. Coach Castillo said team members enjoyed the tour and took away a number of impressions. Mr. Mraz said he planned the tour primarily for the sophomores and juniors, who are just beginning to think about life after high school. Navy Capt. Dorothy J. Freer, DCMA Sikorsky Aircraft commander, credited Mr. Mraz with the idea for the visit and for making arrangements with Sikorsky. "Bob wanted to give these young men a sense of the working world and their options in joining it. We were happy to help," she said. (Submitted by Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky Aircraft; photo by Mr. Steve Kaufman, DCMA Sikorsky)



Taking Game to a Higher Level



When I Grow Up

## When I Grow Up

APRIL 5 – DCMA St. Petersburg employees and their children, grandchildren and friends participated in "Take Your Child to Work Day." Special Emphasis Coordinator & Quality Assurance Specialist Mr. Darren Blackwell (back row, right) and six other employees, including Ms. Pam Daily, contract administrator (back row, left), and Ms. Linda Ray, Operations chief (back row, center), led the children through the day's activities. (Submitted by Ms. Melanie Kordana, Public Affairs liaison, DCMA St. Petersburg; DCMA staff photo)

## Space Flight Awareness Award

APRIL 19 – DCMA ATK Thiokol's NASA Resident Office honored a DCMA team with a Space Flight Awareness (SFA) Award and luncheon. Members of the team received a certificate with an orbiter flag that had been flown aboard the shuttle, an SFA pin and a cash award. The team receiving this award consisted of Mr. Dale Hansen, quality assurance (QA) specialist (2<sup>nd</sup> from right); Mr. Rick Patterson (not pictured); Ms. Jackie Smith, QA specialist (3<sup>rd</sup> from right); Mr. Greg Traveller, QA specialist (3<sup>rd</sup> from left); and Mr. Gary Jacobson, QA specialist (right). Mr. Hansen, Mr. Patterson and Ms. Smith were recognized for their timely implementation of Return to Flight government mandatory inspection points for the Reusable Solid Rocket Motor (RSRM) program. Mr. Traveller and Mr. Jacobson were recognized for effectively managing the review of approximately 420 RSRM-90 Return to Flight build documentation records for all required government mandatory inspection points. Team members Air Force Lt. Col. Lloyd Blackmon, DCMA ATK Thiokol commander (left); Mr. Larry Nemecek of NASA (2<sup>nd</sup> from left); and Mr. Mark Pickart, DCMA-NASA program integrator (4<sup>th</sup> from left) were also in attendance. According to Mr. Bill Robinson (4<sup>th</sup> from right), NASA resident manager at ATK Thiokol, "The team found a painless way to implement inspection points." (Submitted by Mr. Joe Hawkins, GDR commander's secretary, DCMA ATK Thiokol; DCMA staff photo)

an SFA pin and a cash award. The team receiving this award consisted of Mr. Dale Hansen, quality assurance (QA) specialist (2<sup>nd</sup> from right); Mr. Rick Patterson (not pictured); Ms. Jackie Smith, QA specialist (3<sup>rd</sup> from right); Mr. Greg Traveller, QA specialist (3<sup>rd</sup> from left); and Mr. Gary Jacobson, QA specialist (right). Mr. Hansen, Mr. Patterson and Ms. Smith were recognized for their timely implementation of Return to Flight government mandatory inspection points for the Reusable Solid Rocket Motor (RSRM) program. Mr. Traveller and Mr. Jacobson were recognized for effectively managing the review of approximately 420 RSRM-90 Return to Flight build documentation records for all required government mandatory inspection points. Team members Air Force Lt. Col. Lloyd Blackmon, DCMA ATK Thiokol commander (left); Mr. Larry Nemecek of NASA (2<sup>nd</sup> from left); and Mr. Mark Pickart, DCMA-NASA program integrator (4<sup>th</sup> from left) were also in attendance. According to Mr. Bill Robinson (4<sup>th</sup> from right), NASA resident manager at ATK Thiokol, "The team found a painless way to implement inspection points." (Submitted by Mr. Joe Hawkins, GDR commander's secretary, DCMA ATK Thiokol; DCMA staff photo)



Space Flight Awareness Award

### Care Packages for Troops in Iraq

MAY – In the past several months over 45 care packages have been sent to troops in Iraq thanks to Ms. Gae Boutin (right), administrative contracting officer, DCMA Boeing Seal Beach, Anaheim campus and past president of the National Contract Management Association (NCMA) area chapter, and Ms. Joyce Detki (left), member of the NCMA area chapter and wife of Mr. Bill Detki, contract administrator, DCMA Santa Ana. Ms. Boutin and Ms. Detki solicited donations in their chapter newsletter in order to collect contributions and donations for this project. Trunks full of items were brought to the Detki home, where items were then wrapped and packaged properly for shipment to the troops. Ms. Boutin received a letter of thanks in November 2004 from the Office of the Adjutant at Camp Ar Ramadi, Iraq. Accompanying the letter was an Army battalion coin, which is rarely given, from the 2<sup>nd</sup> Battalion, 17<sup>th</sup> Field Artillery Regiment. The coin was given in recognition and appreciation of the assistance the women have provided with their care packages. DCMA thanks Ms. Boutin and Ms. Detki for their efforts in sending support to our men and women in Iraq. (Submitted by Ms. Ashley Wuytens, staff writer, DCMA West Headquarters; DCMA staff photo)



Care Packages for the Troops



Ms. Charlene Ivey Named Director

### Ms. Charlene Ivey Named Director of DCMA Northern California

MAY – Ms. Charlene Ivey was recently promoted from deputy director to director of DCMA Northern California, located in Lathrop, Calif. As director, Ms. Ivey believes that her role will be “to focus Northern California employees by providing the vision for the future and ensure the connection of their daily positions is tied to their customers, the CMO, the Agency and [DoD].” She truly enjoys working with her staff — as she says, “It electrifies me to see what today’s federal employees are capable of accomplishing” — and is committed to communicating in an open, honest, fair and equitable manner. Prior to joining DCMA, Ms. Ivey held various positions within the Air Force, including contract negotiator, buyer and procuring contracting officer, and worked as a procurement analyst in the Office of the Undersecretary of Defense Acquisition Reform. She holds a bachelor’s degree in sociology with a minor in business administration and a master’s

degree in counseling, and she has attended the Federal Executive Institute’s program in leadership. (Submitted by Ms. Ashley Wuytens, staff writer, DCMA West Headquarters; DCMA staff photo)

### Mr. Bruce Zimmerman Receives Meritorious Civilian Service Award

MAY 5 – Mr. Bruce K. Zimmerman (right, receiving award from Maj. Gen. Darryl A. Scott, DCMA director) received the DCMA Meritorious Civilian Service Award, the Agency’s second highest honorary award. The award is granted by the DCMA director to civilian employees whose superior service or accomplishments have significant Headquarters, District or multiple-CMO impact. Mr. Zimmerman distinguished himself through outstanding service as deputy commander, DCMA Seattle from January 2000 to April 2005. Mr. Zimmerman’s superb accomplishments in meeting customer mission objectives and energetically developing his local workforce have set the standard for DCMA activities worldwide. His diverse organization managed \$23 billion worth of contracts with over 500 firms spread across five northwestern states. (Submitted by Mr. Steve Uehling, Workforce Development Division chief, DCMA Headquarters; DCMA staff photo)



Mr. Zimmerman Receives Award

# Beat the Boss



by Ms. Lindsay Gross, Staff Writer

*DCMA's annual "Beat the Boss" challenge is an Agency-wide fitness event in which employees participate in a 1.5-mile run or walk in an attempt to surpass the fitness rating of Air Force Maj. Gen. Darryl A. Scott, DCMA director.*



**M**aj. Gen. Scott ran this year's 1.5-mile course at Pullen Field in Ft. Belvoir, Va., during DCMA Headquarters' "Beat the Boss" event on June 7. His time to beat? 13:36, which placed him in the "good" fitness category.

On June 8, Maj. Gen. Scott's results were e-mailed to all contract management office Fitness points of contact and posted on the DCMA Virtual Fitness Web page. Other locations were encouraged to hold their events anytime between April 1, and



**(Above)** DCMA Dayton participants, from left: Mr. Angelo Manzo, Ms. Melissa Guess, Ms. Kelly Richwine, Ms. Chris Esterbrook, Mr. David Miller, Mr. Paul Burkhardt, Mr. Brian Urichich, Mr. Burl Bruce, Mr. Ken Murrell and Mr. Bill Shaneyfelt. (DCMA staff photo)

**(Top)** The coveted DCMA "Beat the Boss" patch given to all event participants. (DCMA staff photo)

*All participants and volunteers received a certificate signed by Maj. Gen. Scott as well as the coveted DCMA “Beat the Boss” participant’s patch or “I BEAT THE BOSS” patch.*

**Maj. Gen. Scott’s time to beat? 13:36, which placed him in the “good” fitness category.**

June 30, 2005 and then send in their results. “Prior to June 7, we posted all information about the event on the Web site and sent out the Fitness Rating System, registration sheet template, information sheets, promotional flyers and event POC instructions,” reported Mr. Shawn Nickle, DCMA Wellness and Fitness coordinator. “Although only about 20 people from headquarters preregistered, many more showed up on race morning. It was a similar situation at other locations — all told, about 1,067 people joined in the event, nationwide.”

The Virtual Fitness Web site also offered detailed training programs for those interested in participating. An eight-week walking and

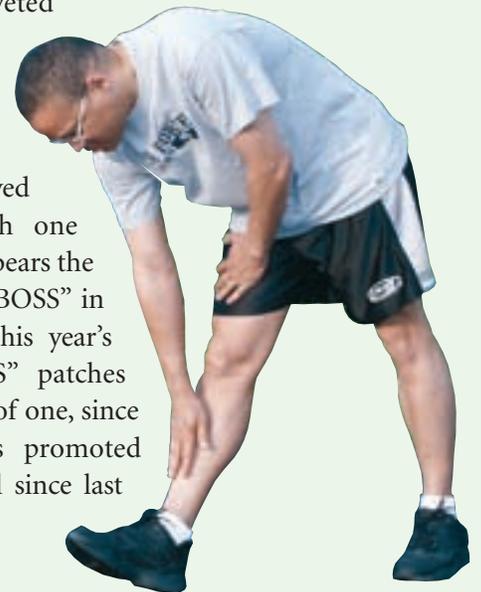


running training plan was posted for all fitness levels (beginning walkers, intermediate/advanced walkers, beginning runners and intermediate/advanced runners), so participants could use the information as a guide to prepare for the



event. A chart located on the Web site calculated participants’ fitness ratings based on their results. “Basically, this is a formula that will determine how you measured up to Maj. Gen. Scott,” explained Mr. Nickle. “Factors such as age, gender and whether you ran or walked the course determined which patch you earned.” The chart is based on Air Force Fitness Testing Standards.

All participants and volunteers for the event received a certificate signed by Maj. Gen. Scott as well as the coveted DCMA “Beat the Boss” participant’s patch. Those who actually beat Maj. Gen. Scott’s fitness category received a similar patch, with one difference: their patch bears the words: “I BEAT THE BOSS” in bold capital letters. This year’s “I BEAT THE BOSS” patches have two stars instead of one, since Maj. Gen. Scott was promoted from brigadier general since last year’s event.



**(Right)** Air Force Maj. Gen. Darryl A. Scott stretches before the event. (DCMA staff photo)

**(Above Left)** DCMA Springfield event organizers Ms. Debbie Kensicki (left) and Ms. Maria Rufolo (DCMA staff photo)

**(Above Right)** DCMA Huntsville participants, from foreground to background: Ms. Lorraine Parham, Ms. LouElla Alcaraz, Mr. Dan Blizzard, Mr. Don Horst and Mr. Larry Williams (DCMA staff photo)

# Spring Training Fitness Challenge Winners



by Mr. Shawn Nickle, Agency Wellness/Fitness Coordinator, DCMA Headquarters

There were 541 participants in the Spring Training Fitness Challenge, which ran from Feb. 7 to April 29, 2005, and was sponsored by Virtual Fitness @ DCMA, a component of the Work/Life program. Participants earned award points by completing a variety of health and fitness activities and logging the activities in their Web-based Motivation® accounts<sup>1</sup>. Two award categories were created to recognize top achievers.

## Staff Ace Award

This award was presented to those participants who earned the most incentive points at their respective contract management offices (CMOs).



The prize included a Staff Ace Certificate of Excellence and an elite gold pin.

## Fitness MVP Award

The Fitness MVP [most valuable player] award was presented to the three participants who earned the most incentive points overall. Each received a certificate of excellence and a copy of *Fitness & Health, 5<sup>th</sup> edition*, a comprehensive text that provides valuable information on exercise, nutrition and weight control.

Virtual Fitness @ DCMA would like to thank all participants for making the Spring Fitness Challenge such a success!

For more information about the Fitness Challenge and other Fitness programs, contact your organization's fitness point of contact (a listing of each CMO's Fitness contact is posted on the Virtual Fitness Web page: <http://home.dcma.mil/dcma-HR/fitness.htm>) or Agency Wellness/Fitness Coordinator Mr. Shawn Nickle at (703) 428-0455 or [Shawn.Nickle.ctr@dcma.mil](mailto:Shawn.Nickle.ctr@dcma.mil).

## Staff Ace Award Winners

NAME	CMO	POINTS
Mr. Joe Hawkins	ATK Thiokol	1,794
Mr. Edward Bridges	Atlanta	1,674
Mr. Marlon Elbelau	Boeing Long Beach	1,927
Ms. Rachel Levinson	Boeing Philadelphia	3,863
Mr. Richard Newhall	Boston	1,731
Mr. Mitch Rohrbach	Central PA	2,234
Mr. Kevin Kresl	Chicago	2,602
Ms. Sharon Ealey	Dallas	2,596
Mr. William Shaneyfelt	Dayton	2,002
Ms. Debbie McAlexander	Denver	2,755
Mr. Leonard Richard	Detroit	2,826
Mr. Michael Morrissey	East Headquarters	1,875
Ms. Bonnie Pantanella	Hamilton-Sundstrand	1,880
Mr. Vinni Marchese	Hartford	3,786
Mr. Derek Hale	Headquarters	2,017
Mr. Johnny Pritchard	Huntsville	2,666
Mr. Jeff Tallmadge	Lockheed Martin Denver	1,956
Ms. Dorothy Allen	Lockheed Martin Marrietta	248
Ms. Erin Nielsen	Lockheed Martin Sunnyvale	1,694
Mr. James Mroccka	Lockheed Martin Systems Integration Owego, NY	1,650
Mr. Walter Olszewski	Long Island	1,029
Mr. Jim Morris	Lynchburg, VA	930
Ms. Marcy Weibe	Maryland	1,775
Ms. Anna Rodriguez	Orlando	2,525
Mr. Gary Wellman	Pacific	1,215
Mr. Richard Seiwert	Phoenix	8,407
Mr. Luke Garvin	Pratt & Whitney	1,802
Mr. Robert Watson	Raytheon MA	1,112
Mr. James Magnan	Raytheon Tucson	4,392
Ms. Paula Brose	Saint Louis	1,239
Mr. Gary Madson	Salt Lake City	2,073
Mr. Laurence Tyler	San Antonio	2,047
Ms. Alice Watson	San Diego	1,375
Ms. MaryAnn Brock	Santa Ana	1,423
Mr. Phil Visokey	Sealy	776
Mr. Charles Warren	SEAO	1,052
Mr. Daniel Baron	Seattle	2,867

## Fitness MVP Award Winners

NAME	CMO	POINTS
Mr. Richard Seiwert	Phoenix	8,407
Mr. James Magnan	Raytheon Tucson	4,392
Ms. Lois Kennemer	Raytheon Tucson	3,965

<sup>1</sup> Motivation is a registered trademark of BSDI®.

