

# COMMUNICATOR

News for DCMA Professionals

## Windy City Welcomes DCMA



### Inside

- **Ground Systems and Munitions Division Blows Into the Windy City**
- **Delivering Life-Saving Capability**
- **Feedback From our Employees About *Communicator***



# Ushering in a new era of Customer Service



Last year we realigned the agency structure from a geographically focused organization to a functional and customer aligned one and created our product divisions and centers. This new structure gives us a stronger product focus and refines our strategic communication with our customer base. The reorganization is already paying benefits based on feedback we have received from our customers.



providing the best possible service to our clients and customers. Steve Bogusz and DCMAN plan to plant their flag in Moorestown during the spring of 2008.

There are very specific reasons that these locations became the sites for these two product divisions. Mitch articulates the deliberations that occurred preceding the decision to base DCMAG in the Chicago area extremely well in the lead customer focus article in this issue. To recap, the locations offered the best opportunity to ensure the best support and service possible for our customers at the least cost. We decided upon these locations because of their proximity to our customers, their proximity to their division's contract management offices and their proximity to their contractors.

As you know, the former DCMA East District headquarters in Boston became the new home of the Aeronautical Systems Division (DCMAA), and the temporary home to the Naval Systems Division (DCMAN). The former DCMA West District headquarters in Carson, Calif., became the headquarters for the Space and Missiles Division (DCMAS) and the temporary home of the newly created Ground Systems and Munitions Division (DCMAG).

We are continuing steadily along the path of focusing on our customers and organizing our agency in an enterprise fashion to become an organization that excels at experience, efficiency and effectiveness. Thanks for your continuing hard work and support.

As you can see from the cover of this issue of *Communicator*, we are officially moving DCMAG, with Mitch Howell as its first executive director, to Chicago. As I write this, we are also finalizing plans to relocate the Naval Systems Division to Moorestown, N.J. – already home to a significant manufacturing and support base for Navy ships and systems.

Congratulations Ground Systems and Munitions Division as you begin moving into your new home and help usher in this new era of customer service for DCMA!

Mitch gets the honor of planting his flag first. Many agency people in a number of divisions and centers have assisted in the relocation of his division headquarters to Chicago in a very short time. It has served as a shining example of the kinds of things the DCMA family can accomplish through teamwork and a focus on



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Acting Director

**DCMA Acting Director**

Keith Ernst

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**(On the cover)** Clockwise from top: Chicago skyline viewed from Navy Pier (Photo courtesy of ©iStockphoto.com); the Chicago Theatre's State Street marquee (Photo courtesy of Google images); the Clarence Buckingham Memorial Fountain in Grant Park (Photo courtesy of Google images); and a saxophone. (Photo courtesy of afromix.org)

# Around DCMA



**Team DCMA St. Petersburg**

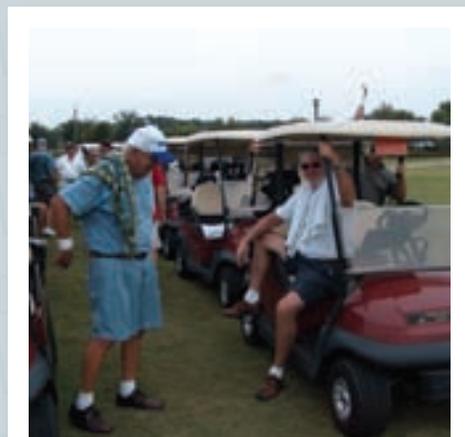
## **DCMA St. Petersburg Participates in Annual “Day of Caring”**

JAN. 19 – Eleven DCMA St. Petersburg, Fla., employees participated in their office’s annual “day of caring” by working with Habitat for Humanity. For many years, DCMA St. Petersburg employees have taken one day of annual leave to give back to their community. In addition to working that single day, they also spent part of their weekend working until the project was completed. The team’s project was building rooms onto an existing house. They began by preparing the roof for inspection before nailing shingles. Next they removed and reinstalled vinyl siding on the front and one side of the house. Finally, they framed two walls in preparation for a new shed to be located in the back of the house. Before leaving, the team cleaned the area of debris to eliminate any hazards. “Day of caring” participants included Darren Blackwell, Nan Coleman, Mike Crosby, Bill Eddleman, Michelle Myhree, Bob Roman, Joe Saladino, Mary Sheridan, Bill Willey and Tom Wright. The DCMA St.

Petersburg team completed two sweat-laden days of work, but they said they truly enjoyed giving back to their community. (By Melanie Kordana, DCMA St. Petersburg)

## **DCMA St. Petersburg’s Memorial Golf Tournament**

MARCH 2 – DCMA St. Petersburg, Fla., employees participated in the “DCMA Memorial Golf Tournament” at the University of South Florida in Tampa, supporting the Intrepid Fallen Heroes Fund. The IFHF supports the men and women serving in the Armed Forces and their families, and funds raised by DCMA St. Petersburg will aid military personnel who have been seriously disabled and injured in military combat operations. This tournament, originally known as the “Commanders’ Cup,” was founded by former DCMA employee Terry Hodges. Hodges began the tournament by providing the traveling trophy that is currently used and maintaining all historic tournament information. His untimely death and the death of Ken Barnett, a longtime participant and supporter of the DCMA golf outings, led to the official tournament being renamed the “DCMA Memorial Golf Tournament,” and the trophy presented to the tournament winner is the “Hodges Cup.” Each year, the tournaments are held in different locations throughout Florida. The most recent DCMA Memorial Golf Tournament was played in Melbourne, Fla., and raised \$200 for the purchase of phone cards for U.S. troops stationed overseas. DCMA St. Petersburg’s tournament



**Annual Golf outing**

raised \$230, all of which is aiding wounded servicemembers, veterans and their families. IFHF Executive Vice President David A. Winters sent a letter to the DCMA participants thanking them for their generosity, kindness and remembrance of the servicemembers and their families. Event participants enjoy supporting U.S. servicemembers and having the opportunity to relax with other employees, past and present, enjoying a nice day of golf together. (By Melanie Kordana, DCMA St. Petersburg)



**Domestic Action Committee**

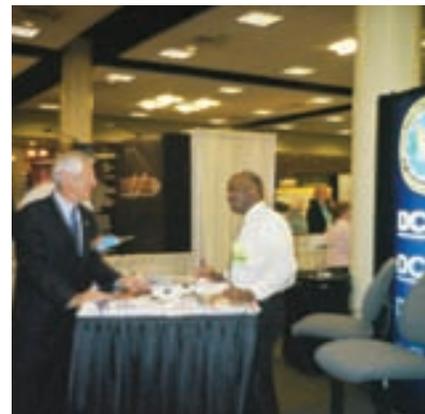
### **Supplies for Iraqi Schoolchildren**

APRIL – Robert Heavrin, a Defense Contract Management Agency Indianapolis quality assurance representative currently on an Army Reserve deployment to Iraq, became concerned that the local Iraqi children had few school supplies. Heavrin mentioned the situation to his coworkers and engaged the DCMA Indianapolis Domestic Action Committee, left, in getting supplies donated to the children. The Domestic Action Committee helps needy individuals in the Indianapolis area and collaborates with DCMA Indianapolis in supplying donations of clothing and food to local families during the holiday season. Once Heavrin’s coworkers discussed how they could help, the Domestic Action Committee created a plan to bring Heavrin’s desire to help the Iraqi children to life. Various school supplies were donated by DCMA Indianapolis

employees together with employees from DCMA Aircraft Propulsion Operations Rolls Royce and DCMA Dayton Raytheon Technical Services. DCMA Indianapolis employees stuffed each blue and red backpack with school supplies, a warm hat, and a pair of gloves and prepared them for shipment. Soccer balls were also donated to Heavrin when he stopped by the DCMA Indianapolis office during his mid-tour leave, and he delivered them in person to the local children upon his return to Iraq. (By Rebecca Sanders, DCMA Indianapolis. Photo by Shunda Willis, DCMA Indianapolis)

### **DCMA Exhibits at the NCMA World Congress**

APRIL 22-25 – DCMA exhibited at the National Contract Management Association World Congress in Dallas, Texas. This leading event in the contract management community attracted over 2,000 contracting professionals. Many visited the DCMA booth, including retired Navy Rear Adm. Lenn Vincent, left. Vincent is a former Defense Contract Management Command commander and is now NCMA’s national president. Sam Davis, right, one of DCMA’s representatives at the exhibit, was asked about the agency’s mission, job announcements, small business administration, audits request, cost accounting standards, contracting trends, disclosure statements, support in Iraq, deployments, office locations, small business contract management software and contract closeout. Keith Ernst, DCMA acting director, participated as a panelist during the general session panel “Winning Results.” (By Julia Wyant, DCMA Public Affairs. Photo by Julia Wyant)



**The DCMA Booth**



**Col. Carson Addresses Attendees**

## Ground, Space Divisions Hold Joint Conference

APRIL 24-26 – Commanders, directors and their deputies from DCMA’s Ground Systems and Munitions and Space and Missile Systems Divisions met in Phoenix for a joint conference to promote communication and cooperation among the two divisions. Attendees were briefed on issues ranging from budget oversight to ethics within the workplace by commanders from throughout DCMA, including Army Col. Peggy Carson, left, DCMA Phoenix commander. Several members of the agency’s senior leadership team — including Keith Ernst, acting director; Angela Bailey, Human Resources executive director; Air Force Col. Jeffrey Brand, chief of staff; Rebecca Davies, Contract Operations and Customer Relations executive director; and Nicholas Retson, general counsel — attended the conference and made presentations regarding their areas of expertise. The final event had conference attendees visiting local contractors’ facilities. Space and Missile Systems Division attendees toured Orbital Corporation, where they were briefed on the company’s

operations. Ground Systems and Munitions Division personnel visited the General Dynamics facility. Based on the evaluations returned by conference attendees, the conference was a success. In their closing remarks, the two division directors, Patricia Kirk-McAlpine, Space and Missile Systems, and Mitchell Howell, Ground Systems and Munitions, praised the team that planned the conference. Team members received director’s coins for their efforts. (By Sam Rouso, DCMA Congressional and Public Affairs)