# Mr. Dale Hansen Receives Space Flight Awareness Program Award

by Lt. Col. M. Lloyd Blackmon, U.S. Air Force, Commander,  
DCMA ATK Thiokol

*Mr. Dale Hansen, program manager for the Defense Contract Management Agency (DCMA) Alliant Techsystems Inc. (ATK) Thiokol<sup>1</sup> Government Mandatory Inspection Point (GMIP), recently was awarded the Space Flight Awareness Program Award. Mr. Hansen is responsible for overall management of the Reusable Solid Rocket Motor (RSRM) safety of flight component of the GMIP program. For the past 15 years, he has managed the program at ATK Thiokol for the Marshall Space Flight Center (MSFC).*

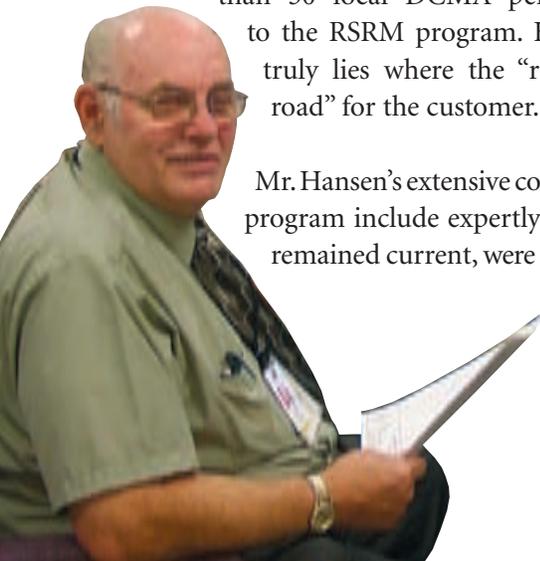


**T**he GMIP program currently includes 267 flight-critical safety inspections, and Mr. Hansen completes Return to Flight (RTF) mission reviews and acts as the GMIP closed-loop database focal point for both NASA and DCMA. He also manages a “NASA-unique” training program for more than 50 local DCMA personnel assigned to the RSRM program. His responsibility truly lies where the “rubber meets the road” for the customer.

Mr. Hansen’s extensive contributions to the program include expertly ensuring GMIPs remained current, were implemented into

the contractor’s planning documents prior to proceeding with hardware processing and were properly completed prior to final acceptance of flight hardware by NASA Resident Management Office personnel.

Another contribution involved reviewing Space Shuttle Program Safety and Mission Assurance GMIP oversight for each major program element and developing a closed-loop accountability system in response to two Columbia Accident Investigation Board report recommendations. The MSFC challenged each assurance office to develop a path forward to embrace the Board’s recommendations, and the local assurance



**(Left)** Program Manager Mr. Dale Hansen at work at DCMA ATKThiokol (DCMA staff photo)

**(Above)** The *Space Shuttle Discovery* leaves the launch pad at Kennedy Space Center in Florida on its Return to Flight mission. Mr. Hansen has made “measurable contributions” to this mission. (Photo courtesy of NASA)

*Mr. Hansen's responsibility truly lies where the  
"rubber meets the road" for the customer.*

<sup>1</sup> ATK's Thiokol division, with five locations throughout the U.S., is the world's leading supplier of rocket motors for space launch vehicles, strategic missiles and missile defense interceptors.

Source: ATK Thiokol, 2005, Alliant Techsystems Inc., 1 June 2005, <<http://www.atk.com/corporateoverview/corporateoverview.asp>>.



office requested DCMA's assistance in creating and executing a plan. Mr. Hansen accomplished this task superbly by implementing a highly effective RSRM GMIP review plan, which brought together NASA,

DCMA and expert contractors to review more than 20,000 Critical Items List safety of flight inspections. The review team's five-month, exhaustive effort resulted in a new GMIP list containing 1,047 inspections that provide NASA with better evidence of quality assurance. He aggressively moved to implement RTF GMIP, and the overhaul is approximately 60 percent complete. His GMIP review plan was adopted by the MSFC Safety & Mission Assurance Directorate as the standard for the RTF GMIP process.

Mr. Hansen has also been instrumental in establishing ATK Thiokol's closed-loop GMIP and Critical Items List accounting system. Over the past several months, Mr. Hansen and ATK Thiokol proactively established minimum requirements for tracking both government and contractor critical safety of flight inspections. These requirements were integrated into ATK's newly developed system, which is now being tested prior to full-scale integration.

Mr. Hansen continues to be DCMA ATK Thiokol's GMIP expert. He is recognized by DCMA and NASA at all management levels for his measurable contributions to the Space Shuttle program's Return to Flight mission. On a daily basis, his unwavering commitment to program safety and quality is outstanding.

### NASA's Most Recent Space Shuttle Mission: Return to Flight

**N**ASA's July 2005 mission to space was named "Return to Flight" (STS-114) as it was the first Space Shuttle mission since the Columbia disaster in 2003. The Space Shuttle Discovery's seven-member Return to Flight crew traveled to the International Space Station primarily to test and evaluate new safety procedures. The crew members' safe and successful mission, which lifted off from NASA's Kennedy Space Center, Fla., on July 26, 2005, was supported by two years of hard work by tens of thousands of people such as Mr. Hansen.

There have been many safety improvements to the Shuttle, including a redesigned external fuel tank that uses electric heaters rather than foam to prevent ice buildup; new temperature sensors; enhanced imaging equipment for recording the launch; and a boom, the Canadian-built robotic arm ("Canadarm"), that allows astronauts to inspect the Shuttle for any potential damage.

Two crewmembers, Dr. Steve Robinson and Mr. Soichi Noguchi, ventured outside the Shuttle three times on spacewalks. The first demonstrated repair techniques on the Shuttle's protective tiles, known as the Thermal Protection System. During the second spacewalk, they replaced a failed Control Moment Gyroscope, which helps keep the station oriented properly. Finally, they also installed the External Stowage Platform, a sort of space shelf for holding spare parts during Station construction.

STS-114 will also be the third trip of the Multi-Purpose Logistics Module (MPLM) named Raffaello to the Station. Raffaello is a cylindrical module, about 21 feet long and 15 feet in diameter, weighing almost 4.5 tons. It's essentially a "moving van" that transports supplies to the orbital outpost.

Source: *STS-114 Crew & Mission — Mission Overview*, 2005, NASA, 26 July 2005, <<http://www.nasa.gov/returntoflight/crew/index.html>>.

**(Above)** Framed by a yellow ventilation hose and parts of the airframe, Aerospace Technician Ms. Lisa Campbell, United Space Alliance, works in a tight space inside *Discovery's* left wing at NASA's Kennedy Space Center in Florida. (Photo courtesy of NASA)

# 1<sup>st</sup> Lt. Bliss Receives Award for Excellence



by Ms. Ashley Wuytens, Staff Writer, DCMA West Headquarters

The Major General Donald L. Owens Award was presented to Air National Guard 1<sup>st</sup> Lt. Harold Bliss, Defense Contract Management Agency (DCMA) Phoenix, Scottsdale Team at the 56<sup>th</sup> annual National Guard Association of Arizona conference in Carefree, Ariz. 1<sup>st</sup> Lt. Bliss received the award for his superior performance as a maintenance officer for the 161<sup>st</sup> Maintenance Squadron. Junior officers from grades second lieutenant through captain who serve in the Arizona National Guard are eligible for this award. It is conferred on the officer who has excelled in the performance of duties, enabling the Arizona National Guard to meet peacetime and wartime mission requirements.



The nomination for this award is placed by the squadron commander and includes specific facts, achievements and examples that illustrate the officer's exceptional qualities. A nominee's achievements should distinguish this officer from his or her peers and demonstrate leadership and job performance in the officer's primary Air Force Specialty Code. A nominee should also exhibit leadership in social and cultural activities as well as the ability to be an articulate and positive representative of the Arizona National Guard.

Receiving the award was the highlight of 1<sup>st</sup> Lt. Bliss' career. He has been in the military for 17 years, 13 of which were as an enlisted soldier. After graduating from the I.G. Brown Air National Guard Training and Education Center's Academy of Military Science, he became supervisor of more than 180 maintenance personnel within his squadron. This position requires highly developed disciplinary and communication skills. "The decisions I make directly affect the members of the unit and the unit itself," said 1<sup>st</sup> Lt. Bliss, "and the recognition I have received from my squadron commander makes me feel great."

1<sup>st</sup> Lt. Bliss sees a direct link between his National Guard and DCMA careers. "When I am activated or perform annual training for the military, I become a warfighter and rely on the equipment our very Agency oversees. ... This [award] directly relates to my skills and abilities to perform at the same level as a software acquisition manager for DCMA."

"Receiving this award provides a very high level of recognition and demonstrates to my superiors that I have excelled in my duties and responsibilities," said 1<sup>st</sup> Lt. Bliss. "It will signify to a selection board, when I am up for promotion, that I am prepared and capable of taking on more responsibilities as a leader and a member of the National Guard." The award is also meaningful to 1<sup>st</sup> Lt. Bliss as both his father and grandfather served within the unit while Maj. Gen. Owens was in command. "Maj. Gen. Owens was a member of the unit I am assigned to, the 161<sup>st</sup> Air Refueling Wing [ARW]," said 1<sup>st</sup> Lt. Bliss. "Our unit was established in the 1940s and has been going strong since." Maj. Gen. Owens rose through the ranks of the 161<sup>st</sup> ARW, becoming wing commander, air commander and then adjutant general of the Arizona Air National Guard.

**(Top)** Air Force 1<sup>st</sup> Lt. Harold Bliss, DCMA Phoenix, Scottsdale Team, recipient of The Major General Donald L. Owens Award. (DCMA staff photo)

# Angela Bailey: HR's New Leader of the Pack



An interview with Ms. Angela Bailey, Executive Director for Human Resources, DCMA Headquarters, by Mr. Tom Gelli, Chief, Congressional Affairs, DCMA Headquarters

**M**s. Angela Bailey is the Defense Contract Management Agency's (DCMA's) new executive director for Human Resources (HR). She comes to the job with 16 years' experience in federal personnel management, including stints in classification, position management and labor and employee relations. Most notably of late she headed the DCMA Transformation Team and played a key role in charting the Agency's path forward. Since coming to DCMA headquarters in July 2000, she has steadfastly endeavored to make DCMA an employer of choice. Outside the office, she and her husband of 20 years, Bruce, live in northern Virginia along with their son, Danny, and daughter, Sierra, their dog, Annie, and a neurotic tomcat named Butchiepoo. A native of southern Pennsylvania, she holds a bachelor's degree in leadership from Nebraska's Bellevue University. And don't be surprised if you see her straddling a Harley 883 Sportster in the next Rolling Thunder tour.

We recently sat down with Ms. Bailey to get a better idea of the person behind that big HR desk.

**Q:** The times they are a-changing, especially in the HR arena of federal government and the Department of Defense (DoD) in particular. Do you ever think that perhaps you have just waded into a violent whirlpool?

**(Right)** Ms. Angela Bailey (left), newly appointed executive director for Human Resources, with Ms. Cherie Taylor, secretary to executive director, Human Resources. (DCMA staff photo)

**AB:** No, not at all. Certainly these are changing times, but I think the turbulence is carrying us down a path of needed change, particularly in the HR field. For us, that will mean a keener focus on the customer rather than on policies and procedures. I expect that to result in better support to CMO [contract management office] commanders. I would prefer to characterize this period of transition not as turbulent, which suggests we have little control over things, but rather as exciting — exciting in that we have the opportunity to set our own course and shape our future. It's like being an entrepreneur with a start-up enterprise.

**Q:** As DCMA's mission responsibilities expand with no commensurate increase in resources, the HR



*Ms. Angela Bailey is DCMA's new executive director for HR. She comes to the job with 16 years' experience in federal personnel management.*

management challenges become increasingly acute, particularly at the operational level. What must be done to blunt any adverse effects this may have on mission performance?

**AB:** I would say that HR must take a tactical as well as a strategic approach. In getting the tactical house in order, HR will be a key player in determining where the Agency stands in terms of on-board skills, competencies, certifications, educational credentials and so forth. We must see how our skill base matches up with our critical positions and the proficiencies needed to perform the DCMA mission. On the operational level, this kind of information can be extremely useful to CMO commanders, who must manage their personnel in a way that makes the best use of their skills and talents. On a strategic level, we need to help Agency officials and CMO commanders stay one step ahead in preparation for the Defense Department's future requirements. To this end, we in the HR community must expand our expertise beyond traditional personnel-management functions such as classification and position management and become more conversant with the technical fields of those we service.

**Q:** How will your recent experience as a prominent member of the DCMA Transformation Team benefit you in your new position?

**AB:** Perhaps the biggest benefit of being on the Transformation Team was

the ability to see across the Agency and gain a broad and fresh perspective of all that is going on. It gave me the opportunity to learn about operations, program support, customer relations, the budget community and strategic

planning. You have to look at HR from a system viewpoint. HR is part of the bigger system. It does not operate alone. I believe the broader view gained from my experience will translate into better-integrated, more far-reaching HR service and support for all organization components.

**Q:** And speaking of transformation, how will the new National Security Personnel System (NSPS) affect the DCMA workforce?

**AB:** First, let me say that the NSPS is a natural progression in the DoD transformation. DCMA is slated to go under the new system in July

2007, and I believe it will have a positive impact on us. For one thing, NSPS is right in sync with performance-based management. Not only are we negotiating MOAs [Memorandums of Agreement] with external customers, but under NSPS we'll be crafting agreements with our internal customers to specify *successful outcomes* the customers can expect. These internal agreements — between organizational elements and between subordinates and supervisors — will reflect what one party to the agreement will do to help the other party support its customers better. I believe it makes sense to go to a system that rewards you for producing desired results.

**Q:** What changes can we expect to see in the wake of the disestablishment of the District HR shops?

**"This period of transition [is] exciting in that we have the opportunity to set our own course and shape our future. It's like being an entrepreneur with a start-up enterprise."**



*“HR will be a key player in determining where the Agency stands in terms of on-board skills, competencies, certifications, educational credentials and so forth.”*

**“We in the HR community must expand our expertise beyond traditional personnel-management functions such as classification and position management and become more conversant with the technical fields of those we service.”**

**AB:** I think it’s a little misleading — at least from a functional standpoint — to say the services the District HR offices have performed are gone. We’ve simply consolidated our service locations. In doing our HR IPT [integrated product team], we looked at our entire HR organization and at each HR process and function to determine the best tack for accomplishing each one in terms of who will do it and where it will be done. So the functions are still being performed, but the chain of command has changed. We’ve eliminated layers of management, and we’ve reduced our HR personnel requirements by almost half by reengineering, redesigning and redistributing our processes and procedures. Admittedly, the dust hasn’t settled completely, but we’re getting there.

**Q:** It’s no secret the DCMA workforce is getting a bit long in the tooth. What do you advocate to attract and retain young talent?

**AB:** We have diverse ways of attracting young guns, and I’m not referring only to the Keystone Intern Program. But first I think it’s important to note that DCMA is by no means alone in this graying-workforce syndrome. It’s government-wide. I think the average age of today’s federal workforce is 51. Secondly, we must keep in mind that most individuals do not hit the door the day, month or year they reach retirement eligibility. Frankly, we’ve been hearing dire things about the human-capital crisis for a good 15 years, but we have plenty of applications and willing workers. The shrinking rolls are

more a reflection of budget cuts than birthdays. Nonetheless, we recognize that we must step up our recruitment efforts, and we are doing so.

**Q:** What can DCMA do to compete effectively with other federal agencies and the private sector for these prospects?

**AB:** It will be a challenge, but the good thing is that many young people today are not swayed by money alone. Many of them are looking for a work environment that allows them to team with others, work flexible schedules and give back to their communities, country and government. This cohort has been through 9/11 [and military operations in] Afghanistan and Iraq. As a Defense agency, we need to tap into these kids’ sense of patriotism and service to the Nation. We must showcase the unique opportunities DCMA has to offer, like working overseas and on cutting-edge aircraft and information technology projects.

**Q:** How far along are we with the BCA [Baseline Competency Assessment], and where are we going with it?

**AB:** We’re in the final lap of our BCA efforts. Once we have the final product, we’ll need to



**(Above Right)** Ms. Angela Bailey in her office at DCMA Headquarters. (DCMA staff photo)

*“[DCMA HR] must see how our skill base matches up with our critical positions and the proficiencies needed to perform the DCMA mission.”*

sit down with the CMO commanders and go over the results line by line, as one might do with a college transcript. We'll be identifying the competencies and certifications that currently exist among their staff, as well as the ones that are lacking, and the courses, programs and publications needed to achieve this end. The BCA is a useful tool, but it is not an end in itself. It is a starting point — a springboard, if you will — for a variety of more sharply focused human-capital initiatives some time down the road.