## DCMA Iraq “Beat the Boss”

APRIL 27 – In their annual 1.5-mile “Beat the Boss” run at Camp Victory, Baghdad, Iraq, 13 runners, walkers and volunteers from DCMA Iraq did their best to set the bar high for DCMA Acting Director Keith Ernst’s run, May 16. The average run time was 10 minutes, 31 seconds, and Air Force Lt. Col. Chris Athearn took individual honors with a time of 8 minutes, 45 seconds. The average walk time was 23 minutes, 20 seconds, and Renaldo Phillips led the way with a time of 22 minutes. Participants are shown at right — back row, from left: Air Force Capt. William Bones, Army Maj. John Pires, Army Lt. Col. Ken Copeland, Army Maj. Phil Rottenborn, Army Lt. Col. George Holland and Army Capt. Luke Barfield; middle row, from left: Army Col. Jacques Azemar, Karen Parris, Patricia Tillman and Air Force Capt. Marlon Elbelau; front row, from left: Renaldo Phillips, Air Force Lt. Col. Chris Athearn, Army Sgt. 1st Class Bob Fratzke. (By Army Maj. Phil Rottenborn, DCMA Iraq. Photo by James Griffin)



**Running at Camp Victory**



**Capt. Graff Assumes Command**

## DCMA International Gets New Leader, Retires Outgoing Commander

MAY 31 – Navy Capt. Walter H. Melton relinquished command of DCMA International to Navy Capt. David J. Graff, right, during a change of command ceremony at the Navy Memorial in Washington, D.C. Graff came to DCMA International after serving as the assistant commander for contracts, Naval Air Systems Command, at Naval Air Station Patuxent River, Md. In traditional fashion, Graff became the commander of DCMA International after accepting DCMA International’s flag from Keith Ernst, left, DCMA acting director. Graff then addressed the audience and spoke of his vision for DCMA International under his command. “This is just a change of command and not a change of doctrine,” he said. He then complimented Melton’s vision and leadership and said he would continue to carry the flag in a similar direction. Graff is a graduate of Yale University,

New Haven, Conn., and he earned his master’s degree at the Naval Postgraduate School, Monterey, Calif. Later in his military career, Graff went on to graduate from Stanford University’s, Graduate School of Business Administration senior executive education program. Graff’s operational tours include supply officer, Fighter Squadron Fourteen (VF-14); supply officer, USS *Ogden* (LPD-5); assistant supply officer, USS *Enterprise* (CVN-65); and supply officer, USS *Carl Vinson* (CVN-70). After the change of command ceremony, outgoing DCMA International commander Melton officially retired from the Navy after 27 years of service. For his service with DCMA, he was awarded the Legion of Merit and presented with a certificate of appreciation from the president for the service provided to the nation throughout his military career. Melton had been the commander of DCMA International since 2005. (By Valerie Burkes, DCMA Public Affairs. Photo by Mark Woodbury, DCMA Public Affairs)

## Kirk-McAlpine Promotes the Sister Study

JUNE – In 2001, a close friend of Patricia Kirk-McAlpine, DCMA Space and Missile Systems Division director, died from breast cancer. To honor her friend, Kirk-McAlpine is promoting awareness of the Sister Study, which is searching for environmental and genetic causes of breast cancer. Kirk-McAlpine volunteers to recruit participants for the Sister Study, which is being conducted by the National Institutes of Health’s National Institute of Environmental Health Sciences. The study is of women whose sisters had breast cancer. Researchers are still seeking 50,000 diverse participants by the end of 2007. Participants must have a sister (related by blood) who has had breast cancer; be between the ages of 35 and 74; live in the U.S. or Puerto Rico; and never have had breast cancer. For more information call (877) 4SISTER or visit the Web site <http://www.sisterstudy.org>.



**Patricia Kirk-McAlpine**

# Ernst Testifies at Congressional Hearing

By Tom Gelli, Staff Writer

**T**estifying before the Senate Armed Services Committee on April 19, Defense Contract Management Agency Acting Director Keith Ernst outlined the agency's roles and responsibilities in ensuring contractor performance under the Logistics Civil Augmentation Program — LOGCAP — under which civilian contractors provide support services to in-theater military units.

**DCMA's oversight of contractor-provided services for our nation's deployed forces in Iraq is a responsibility of unprecedented magnitude and one with a commensurate level of challenge.**  
— Keith Ernst

"DCMA's oversight of contractor-provided services for our nation's deployed forces in Iraq is a responsibility of unprecedented magnitude and one with a commensurate level of challenge," Ernst told the 25-member panel chaired by Sen. Carl Levin, D-Mich. "The in-theater contract-oversight mission is clearly a formidable one marked by great concern about personnel safety, workload shifts and effective personnel placement — all underscoring our need to be agile and adaptable."

In opening the hearing, Sen. Levin alluded to government reports that LOGCAP contractor KBR received favorable treatment, padded costs and withheld information. Chairman Levin cited a variety of Defense Contract Audit Agency and Army

Audit Agency reports critical of the contractor's cost performance.

Joining Ernst at the witness table were William Reed, Defense Contract Audit Agency director; Patrick Fitzgerald, Auditor General of the Army; Claude Bolton, Assistant Secretary of the Army for Acquisition, Logistics and Technology; and Maj. Gen. Jerome Johnson, commanding general, U.S. Army Sustainment Command. A sixth witness, Sen. Byron Dorgan, D-N.D., addressed the committee as a stand-alone witness.

The third-term senator ridiculed the LOGCAP contract, offering anecdotal evidence of extravagance, overbilling and threats of reprisal for employee whistleblowing.

In the course of the three-hour hearing, Ernst responded to questions from Sen. Hillary Clinton, D-N.Y., and Sen. Claire McCaskill, D-Mo. Other committee members posing questions at the Capitol Hill hearing included the ranking panel member, Sen. John Warner,

**"The in-theater contract-oversight mission is clearly a formidable one marked by great concern about personnel safety, workload shifts and effective personnel placement — all underscoring our need to be agile and adaptable.**  
— Keith Ernst

*Ernst pointed out that DCMA's in-theater support of the LOGCAP contract is somewhat outside the agency's traditional mission requirements and necessitates tough decisions regarding resource allocations.*



R-Va.; Jack Reed, D-R.I.; James Inhofe, R-Okla.; Sen. James Webb, D-Va.; and Daniel Akaka, D-Hawaii, who chairs the Subcommittee on Readiness and Management Support, which has oversight responsibility for DCMA.

Ernst pointed out that DCMA's in-theater support of the LOGCAP contract is somewhat outside the agency's traditional mission requirements and necessitates tough decisions regarding resource allocations. "DCMA constantly works to effectively balance resource requirements between its core mission and its Contingency Contract Administration Services commitments," he stated. "We must ensure that core mission areas such as flight-critical and level one subsafe hardware, along with high-investment programs and sustainment support, continue to achieve their intended goals." **C**

**(Top)** The closing gavel having sounded, Keith Ernst, DCMA acting director, steps away from the witness table where he was front-and-center testifying before a recent Senate Armed Services Committee hearing on the Logistics Civil Augmentation Program. (Photo by Tom Gelli, DCMA Congressional Affairs)  
**(Above)** The U.S. Capitol in Washington, D.C.

# Work/Life's "Beat the Boss" is Back

By Katherine H. Crawford, Staff Writer

Shawn Nickle, Defense Contract Management Agency's wellness/fitness coordinator, is on a mission to improve the health and well-being of DCMA employees. Nickle's program, Virtual Fitness @ DCMA, a component of the Work/Life Program, exists to help employees improve the quality of their lives through regular physical activity and good nutrition habits.



such a wide variety of programs also helps with recruitment and retention. Potential hires and "new employees see these programs, which show that DCMA cares about the health and well-being of its employees," Nickle noted.

This time of year Nickle is focused primarily on the agency's annual "Beat the Boss" event, now in its fourth year. This 1.5-mile run/walk is held at participating contract management offices across the agency from mid-March to July 1. Last year's "Beat the Boss" event drew approximately 1,350 participants, and this year an even greater number of employees is expected to compete.

On the day of each event, all participants — runners, walkers and volunteers — are allotted two hours of duty time to participate in the event and receive a commemorative medal and certificate signed by Keith Ernst, DCMA acting director. "Beat the Boss" is a great opportunity for employees



There is a heavy emphasis on health and wellness because a lot of times when you're overwhelmed with work, the first thing that goes is your focus on eating right [and] exercise.

— Shawn Nickle

"There is a heavy emphasis on health and wellness because a lot of times when you're overwhelmed with work, the first thing that goes is your focus on eating right [and] exercise. When you're busy, [those are] usually the first things that go out the window," Nickle explained.