**Q:** You have an extensive academic background in leadership. What distinguishes a good leader?

**AB:** I just completed a fascinating leadership program that examined the evolution of leadership over the centuries. To a large extent, isn't leadership simply being a good person? And what is the definition of a good person? People display leadership in many ways, even when they're not in formal positions of leadership. They lead by example at all levels and irrespective of the size of the endeavor. I really think leadership is a combination of traits, characteristics and learned behaviors. And those ingredients are neither uniform nor set in stone.

**Q:** And what about your style of leadership?

**AB:** I think the one word that describes my leadership style is “balance.” I believe as a leader you must have your feet planted firmly in today, with your eye always on the future. I think there are four prongs to successful leadership: envision, plan, execute, and measure. It is fundamentally important for a leader to paint a vision for the workforce and to have everyone understand it. Next, you need a plan for accomplishing your

vision, and you have to understand that you are part of a system. You cannot forge out on your own in establishing your plan. Once you have a plan, you must be able to execute it. Otherwise it would be like showing up for a hockey game with all the best equipment and a top-notch game plan and not putting the puck in the net. And finally, you need to measure the results of your vision and plan. Did you achieve the results and outcomes your customer needed to succeed, or did you just create a lot of activity with absolutely no goal in mind?

**Q:** What books might we find on your nightstand? Anything by J.D. Pines?



**AB:** Oh, my. J.D. Pines is my pen name, under which I have one published novel, *Open Post*. It's a blend of military intrigue, political deception and criminal activity involving the Russian mafia. Available at your local bookstores and online for the bargain price of \$13.95. [laughter] Of course the heroine is a labor relations officer at an Army installation — so any parallels to actual persons or places are not totally by coincidence! I have three other writing projects in the works that I'll probably never finish now. I like military thrillers, mysteries and political suspense — Patricia Cromwell, Dan Brown, Tom Clancy and books of that ilk.

**Q:** We hear you own two motorcycles. Were you born to be wild?

**AB:** Although I probably shouldn't admit this, the truth is ... yes, I think I was born to be wild. On a motorcycle though, I'm more of an *easy rider* than a wild one, since I would like to live a long time. I'll go back to what I said earlier. It's all in the balance. There's a little of both in me.

**(Above)** In addition to her career in personnel management, Ms. Bailey also enjoys writing and has one novel, *Open Post*, published under the pen name J.D. Pines. (Photo courtesy of Amazon.com)

# New Graduate Begins Deployment Adventure



An interview with Ms. Lisa Anderson, *Communicator* Editor-in-Chief, DCMA Headquarters, by Ms. Katherine Crawford, Staff Writer

*In April, the Communicator's editor-in-chief, Ms. Lisa Anderson, deployed to Baghdad, Iraq, as part of a Contingency Contract Administration Services (CCAS) mission. Prior to leaving, Ms. Anderson discussed both her upcoming deployment and graduation from Park University.*

**Q:** Do you feel prepared for your impending deployment?

**LA:** Thanks to the great support from the folks at Headquarters CCAS and from fellow “deployees,” I am ready to go and serve my country. I’ve asked every question in the book: where to go for my medical requirements, what to pack in my duffle bag, what to expect when I land on the sand. Everyone has been wonderful.

**Q:** Why did you decide to deploy?

**LA:** I’ve worked for the government for more than 20 years now, and even though most of my career has been extremely rewarding, I’ve always wanted to find another way to serve my country. This is the way I feel works for me — to be right alongside the men and women who are there, seeing it through their eyes and using the skills needed to get the job done every day.

**Q:** What do you hope to gain from this experience?

**LA:** I’ve already gained so much, and I haven’t even deployed yet. For instance, every Friday

*(Right)* *Communicator's* Editor-in-Chief and DCMA Baghdad Contract Administrator Ms. Lisa Anderson. (DCMA staff photo)



*“Thanks to the great support from the folks in the Headquarters CCAS and from fellow ‘deployees,’ I am ready to go and serve my country.”*



night I go to the American Legion for dinner, and, as word gets out that I’m going over as a civilian, it’s so humbling to have veterans come up to me, shake my hand and thank me for serving my country. I hope to gain insight into the inner workings of what it takes to make things work. I want to meet our warriors, coalition forces and the local nationals and see for myself the relationships between all of us to help me gain perspective on my view of the world.

**Q:** How do the people in your life and at DCMA [Defense Contract Management Agency] feel about your leaving for six months?

**LA:** It’s funny, but I’m the kind of person that once I make up my mind up to do something, I’m totally focused. My family and coworkers murmur, but I’m not really hearing what they’re

saying because of the anticipation of getting there and performing well for DCMA. I think my family is worried, but at the same time they’re supportive. Coworkers who have been there are incredibly supportive and helpful, and the CSOC [Combat Support Operations Center] has helped me every step of the way, patiently and thoroughly answering my questions and explaining the process to me.

**Q:** What advice would you give someone who was considering deploying?

**LA:** My advice is to find out who has been there and contact them. Ask questions about anything and everything you feel you need to know — it helps. As a civilian, I am not experienced in how a deployment works or what to expect. Fortunately, there are so many people in DCMA

*(Above)* Military personnel and civilians walk in the fortified Green Zone in Baghdad, Iraq. (DCMA staff photo)

*“It’s never a waste of your time to invest in an education, no matter how you approach it.”*

who have a wealth of information and will readily share it.

**Q:** What are some of the things you’ll miss most while you’re away?

**LA:** I’m sure I’ll miss the luxury of picking up my phone and calling my family anytime I want, though I’m planning on writing home once in a while. I’ll probably miss sleeping in on the weekends and having the freedom to get in my car and drive anywhere I want to go. However, I’m looking forward to the challenges and rewards of this deployment. I think it will make me a better DCMA employee and a better citizen.

**Q:** I know that you’ll be graduating soon, so you’ll also be missing your graduation ceremony, correct?

**LA:** Even though I won’t be attending my graduation, the end result is just as sweet. Park U. has promised to send me an honorary cap and gown.

**Q:** So you’re at Park University — what degree will you be earning in the spring?

**LA:** A Bachelor of Science in management and human resources. It took me a long time. I started in 1989 and

kept interrupting my schooling to care for ill family members. I don’t regret it, but I feel silly because it took me so long to earn my two-year degree.

**Q:** Do you plan to continue with your education for a master’s or doctorate degree?

**LA:** I recently enrolled in the master’s of public affairs program at Park University, and I’m already thinking about a thesis for my doctorate too. I am a life-long learner and very eager to get out there and experience as much as I can, while I can.

**Q:** What made you decide to go back to school as an adult?

**LA:** I grew up in a family of six kids. My father didn’t finish high school, even though his father was a teacher. My mom graduated from high school and went to work for the Army, but she never went to college. Both my parents were smart and resourceful but just didn’t have the money. I do have to say that if I could go back to high school and change anything, it would be how the counselors advise students on scholarships, educational opportunities, etc. I didn’t know anything about those options, but I had the grades for it — I just needed someone to take an interest in me. I begged my parents to help me go, but they sat me down and told me I’d have to find a way. I ended up taking the civil service test and working for the Army.

**Q:** Were people supportive of your return to school?

**LA:** Once I was in the federal system I had some mentors who gave me advice along the way. I worked for the Army Finance Center and then DFAS [Defense Financing and Accounting Service], so it was logical for me to start taking accounting classes, which I liked. One of the best-kept secrets of any agency I’ve worked at is the tuition assistance program. I owe my education to the federal government, which so generously supported me, and for that I’m eternally grateful. Thanks to that support, I kept



*(Above)* An OH-58D Kiowa Warrior helicopter from 1<sup>st</sup> Battalion, 25<sup>th</sup> Aviation Regiment patrols the skies over Baghdad, Iraq. (Photo courtesy of the U.S. Army)



taking classes, and before I knew it I had earned my associate degree in accounting.

When I moved to the Washington, D.C. metro area, I decided that I wanted to keep going, so I started looking around for some night courses and found Park University. I decided to enroll in a program that would expand my knowledge base and make me more marketable, so I took management and human resource-related classes. I kept plodding along, enjoying every minute of it. Then I discovered online learning and decided to try it. If anyone tells you Internet learning is easier, they've never done it! It's much more challenging because there's no direct instruction — all interaction is done via e-mail and chat rooms.

In between the college courses I've had some other great educational experiences. I've graduated from courses at the Defense Information School and from the Sustaining Base Leadership and Management Program at the Army Management Staff College in 2002. Everyone has been extremely supportive, generous and helpful, and it has been a very positive experience for me.

**Q:** How has earning a degree transformed your character?

**LA:** I have gained so much by going to school, including self-esteem. I often compare myself

now to the girl who felt so hopeless in high school, the one who felt she didn't quite measure up. I think that if I'd had the chances then that I've had now, I would've been a much better student. When I talk to other people who don't have the desire to go to school, I think to myself, "How can you afford *not* to get some level of advanced education?" Besides gaining knowledge, experience and personal growth, it just makes you a better person. For someone with kids, it makes you a better parent because you have more to draw upon. It's a win-win situation.

**Q:** Do you have any advice for others returning to school after having been in the workforce for many years?

**LA:** For anyone contemplating going to school, I say, "Don't put it off. Start today. Take it a step at a time, and before you know it, you'll be finished and wanting to do more." At the beginning it looks like an impossible task, but keep at it and before you know it, you've achieved your goal. The best thing is that going to school late in life has its benefits — there is so much more practical experience to draw upon during the learning process. It's never a waste of your time to invest in an education, no matter how you approach it.

When I started going to school so many years ago, I never imagined I'd be where I am today, deploying to Iraq and totally prepared mentally, physically and emotionally for this life-changing experience. I'm ready to give it my all.

**"I think deploying will make me a better DCMA employee and a better citizen."**

**(Above)** A view from the fortified Green Zone in Baghdad, Iraq. (Photo by Mr. Kevin Koch, NAVSEA Washington, D.C.)

# Customer Relations — Providing the Cornerstone of Customer Engagement



by Ms. Dianne Ryder, Acting *Communicator* Editor-in-Chief,  
DCMA Headquarters

**T**he words “change” and “transformation” have become very familiar to all DCMA employees over the last few years. Nowhere are change and transformation more evident than in the Program Support and Customer Relations Directorate, DCMA-PI. Mr. Bob Murphy, deputy executive director for Customer Relations, sees the Directorate’s transformation as nothing but positive: “Years back, we were known as ‘Program Integration.’ We realized our role was much greater, and we evolved into ‘Program Support and Customer Relations,’ and today we continue to evolve.” When Ms. Rebecca Davies became Program Support and Customer Relations executive director in July 2004, she envisioned PI becoming even more customer focused in order to effectively support a much-needed customer engagement strategy and also to support the Agency shift to performance-based management: “While we were working on issues with our external customers, a great deal of our focus continued to be internal and operational.”

Ms. Davies saw an opportunity for change and headed in a new direction. “In order to ensure



effective customer interaction and engagement, you need an organization that is dedicated solely to doing just that,” she stated. This began the transformation of PI to an organization that is known singularly as “Customer Relations.” As an organization, it is an important link between the Agency and the customer. It is considered the external arm of the

Agency, assisting in identifying and segmenting the customer base, working to manage customer relationships and helping to identify potential customer outcomes.

**Customer Relations is working to ensure that ... the Agency is providing a consistent message to its customers in terms of meeting their expectations.**

There’s a lot going on in Customer Relations as the transformation continues. One significant event was the establishment of the Customer Liaison Center in April 2004. “The Center was created with the purpose of bringing all of the CLRs [customer liaison representatives] under one roof,” said Mr. Murphy. Customer liaisons are the on-site representatives of DCMA at 24 customer locations, including:

- Air Force Materiel Command in Dayton, Ohio
- Army Tank-automotive & Armament Command in Warren, Mich.

**(Above)** Mr. Bob Murphy, deputy executive director, Customer Relations, DCMA Headquarters, is working to foster effective and positive relationships with all of his group’s customers. (DCMA staff photo)

*Nowhere are change and transformation more evident than in the Program Support and Customer Relations Directorate, DCMA-PI.*

- Naval Inventory Control Point in Philadelphia, Pa.
- Defense Acquisition University
- National Defense University

Contact information for the liaisons can be found at <http://home.dcma.mil/dcma-pi/liaisons.htm>.

Prior to the Center’s creation, organizational responsibility for the CLR’s was split between the East and West Districts. “The Districts were doing a very good job managing the liaisons, but we felt there was a synergy that could be gained by having them reporting into one location as a cohesive unit,” Mr. Murphy remarked. A CLR charter outlining the roles, responsibilities and expectations of the CLR’s was developed and can be viewed at [http://home.dcma.mil/dcma-pi/files/clr\\_charter.doc](http://home.dcma.mil/dcma-pi/files/clr_charter.doc).

Customer Relationship Management is another area of responsibility for the Customer Relations Directorate and an integral part of the organization’s changing face. Information relating to customers is found in many locations and in many forms. The challenge lies in gathering the myriad of customer-related information and effectively assembling that information in a way that makes it readily accessible so that it can be shared across the enterprise. This, in turn, fosters a collaborative environment where all elements of the enterprise, contract management offices, Divisions and Headquarters are sharing information and are engaged in discussion with each other relative to helping customers achieve identified outcomes. “Major General Scott [DCMA director] has talked about ‘seamless access to information.’ That’s where we’re trying to get to,” said Mr. Murphy.

The Agency customer engagement strategy is another of the Customer Relations Directorate’s

responsibilities. Determining the various levels of interaction between the customer and DCMA and what responsibilities are associated with each level is vitally important. Customer Relations is working to ensure that the strategy covers all aspects of customer interaction, communication and reporting so that the Agency is providing a consistent message to its customers in terms of meeting their expectations. Ms. Davies sees the customer engagement strategy as vital to building successful and productive relationships with the DCMA customer base. “You can’t build effective relationships without first having the cornerstone of customer engagement in place,” remarked Ms. Davies.

As the Agency continues to change and transform, the Customer Relations Directorate continues its journey down a similar path. “These are exciting and interesting times. Standing still is not an option,” said Mr. Murphy. “The Customer Relations Directorate is doing all it can to foster effective and positive relationships with not just some but all of our customers.”



**(Right)** From left: Customer Relations employees Mr. Steve Martinez, Lt. Christopher Sylvester, Mr. Rob Annicelli and Mr. Richard Florez at DCMA Headquarters (DCMA staff photo)

**Customer Relations ... is considered the external arm of the Agency, assisting in identifying and segmenting the customer base, working to manage customer relationships and helping to identify potential customer outcomes.**

SPOTLIGHT ON THE CUSTOMER

# DCMA'S INTEGRAL ROLE IN SUPPORTING



by Ms. Katherine Crawford,  
Staff Writer

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CUSTOMER FOCUS

*The Future Combat System (FCS) is one of the Army's largest programs and one in which DCMA plays a substantial role. To learn more about the program and the support DCMA provides, we spoke with Army Brig. Gen. Charles A. Cartwright, program manager, Unit of Action, Future Combat System Program Office. Brig. Gen. Cartwright has served as program manager since May 2004 and has been nominated by the president for promotion to major general.*

**(Background)** FCS vehicles, from left: Reconnaissance and Surveillance Vehicle (RSV), Non-Line-of-Sight Cannon (NLOS-C) and Mounted Combat System (MCS). (Image courtesy of U.S. Army)

# FUTURE COMBAT SYSTEMS

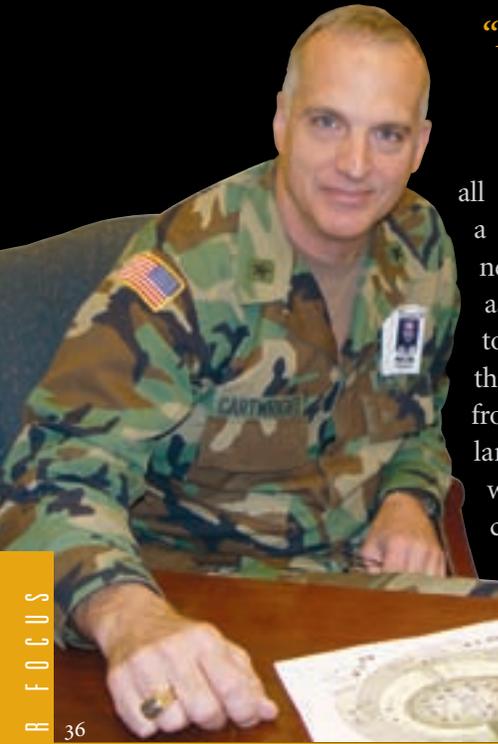
**Q:** Can you give me a brief overview of the Future Combat System and its importance to the Army's transformation?

**BGC:** We're building a Unit of Action with 18 units. Once the nineteenth is added, we call it "18 plus one plus one." The first "plus one" stands for the network and the second "plus one" stands for the soldier. The world is used to Congress, OSD [Office of the Secretary of Defense] and contractors working on single contracts to build a single platform — this was about building a team. As we go to this network-centric warfare, every platform we build includes a missile interior with a radio inserted, and that radio is tied to the network. [For example], if we need to change

the missile in flight ... we can do that. This is more about horizontally building something as opposed to vertically.

The Army has directed the FCS team to focus on developing future technologies as well as spiraling out those previously developed technologies to current forces — battle command software, a manned ground vehicle, unmanned ground vehicle, robot, Bradlees, the whole force structure. Some products become available in a shorter time than others because of complexity level, but instead of waiting until the Army can get that equipment we had to figure out how to spiral out. By 2014, you should see the first complete FCS Unit of Action with

*“If you look at our 18 systems ... you can very quickly see we fall across all of General Scott's DCMA reorganization.”*



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CUSTOMER FOCUS

all 18 platforms plus one and a complete battle command network. About the same time as we received the directive to spiral out technologies, the Army began reorganizing from being division-based, with larger unit headquarters, to what we call “modular brigade combat teams.” Under the division-based concept, you organized your whole station one way — Bradley units grouped together in one place, Abrams units grouped somewhere else, aviation units grouped

together elsewhere. With brigade combat teams, those units are all together and in the same place in both peacetime and wartime. They may have different equipment, but they're all the same structure across the United States Army. The intelligence specialists, maintainers, aviation units, etc. are all part of this organic unit. You train this way, you fight this way and you live this way, and it's all based off the FCS organizational design.

DCMA is organized so that it supports the platform PMs [program managers]. If you look at our 18 systems — ground, aviation, robotics, missile, C4ISR [Command, Control, Communication, Computer, Intelligence, Surveillance and Reconnaissance] — you can very quickly see we fall across all of General Scott's DCMA reorganization. We kind of ended up leading the way for General Scott in how we were designed and organized in the new concept he's going to.

**Q:** Tell me about the “One Team” management approach for FCS and the role DCMA plays on the team.

**BGC:** The One Team partners involve every major Defense contractor on this program, and I look at DCMA as another partner. My first look into the network we're building is the One Team partners and their integration labs across the United States. There's an intensive effort to tie all these integration labs together so that as they do their development work, we can be online in design and software and hardware builds. This incorporates not only the One Team partners below us, but the others horizontally across the program.

**“DCMA is part of the intellectual process of, ‘How do you solve that?’”**

We work in what we call the Advanced Collaborative Environment [ACE]. Every Tuesday Dennis [Muilenburg, Boeing vice president and FCS program manager] and I hold our meetings with all the One Team partners, all the IPTs [integrated product teams] across the country and DCMA. Usually we dial in about 148 stations across the United States and go through our program in a very standard metric format. The design, everything, is all done through a collaborative environment.

**Q:** Do you see DCMA's role evolving as FCS transitions from an Other Transaction Agreement (OTA) to a traditional Federal Acquisition Regulation (FAR) based contract?

**BGC:** When the Army first decided to go with an LSI [lead systems integrator] approach, Lt. Gen. Yacovac (then Maj. Gen. Yacovac) approached Gen. Harrington and said, “We need DCMA's role integrated into this program, rather than the standard ‘I-send-you-a-report-every-week’

*(Above)* Army Brig. Gen. Charles A. Cartwright, program manager, Unit of Action, Future Combat System Program Office, in his office at the Pentagon. (DCMA staff photo)

*The Army has directed the FCS team to focus on developing future technologies as well as spiraling out those previously developed technologies to current forces.”*

[role]. We need DCMA to have an integrated decision-making role.” Usually we have one DCMA commander, and he or she’s the one I go to to receive a standard report. For this, because we’re reorganizing and had to figure out a different way of doing business, we wanted something different. We wanted DCMA’s assimilation into the program. DCMA’s decision-making role is an integral piece to the One Team partners across the United States.

Notice I said “decision-making.” There’s always the oversight [role], but now DCMA’s part of the decision-making process as we build requirements, components and hardware. DCMA came forward with a process where there would be the regional West [employee] as the single point across DCMA, and then the DCMA [employees] in St. Louis would be the lead integrators to help pull together all the DCMA agencies across the country. If I remember correctly, we’re currently staffing 134 full-time folks from DCMA across the country who are necessary to this program. DCMA’s reports are part of the decision-making process. Matt Danter [DCMA Boeing St. Louis] and Col. Weber [DCMA Boeing St. Louis] are just as essential as Dennis Muilenburg, the Boeing lead on this program. In terms of evolving from an OTA to a FAR, DCMA is actually providing a lot of assistance, really good help and advice on how to go from an OTA to a FAR without stopping and without spending a lot of dollars doing re-proposals.

**Q:** What challenges does the new lead system integrator (LSI) concept present to you as program manager?

**BGC:** The first [challenge] is that all of our organizations are set up for building single platforms. To create this Unit of Action, that’s a

completely different cultural shift [and] change in the way we do business. That’s what we really put this LSI in the role to do. How do we build this, how do we integrate, how do we optimize requirements based on, say, the KPPs [key performance parameters] at the top level, not down at each platform level? Because you’re part of a great network — the network is the number one priority, and the platform requirements are being built *around* that network.

The second thing: every day, One Team partners are forming teams to compete on contracts across OSD. One day it may be contractor A and B [competing] on one contract, and the next day it may be B and C. When you have every major contractor on this program sharing data and building this real-time, protecting the integrity of somebody’s knowledge, which is really the key to building systems today, is a challenge. The intellectual knowledge that a company has is its real value, because engineers go and come from a program. So how do you, with every major contractor on this program building air platforms, ground platforms, robotics and missiles, share that data but keep the integrity of their intellectual property rights as we go along this program at the speed necessary?

To give you an idea, we’re close to [spending] \$10 million a day, so the speed of decision making is the third [challenge] on this program. Dennis [Muilenburg] and I have a rule: from the time that you identify an issue or challenge or something that needs a decision, you’ve got nine days — that’s our metric. Think

about it: that’s already \$90 million, though that doesn’t say that

**(Right)** The FCS Non-Line-of-Sight Cannon provides networked, extended-range targeting and rapid and responsive fire in support of FCS Combined Arms Battalions. It can start and stop quickly, rapidly rearm and refuel, and its system weight makes it uniquely deployable. (Image courtesy of U.S. Army)



*“Lt. Gen. Yacovac ... approached Gen. Harrington and said, ‘We need DCMA to have an integrated decision-making role.’”*

the \$90 million is tied to that decision. We have 23 of these One Team partners across the program, and we’re asking the LSI to make very, very good systems engineering controls and decisions, with all the facts, within a metric of nine days. Because [otherwise] what happens is large bureaucracies are created and then boards, panels and studies, and you’ll continuously study this [issue] and never make a decision. We’ve asked this LSI to get out of the normal decision-making consensus that takes forever. I want a decision made in nine days and published across the complete One Team.

**Q:** Is DCMA meeting your needs and expectations and providing good customer service?

**BGC:** DCMA is an indispensable and a valued piece of the decision-making process. Being able to get stuff designed, developed, tested and fielded is what it’s all about. All DCMA’s folks who work with all these contractors daily know their strengths and weaknesses and are an essential piece of the IPTs, helping them gain the knowledge to make a decision by [figuring out] the challenges and issues that they’re facing and how to work through them. It’s not, “OK, you’ve got this problem, now go solve it.” DCMA is part of the intellectual process of, “How do you solve that?” Don’t just give me a problem; help me solve it and [figure out] how we need to do it. So when someone says,

“OK, now give me a metric to that,” that piece is DCMA.

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

**BGC:** As we go from building requirements and requirements slowdowns to starting the design and development of equipment, the real hard decisions come because now we’re facing the challenges of “Which path do we go down, A or B?” With requirements we can do a lot of trades, but when you get into building and testing phases, that’s when we’ve got to have the right infrastructure and the right decision process to be able to make timely decisions. They have to be the best we can do. Everyone is going to go through problems when you get into building and testing stuff, because that’s when you really see the material. It’s easy to make a PowerPoint® chart.<sup>1</sup> When you get into [building], you’ve got three or four contractors involved in that, and that challenges DCMA to continue to pull everyone together into one integrated team. As we continue to mature and evolve in a collaborative environment and DCMA stays involved, we’ll work through those challenges and decisions to keep pushing forward.

**Q:** Is there is a particular DCMA team or project that has been recognized for providing superior customer care?

**BGC:** I’m proud of them all. No, I really am, because I can go to this DCMA missile specialist, or this DCMA team or this air specialist — I’ve got them all. [smiling] That’s the difference on this one.



<sup>1</sup> Microsoft Powerpoint® is a registered trademark of Microsoft Corporation in the United States and/or other countries.

**(Above Middle)** The Future Combat Systems Class I Unmanned Aerial Vehicle. (Image courtesy of U.S. Army)

**(Above Left)** The Future Combat Systems (FCS) Small Unmanned Ground Vehicle. (Image courtesy of U.S. Army)

# DCMA Combat Support Mission is Evolving but Stronger Than Ever

by Ms. Julia Wyant, Chief, Public Affairs, DCMA Headquarters

If you happen to be at DCMA Headquarters and start a conversation with an action officer working in the Combat Support Center (CSC), the first thing he or she will tell you is, “This is not your father’s combat support agency.” How true! The war on terrorism has magnified the Agency’s support of contingency operations threefold since its designation as a Combat Support Agency in March of 2000, and the evolution is very much a work in progress.

According to Mrs. Connie Short, CSC director, the combat support mission has expanded from 30 people on six-month deployments in the early days of the millennium to an ongoing requirement for 95 people every six months for support to Iraq, Afghanistan, the Philippines and other contingency areas. “Defining the requirements, finding out exactly what they need, then building our resources

around the

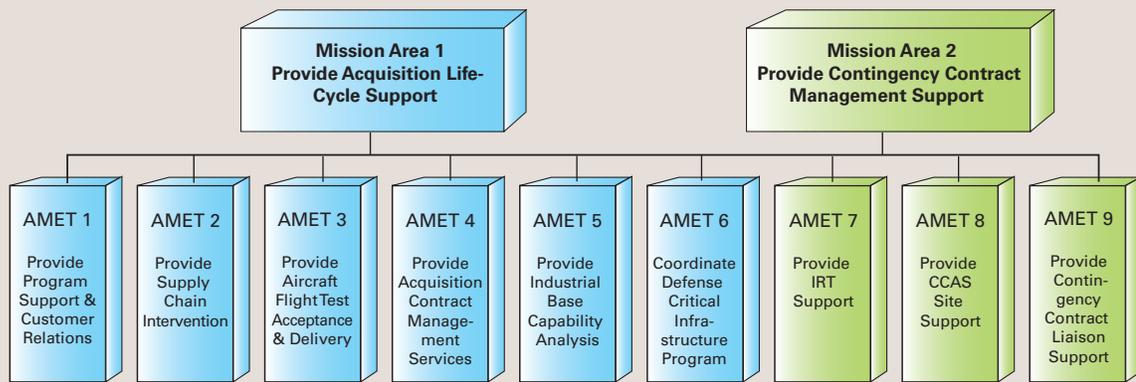
requirements — all the while they keep changing — is the biggest challenge,” Mrs. Short said. Air Force Col. Jamie Adams, DCMA chief of staff, agrees: “The key is that we need to build our resources around the requirements, and the requirements keep changing.”

## CSC Performs Three Functions of Combat Support

How is DCMA managing what is becoming a fast-growing list of combat support requirements? The CSC is the heart of the operation, performing three separate and equally important functions. “First, we have a group that does a lot of planning with the Combatant Commands [COCOMs] in preparing us for the next September 11, invasion of Iraq or other major event that happens,” Mrs. Short said. “They also run the Agency Mission Essential Task List [AMETL] to ensure that the processes are in place.” A second group within the CSC handles the force deployment functions. “They work hand-in-hand with



From left: Mr. Mike Cutler, CSC action officer; Mrs. Connie Short, CSC director; Mr. Art Rivera, CSC action officer; and Mr. Herman Gladney, CSC Joint Training System specialist in a CSC planning meeting. (DCMA staff photo)



### Our CSA Mission: What we Do

DCMA Human Resources and deal with the rosters and the deployment scheduling of available military personnel, civilians and reservists.” The third group manages the command and control activities, which include the Continuity of Operations Plan (COOP), the Crisis Action Team (CAT) and oversight of the Staff Duty Officer (SDO) functions.

The CSC also manages the Agency’s Emergency-Essential (E-E) positions, which provide contingency contract administration services support to our combat forces deployed overseas. These permanent positions are located at various DCMA contract management offices (CMOs) throughout the continental U.S. and require periodic 179-day deployments overseas to support our military forces engaged in combat or crisis situations, specifically, the U.S. Central Command area of operations. For more information about E-E positions, contact the DCMA Service Team at (614) 692-6122 or CSO-DCMA@hr.dla.mil. E-E vacancies are posted on the DCMA Web site: [http://www.dcma.mil/DCMAHQ/dcma-hr/e-e\\_jobs.htm](http://www.dcma.mil/DCMAHQ/dcma-hr/e-e_jobs.htm) and the Defense Logistics Agency.

### Liaison Officers Coordinate Planning With the COCOMs

DCMA Director Maj. Gen. Darryl A. Scott approved the Agency’s AMETL in January 2005. “The AMETL captures those mission-essential tasks that are the very core mission of the Agency,”

said Mr. John Parker, CSC program analyst. The AMETL is formatted so that the combatant commanders can read it and understand what DCMA can do for them. “The AMETL is how we tell the combatant commanders what DCMA is all about,” Mrs. Short said. The joint war-fighting community and the six other combat support agencies have all captured their capabilities in this format, according to Mr. Parker. “They try to eliminate as many variables as possible so that they can understand what we really do.” Of the nine AMETL tasks, the CSC is responsible for three — AMET 7, 8 and 9. “We provide an initial response team, contingency contract management, CCAS [Contingency Contract Administrative Services] site support and liaison with the COCOMs,” Mr. Parker said. “Those three AMETs fall within the CSC.”

DCMA’s designation as a combat support agency in March 2000 represented a significant expansion of the role it performed as a command under the Defense Logistics Agency (DLA). Contracting personnel were being deployed to contingency operations back in the 1990s. “However, DLA was giving the marching orders,” according to Mr. Mike Cutler, a CSC action officer, “and everything we did in the various exercises was given to DLA as lessons learned. When we became an Agency, we did not bring with us the capability that DLA had for exercising and working with the deployed customer.” Mr. Marcus Berry, another CSC

**(Top)** The Agency Mission Essential Task List (AMETL) outlines those tasks that are essential to DCMA’s ability to perform its assigned missions. This listing results from a mission analysis and provides the supporting documentation from which training requirements and training objectives are derived and includes the tasks against which the Agency’s ability to accomplish its mission through established performance standards will be evaluated and assessed.