The objective of all Work/Life programs is keeping personnel happy, healthy and productive by helping them to live a well-balanced life. "All of the Work/Life programs exist to ensure [each] employee is ... balancing all responsibilities such as family, work, [his or her] own health and to make sure DCMA's employees are going to be around for a long time and are healthy," Nickle said. Offering

**(Top)** A graphic depicting the commemorative medal being awarded to all participants in the 2007 "Beat the Boss" event. (Image courtesy of Shawn Nickle, DCMA Headquarters)

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

*"There is an aspect of competition, but we also like to emphasize that it's important just to get out there and walk or run for the sake of fitness."*

— Shawn Nickle

to get out, get moving and spend time with co-workers. "There is an aspect of competition, but we also like to emphasize that it's important just to get out there and walk or run for the sake of fitness," Nickle stated. Once all the events are completed, all participants will be recognized on the "Beat the Boss 2007" Web site.

The goal of the event is for employees to run or walk to beat the fitness rating of the "boss," Ernst. At the DCMA Headquarters event held May 16, Ernst set the bar high by running the 1.5 miles in a time of 10 minutes, 48 seconds. Only those participants who meet or surpass Ernst's fitness rating are able to claim that they "beat the boss."

Fitness ratings are calculated based on each participant's gender, age category, mode of participation (run or walk) and completion time. Comparing a participant's results with a fitness standards chart reveals the fitness rating achieved. For example, a female between the ages of 30 and 39 who runs the 1.5 miles in 12 minutes and 54 seconds or less would receive a fitness rating of "excellent." These fitness ratings are based on U.S. Air Force fitness standards. The fitness rating chart can be viewed at [http://home.dcmamil/dcma-hr/Beat\\_the\\_Boss/2007/rating\\_chart.htm](http://home.dcmamil/dcma-hr/Beat_the_Boss/2007/rating_chart.htm).

To help employees prepare for the event, Nickle posted eight-week training plans for both runners and walkers on the "Beat the Boss 2007" Web site at [http://home.dcmamil/dcma-hr/Beat\\_the\\_Boss/2007/index.htm](http://home.dcmamil/dcma-hr/Beat_the_Boss/2007/index.htm).

In addition to the "Beat the Boss" event, Virtual Fitness @ DCMA offers incentive programs and on-site fitness seminars throughout the year. To learn more about upcoming programs and events, visit the Virtual Fitness @ DCMA Web site at <http://home.dcmamil/dcma-hr/fitness.htm>.



### Upcoming Autumn Events

Be on the lookout for the following programs occurring during the September – October time frame:

- Open enrollment for the Civilian Fitness Center Membership Program
- Upgraded Motivation Lifestyle Management Center (more features and articles)
- Flu shots (late October/early November)
- Health Fairs

More information to follow as the program dates approach.

**(Above)** Keith Ernst, DCMA acting director, running to complete the course during DCMA Headquarters' "Beat the Boss 2007" event. Ernst completed the course in 10 minutes, 48 seconds. (DCMA staff photo)

### Did You Know?

DCMA allows all employees to use up to two hours of duty time per week for fitness-related activities. This is an incentive to foster a healthy and active lifestyle in members of the DCMA community.

Learn more at [http://home.dcma.mil/dcma-hr/atf\\_faqs.htm](http://home.dcma.mil/dcma-hr/atf_faqs.htm).

### Virtual Fitness @ DCMA Contact Information

**Shawn Nickle**  
DCMA Wellness/Fitness Coordinator

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703-428-1973 (fax)

[shawn.nickle.ctr@dcma.mil](mailto:shawn.nickle.ctr@dcma.mil)

To learn more about the programs and activities offered by Virtual Fitness @ DCMA, visit the Web site at <http://home.dcma.mil/dcma-hr/fitness.htm> or contact your local fitness point of contact:

DCMA Aeronautical Systems Division fitness POCs:

[http://home.dcma.mil/dcma-hr/fitness\\_pocs\\_aeronautical.htm](http://home.dcma.mil/dcma-hr/fitness_pocs_aeronautical.htm)

DCMA Ground Systems and Munitions Division fitness POCs:

[http://home.dcma.mil/dcma-hr/fitness\\_pocs\\_ground.htm](http://home.dcma.mil/dcma-hr/fitness_pocs_ground.htm)

DCMA Naval Sea Systems Division fitness POCs:

[http://home.dcma.mil/dcma-hr/fitness\\_pocs\\_Naval.htm](http://home.dcma.mil/dcma-hr/fitness_pocs_Naval.htm)

DCMA Space and Missile Systems Division fitness POCs:

[http://home.dcma.mil/dcma-hr/fitness\\_pocs\\_SpaceMissile.htm](http://home.dcma.mil/dcma-hr/fitness_pocs_SpaceMissile.htm)

DCMA International fitness POCs:

[http://home.dcma.mil/dcma-hr/fitness\\_pocs\\_International.htm](http://home.dcma.mil/dcma-hr/fitness_pocs_International.htm)

DCMA Special Programs Division fitness POCs:

[http://home.dcma.mil/dcma-hr/fitness\\_pocs\\_sp.htm](http://home.dcma.mil/dcma-hr/fitness_pocs_sp.htm)



### DCMA Safety and Occupational Health Summer Safety Tip: Avoiding Sunburn

This article was first published in the April 2007 issue of the Navy's Safety Newsletter.

#### Sunburn

Sooner or later, that 'healthy tan' will become unhealthy skin damage if you don't start dodging the sun rather than welcoming it. If you fish, golf, hike or go to the beach, avoid as much exposure as you can. You'll still get plenty of sun.

**Sunscreen:** Use a sunscreen with a sun protection factor of at least 15. Some types are waterproof, but, even so, you should reapply the sunscreen every two hours. Use sunscreen on cloudy days, too. Remember that children's skin is even more sensitive than yours. They can start

wearing sunscreen by the time they are six months old; however, you should still minimize their exposure.

**Protective clothing:** It may be slightly uncomfortable in the heat, but you should wear a long-sleeved shirt and long pants. Also put on a hat with a large brim and sunglasses.

**Shade:** If you have a choice, stay in the shade. Beach umbrellas will protect you from some of the sun exposure. They are actually very comfortable on sunny days.

**Other advice:** Avoid tanning parlors.

The sun is strongest between 10 a.m. and 4 p.m.

# Atlanta Team Leader Assumes Command of USNSCC

By Bruce Bellamy, DCMA Atlanta

**N**avy Lt. j.g. Bernice Keith became the fifth commander of the United States Naval Sea Cadet Corps, Naval Air Reserve Station B One Squadron, Marietta, Ga., during a ceremony, May 6, at NARS hangar five. Keith relieved Navy Lt. Richard Faber, who served as commander, USNSCC NARS B One Squadron, for the past three years.

The USNSCC is a nonprofit, nautically oriented youth training and education organization dedicated to developing the principles of patriotism, good citizenship and self-confidence and to instilling in young people a sense of duty, discipline and respect for self and others. As a volunteer, Keith has worked with the USNSCC year-round — drilling at least two weekend days each month — since 2002.

According to those who work with Keith, she is a prime example of someone who is

fully devoted to making a difference in the community. Despite the extent to which the position may cut into her personal time, Keith said she is “honored in representing the USNSCC and consider[s] it a privilege to spend quality time leading, molding and shaping America’s youth to become productive members of society while fostering their leading drug- and gang-free lives.”

Keith’s entire federal career — 22 years of service — has been with Defense Contract Management Agency Atlanta and its predecessor organization. She began employment as a price/cost analyst intern in the professional administrative career program in 1985 after graduating from Albany State University in Albany, Ga. Keith is on track to graduate from DCMA Atlanta’s tier II leadership program in June.

Keith is one of DCMA Atlanta’s newest team leaders and currently is leading a 12-member, multi-functional team at DCMA Atlanta Enterprises’ Chattanooga Area Office in Chattanooga, Tenn. Keith is married to L.J. Keith, and they have one daughter, Marine Reserve Cpl. Kamilah Keith. **C**

**Keith is “honored in representing the USNSCC and consider[s] it a privilege to spend quality time leading, molding and shaping America’s youth to become productive members of society while fostering their leading drug and gang-free lives.”**



**(Above)** Navy Lt. j.g. Bernice Keith (left), United States Naval Sea Cadet Corps commander, and Navy Lt. Richard Faber (right), USNSCC former commander, cut the cake after the change of command ceremony in which Keith assumed command of the organization. (Staff photo)

# OUTSTANDING DCMA ACHIEVEMENTS

## **DCMA Santa Ana Receives Orange County CFC Gold Award**

*March 1, 2007*



DCMA Santa Ana, Calif., received the Orange County Combined Federal Campaign Gold award, which is presented to the federal agencies that achieve both the highest percentage of CFC participation and the highest average gift dollar amount.

According to Leslie Gregg, DCMA Santa Ana director, "Our success is directly attributable to the generosity of our employees as well as the diligent efforts of our key workers, specifically: contract management office campaign coordinator Dan Clark and CFC committee [members] Annette McDonald, DCMA South Bay; Jerry Gillaspie, DCMA Raytheon; Gloria Parsons and Ruth Lewis, DCMA Ontario; and Karen Trevett, DCMA Irvine."

*(Above)* From left: Farrell Chiles, Orange County CFC committee member, Dan Clark, CMO campaign coordinator, and Leslie Gregg, DCMA Santa Ana director.

During the ceremony, speakers praised the generosity of federal employees for giving back to their communities through the CFC. DCMA Santa Ana in particular was commended for its employees' generous contributions. "Without exception, each of our lives has been improved by our participation in this worthy cause. We have made a significant improvement in the lives of many people, because we cared to get involved," Gregg added.

When the final results were tallied, DCMA Santa Ana exceeded its donation goal by more than \$2,600, which equals 105 percent of the campaign goal. The nonresident CMO, part of DCMA's Aeronautical Systems Division, also achieved a 60 percent participation rate, the highest among the contributing organizations. These achievements are exceptional in light of the sizable reduction of DCMA Santa Ana's staff that resulted from the agency's restructuring.

— Dan Clark, team supervisor, DCMA Santa Ana

## **Two DCMA Divisions Receive Three CFC Awards**

*March 1, 2007*

DCMA Space and Missile Systems and Ground Systems and Munitions Divisions received three Greater Los Angeles Combined Federal Campaign awards at a Fort MacArthur ceremony in San Pedro, Calif. The CFC is an annual workplace charity campaign that raises millions of dollars each year.

DCMA Space and Missile Systems and Ground Systems and Munitions Divisions received the Golden Wings Award, Emerald Award and Silver Award. The Golden Wings Award is given to the top five agencies that increased the total dollar amount of their donations from the previous year. The Emerald Award

honors the top 10 agencies that raised the most money. The Silver Award is presented to the agencies that achieve at least 65 percent of their potential, which is calculated by multiplying an agency's number of employees by one hour's pay rate per month at the GS-7/01 level.



**(Above)** Patricia Kirk-McAlpine, left, DCMA Space and Missile Systems Division executive director, and Ken McGowan, right, DCMA Space and Missile Systems Division CFC coordinator, proudly display the CFC Emerald Award.

“DCMA Space and Missile Systems and Ground Systems and Munitions Divisions’ potential was \$114, 278,” said Ken McGowan, cost/price analyst and CFC coordinator, DCMA Space and Missile Systems. “We raised \$90,031, achieving 78 percent of our potential.”

There are approximately 637 DCMA employees in the greater Los Angeles area; McGowan attributed the success of the 2006 CFC campaign to many of the “keyworkers” and coordinators in the region, specifically: Linda Stubeck, DCMA NASA Product Operations – Canoga Park; Edie Nunez, DCMA Los Angeles; Mike Asfall, DCMA Northrop Grumman – Redondo Beach; Joe Camacho, DCMA Boeing – Long Beach; Richard Schowengerdt, DCMA Palmdale; and several employees in the Carson, Calif., office: Yolanda Kennedy, DCMA Customer Relations Center; Laura Ortega, DCMA Information Technology; Ty Souza, DCMA Military Personnel; Darlene Lewis, DCMA Financial and Business Operations Directorate; and Roslyn Jones, DCMA Legal.

— Ashley Wuytens, DCMA Carson

## Raytheon Six Sigma™ Specialist Qualification

March 20, 2007

Air Force Capt. Benjamin “Luke” Barfield, program integrator, DCMA Raytheon Los Angeles, is the latest team member to receive the Raytheon Six Sigma™ (R6σ®) Specialist qualification at the company’s Space and Airborne Systems (SAS) headquarters. R6σ® qualification is highly coveted among Raytheon employees because it demonstrates someone’s ability to use disciplined tools and principles to continuously improve processes and product value.

To earn the certification, Barfield led a team of Raytheon and DCMA employees to improve the contractor’s overall understanding of government corrective action requests (GCARs) processing. The result of the team’s effort will save Raytheon and DCMA at least \$25,000 annually in man-hour costs. The benefits include an improved teaming mentality and faster resolution when addressing GCARs.

The relationship between Raytheon and DCMA Raytheon Los Angeles has already improved. The two organizations are currently designing a training module for how to address GCARs. Once implemented, the benefits will continue to prove the value of Six Sigma™ and help develop closer relationships between DCMA and its contractors. This project is considered groundbreaking because of the teaming of multiple Raytheon functional organizations and government participants.

— Capt. Benjamin Barfield, program integrator, DCMA Raytheon Los Angeles



**(Above)** Pictured from left to right: Air Force Capt. Benjamin Barfield, program integrator, DCMA Raytheon Los Angeles and Air Force Lt. Col. Anthony McGraw, commander, DCMA Raytheon Los Angeles. (Photo by Alain Ekmalian)

# Aircraft Operations Group Meets in Reno for Annual Conference

By Mark Woodbury, Associate Editor

**D**efense Contract Management Agency's Aircraft Operations met in Nevada's "Biggest Little City" March 19-22 for its annual conference to discuss various issues affecting DCMA aviators.

This year's conference theme, "Customer Focus, Enabling Our Troops to Succeed," was chosen to reiterate to AO employees the importance of doing their part

to get warfighters what they need to succeed on the battlefield.

The conference included attendee sessions featuring subject experts who offered insights into dealing with matters that affect the AO community while focusing on success in supporting warfighters. Breakout sessions were offered after conference sessions, allowing AO members to discuss topics unique to their specialties.

The conference also allowed attendees to reflect on DCMA's safety record during a one-day safety stand down. Briefings given by service safety center representatives focused on the importance of safety in

everything the agency does. Air Force Lt. Col. Tim Nickerson, AO director of safety, then provided a recap of 2006's mishaps and resulting lessons learned in the interest of preventing future problems.

A change in this year's conference schedule included an additional day at the beginning of the conference to assist enlisted AO members with their professional development. "Mr. Ernst and I felt it was necessary for our enlisted personnel to be given the opportunity to discuss issues pertinent to their personal and professional growth and development," said Air Force Chief Master Sgt. Terrence Woodley, DCMA senior enlisted adviser. "Adding an additional day to the conference for the enlisted members seemed the most practical way to accomplish this."

Looking back, Woodley feels the objectives for the extra day were met, and he is currently in the process of making additional changes to next year's enlisted day agenda to further assist AO's enlisted force.

In addition to providing an opportunity to discuss enlisted-related issues with the agency's leadership, the conference also gave one AO member the chance to network with people who work in situations similar to his. "This is

**“It was necessary for our enlisted personnel to be given the opportunity to discuss issues pertinent to their personal and professional growth and development. — Air Force Chief Master Sgt. Terrence Woodley”**

**(Background)** The Aircraft Operations seal highlighted behind the conference speakers' podium. (Photo by Mark Woodbury, DCMA Public Affairs)

*“Many people I spoke with said it was the best conference ever.”*

*— Navy Capt. David Moroney*



the only time of the year [when] I can network face-to-face with people in my field throughout the entire agency,” said Air Force Senior Master Sgt. Jeff Benham, DCMA Lockheed Martin Marietta, Ga., aviation maintenance manager. “In my line of work, getting the opportunity to discuss issues with people who do what I do day in and day out is invaluable.”

For another AO employee, having the opportunity to better understand AO’s makeup while familiarizing himself with the people who oversee operations at the headquarters level was helpful. “It is always beneficial when you understand the system and how the parts compose the whole within the system,” said Air Force Maj. Efrain Gonzalez, DCMA Lockheed Martin Marietta, Ga., government flight representative.

Navy Senior Chief Thomas Kirchner, aircraft maintenance manager for DCMA Boeing in

St. Louis, appreciated being able to get a better perspective of where AO is going and his part within that vision.

AO leaders, in turn, expressed gratitude for what they learned from conference attendees. “I am grateful that so many people offered their suggestions and insights during the conference,” said Navy Capt. David Moroney, AO director. “My team and I were able to bring back a lot of good information we feel will assist AO as a whole.”

After listening to conference attendees, Moroney had the impression that everyone who attended was able to gain something positive out of the experience. “Many people I spoke with said it was the best conference ever,” he said. “With the recommendations we got from this year’s conference, we hope we will hear the same from next year’s attendees.” C

**(Top Left)** Keith Ernst, DCMA acting director, speaks to AO enlisted troops during an AO conference breakfast March 20. The breakfast gave enlisted troops the opportunity to ask the director questions regarding their careers and professional development.

**(Top Right)** Air Force Lt. Col. Timothy Nickerson, AO director of safety, discusses AO safety mishaps and recommended safety changes during his address to conference attendees March 21. (Photos by Mark Woodbury, DCMA Public Affairs)

# Special Programs Division Competes in Aircraft Operations Annual Awards

By Mark Woodbury, Associate Editor

**T**he Defense Contract Management Agency's Aircraft Operations Special Programs Division stepped out from behind its "closed-door" world and competed alongside the rest of the AO career fields during the annual 2007 Aircraft Operations Awards. The award winners were announced during the annual AO training conference in Reno, Nev. Following are descriptions of the first AO Special Programs employees to be publicly recognized for their work, their competing award categories and some of their professional contributions.

## **Danny Hodgkinson —** *Quality Assurance Representative*



Hodgkinson was selected to develop and implement a comprehensive safety of flight (SOF) checklist. His selection was based on his

15 years of experience as an Army aviator and senior crewmember, 2,000 flight hours and four years of experience at DCMA developing SOF plans for the platforms he supports.

The SOF checklist allows personnel to determine quickly which SOF surveillance actions have been completed and which have not, which will assist in 100 percent of the aircraft delivered from Hodgkinson's facility being safe for flight.

## **Rickey Pridemore —** *Aircraft Maintenance Manager*



Pridemore averted a major mishap when he prevented a fuel vapor problem from escalating into a fire while an aircraft was parked in a hangar. On another occasion, he found improperly connected wires that were sparking

*(Above Left)* Danny Hodgkinson, DCMA Aircraft Operations Special Programs Division.

*(Above Right)* Rickey Pridemore, DCMA Aircraft Operations Special Programs Division. (Photos by Mark Woodbury, DCMA Public Affairs)

in the crown of an aircraft fuselage and shut the ongoing operations down immediately, preventing another major incident.

Pridemore is also a key player in advising personnel regarding potential problems with program depot maintenance process errors leading to poor workmanship found after aircraft are delivered.

### **Air Force Maj. Johnny Husak — Outstanding Government Flight Representative**



Husak leads five aviation program teams involving assets in excess of \$8 billion. He is a core instructor for DCMA's government flight representative course, where he taught five classes in 2006 to more than 175 students from all U.S. service branches, various contractors and other government organizations.