*The War on Terrorism has magnified the Agency's support of contingency operations threefold since its designation as a Combat Support Agency in March of 2000.*

action officer, agrees. "I think the culture of the Agency associates combat support with CCAS." For years DCMA has used deployable teams to augment the contract management office (CMO) staffs in order to conduct missions in a theater of operations. The teams allow DCMA to provide the full range of contract support services to the customers without disrupting the already heavy workflow of the CMOs. CCAS teams have supported nearly every major contingency operation, including: the Persian Gulf, Rwanda, Haiti, Somalia, Surinam, Bosnia, Kosovo and Albania as well as the present operations in Iraq, the Philippines and Afghanistan. But combat support entails much more than CCAS teams.

DCMA has liaison officers at all of the COCOMs to accomplish AMET 9. CSC Action Officer Mr. Art Rivera says the reasons for AMET 9 — Provide Contingency Contract Liaison Support — are twofold: "In addition to the war-fighting COCOMs understanding our processes and capabilities, we also must understand what those requirements are relative to providing CCAS support on the battlefield, as well as our number one mission — providing the sustainment supply chain and industrial base capabilities that the warfighters need to understand." He continued, adding, "Liaison officers are assigned to the commands to help us help the COCOMs. With the CSC and the liaison officers, there's an effort to work and plan with the combatant commands, the Joint Staff and the warriors that is above and beyond CCAS."

A challenge for DCMA planners is that the COCOMs don't normally forecast their contingency contracting requirements. "That's right," Mr. Berry said. "So, not only are we trying to understand the customer's requirements, we're trying to shape the way that they define those requirements." If DCMA can reach the next level of coordination with the COCOMs,

they will be able to "leapfrog forward to the next contingency and estimate what they think they're going to need for contingency contracting, rather than wait until the last minute," Mr. Berry noted. According to Mrs. Short, DCMA is working toward this end, but "we're not there yet."

### **Force Deployment is a Huge Challenge**

Stability of deployments has vastly improved under Mrs. Short's watch. When she came into the position, military personnel assigned to DCMA were redeploying to the theater of operations within as few as 90 days of their return from the war zone. "Col. Adams and I decided, basically, that we had to change the operations tempo," she said. "Our goal was to give returning members 12 months at home before redeployment unless they volunteered to return early. If a decision has to be made to send somebody back in nine months versus 12 months, I don't make it. It goes up the chain of command, and it becomes an Agency decision." The stability was largely achieved through the development of a deployment process. "We have a database that everybody gets their information inputted into," Mrs. Short said, "and based on your entry-on-duty date and your specialty [e.g., contract administration, quality assurance, property management], we make the decision on who gets deployed when."

"Getting the right people in the right places with the right skills — all of it is a challenge," Col. Adams said. "The biggest hurdle right now for the Agency is our limited resources. We had a lot more flexibility when we were deploying 30 people and we had an eligible Agency population of 100 to 150, including volunteers. But now that we are deploying approximately 100 people every six months, we don't have the flexibility with the resources that we had in the past." In addition, the requirements are constantly changing. "One day,

*“All 11,000 people in this Agency need to know that what they are doing does matter. What you are doing does count, and what you’re doing is in support of the warriors.”*

they need a contracting specialist in Baghdad,” Col. Adams noted. “The next day they don’t need them there. They need them somewhere else.” In response, Mrs. Short and her CSC planners are changing the processes to give credibility to the requirements and give the commanders on the ground the latitude to build their teams with the people they get. “We have requested that DCMA International District provide us with quarterly validated requirements, which then go through me, through Col. Adams and up through the front office,” Mrs. Short said. “The commanders on the ground can’t go out and hand-pick folks. But with the cadre of people I’m sending over there, they can build and rearrange based on their requirements.”

Training is another big challenge. Deploying personnel attend Basic Contingency Operations Training (BCOT), which provides survival skills including first aid, weapons familiarization for the military, field hygiene and the use of protective equipment. “But we don’t train our people to do what we’re doing in country,” Col. Adams said.

“BCOT mitigates the risk factor for those personnel whose day-to-day work is in

a hostile area. What we do in theater is an operational concept versus what we do here in the United States, which is systems acquisition support. They are two entirely different things.” To increase the effectiveness of DCMA staff working on the battlefield, the CSC staff is determining what training courses are needed. For example, DCMA does a lot of cost plus award fee service contracts, so a class on that subject may be useful for those about to deploy. “We will see what classes we need to develop,” Mrs. Short said. “Then, we will create a requirement and go to the Defense Acquisition University to put classes together that cover this subject matter.” Mrs. Short is also gathering information from people who recently served on contingency operations about what they did day-to-day. From that, her team will write standard operating procedures when necessary.

### **Command and Control has Changed**

At the core of DCMA’s combat support command and control capability is the SDO. The military members performing this duty provide DCMA Headquarters and the District offices with a 24/7 capability. Early on, the Headquarters SDO function was handled among the staff of the CSC. When Mrs. Short joined the team, she changed it so that every military member assigned to DCMA Headquarters would share the duties and responsibilities on a rotational basis. Mrs. Sandi Bennett, CSC action officer, says that it is up to the integrity of the uniformed officers to take care of the scheduling. “If they can’t make it, they call someone else and pass the critical information to the other.” The SDO is provided with a book of information on whom to call or what to do if certain issues come up. A classified telephone is also included in the duty officer’s kit bag.

According to Mrs. Short, the Headquarters CSC and the District operations, called Contingency



**(Above)** From left: Combat Support Center personnel Air Force Col. Jamie Adams, chief of staff, DCMA Headquarters, and Ms. Sandi Bennett, contingency planner, DCMA Headquarters (DCMA staff photo)

*“The requirements are constantly changing. One day, they need a contracting specialist in Baghdad. The next day they ... need them somewhere else.”*

Support Operations Centers, interact frequently throughout each day. “Our force deployment role demands that kind of relationship,” she said. “We are constantly working with all three Districts on validation of requirements, training issues, after-action reports — everything involving force deployment. Plus, the Headquarters and each District have a COOP and a CAT as part of all of this.” She explained, “The COOP is the plan for what happens if the balloon goes up and we have to vacate this building — where people go, who goes, who stays at home — all of those nitty-gritty details.” Mr. Dave Hartnett works hand-in-hand with the Headquarters directorates to get that done. “In addition, he also goes out to East and West Districts to oversee what they have,” Mrs. Short said, checking that their COOP is feasible and they have been exercising it and that they haven’t missed anything.

As part of the COOP, DCMA Headquarters and the three Districts also have CATs. “The purpose of the CAT is to become, in the event of a contingency, the eyes and ears for the DCMA director and deputy director,” Mrs. Bennett said. “We stand it up immediately, as soon as the event happens, and it operates 24/7.” DCMA stood up its first CAT immediately after 9/11 and again for the invasion of Iraq. In its initial hours, the 9/11 CAT focused on two main areas: accounting for all DCMA staff and determining how the Agency could best support its military customers. In the 9/11 attacks, DCMA lost 27-year employee Mr. Herb Homer, a passenger aboard United Airlines Flight 175 that crashed into the south tower of New York’s World Trade Center. After the Iraq invasion, the CAT was eventually stood down.

The CATs are a shared responsibility with all of the DCMA Headquarters and District office

directorates contributing personnel. “Right now, we are working to get ours stood up, trained and prepared so that if anything happens, we are ready to go,” Mrs. Short said. “We will be issuing an official tasking inviting all of the two-letter directors to identify CAT members who we can train and be ready to staff the CAT.” However, these individuals cannot be the same ones who may have to relocate

**“The AMETL is how we tell the combatant commanders what DCMA is all about.”**

to a COOP facility. “In the event of a contingency, your CAT team may be sitting here at Headquarters,” Mrs. Bennett said. “However, our entire senior leadership and key contingency staff members may be located in Richmond or another site.” Mrs. Bennett is also looking to the Navy Reserve for help. “We want to have the third shift run by a Navy Reserve unit that we plan to train,”

she said. “By putting reservists in that timeframe, we eliminate the need to task others for these additional duties.”

So, what is the greatest challenge for the five-year-old Combat Support Agency? “The culture of DCMA associates the combat support function with CCAS,” Mr. Cutler said. “And the fact of the matter is, it is an Agency-wide effort that supports the war-fighting community. The industrial specialist who goes into his California office and dives into his workload with contractors to ensure that they deliver the product or service on time is supporting the combatant commanders, according to the planning team members.”

“We’re not delivering it straight to the guy or gal fighting the war, but it gets there eventually,” Mr. Berry said. “The challenge is to educate not only the combatant command but also our own folks. All 11,000 people in this Agency need to know that what they are doing does matter. What you are doing does count, and what you’re doing is in support of the warriors. So, yeah, there are challenges, but are we a Combat Support Agency? Absolutely!” he said.

# Organizing Deployments for DCMA

by Ms. Katherine Crawford and Ms. Lindsay Gross, Staff Writers

In November 2004, Air Force Reserve Lt. Col. Judy Fearn joined the Defense Contract Management Agency (DCMA) Combat Support Center at DCMA Headquarters as a Force Deployment Readiness Officer for Contingency Contract Administrative Services [CCAS].

**C:** What responsibilities does your position entail?

**Lt. Col. Fearn:** I'm primarily in charge of the roster for DCMA deployments, working with the Districts to match the right people with the right skill sets to the job requirements for deployment positions. At the moment we are particularly focused on filling the E-E [Emergency-Essential] positions.

**C:** Can you elaborate on DCMA deployment methods?

**Lt. Col. Fearn:** We utilize form, fit and function in rostering: we check open positions against people's skill sets, ranks/grades and DAWIA [Defense Acquisition Workforce Improvement Act] certifications. We're trying to make the process easier for people than it has been in the past. For example, we're using a "first in, first out" method for deployment and keeping the deployment roster on the Web site updated. This way people have a chance to compare and contrast their status on the roster with open positions that will need to be filled soon. The window of deployment is more predictable now, which

gives people a more definite amount of time with which to prepare for departure. We also have a special partnership with the Air Force: They have asked for deployment opportunities for approximately 30 of their non-contract and acquisition corps personnel per year.

**C:** How is the relatively new E-E program working thus far?

**Lt. Col. Fearn:** We have only 10 people who have returned from duty thus far, but all signs point to the program being a success. It has definitely helped to ease the burden on active-duty employees. Burnout is a concern with both this volunteer pool and our regular roster. Currently, we have about 50 people in E-E positions, but we always need more.

**C:** What is the most challenging part of your job?

**Lt. Col. Fearn:** Creating and keeping the roster updated, because the roster is a living, breathing document that is never finished. It's always changing and being rewritten as the mission and the requirements change. Those who are being deployed [are] more than just names on a chart — they're individuals who have families and friends who care about them, and I know how hard it is to leave that behind.

**C:** What is the most rewarding part of your job?

**Lt. Col. Fearn:** Seeing the deployment work, when there are no major problems that arise. When the CCAS positions work, everyone who is signed up is ready to go, and if someone is unable to deploy at the last minute, we are able to fill the slot quickly.

**(Above)** Air Force Reserve Lt. Col. Judy Fearn, Force Deployment Readiness Officer, DCMA Headquarters. (DCMA staff photo)



# Putting it all Together: Connecting With our Customers, Part I

by Lt. Col. Charles Sherwin Jr., U.S. Air Force, Commander,  
DCMA Northern California — Roseville

Life is about the journey towards change rather than the ultimate destination. Life is also about relationships.

For DCMA personnel, connecting with customers is the source and summit of Agency life! We are all in a relationship with various entities and thus in a constant

state of change — change and relationships are interrelated. World-class elite athletes and fighter pilots, in their relationships with training professionals, do not become the experts they are overnight; it takes years of training to achieve the levels of performance required to be at the top of their

fields, which they call “being in the zone.” Getting to “the zone” requires discipline and a defined methodology. Northern California knows this process as the “execution difference.” The “execution difference” entails being in command of three key organizational processes imbedded in a customer-centered culture. This is the first of a two-part article that examines the Northern California contract management



office’s (CMO’s) evolution to a customer-centered culture and the strategies involved in executing this transformation. People and organizations vary in their reactions to change, and Part I recounts the changing behavior of DCMA Northern California personnel as they move through the first three stages of Mr. Dennis Jaffe and Ms. Cynthia Scott’s four-state

model of how people transition through change and finally achieve “the zone.” Part II, which will be printed in the next issue of *Communicator*, reports the ways in which behavioral changes are set and the transition state of commitment that is required to stay in “the zone.”

## The Northern California CMO Customer Realignment Journey

In November 2003, DCMA Northern California, along with many other CMOs across the nation, kicked off its Customer Connection Integrated Product Teams (IPTs). The work was valuable, but the results were mixed. Headquarters and the CMOs had challenges implementing the IPT strategies, reaching back into the Department of Defense (DoD) and developing a relationship with each customer (System Program Office director, commodity manager, etc.).

(Above) Ms. Charlene Ivey, director, DCMA Northern California (DCMA staff photo)

*“Active involvement means having an intense collaborative discussion with each team on a monthly basis to determine how we know how we are doing.”*

The Customer Connection IPTs were aimed at self-organizational reflection and helped CMOs answer five key questions:

- *What do we do?*
- *For whom do we do it?*
- *What do they want and why?*
- *How can we better improve their satisfaction and our performance?*
- *What is the strategy and process for creating a customer-centered culture?*

The premise of this organizational self-reflection is found in Mr. Robin Lawton’s book, *Creating a Customer-Centered Culture: Leadership in Quality, Innovation, and Speed*. In this text, Mr. Lawton demonstrates how to alter one’s business management philosophy from viewing one’s organization as a producer (or in DCMA’s case, a contractor) to using a more customer-centered management style.

Throughout most of the book, the focus of discussion continually returns to four main themes:

**As DCMA Northern California worked toward being in “the zone,” the behaviors of the personnel also transitioned through three distinct stages — denial, resistance and exploration.**

- Defining our customer expectations
- Measuring our performance to these expectations
- Managing our processes to obtain the desired results
- Checking for success

A key point that Mr. Lawton makes is that what an organization measures reveals its values and priorities — the idea expressed in the age-old adage, “It does not matter if you do things right if you are not doing the right things.” The gap between what was being done and what needed to be done was identified by DCMA Northern California (then DCMA San Francisco) through internal organization assessments.

This contextual gap is referred to in the first chapter of the book, *Execution: The Discipline of Getting Things Done* by Mr. Larry Bossidy and Mr. Ram Charan. DCMA Northern California mitigated this gap using performance management reviews (PMRs) to reveal its values and priorities and manage its business, and its leadership intensely manages the utilization of PMRs. It is important to understand the distinction between “micromanaging” and “intensely managing.” “Leading for execution is not about micromanaging, or being ‘hands-on’ or disempowering people,” said Mr. Bossidy and Mr. Charan. “Rather, it is about active involvement.” Ms. Darlene Harris, DCMA Northern California Operations group chief, agrees: “Active involvement means having an intense collaborative discussion with each team on a monthly basis to determine how we know how we are doing. We commit over 800 direct labor hours a month to this activity. PMRs allow leaders to excel at the substance of execution and the key details. They give leaders the ability to use their knowledge of the business to

CUSTOMER FOCUS



**(Left)** Ms. Darlene Harris, Operations group chief, DCMA Northern California (DCMA staff photo)

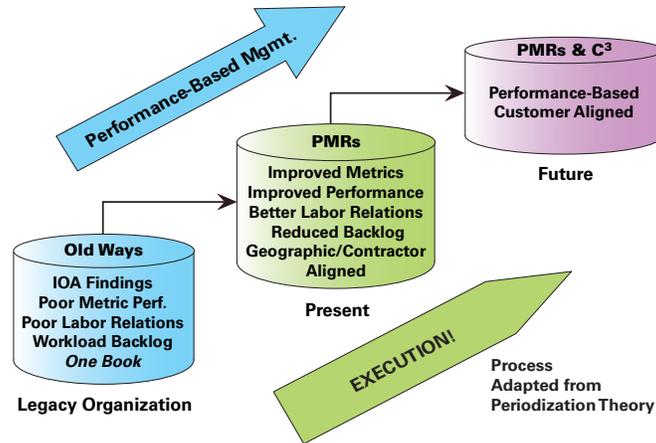
*The result of these changes was a fundamental adjustment in the mindset of the organization's members.*

constantly probe and question. PMRs bring weaknesses to light and rally their people to correct them.

CMO leaders who use PMRs are “exceptional presences — they are powerful and influential because they are their businesses,” said Mr. Bossidy and Mr. Charan. “They are intimately and intensely involved with their people and operations. These leaders connect because they know the realities and talk about them. They’re knowledgeable about the details. They’re excited about what they’re doing. They’re passionate about getting results. This is not inspiration through exhortation or speechmaking — these leaders energize everyone by the example they set. Setting the example is how one gets to ‘the zone.’”

Getting to “the zone” takes disciplined hard work that is incrementally built upon and leverages a methodology known in world-class athletic training as periodization theory. The basic premise of all periodization programs is that training should progress from general to specific (principle of specificity) and always emphasize the unique needs of the athlete (principle of individuality). Periodization also goes beyond basic, specific training throughout a given time period: It involves arranging workouts in such a way that elements of fitness achieved in earlier phases of training are maintained (principle of reversibility) while new ones are addressed and progressively improved upon (principle of progressive overload). With such a pattern of change, the targeted physiological system gradually becomes more fit and is then maintained as a new system is targeted. Adapting periodization theory to the DCMA workplace is straightforward. Depicted above is DCMA Northern California’s simple

**DCMA Northern California Transformation**



periodization plan for producing a peak in performance by varying volume and intensity to progress to the next plateau.

As DCMA Northern California worked toward being in “the zone,” the behaviors of the personnel also transitioned through three distinct stages — denial, resistance and exploration. The result of these changes was a fundamental adjustment in the mindset of the organization’s members. “Three years ago we could not have done what we are doing today,” said Ms. Charlene Ivey, DCMA Northern California director. “We have departed our old ways, forged new horizons with our PMRs and are now ready to boldly go where few others have gone.” This realization did not occur overnight. It started in the fall of 2004 when DCMA Northern California was challenged with implementing performance-based management (PBM). The CMO’s Customer Connection IPT was at a wall, struggling to produce customer outcome metrics for its day-to-day operations. Analogous to the four transitional states of the change process, one could say the CMO was in denial about becoming a customer-centered culture. This stage of denial culminated in January 2005 at its Senior Leadership Team’s

**(Above)** DCMA Northern California’s periodization program for incremental transformation.



Strategic Offsite meeting, where a pre-decision organizational structure was developed to align with customers to alleviate organizational barriers to success. Here, in the dead of winter, the CMO personnel found themselves in the second stage — resistance. “After hours of reflecting on our not-so-distant past, pouring over briefings from the November 2004

**After successful iterations, team members were able to publish a new customer-aligned workload distribution that could be validated by both the business and technical team leads.**

Commander’s Conference and revisiting the chain of command’s visions and Director’s Sight Pictures, the answer was glaringly obvious: we had to realign our organization and connect with our customers,” said Ms. Ivey. “The question was, ‘How?’”

DCMA Northern California is a CMO of significant size, which made realignment a considerable undertaking. It is geographically diverse, covering nearly 200,000 square miles of Northern California and Nevada, responsible for contract administration services for nearly 47,000 contracts valued in excess of \$14.9 billion, involving

more than 700 contractors and every principle buying authority in DoD. From *Operation Iraqi Freedom*, to *Operation Enduring Freedom*, to Homeland Security, to military deputy

(MILDEP) cornerstone programs, DCMA Northern California does it all with 200 civilian and a few military personnel. “To some the challenge may seem a daunting and less-than-positive idea; to others the change is comfortable, welcomed and a great idea,” said Lt. Col. Charles B. Sherwin Jr., DCMA Northern California tertiary commander in Roseville, Calif. “What we are doing is both classic textbook and, for DCMA, cutting edge. Our Strategic Offsite was outstanding. It involved long hours, was mentally stimulating and physically exhausting but yielded a conceptual result that none of us imagined.” The CMO members now needed to get back home to gain approval and buy-in for a major realignment.

The Commander’s Operations Brief development and staffing method became the approval process. The Northern California CMO gained successive approval through two pre-briefs, the DCMA District West director and staff, and ultimately the DCMA Headquarters’ Director’s Brief. At each point up the chain of command, leadership and their action officers commended both the concept and the initiative. A new customer-realigned organization was conceived. DCMA Northern California now had signs of an early spring and was headed for the third transition state of change, exploration.

**(Top)** Clockwise from left: DCMA Northern California employees Mr. Rob Armstrong, Mr. Fred Gong, Mr. Rene Nunes, Mr. Basil Atad and Mr. Allen Myles (DCMA staff photo)

*At each point up the chain of command, leadership and their action officers commended both the concept and the initiative.*

### **The Northern California CMO Customer Realignment Project**

Realigning a CMO is a complex task that is explorative in nature and perfectly suited for project management. The customer realignment project was divided into two project-oriented process phases. The first phase is what the Northern California CMO calls “systems review and development, ending with an initial operating capability.” The second phase is referred to as “operational test and evaluation, ending in a fully operating capability.”

The customer realignment project team first initiated a plan based on the review of other planning outputs such as the strategic off-site discovery material and CMO work breakdown structure; analysis of historical information (e.g. other Northern California CMO transformation efforts); organizational policies (e.g. the collective bargaining agreement, quality functional deployment initiatives and fiscal and other types of constraints); and any assumptions such as start and end dates. Tools and techniques used for the plan’s development included a project planning methodology that employed Microsoft Project<sup>1</sup> and Microsoft Outlook<sup>2</sup> and a review of stakeholder skills and knowledge.

The work results comprise three levels of detail. Level One details milestones and phases. At this level, a project management kick-off meeting initiated the customer realignment effort and, as mentioned above, the overall project was broken up into two phases: system review and development (SRD) and operational test and evaluation. Each phase ends with a milestone of initial operational capability (IOC) and full operational capability, respectively. Level Two

details the SRD phase, which consisted of a workload distribution and letter of delegation requirements review. That information was fed into DCMA Northern California’s Workload Distribution Model (WDM) and organic Microsoft Access<sup>3</sup> database. The WDM was queried and run several times to reconcile quantitative and qualitative data. After successful iterations, team members were able to publish a new customer-aligned workload distribution that could be validated by both the business and technical team leads.

**In addition to team workload distributions being published, management information systems (databases) were required to change, and both new team buying offices and contractors had to be notified.**

At a third level of detail, significant work was accomplished by the acquisition technical leads (ATLs) and administrative contracting officers (ACOs). For example, ATLs had to identify contract and contractor commodity requirements. Next, they had to identify quality assurance representatives (QARs) by certification and then conduct an end-to-end commodity requirement resource review. This led to QARs aligned by commodity with customer-aligned teams and identified lead teams for multiple government source inspection contractors. Finally, they published draft QAR team and matrix workload assignments. The ACOs accomplished a similar effort with the business teams. Once both the business and technical teams were established, team supervisors validated the ATL and ACO efforts. Again, some minor changes were made, but 90 percent of the solution was in writing. Finally, the acting CMO director made the final call and validated the resulting effort: resources were allocated to requirements (faces to spaces); floor plan assignments were identified for teams (faces to places); and final customer-aligned team workload distributions were published to the employees and union

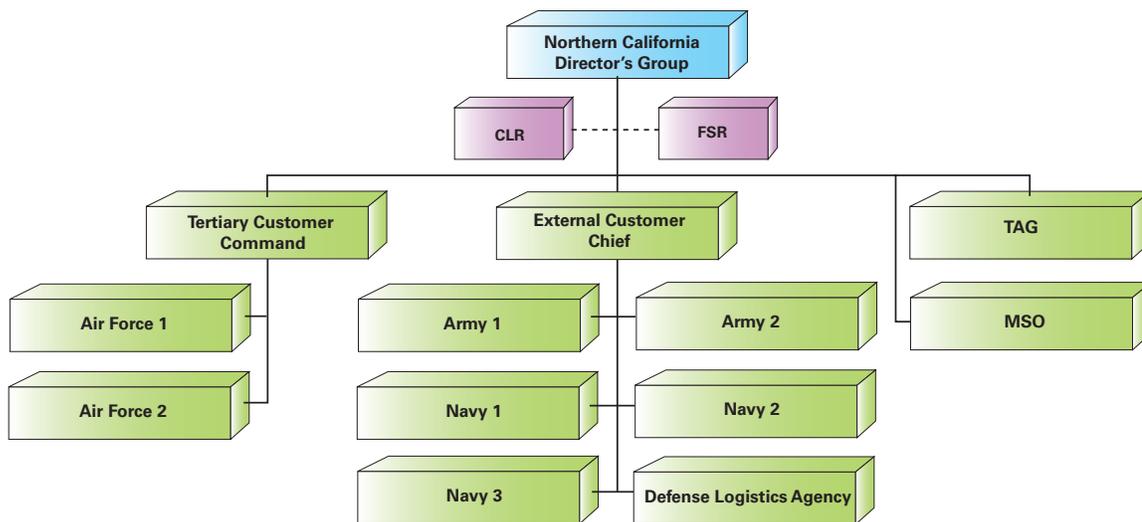
<sup>1</sup> Microsoft Project is a registered trademark of Microsoft Corporation in the United States and/or other countries.

<sup>2</sup> Microsoft Outlook is a registered trademark of Microsoft Corporation in the United States and/or other countries.

<sup>3</sup> Microsoft Access is a registered trademark of Microsoft Corporation in the United States and/or other countries.

<sup>4</sup> *ibid.*

*Like world-class elite athletes and fighter pilots, the Northern California CMO did not get to where it is today by idly standing by on the sideline but rather made incremental changes to affect behavior.*



**Customer-Aligned Support Work Breakdown Structure (WBS)**

local. The final validation was simple — each team was represented in the customer realignment war room, and the director asked each front-line supervisor two questions: “Is there any team you would not want to lead?” and, “Which team would you want to lead and why?” The discussion was collaborative, informative and productive. Since each supervisor had built the teams from the workload (spaces) through to team members (faces), every supervisor said that he or she would be proud to lead any one of the Operations teams.

In addition to team workload distributions being published, management information systems (databases) were required to change, and both new team buying offices and contractors had to be notified. Finally, team handoff and briefings were required and culminated in IOC. A new customer-realigned organization was born, as depicted above.

In accordance with the collective bargaining agreement, the union local was officially notified of the new customer-realigned organization

15 days before IOC, on March 18, 2005. The following week, during Northern California CMO town hall meetings, the senior leadership team briefed the new customer-realigned organization and the project effort that resulted in the IOC baseline organizational structure. Each “new” customer-aligned team supervisor was presented with a MILDEP lanyard, and the teammates were publicly recognized with applause. It was an exciting moment. Having the employees stand and be recognized as their new teams were announced was an exceptional way of creating employee acceptance.

**Lessons Learned**

Reflection may be life’s most significant endeavor. It yields lessons learned at every juncture and invigorates relationships, both old and new. A lessons-learned report allows us to understand the causes of variances, the reasoning behind corrective action chosen and other experiential education that may be realized. The Northern California CMO is not short on lessons learned during its SRD phase.

*(Above)* After successfully completing two phases, system review and development and operational test and evaluation, team members published a new customer-aligned workload distribution that was validated by both the business and technical team leads.

*Getting to “the zone” takes disciplined hard work and a regimented methodology — it is a continuous journey, not a destination.*

Getting to “the zone” takes disciplined hard work and a regimented methodology — it is a continuous journey, not a destination. Like world-class elite athletes and fighter pilots, the Northern California CMO did not get to where it is today by idly standing on the sideline but by making incremental changes to affect behavior. The personnel at DCMA Northern California came to understand that connecting with one’s customer has to do with change and being in a

relationship with them. The Northern California CMO knows it as the “execution difference.”

*The author would like to acknowledge the following members of the DCMA Northern California Senior Leadership Team for their editing assistance: Ms. Charlene Ivey, director; Ms. Darlene Harris, Operations Group chief; and Mr. Jahn Enger, Technical Assessment Group chief.*

**Lessons Learned from DCMA Northern California’s Customer Realignment Journey**

- 1. Establish a war room.** Your organization needs a unique place to accomplish its important business of connecting with your customers and realigning your organization to forge new customer differentiations and relationships and conduct performance-based management (PBM).
- 2. Establish your communication plan** up front and early, and tell them eight times over.
- 3. Step into your realigning effort** in open communication with your union local partner(s).
- 4. Use project management** to execute your realignment.
- 5. Apply the old adage, “if at first you don’t succeed, try, try again!”** This is especially true when it comes to changing databases and conducting workload requirements review. For example, Mechanization of Contract Administration Services (MOCAS) is a legacy geographic-centric DCMA database. Work-arounds had to be developed to circumvent commercial and government entity (CAGE) code idiosyncrasies. Risk Assessment Management Programs (RAMP) created minor challenges; segregate RAMP responsibility into business and technical categories to determine lead teams.
- 6. Plan for many data pulls and sorting.** Try to identify all data elements you may need for planning prior to developing a query. Much of the review, validation and assignment of teams was developed by sorting the data from an original SDW pull. This resulted in numerous spreadsheets using baseline data filtered differently (i.e. contractor, commodity, buying activity, CAGE code, DoD Activity Address Code, inspection requirements, etc.). Formatting and sorting data is time consuming and prone to error.
- 7. Develop an Access<sup>4</sup> database** to use your realignment information efficiently. This will require additional effort up front but will save time throughout the planning and workload assignment phases.
- 8. Appoint an information configuration manager.** One individual will need to have ownership of the baseline spreadsheets and database. Maintaining configuration management throughout the realignment process is paramount.
- 9. Continuously communicate the vision.** Stretching personnel’s minds beyond geographical boundaries to customer-centric horizons was challenging. Personnel on the front lines had a hard time envisioning how to assign workload by customer.
- 10. Build breadth into your personnel.** Single commodity certified quality assurance specialist (QAS) personnel limited some assignment options. Our contract management office (CMO) will need to train more QASs to have multiple-commodity certifications to make our customer-aligned geographic CMO more efficient and agile.
- 11. Transform letters of delegation (LODs) to be information management friendly.** LODs are required to be tracked at the customer sub-tier subcontractor level. As DCMA continues to move to a customer-aligned PBM organization, databases have to be changed to have the option to assign both LODs and contracts by customer, not CAGE code. This will take a concerted effort by all CMOs to have these systems updated to assign workload by customer instead of by CAGE code.
- 12. Finally, exploit and use your newly trained black-belt quality function deployment (QFD) experts.** This is a strategy that not only is productive but also can bind your people together in a common cause. DCMA Northern California provided QFD training to all teams with an extensive effort focused on in-depth, team-by-team practicums to institutionalize the practice within the CMO.

# Why I Went to Baghdad



by Mr. Kevin Koch, DCMA Customer Liaison Representative to NAVSEA,  
NAVSEA Washington, D.C.

*Editor's note: Mr. Kevin Koch served as a volunteer member for the Theater Administrating Contracting Office (TACO) at the U.S. Embassy in Baghdad from July – December 2004. The editor and staff of the Communicator felt his story to be a relevant example of DCMA support and so are publishing it at this time.*

*Everyone has different reasons for going to Baghdad – patriotism, money, adventure. My reason turned out to be a young, wounded soldier named Army Pfc. Chad Johnson. I had the honor of getting to know Pfc. Johnson during my stay in Baghdad, and his story caused me to fully comprehend the extent of DCMA's role in Iraq.*

*We worked 24/7 to support troops and reconstruct a torn nation ... and had earned the reputation that DCMA was the place to go if you needed something in Iraq.*

**M**y primary responsibilities were to establish and manage a DCMA command that supports the Iraq Project and Contracting Office (PCO). The PCO manages and is responsible for all activities associated with the \$18.4 billion appropriated by the U.S. Congress to support the reconstruction of Iraqi infrastructure, including program, project, asset, construction and financial management.