Husak, with only three day's notice, coordinated critical landing permits with two different military services to support a flight test program on a uniquely modified aircraft. Additionally, while working as team leader of a 10-member program support team, he worked with the contractor to reduce the number and dollar amount of mishaps from 17, costing over \$320,000, to nine, costing approximately \$10,000.

**(Above Left)** Air Force Maj. Johnny Husak, DCMA Aircraft Operations Special Programs Division.

**(Above Right)** Navy Capt. David Moroney, third from right, AO director, and Keith Ernst, right, DCMA acting director, with members of the DCMA AO Special Programs Divisions Team Rangers, from left: Mike Morse, Air Force Maj. John Husak, Dan Hodgkinson and Greg Gerdes. (Photos by Mark Woodbury, DCMA Public Affairs)

### **Team Rangers**



Team Rangers, comprising Air Force Maj. John Husak, Greg Gerdes, Mike Morse, Candelario Rendon and Danny Hodgkinson, were awarded the Outstanding Aviation Program Team award.

Team Rangers members were recognized for their impact on the global war on terrorism by delivering the first upgraded aircraft two months sooner than had been predicted by the chief of naval operations.

The team was also able to reduce by half the overall mishap rate, resulting in a 97 percent decrease in mishap dollar amounts compared to the 2004 calendar-year baseline. It accomplished this by working with the contractor to implement an operational risk management approach to all critical tasks involved at every level of supervision facilitywide. **C**

# Sabbatical Offers Employee Educational Journey

By Julia Wyant, Staff Writer

**M**ost people know talented and accomplished folks who never went to college or, for some reason, were not able to obtain their degrees. For many, earning that piece of paper can make a significant difference in their professional or personal lives. Returning to school after a long absence, however, can present quite a challenge. But a friend and colleague of mine, Patsy Oburn, decided to take the challenge of returning to school after getting the opportunity to do so under the Defense

Contract Management Agency's first sabbatical program.

Oburn did her sabbatical at the University of Mary Washington College of Graduate and Professional Studies in Stafford, Va. She graduated with highest distinction after completing 80 credit hours leading to a bachelor's degree in professional studies, leadership and management. The following is a conversation I had with her shortly after her achievement.

**Julia Wyant:** Patsy, I know most of the story, but ... I got the feeling you didn't like school.

**Patsy Oburn:** [Laughter] I loved being a student! I believe I loved being a student because I made a conscious decision to enjoy the entire full-time experience of my student journey. This decision helped me to not solely focus on completing classes just to get the

degree. I had taken a lot of adult classes over the years, especially while pursuing my project management certification, but I never attended full-time campus classes.

**JW:** So what difference did taking a student journey make in your program?

**PO:** I wanted to experience as much of student life as I could. I felt that I would learn things about myself and others by doing this. For [example], I had to buy school clothes, I went on spring break and I was the first adult student to purchase a class ring and participate in UMW's Junior Ring Ceremony. UMW is really into tradition, and they make a big deal of reaching junior status. I culminated my experience by walking in my formal graduation on May 12, with my 1,200-plus classmates. The experience has been awesome.

**JW:** OK, so you had a great time doing all those fun things, but what about the academic part? Isn't that the purpose of the program?

**PO:** I'll reply with a Defense Acquisition University answer: it depends. If the goal is only to get a piece of paper, then I expended a lot of extra effort. I hope that DCMA wouldn't make this type of investment for us to just get a piece of paper but rather to decide to take a growth journey. The growth should be faceted with academics, wellness, psychological and sociological exercises and a lot of reflection to improve our emotional intelligence (EQ) concurrently with new knowledge.

... I loved being a student because I made a conscious decision to enjoy the entire full-time student experience.  
— Patsy Oburn

*“By taking the journey and ... invest[ing] in self-reflection and social growth, we are really bringing back a better employee or improved potential future leader.”*

**JW:** EQ. Why would this be a desired DCMA outcome for a program designed to complete a degree?

**PO:** Consider for a moment the look of the workplace from past, present and to the future. Regardless of how we do our jobs or where we do them, I suggest that the biggest challenge to successful organizations always has been and always will be dealing with people. We have struggled over many years to figure out how to get folks to communicate and collaborate. Now, with our inevitable virtual world of commerce, we are even more challenged. This is why EQ is so important. If I lack self-awareness and social awareness, then I probably won't make any effort to seek to understand before being understood, as Confucius advised.

By taking the journey and ... invest[ing] in self-reflection and social growth, we are really bringing back a better employee or improved potential future leader. As a taxpayer, I see this as a much better investment than just getting a piece of paper that says you managed to complete coursework.



**JW:** Is this the totality of your academic experience?

**PO:** No. Since my degree is in leadership and management, I learned a lot of cutting-edge concepts on human resources, employment law and global business strategy. I also learned to really work in a virtual world. In order to complete 80 credits within 18 months, I had to take virtual classes from other colleges to complete my general education requirements. When I completed a 100 percent virtual



biology course, including labs, I fully realized what can be done via a computer. It's amazing. We just have to shift our thinking. You know, our paradigm, to use an old-school term.

**JW:** Describe one of your typical days for me ... or were there any typical days?

**PO:** A typical day for me began around 9 a.m. and ran until 11 p.m. In a day, I would have gym class for about an hour. This was great — I lost weight and really felt good about my health. The days were full of homework and my virtual courses and two to three nights were on-campus classes. I took Bob Schmitt's advice and began with a smaller class load and added classes each semester as I improved my time management and class execution [skills]. When you take this many classes, you really have to stay focused and on schedule. I tried to not work on the weekends, which worked until finals week and in my last semester when I was carrying 28 credits. That was very painful.

**JW:** How does a program like this affect your personal life?

**(Top)** Patsy Oburn, former DCMA Sabbatical Program participant (right), alongside her classmate Erin Quinn (left) at the University of Mary Washington's College of Graduate and Professional Studies, Stafford, Va.

**(Above)** Patsy Oburn, official graduation picture. (Photos courtesy of Patsy Oburn, DCMA Headquarters)

*“During my sabbatical I didn’t have separate lives, such as school and personal. I was simply a student, and school came first. I am very fortunate that I have a supportive spouse, family and friends.”*

**PO:** During my sabbatical I didn’t have separate lives, such as school and personal. I was simply a student, and school came first. I am very fortunate that I have a supportive spouse, family and friends. Folks tried very hard to work around my commitments without putting guilt on me. This type of commitment must be agreed to by all the affected family members.

**JW:** What is your biggest take-away from this experience?

**PO:** I actually have two: virtual global commerce and generational diversity. I never considered myself a dinosaur regarding work and training methods; however, my academic efforts across one university and two community colleges let me know quickly that I was framing work and training environments from an eight-track tape brain. Thank goodness I quickly figured out that I had to evolve and adapt to the cutting-edge technology of portals and communities. I had five classes that were 100 percent virtual with amazing interactive and collaborative capabilities. This really prepared me to look at virtual global commerce in a totally new light. The best part about this epiphany is that I am fortunate to work for an agency that has a cutting-edge [information technology] department that can support all of the things that I learned in school.

I learned that generational issues, such as age and old-school paradigms — there are those words again — don’t exist unless we create them. If we could all put our judgments on hold when dealing with younger or older folks, we would see that we can be so much more together. Age doesn’t always create wisdom, and youth isn’t always unknowing. I met some truly remarkable young folks and gained a couple of friendships

that I hope will last a lifetime. When we shared in the classroom, I learned as much from the young folks as I did from the sage on the stage. After all, the young folks help keep us alive and challenged to learn the next new thing. We must not become lazy and apathetic because we are fooled by our own perceived wisdom and value. My goal is to keep up with each new young generation and be willing to listen and learn. I want to be sharing tunes on my MP3 player with my grandchildren and looking to the future with excitement of what can be shared, not with dread of getting lost. In addition to being baby-boomer fluent, I want to speak veteran and Gen X and Y with ease. I believe this makes me a more valued DCMA employee and a greater asset to humankind.

**JW:** Any advice to fellow DCMA sabbatical candidates?

**PO:** Yes: just apply and take the entire journey. Really stretch yourself psychologically, sociologically, emotionally and, yes, academically. Do it for you, and we will all benefit. 



**(Above)** Patsy Oburn and her husband Bob on the day of her graduation from the University of Mary Washington, Fredericksburg, Va., May 12, 2007. (Photo courtesy of Patsy Oburn, DCMA Headquarters)

# DCMA Boston Deputy Director Retires After Thirty-Eight Years of Service

By Carol LaVigueur, DCMA Boston

Culminating a government career spanning almost four decades, Philip Metivier retired April 3, after serving as Defense Contract Management Agency Boston deputy director. During the celebration after the ceremony, Metivier was honored by more than 130 family members, friends and fellow employees. Several guest speakers recognized Metivier's consistent mentorship of a number of DCMA employees who successfully advanced through the ranks. Speakers included Steve Bogusz, DCMA Naval Sea Systems executive director; Navy Capt. Wayne Bergeron, DCMA Boston commander; and Ed Giangrande, former DCMA Raytheon deputy director/commander.

Metivier was then presented with the agency's most prestigious accolade, the DCMA Distinguished Civilian Service Award. During Metivier's recognition speech, he made it a point to credit much of his success to those who worked with him as well as his wife, Patricia.