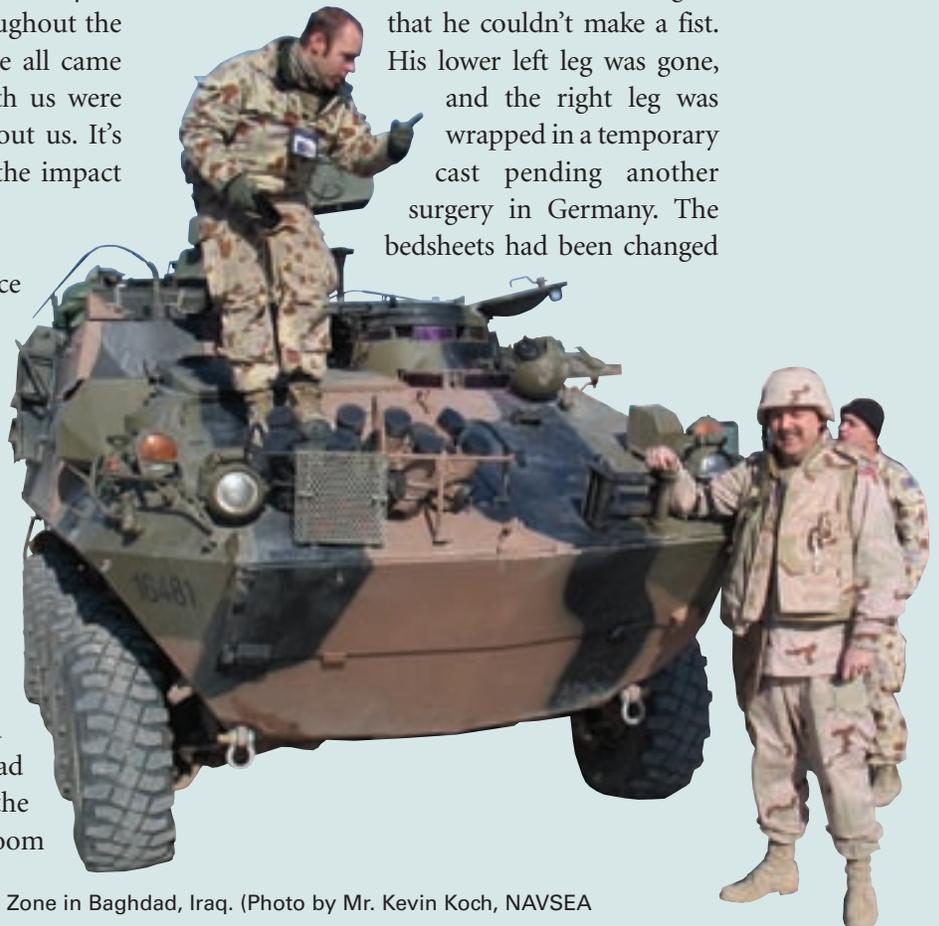
Sound like a tough job? It was. We worked 24/7 to support troops and reconstruct a torn nation while under daily attacks from rockets, mortars and suicide bombers and had earned the reputation that DCMA was the place to go if you needed something in Iraq. Quality assurance representatives risked their lives traveling the treacherous streets of Baghdad twice a day to ensure products were delivered throughout the city and southern Iraq. Although we all came home alive, others who worked with us were not so lucky. But this story isn't about us. It's about two specific days that reveal the impact of DCMA's work.

On Sept. 20, 2004, I was in my office at Saddam's captured palace when I heard the explosions of what I later learned were three car bombs. I asked Air Force Maj. Billie Smith if he wanted to join me in a visit to the combat support hospital (CASH) to provide comfort and amenities to the wounded. The CASH in Baghdad was accustomed to seeing the most severely injured soldiers and Marines. It was the only hospital in Iraq where the military's brain and eye surgeons handled the worst head wounds. Normally, perhaps half the patients coming to the emergency room

qualify as "acute" cases, a term that indicates severity and urgency.

One of the wounded was Pfc. Johnson. He had found himself in a daze on his back after being thrown 20 feet in the air from the first explosion. In the midst of smoke and chaos, he rolled to his stomach looking for a target, but something was wrong. He heard a voice, "Hold on buddy, you're gonna be OK. Don't look down — I'm gonna get ya outta here." As his rescuer tied a tourniquet, Chad realized that he had lost his lower left leg and his right leg was in serious jeopardy.

When we entered intensive care ward II, Chad was just out of surgery — scared, lonely and in great pain. His body was covered with cuts and abrasions from shreds of shrapnel. His hands were swollen to such a degree that he couldn't make a fist. His lower left leg was gone, and the right leg was wrapped in a temporary cast pending another surgery in Germany. The bedsheets had been changed



**(Opposite)** A view from the fortified Green Zone in Baghdad, Iraq. (Photo by Mr. Kevin Koch, NAVSEA Washington, D.C.)

**(Right)** Mr. Kevin Koch (center), DCMA customer liaison representative to NAVSEA, with Australian Multinational Force Servicemen. (Photo submitted by Mr. Kevin Koch, NAVSEA Washington, D.C.)

*No sooner had I placed my hand on his shoulder than another story of remarkable heroism began to unfold.*



twice as the nurses struggled to control the bleeding and make him more comfortable.

Chad was a hell-raising, 20-year-old bull rider from Waxahachie, Texas.

As it turned out, I had graduated from a high school just 10 miles north of Chad's home, 10 years before he was born. He began to tell me his story, and I listened with sincerity and attention as he told me about his life and his family. It wasn't long before he began to talk about the horror of the day. He began by describing the man who saved his life. The man was somewhat of a rare breed: a young soldier who always did unusual things to battle the boredom and loneliness of being far from home — things like constantly making jokes and exercising in 125-degree heat while wearing 40 pounds of body armor and a helmet. This was the last person in the world that Chad expected to save him.

As I listened, I began to feel a father's pain for this young warrior. When I looked down at him, I saw my 17-year-old son looking back at me with the same color hair, the same smile and the same immortality. Before my very eyes Chad had become every father's son in Iraq, full of pride, bravery and unwavering spirit. After an hour I asked if I was bothering him, should I leave. I'll never forget his words, "No, Sir, I feel closer to my father with you here." I left him drifting off to sleep as the morphine took effect.

On my way out of Chad's room, I came across another hero sitting by himself with eyes full of tears. He was in full battle rattle and had just returned from a gunfight in downtown

Baghdad. I was compelled to stop, and no sooner had I placed my hand on his shoulder than another story of remarkable heroism began to unfold. This was a familiar story of an ambush that ended with killing the enemy and dragging a wounded buddy from harm's way. The soldier was now waiting to give blood in hopes of keeping his friend alive. It was hard to sleep that night. I prayed that the daily barrage of mortars and rockets would not hit the CASH as we slept.

The position I held in Baghdad provided the liberty of meeting virtually everyone in the Green Zone. There was very little that wasn't approved or coordinated through our office, and the CASH was no exception. We were in charge of the contract that provided the food, supplies, cleaning and all contracted services for supporting the hospital. It was my intent to see that Chad was on a flight to Germany that day. After talking to the flight coordinator, I was convinced the patient would be leaving that afternoon.

When I arrived at the hospital, Chad was sleeping, and there was an additional patient in the room, a soldier from El Paso, Texas. Once again I witnessed the fear and despair of a soldier who had lost a leg to combat. Again I listened as he told me that his single worst fear of losing a leg to a rocket-propelled grenade had come true. An Army nurse came in to change the IVs shortly after I arrived, and I asked how the new patient was doing. She explained that he would be fine, but his mother was a different story. They



**(Top)** Air Force Senior Master Sgt. Tim Bates, DCMA Iraq. (Photo by Mr. Kevin Koch, NAVSEA Washington, D.C.)  
**(Right)** Navy Lt. Russell Baum Jr.'s Christmas tree at his office at DCMA Iraq in 2004. (Photo by Mr. Kevin Koch, NAVSEA Washington, D.C.)

*I could now see how we had made a difference and why I was compelled to go to Baghdad: the troops need us.*

had called to advise her of his wound, but his mother was convinced her son had not survived because she could not talk to him. Fortunately I had a cell phone that we used to call his mother and wife to relieve their fears. With tears in his eyes the young man never once let on to his family how badly he hurt, his voice remaining strong and loving. I left the room so they could talk.

When I returned, Chad had awakened and decided to cheer up his new roommate. He boasted, “I’m gonna be the best damn one-legged bull rider in Texas. Hey, you’re from Texas — what size shoe do you wear? We can split the cost of new boots,” and, “When we get to Germany we’ll have a one-legged butt-kickin’ contest.” I could tell Chad was going to be OK.

It was getting close to flight time so I asked if there was anything I could do before they left, anything at all. You’ll never believe the answer: “Sir, if it isn’t much trouble, we are dying for a peanut butter and jelly sandwich.”

Where do these soldiers come from, who give it all yet ask for so little? How could this be? How could a man as badly hurt as Chad put aside such pain to cheer up a comrade in arms? I remember thinking how sad it was that Chad’s father would never see the selfless acts I saw from his son that day, that a man could not be richer than to know he had raised such a son.

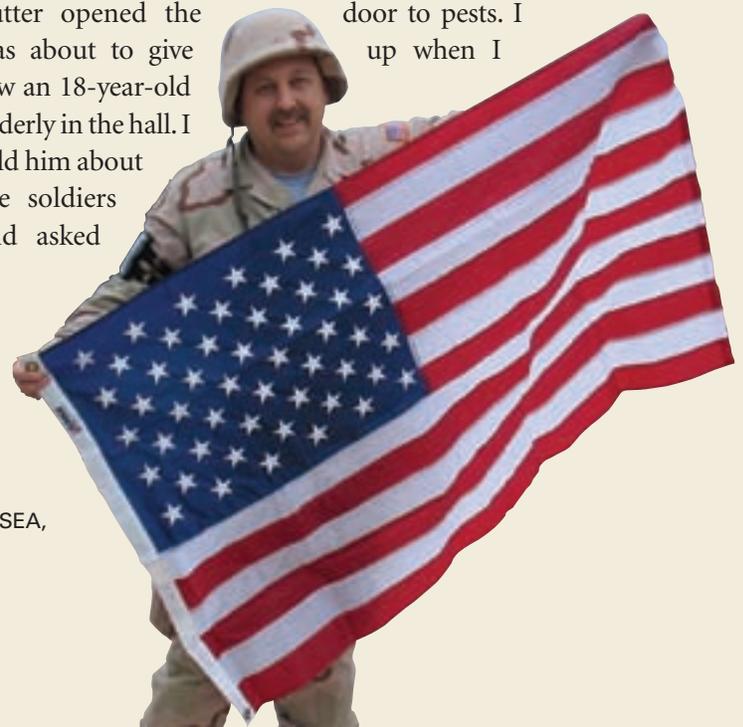
Needless to say, I now had a mission to get those sandwiches. The nurses were already torn up over the fact that they couldn’t find any peanut butter. They had experienced two of

the bloodiest days in their careers and were exhausted from stress. It seemed that trying to do anything in Baghdad, even a simple task such as finding peanut butter, was impossible. I turned the hospital upside down but could not find the golden butter. It was then that I began to see the impacts of DCMA. Everything in the CASH was there as a direct result of something DCMA had done. We controlled essentially all the life support in that hospital. Food, water, supplies, waste management, medicines, janitorial services — virtually everywhere I looked, I saw something that DCMA had provided. I could now see how we had made a difference and why I was compelled to go to Baghdad: the troops need us.

Although I controlled the expenditure of billions of dollars, peanut butter was not to be found in the CASH. The hospital was not capable of supporting a dining facility, so the food was delivered, served and removed from one of several centrally located kitchens within the Green Zone. Leaving behind supplies like peanut butter opened the door to pests. I was about to give up when I

saw an 18-year-old orderly in the hall. I told him about the soldiers and asked

**I went to Iraq ... for the Chads, the nurses, the doctors and all the others who sacrifice so much for freedom. It was for the reward of knowing that the training I received from DCMA has provided unknown heroes the things they need to survive.**



**(Right)** Mr. Kevin Koch, customer liaison representative to NAVSEA, feeling patriotic in Iraq. (DCMA staff photo)

*Billions of dollars in equipment are flowing into the country under DCMA's oversight, and I had made a difference — my mission in Iraq had been accomplished.*

whether he could help. “Yes, sir, I think I may know where to look.” We went across a courtyard into the meals preparation area and started digging through cabinets, eventually finding a half-empty jar of Skippy™ peanut butter that had been left behind. Next was the bread — the best we could do was hamburger buns. Finally we found breakfast packs of assorted jellies and proceeded to make the thickest sandwiches of the century.



The nurses saw me carrying the platter up the stairs and broke into tears of joy. When I entered their room, the two patients were sleeping, so I left the sandwiches next to their beds. I hugged the nurses and left with a list of items they desired. Every single item was something they wanted to make the wounded more comfortable.

Ninety days later, I departed Iraq for home, eager to rejoin my wife and son. While waiting for my flight, I read the *Stars and Stripes* newspaper. The front-page headline stated: “Pentagon Dinner Honors Troops on the Mend from Wounds Suffered in Terror War.” Directly below was a nice picture of Chad at the Pentagon in a wheelchair being greeted by Air Force Gen. Richard Myers, chairman of the Joint Chiefs of Staff. What more reward could I have received for my service in

Iraq than to know that Chad and his roommate were not going to be forgotten?

I now know exactly why I went to Iraq. It was for the Chads, the nurses, the doctors and all the others who sacrifice so much for freedom. It was for the reward of knowing that the training I received from DCMA has provided unknown heroes the things they need to survive. It was for all the parents who relied on me to protect their children with weapons, armor and supplies, where needed, when needed. Billions of dollars in equipment are flowing into the country under DCMA's oversight, and I had made a difference — my mission in Iraq had been accomplished. I had left my notch within the unknown ranks of countless others who carry out the noble mission of bettering mankind.