Metivier's government career began in 1969 as an auditor for the Defense Audit Agency in Boston, where he remained until 1978. From 1978 to 1983 he was employed by Defense Contract Administration Services Plant Representative Office Raytheon as a cost monitoring coordinator and then a corporate administrative contracting officer. Metivier held the position of deputy commander and then chief of contracts at Air Force Plant Representative Office Wilmington from 1983 to 1990. From there he went on to become deputy

**(Right)** Philip Metivier, left, receiving the DCMA Distinguished Civilian Award, the agency's highest honor, from Navy Capt. Wayne Bergeron. (DCMA Staff photo)

director of DCMA Boston, where he remained until his retirement.

Throughout his years in the government, Metivier earned several prestigious awards, such as the DLA Meritorious Civilian Service Award, which he received in September 1994. This resulted in DCMA Headquarters' recognition of DCMA Boston as a "Center of Innovation." In August 2003, Metivier was presented with the Gerry Cawley Senior Leadership Award for his outstanding dedication to duty, technical knowledge of the DCMA mission, problem-solving ability, innovation and pioneering spirit.

Metivier plans to enjoy his retirement by traveling with his wife, spending time with his grandchildren, volunteering at a local hospital and doing part-time work at a local golf course. 

**During Metivier's recognition speech, he made it a point to credit much of his success to those who worked with him, as well as the consistent support of his wife, Patricia.**



# Sharon Garrett Honored by California Legislature



By Velma Livsey, DCMA Los Angeles, and  
Ashley Wuytens, DCMA Carson

**O**n March 5, Sharon Garrett, procurement technician and special emphasis coordinator for Defense Contract Management Agency Los Angeles, was honored by California State Assembly Member Richard Alarcón, D-Panorama City, as “District 39 Woman of the Year” during a ceremony held at the state capitol.

and she has spearheaded its rebuilding and rejuvenation. Within the past 18 months, the San Fernando Valley Branch, which celebrates its fiftieth anniversary this year, has reached out to communities throughout the San Fernando Valley, Antelope Valley and Ventura County.

Born in St. Louis, Garrett moved with her family to Pacoima, Calif., in December 1960, and she has lived in the northeast San Fernando Valley ever since. While working for the Los Angeles Unified School District as a community representative, she began volunteering for the Los Angeles County Juvenile Probation Department, providing religious services, counseling, teaching and mentoring for young inmates. She has continued her work with the inmates for the past 26 years.

Garrett’s volunteer work also includes teaching cardiopulmonary resuscitation classes with the Red Cross, coordinating the annual Pacoima Pride Day Parade (which brings out thousands of community members), participating in voter registration drives and serving as an election day poll worker.

In addition to Garrett’s community pursuits, she has a history of making great contributions to DCMA Los Angeles. In 1980 she managed

In celebration of Women’s History Month, each member of the state’s Assembly honored one woman for her contributions to her family, community and state. The ceremony is an annual bipartisan tradition founded in 1987 by former Assembly Members Bev Hansen, R-Santa Rosa, and Sally Tanner, D-El Monte.

Garrett was selected for her work as a community activist. She “exemplifies the spirit behind the ‘Woman of the Year’ award,” said Assembly member Alarcón. “Her

commitment to improving our community is inspiring and serves as a model for those around her.” Garrett is a longtime activist in the community and current president of the National Association for the Advancement of Colored People’s San Fernando Valley Branch,

**In celebration of Women’s History Month, each member of California’s State Assembly honored one woman for her contributions to her family, community and state.**

**(Background)** The California Capitol building in Sacramento, Calif. (Photo by Jonathan Lenz)

*Garrett “exemplifies the spirit behind the ‘Woman of the Year’ award.”*

— *Richard Alarcón*



to resuscitate an employee prior to the paramedics’ arrival on the scene. In 1987 she was appointed equal employment opportunity counselor for the former Defense Contract Administration Services Management Area Van Nuys, Calif., office. Garrett has also worked as a special emphasis program manager and played a major role in securing Willard Pugh, the actor who played the role of Harpo in the film “The Color Purple,” to speak to employees at DCASMA Van Nuys just after the 1992 Los Angeles race riots.

In 1995, Garrett played a key role in presenting the international traveling program “Dare to Dream,” a Lockheed Corporation project for inner city and under-privileged youth. Five years later, she spearheaded the first joint Diversity Day “Ball at the Mall” with the City of Los Angeles, a festive event that attracted many famous celebrities. Garrett was acknowledged by Los Angeles city hall for her ability to coordinate an exciting Diversity Day event.

In the last few years, Garrett was a joint coordinator with the Greater Los Angeles Veterans Administration, which held the first Veterans’ Recognition Day at its Sepulveda location. Garrett also initiated a sign language program at DCMA Los Angeles for 32 employees who volunteered to be trained in

order to communicate with hearing-impaired coworkers. In addition, Garrett implemented a sexual harassment presentation training program and programs for cultural awareness and sensitivity, all of which have helped DCMA Los Angeles to be EEO complaint-free for the past five years.

“I am so grateful to the special emphasis managers (Reggie Collier, Claudia Dawkins, Viola Eaton, Kathy Mastos, David Smith and Regina Turski) who have been consistent with me throughout the years of service to DCMA Los Angeles,” said Garrett. “We are honored to be supported by a command, support staff and awesome coworkers who yield to unseen visions and promised outcomes. We are privileged to be entrusted with the responsibility of providing direction of fairness, unity and progress.”

Garrett also expressed appreciation to DCMA Los Angeles for its contributions to and enrichment of her life. 

**(Above)** Sharon Garrett, DCMA Los Angeles procurement technician and special emphasis coordinator, was named “District 39 Woman of the Year” at a ceremony at California’s Capitol.

# DCMA Ground Systems and Munitions Division Blows Into the Windy City



By Dick Cole, Acting Director, DCMA Congressional and Public Affairs





“It’s a good news story,” he said with a broad smile. “From a personnel perspective, things are going extremely well. We were able to find places for a lot of people who didn’t want to leave Carson [Calif.]; we’ve had no [mandatory directed] relocations and no [reductions in force].”

What is it we’re talking about? Why, it’s the upcoming move to Chicago by the agency’s new Ground Systems and Munitions Division (DCMAG), and the gentleman who is speaking is the division’s first executive director, Mitch Howell.

The new division is to be collocated with DCMA Chicago in Arlington Heights, Ill., a suburb of Chicago, located approximately 25 miles northwest of the city. The new division will occupy space in a building residing on the base operated by the 85<sup>th</sup> Division, U.S. Army Reserve — the “Custer Division.”

Why move to Chicago?

“That’s a fair question, and people need to know that the decision was made after careful study and consideration,” Howell said. “There were 10 criteria that we examined when deciding where to locate the division,” he added, “and Steve [Bogusz, DCMA Naval Sea Systems Division executive director] used the same criteria when looking at where to base the Naval Sea Systems Division.” Howell then listed the five locations measured against the criteria — Chicago,

**“From a personnel perspective, things are going extremely well. We were able to find places for a lot of people who didn’t want to leave Carson; we’ve had no [mandatory directed retraining] and no [reductions in force].”**  
— Mitch Howell

*(Left)* Chicago skyline viewed from Navy Pier. (Photo courtesy of ©iStockphoto.com)

*“... Chicago became the best location ... as it is a major transportation hub. It also puts us closest to what I call my ‘C3’ — customers, [contract management offices] and contractors.” — Mitch Howell*

St. Louis, Detroit, Philadelphia and Huntsville, Ala. “At the end of the day, Chicago was the best place.”

Howell explained that the division needed to be in close proximity to its customers. “Most of the folks I support are east of the Mississippi and are north of the Mason Dixon Line,” he said. “I have people in New Jersey, Pennsylvania, Arizona, Missouri, Illinois, Michigan and numerous other states, and when we applied the criteria, Chicago became the best location to serve them as it is a major transportation hub. It also puts us closest to what I call my ‘C3’ — customers, [contract

management offices] and contractors.” Howell stated that making the Chicago area the headquarters for the division allowed for ease of travel by air to any member of his “C3” in no more than three and one-half hours

“There were also more daily direct flights from

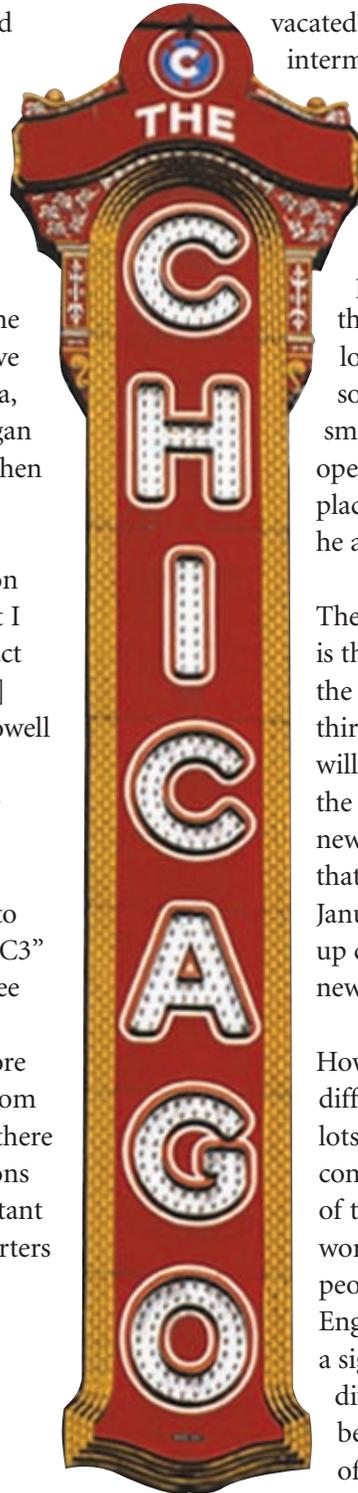
Chicago to Richmond [Va.] than there were from any of the other locations and, obviously, that will be important in 2010 when the agency headquarters relocates to Fort Lee [Va.]”