*Fortunately I wasn't alone in this mission — I had a large support network of outstanding colleagues, to whom I am extremely grateful and would like to thank: Air Force Maj. Billie Smith, my predecessor and the original team lead; Navy Lt. Russell Baum Jr., administrative contracting officer (ACO) for the Logistics Civil Augmentation Program (LOGCAP) Task Order 44; Air Force Senior Master Sgt. Timothy Bates, who ensured operational ability with proper communication and information technology; Army Maj. Russell McCullum, LOGCAP planner; Mr. Tim Johnson, quality assurance representative (QAR); Mr. Irby Tucker, QAR; Mr. Cliff Stout, property administrator; Air Force Maj. Michael Godwin, operations officer; Mr. Harold Price, “Task Force Howard,” State Department liaison; Mr. Tom Kennedy, QAR; Mr. Robert Hopkins, QAR; Mr. Eric Crown, lead ACO; Army Col. Andy Mills, former DCMA Iraq commander; Air Force Col. John Miles, former DCMA Iraq commander; Mr. Brad Freedman, former DCMA Iraq deputy commander; and Army Lt. Col. John Howell, former DCMA Iraq deputy commander.*

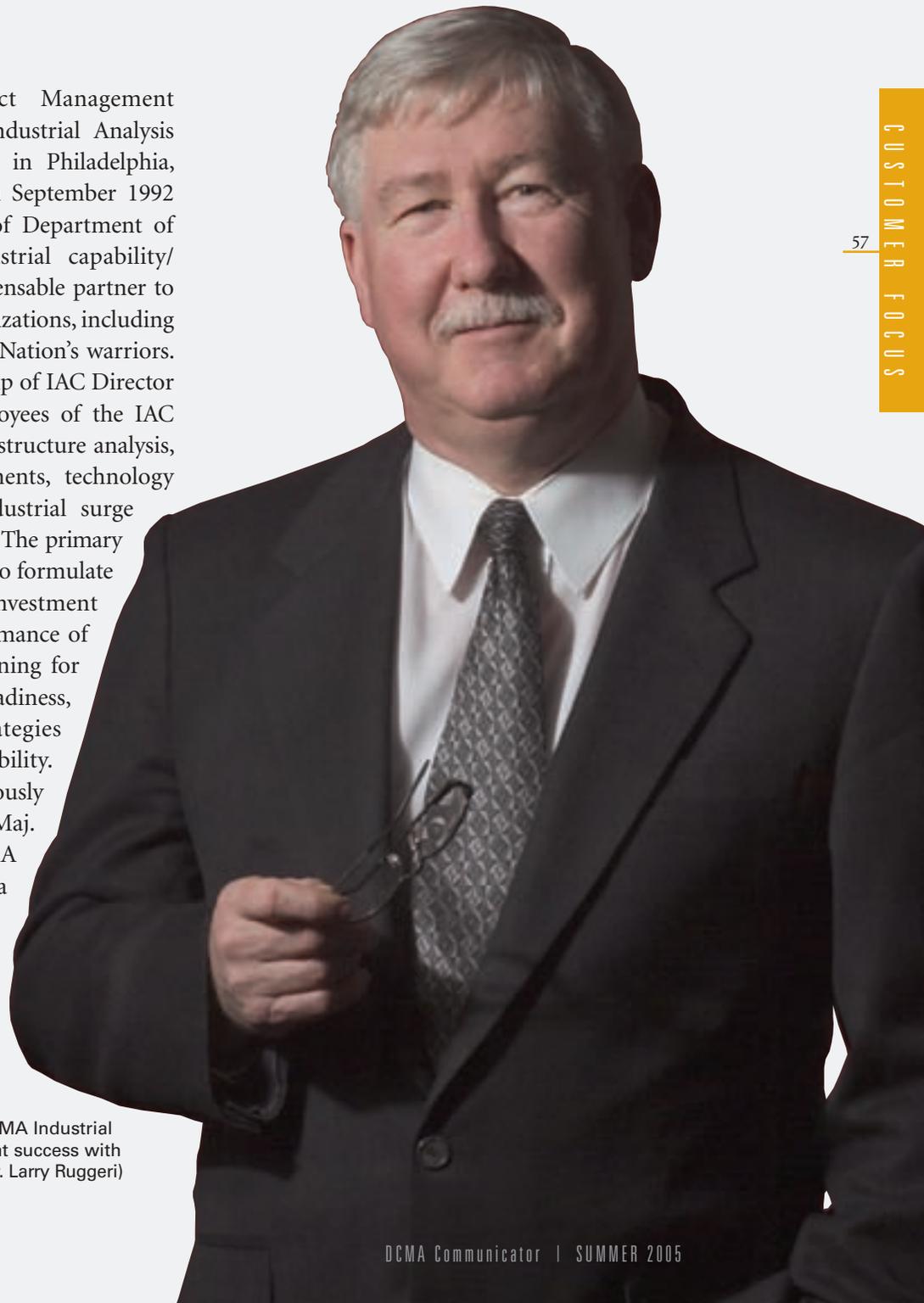
**(Above)** From left: Air Force Col. John Miles, Air Force Senior Master Sgt. Tim Bates and Army Col. Andy Mills at the DCMA Iraq Change of Command ceremony in August 2004. (Photo by Mr. Kevin Koch, NAVSEA Washington, D.C.)

# Industrial Analysis Center's Long Tradition of Focusing on the Customer

by Ms. Katherine Crawford, Staff Writer

The Defense Contract Management Agency's (DCMA's) Industrial Analysis Center (IAC), located in Philadelphia, Pa., was established in September 1992 as the lead provider of Department of Defense (DoD) industrial capability/surge analyses and an indispensable partner to a large number of DoD organizations, including all Service branches and our Nation's warriors. Under the insightful leadership of IAC Director Mr. Bill Ennis, the 33 employees of the IAC provide Defense critical infrastructure analysis, industrial capability assessments, technology industrial base analysis, industrial surge analysis and financial analysis. The primary application of the analyses is to formulate informed industrial base investment decisions through the performance of various actions such as planning for and maintaining military readiness, guiding acquisition strategies and ensuring supplier reliability. The IAC has been continuously successful, and Air Force Maj. Gen. Darryl A. Scott, DCMA director, has deemed it "a national asset" for its strong and crucial role in supporting national security.

**(Right)** Mr. Bill Ennis, director, DCMA Industrial Analysis Center, has achieved great success with supporting customers. (Photo by Mr. Larry Ruggeri)



*Maj. Gen. Darryl A. Scott, DCMA director, has deemed the IAC “a national asset” for its strong and crucial role in supporting national security.*



### Mission and Vision of the IAC

The IAC has been continuously committed to being the provider of choice for Defense-based analytical services for a diverse group

**The IAC has made a significant impact on providing DIB mission assurance, and it is changing the entire industrial base planning and assessment process across DoD and other government agencies.**

of customers representing major weapon system acquisition, logistics, readiness, homeland defense and other government programs. Over the past two years, the IAC's mission has transformed into a leadership role, guiding DoD's many customers in industrial and technology capabilities and surge analysis.

The IAC's vision is to supply quality products and services to satisfy their customers' needs on time, using innovative and practical approaches. To serve the customers as efficiently as possible, the IAC is organized into four functional areas:

**Sector analysis** — Create the product lines the IAC develops for the acquisition decision-makers; review the products of industry sectors; perform integrated analysis of industrial and technological capability and financial viability of industry sectors

**System analysis** — Provide scientific research to members of the research and design community who are making significant investments in technology; assess technological readiness and the financial and economic feasibility of emerging technologies and associated industrial base capabilities

**Homeland defense** — Provide homeland defense analysis, including identifying the most critical assets, assessing those assets from a physical and informational security standpoint and developing a mission assurance plan to protect them

**Industry surge analysis** — Provide direct, industrial base analytical support to the warfighting community: “the folks who are actually in Iraq and Afghanistan and urgently need quick access to additional supplies or product lines,” explains Mr.

Ennis. This includes the analysis of products or sectors — assessing prime and subtier contractor production capability, output, rates and lead times

### Current IAC Projects and Success Stories

Since 9/11, the IAC has placed a priority on homeland defense analysis. This requirement led to the recent creation of the Defense Industrial Base (DIB) critical asset prioritization model, which was requested by Deputy Undersecretary of Defense for Industrial Policy Ms. Suzanne Patrick and approved by Acting Undersecretary of Defense for Acquisition, Technology and Logistics Mr. Michael Wynne and Assistant

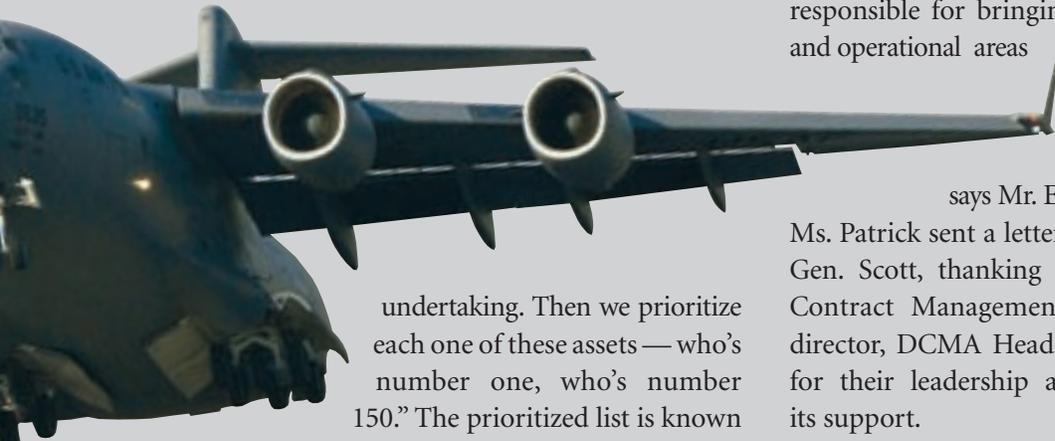
*(Top)* From left: IAC employees Mr. Jim Brennan, deputy; Mr. Don Burnett, industrial specialist; and Ms. Andrea McKeithan, industrial engineer, discuss policy at the IAC office in Philadelphia, Pa. (DCMA staff photo)

*(Middle)* A C-17 takes off from Pope Air Force Base, N.C. The DCMA Industrial Analysis Center has been working on developing C-17 acquisition alternatives. (U.S. Air Force photo by Staff Sgt. Jeromy K. Cross)

*“The industrial capability information that the IAC has on hand is really beneficial to helping DoD and industry accelerate production or come up with alternate sources of supply for equipment.”*

Secretary of Defense for Homeland Defense Mr. Paul McHale.

The IAC developed a tool “to identify and prioritize the most important manufacturing sites in the U.S. and abroad, from a mission perspective, establish a mission assurance plan to mitigate these risks and prioritize the order of plan implementation,” reports Mr. Ennis. “The industrial base starts out with hundreds of thousands of sites, and we now have a process to reduce that number to about 2,000 important sites. We then use strict, classified criteria to get down into the real critical assets, and it’s a large



undertaking. Then we prioritize each one of these assets — who’s number one, who’s number 150.” The prioritized list is known as the DIB critical assets list.

Thus far, feedback has been positive, particularly from Ms. Patrick and Mr. William Bryan, director, Defense Critical Infrastructure Program, Office of the Assistant Secretary of Homeland Defense. The list “provides a capability that the Department never had before, and the results are phenomenal,” says Mr. Ennis. The IAC has made a significant impact on providing DIB mission assurance, and it is changing the entire industrial base planning and assessment process across DoD and other government agencies. The list is now used by security, intelligence, counterintelligence and law enforcement agencies, including the FBI, CIA, U.S. Northern Command and National Guard Bureau, as well as private industry. It

is the basis for an entire set of processes used by those organizations to assess and protect particular assets.

Predictive analysis is another area in which the IAC has been innovative and extremely successful in developing a modeling system. Mr. Ennis met with Ms. Patrick recently and reported that she is “really delighted with our predictive analysis work because traditionally the Department has operated in a task-oriented reactive mode, and what we’re doing is developing a series of models that will predict risk areas in the industrial base before they become problems.” The IAC is also responsible for bringing together the strategic and operational areas

within DoD, “and getting those people to talk to one another is a real accomplishment,”

says Mr. Ennis proudly. In response,

Ms. Patrick sent a letter of appreciation to Maj. Gen. Scott, thanking him, Mr. Bob Schmitt, Contract Management Operations executive director, DCMA Headquarters, and Mr. Ennis for their leadership and the IAC for all of its support.

The IAC is currently involved in another project for Ms. Patrick in the realm of technological analysis. Ms. Patrick has asked the IAC to assemble an interactive set of analytical tools to assess critical technology suppliers for future warfighting capabilities. The project “articulates the identification of industrial base assets that are developing emerging technologies that need to be brought into the Defense industrial base,” states Mr. Ennis. “In other words, they’re not pieces of the weapons systems, they’re the technology for future weapons programs.” A second technology analysis project is a series of assessments for the Missile Defense Agency, another customer with whom the IAC has a successful partnership. The IAC is also performing a significant amount of technology industrial base analysis for the

*All of the charts, diagrams and objectives clearly demonstrate the IAC's long history of putting the customer first.*

assistant secretary of the Army, Acquisition, Logistics and Technology; the Army Materiel Command; Unit of Action Program Office; and Naval Air Systems Command as well as industrial base assessments for 12 acquisition category level I and II programs this fiscal year.

A third mission function is in the area of surge analysis, which supports the warriors by studying the production processes for munitions, tactical missiles and other war-fighting items to identify bottlenecks at lower subtiers. This allows DoD to invest in other facilities to increase capacity and accelerate production. According to Mr. Ennis, "Historically, Cold War surge mentality was applied to surging weapon systems. Today surge requirements are based on increased demand for each operation.

**"I don't think there's another organization within the Department of Defense that's as customer-focused as the staff here at IAC. I'll be bold enough to say that."**

For instance, not long ago [DoD] surged batteries, armor plates, body armor, unmanned aerial vehicles, precision munitions and tactical missiles. ... The industrial capability information that the IAC has on hand is really beneficial to helping DoD and industry accelerate production or come up with alternate sources of supply for equipment that's required over in Iraq or Afghanistan." Air Force Lt. Gen. Duncan J. McNabb, J-4 Joint Staff director for Logistics, with whom Mr. Ennis met several months ago, is particularly pleased with the industrial surge analysis reports that the IAC completes

every six months for the warriors. Consequently, Lt. Gen. McNabb asked Mr. Ennis to present an overview of the IAC's work at the Conference of Logistics Directors, whose attendees include "General Scott and three-stars from the Army,



Navy, Air Force and Defense agencies — and that gives you confidence," says Mr. Ennis.

Mr. Ennis is also very proud of the important work the IAC is doing to support the global war on terrorism. The IAC has helped disseminate the idea that when fighting terrorism, one must always be on alert. "Terrorists are crafty, they're patient, they have no schedules, and they'll hit a target when they're ready," explains Mr. Ennis. "We can't leave our guard down."

### **Challenges the IAC is Facing**

Making this distinction between ongoing operations and the war on terror and trying to support both simultaneously to the best of its abilities is one of the most significant challenges the IAC has faced recently. "Changing the mindset of DoD policymakers to understand the characteristics of terrorists requires a different analytical set of parameters. It's different than when you're analyzing the industrial base capabilities for future weapons systems and acquisition programs," states Mr. Ennis. "Now we're coming in with the protection piece,

*(Above)* Background, from left: Army Lt. Col. Dan Adams, Office of the Deputy Undersecretary of Defense for Industrial Policy; Ms. Rosemarie Veteri, IAC; Ms. Mary Grace Switlik, IAC; Ms. Katie Young, Defense Program Office for Mission Assurance; and Mr. Bill Ennis (foreground), IAC, in a meeting at the Industrial Analysis Center in Philadelphia, Pa. (DCMA staff photo)

*“Terrorists are crafty, they’re patient, they have no schedules, and they’ll hit a target when they’re ready ... We can’t leave our guard down.”*

putting countermeasures in place to protect the DIB assets — that’s probably more important than what we’re doing with acquisition programs right now. We must continually reinforce that this is important work, not just in the IAC but throughout the Defense Department. Terror doesn’t show up every day.”

Another challenge is meeting the customers’ expectations and succeeding in the ever-expanding missions of all four functional areas the IAC serves with the same level of resources. “To further compound the problem from a managerial perspective,” reports Mr. Ennis, “a lot of the people in the IAC look like me — they’re seasoned. The work that we do here is almost described as a black art, and there are a lot of people here that have 30-plus years of industry and analytical experience. Trying to pass that off to the next generation of analysts is a real challenge. You put as much as you can in place with knowledge management tools, but there’s nothing like face-to-face time with an expert.”

### **The IAC’s Future**

Since the IAC’s inception there has been constant change, but Mr. Ennis believes that the IAC has entered an extended period of stability. With a fully mature DoD customer base developed through strategic alliances and strong working relationships, the IAC’s “main challenge is now to maximize efficiency, fine-tune the processes and products and continually look for ways to improve and save money. Such savings can be diverted to hardware procurement that the warriors really need,” he states.

Looking to the future, Mr. Ennis is confident that his organization will continue to be successful,

primarily due to its relationship with customers. “This organization is based on the primary principle of customer support,” says Mr. Ennis as he walks over to his bookshelf and pulls down a bound document, joking, “You made me dust this off.” He opens the document and points to a specific section of text. “I put this out in 1995-

**“We have developed strategic alliances and strong working relationships with all the customers in the Department [of Defense] that require industrial base analysis.”**

1996 before the Agency had its own strategic plan. Here is the whole theme of the IAC strategic plan and guiding principles for the organization. First you must have management support, then commitment to the customer. Along the way you have to make sure you involve all employees, continually improve processes. Communications are so important — measure your performance, recognize workforce contributions and embrace the teaming concept. And as far as I’m concerned, the plan still works.” Mr. Ennis flips through page after page of text and diagrams, noting, “Everything’s focused on the customers, you can see that.”

As he turns to a page with the organization’s performance goals, it is clear that the IAC’s (then Industrial Analysis Support Office’s) goal was, essentially, to be the indispensable partner chosen by their customers for the best solutions, long before this became the official DCMA vision statement. All of the charts, diagrams and objectives clearly demonstrate the IAC’s long history of putting the customer first. As Mr. Ennis asserts, “I don’t think there’s another organization within the Department of Defense that’s as customer-focused as the staff here at IAC. I’ll be bold enough to say that.”



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