The plans are to relocate DCMA Chicago to another floor in the building they presently occupy and move DCMAG into the space

vacated by the CMO. “We won’t be intermingled with the CMO in the same work area, and both the CMO and the division will get newly renovated workspaces,” Howell explained. “We’ve completed phase one of the project. That is, we’ve identified the location where we want to locate the division, we’ve procured some temporary space for a small contingent of folks to begin operations there and we hope to place seven folks there before July 1,” he added.

The second phase of the operation is the relocation of the CMO and the build out of the new space. The third and final phase of the effort will be the movement and hiring of the personnel who will work at the new division headquarters. “We hope that sometime around the first of January [we’ll] have a formal stand-up ceremony for the division in our new home.”

Howell says the movement is more difficult than it sounds: “There are lots of moving parts and lots of complexities. We don’t do this kind of thing every day, and we’ve had to work very closely with our facilities people and with the [Army] Corps of Engineers.” In fact, if there has been a significant challenge in getting the division moved to Chicago it has been synchronizing the schedules of all of those involved. “Getting



**(Above)** The Chicago Theatre’s State Street marquee. (Photo courtesy of Google images)

**Getting everyone moving together at the right pace has been my ‘Achilles’ heel.’ — Mitch Howell**

*“I am a director without a complete staff, and that has made this extremely challenging.” — Mitch Howell*

everyone on the same ‘sheet of music’ with me has been very challenging, but we’re pressing forward. Getting everyone moving together at the right pace has been my ‘Achilles’ heel,” Howell admitted.

Howell said that several people have been extremely helpful in the effort to date: “Melinda Vernon and Arlene Marks from Chicago, Angie Pavlat and Deb McCafferty from [Human Resources] and Virginia Hemingway and Mark Olson, my [operations] director, have been instrumental in getting us through phase one.”

Certainly traveling as often as he must to take care of day-to-day business and to manage the

build out and stand up of the Ground Systems and Munitions Division simultaneously must be a huge challenge. “I am a director without a complete staff,” said Howell, “and that has made this extremely challenging.” He explained that he is using his former secretary from DCMA Springfield to arrange and manage his travel schedule and getting lots of assistance from the folks with the DCMA Space and Missiles Division in Carson, Calif., which also provides support by handling some of the daily operational tasks. “Some synergies are certainly missing and it will be great to get everyone together in one location where we can provide the best support to our customers,” he concluded. **C**



**(Above)** Mitchell Howell, DCMA Ground Systems and Munitions Division executive director. (Photo by Sam Russo, DCMA Public Affairs)

# Delivering Life-Saving Capability

By Bernice Miller, DCMA Dayton



**The up-armored  
M1114 High Mobility  
Multipurpose  
Wheeled Vehicle  
they drove into the  
desert that day  
saved their lives.**

**T**here is a two-foot deep and four-foot wide crater left in the sand where a 200-pound improvised explosive device detonated. However, the Marines riding in the vehicle that struck the IED still ride out on patrols serving and protecting our country. The up-armored M1114 High Mobility Multipurpose Wheeled Vehicle (or “Humvee”) they drove into the desert that day saved their lives.

In another incident, the front end of a Humvee in Iraq was reduced to a pile of twisted metal after an encounter with an IED, but the sergeant and his gunner who were riding in the vehicle were safe. The sergeant swears the Humvee was blown six feet in the air by the blast but the armor and glass held, protecting him from debris.

Armor Holding, the factory in Butler County, Ohio, that assembles up-armored HMMWVs and manufactures up-armoring kits, regularly receives letters containing stories like these. Grateful soldiers and their parents send letters of appreciation for the vehicles that protect the lives of the men and women serving overseas.

**(Background)** An M1114 HMMWV leads a convoy from the 732 Expeditionary Logistics Readiness Squadron near Balad Air Base, Iraq, on Jan. 7, 2007. (U.S. Air Force photo by Master Sgt. Lance Cheung)

**(Above Left)** Soldiers from Troop F, 2nd Squadron, 278th Armored Cavalry Regiment, patrol the Kinsey neighborhood of Baghdad, Iraq, in their M1114 HMMWV. (U.S. Army photo by Timothy Belt)

**(Above Right)** From left: Army Pfc. Antwon Chapman, Army Spc. Joe Merlino and Army Pfc. Nehemiah Lewis prepare to fit armor onto the door of an M1145 up-armored Humvee in the maintenance bay of Headquarters Company, 1st Battalion, 26th Infantry Regiment at Camp Taji, Iraq. (U.S. Army photo by Sgt. Rachel M. Ahner)

*Armor Holding is up-armorizing 150 – 200 HMMWVs per month, which are shipped directly to warfighters in Iraq, Kuwait, Afghanistan and other locations.*



Armor Holding has been armorizing HMMWVs since 1993. By the end of 2006, the company had armored a total of 19,801. Currently, Armor Holding is up-armorizing 12 M1114s/ M1145s per day or seven M1116s per day, for a total of 150 – 200 up-armored HMMWVs per month. These HMMWVs are shipped directly to warfighters in Iraq, Kuwait, Afghanistan and other locations. The up-armor kits manufactured by Armor Holding consist of up-armored doors and full up-armor kits. At present, a total of 150 doors and 100 – 150 kits are manufactured and delivered to warfighters each day. 



**(Above Left)** An M1114 HMMWV used by the 15th Marine Expeditionary Unit (Special Operations Capable) during sustainment training in the U.S. Central Command's area of operation. (U.S. Marine Corps photo by Staff Sgt. T.G. Kessler)

**(Above Right)** Despite the damage to the exterior of this HMMWV from an improvised explosive device, the interior has been kept intact by protective armor such as the type manufactured by Armor Holding in Ohio. (Photo courtesy of David A. Miller, DCMA Dayton)

**(Bottom Right)** The exterior of this HMMWV's door shows significant damage from an IED; however, the door's protective armor has kept the inside of the vehicle intact. (Photo courtesy of David A. Miller, DCMA Dayton)

# Feedback From our Employees About *Communicator*



By Dick Cole, Acting Director, DCMA Congressional and Public Affairs

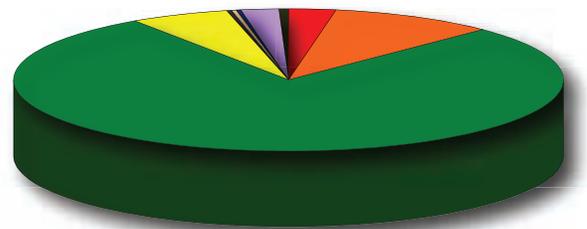
**A**s we in Defense Contract Management Agency Public Affairs began assessing how we could best serve our customers during our implementation of performance-based management, we realized that we couldn't remember the last time we performed a *Communicator* readership survey. After all, how could we be sure we're producing a magazine with the right types of articles to make *Communicator* of interest to you, and best serve the communication needs of the agency's acting director, unless we ask you?

We began putting the survey questions together last August and launched the survey in March 2007. We

were pleased that 1,257 employees completed the survey as this gives us a reliability rate exceeding 95 percent, meaning that our results represent the opinions and feelings of 95 percent of the entire agency within 2.5 percentage points.

Of greatest concern to those of us who labor to put the magazine together each quarter is how satisfied you are with the publication. We discovered that nearly 55 percent of the agency's personnel are happy with the publication; however, almost 41 percent of agency employees are neutral concerning the magazine while nearly five percent of the respondents say they dislike *Communicator*.

Survey Respondents (By Grade)



- GS-1 through GS-5
- GS-6 through GS-10
- GS-11 through GS-13
- GS-14 or -15
- SES
- Military E-5 through E-6
- Military O-1 through O-3
- Military O-4 through O-6
- Other

Of the 1,257 employees who took the survey, the chart shows has a breakout of the respondents by grade.

As you will note, the responses to the survey came primarily from GS-11s through GS-13s. When we asked our employees why they read the magazine, the most popular response was to get news about DCMA and events (30 percent). The second most popular response was to learn more about DCMA policies, operations and goals (19 percent).

We discovered that only 22.4 percent of agency personnel read most of the *Communicator*. Approximately 30 percent of DCMA employees read some of the magazine and another 33 percent skim through each issue. It is a matter of concern that nearly 15 percent of DCMA employees don't read the magazine or skim through it at all.

In order to make the magazine more interesting to you, we asked what you wanted to see more of in

**How could we be sure we are producing a magazine with the right types of articles to make *Communicator* of interest to you, and best serve the communication needs of the agency's acting director, unless we ask you?**

*We're also working to increase the amount of time-sensitive or "perishable" news on the agency's Web pages and print less of it in the Communicator. We hope to increase the agency's news distribution via the Web shortly after this issue of the publication is distributed.*

the magazine. Overwhelmingly, two responses tied for the top answer: strategy and counsel — what the acting director and the senior leadership team are thinking and what they are planning; and how DCMA is supporting its customers.

Following closely behind, three responses tied for second place. Agency employees said their second most desired topic in the publication was: recognizing our people — who has been promoted, who has retired, who has received awards, etc.; "war stories" (how DCMA employees are supporting the war effort); and information that will help you to improve your job performance.

The least favorite topic for agency personnel are personality profiles of agency leaders.

So what are we going to do with this information?

The *Communicator* staff has begun refining the story content, design and utility of future issues of the magazine. We have taken your comments to heart and began the process to improve and transform your publication.

We received a number of suggestions that we implement a "letters to the editor" column or provide "unrestricted" feedback to the members of the senior leadership team. We are moving in that direction and hope to offer both of these items in future issues of the magazine.

We appreciate the many kind comments about the design of the publication and the quality of our writing. We will redouble our efforts in the months ahead to do an even better job of telling the stories you tell us you want to read.

As happens in any survey, there were a number of respondents who took us to task for producing "garbage" that nobody has time to read or is too

much like "propaganda." We hear you. We want to be the information conduit that you deserve and pledge to be more aggressive in the future in following the types of stories that you are interested in and have told us you want to read. By creating a publication that you desire to read, we also fulfill our Department of Defense responsibilities to communicate messages of importance from the acting director and members of the senior leadership team and can provide the feedback loop to the agency's senior leaders that many of you asked for.

We are also working to increase the amount of time-sensitive or "perishable" news on the agency's Web pages and print less of it in the *Communicator*. That way, you won't continue getting articles about how DCMA organizations celebrated the year-end holidays in your summer issue of the magazine! We hope to increase the agency's news distribution via the Web shortly after this issue of the publication is distributed.

A final thought: many of you complained that you have problems finding copies of the magazine each quarter. We are printing the *Communicator* in a ratio of one magazine for every four employees per DoD directive. Consequently, if someone takes a copy, reads it and throws it away, that means three other employees miss an opportunity to see the publication. If you take one, please leave it where coworkers may see it and read it, too.

Thank you for your important and valuable participation in the readership survey! It has energized the Public Affairs staff and motivated us toward pleasing you with an improved *Communicator* in the near future. 

# CONTINGENCY CONTRACTING CORNER

## Voices From the Theater: Insiders' Perspectives of Deployment

By Carolina M. Woods, Staff Writer

“One interesting indicator of my folks having rewarding tours was that 23 of them extended their tours past the normal six months. That’s pretty amazing and speaks volumes about how our DCMA employees felt about their contributions to the mission. — Army Col. Jake Hansen”

For most people, making the decision of going on a voluntary deployment to Iraq, Afghanistan or any other hot spot in the world is not easy. Sometimes family matters or concerns about the dangers associated with deploying can prevent one from “taking the plunge” and making the commitment to go. Additionally, the extreme desert climate and the long work days are not for the fainthearted. However, those who have embraced the opportunity of being deployed with the Defense Contract Management Agency — whether voluntarily or not — describe it as one of the most fulfilling experiences of their lives.

In work or play, from observing troop support up close and watching corny movies purchased at the local market at a Friday night barbecue, to the

relationships formed while working side-by-side for countless hours, deploying is a unique bonding experience. We caught up with two DCMA employees who have gone through the experience to get their thoughts and perspectives on being deployed. These are their stories.

**Michael McLaughlin, DCMA Combat Support Center deputy director and former DCMA Iraq administrative contracting officer**

**C:** How many times have you been deployed?

**Michael McLaughlin:** One and a half; I was there for six months and chose to extend for three months.

**C:** Why did you choose to deploy to Iraq?

**MM:** One of my primary motivations for going over there was that I had two classmates from high school, one of [whom] I also went to college with, who were killed on 9/11. I wanted to do something to honor their memory, and I had an opportunity to do that through my

*“There are no eight-hour days, days off, holidays or weekends. It’s all about mission accomplishment, and DCMA plays a huge role.” — Army Col. Jake Hansen*

service. I was able to have some flags flown in their memory in Iraq, which I was then able to send to their families.

**C:** What is your most memorable experience from Iraq?

**MM:** I had been in-country for about three months when [Air Force Maj.] Gen. [Darryl A.] Scott joined us in a new capacity. He went from [being] the director of DCMA to [being] the commanding general and the head of the contracting activity for the Joint Contracting Command Iraq/Afghanistan. So we briefed him on performance-based improvements we had put in place for his organization, [which] saved him about \$1.8 million. We had done other things, too, like making over \$250 million available for obligation through contract closeouts. He was so impressed by what we did that he told us, “Get out of my office before I hug you all.” So one of the most memorable experiences that I have was Gen. Scott telling us that. ... In another instance, a soldier thanked us for saving his life. And that was probably typical of the customer sentiment there — they really loved the work that we were doing and appreciated our contributions.



**C:** What was it like dealing with other cultures?

**MM:** It was an interesting opportunity to learn about other cultures, and the West owes much to Arab learning. When we were in the former presidential palace we got quite a bit of exposure to local Iraqi people coming to work. We exchanged greetings in Arabic — I learned enough Arabic to ask them how they were doing, wish them a good day, hope their families were well, and they would respond back. ... About a week after I left they noticed I was gone and started pointing to my desk and asking, “... Where’s the old man?” [laughter], which in their culture is a term of respect. [The locals] were very nice — they were just trying to make a living and provide for their own families. They were very gracious and polite and welcomed the opportunity to work.

**Army Col. Jake Hansen, DCMA Combat Support Center director and former DCMA Iraq commander**

**Communicator:** What was the nature of your deployment with DCMA?

**Col. Hansen:** I was the first one-year commander for DCMA Iraq. I started out working in Saddam [Hussein]’s palace located in the International Zone or Green Zone [in



**(Top)** The Perfume Palace in Baghdad, Iraq, at sunset. (Photo courtesy of Michael McLaughlin, DCMA Headquarters) **(Above)** Army Col. Jacob “Jake” Hansen, former DCMA Iraq commander, right, and El Salvadorian Army Col. Ruben Rubio, left, standing in front of a replica of the Ishtar Gate in the ancient city of Babylon, which is in present-day southern Iraq. (Photo courtesy of Army Col. Jake Hansen, DCMA Headquarters)

*“A soldier thanked us for saving his life. And that was probably typical of the customer sentiment there — they really loved the work that we were doing and appreciated our contributions.” — Michael McLaughlin*

Baghdad, Iraq]. I worked there for the first seven months, and then for the next five months I moved the O-6 headquarters to the Camp Victory complex, located near Baghdad's International Airport. It is important to note that ... most people from DCMA deploy to Iraq on six-month tours. One interesting indicator of my folks having rewarding tours was that 23 of them extended their tours past the normal six months. That's pretty amazing and speaks volumes about how our DCMA employees felt about their contributions to the mission.

**C:** What was it like being deployed?

**CH:** There are a lot of things that occur that are really unusual in a war zone like Iraq. I had never before worked 14- to 16-hour days. You put all of your waking energy into your work. You are very focused, and there are no distractions. Time moves very quickly in a war zone. That means that projects get completed in a very short time frame, [and] it's especially rewarding when you see the soldiers using a project that you worked on. There are no eight-hour days, days off, holidays or weekends. It's all about mission accomplishment, and DCMA plays a huge role. That's why [it was] the most professionally rewarding year of my career.

**C:** What about the living conditions?

**CH:** We take very good care of our people. Quite frankly, our soldiers are living in the highest

standards of any war, ever. There are a lot of reasons why that is a good thing. The primary reason is that the warrior is our nation's number one asset. We have to take good care of our kids when they are deployed to a dangerous place like Iraq. The second reason it's critical to take care of our warriors [is] because it's directly related to retention rates. The warriors are pleasantly surprised at the quality of life in a place like Iraq. They find that, in most cases, at the end of the day they are going to have a good meal, and they are going to have a decent place to sleep, work and eat. You're going to hear rumors that we ate very well ... and we did! We had lobster, steaks, crabs and scallops at least once a week; and there were six flavors [of Baskin Robbins™]. When you watch a young warrior coming in after being out all day in a Humvee, sweating through his uniform from the 120-degree temperatures, and he is sipping on an ice-cold drink or licking an ice cream cone, you [know] we are doing the right thing. We are taking good care of these warriors, and that's the right thing to do.

**C:** Do you have any words of advice for DCMA civilians who might be considering a voluntary deployment?

**CH:** Look deep inside of yourself, think about your career and think about the things that you can bring to the table for our great deployed warriors. This is a once-in-a-lifetime opportunity, [and] I highly recommend taking it. You will have a feeling of professional satisfaction that you have never had before. If you can do a deployment with DCMA ... do it! **C**

*(Left) Michael McLaughlin, left, former DCMA Iraq administrative contracting officer, and Army Col. Jacob “Jake” Hansen, right, former DCMA Iraq commander. (Photo courtesy of Army Col. Jake Hansen, DCMA Headquarters)*



# The HR Safety and Occupational Health Division Introduces Itself



By Jim Lark, DCMA Boston

**W**e are here for you. We are the Safety and Occupational Health Division of Defense Contract Management Agency Human Resources, and we work to make every tour of duty safe and healthful for you.

Our mission flows from the Occupational Safety and Health Act of 1970; Executive Order 12196, “Occupational Safety and Health Programs for Federal Employees”; and Department of Defense Instruction 6055.1, the “DOD Safety and Occupational Health Program.” That mission is to keep the DCMA workplace — whatever and wherever it is — free of hazards and harm.

To carry out our mission, we are ambassadors, consultants and facilitators. As ambassadors, we visit DCMA workplaces. Periodically, we spend a day or two at each contract management office, and, during these visits, we may also take a first-hand look at several contractor facilities.

At a CMO, our focus is on force multiplication. When face-to-face with employees, we try to impart some of our knowledge and experience to them and motivate them to apply our insight, so it’s not just nine people doing safety and health but nine plus everyone whom we reach and touch.

We pursue this force multiplication in a number of ways. First, we spend a large block of time one-on-one with the collateral duty safety advocate, the person who manages

CMO safety from day to day. We talk about things like handling employee hazard reports, obtaining personal protective equipment, recognizing and abating workplace hazards, promoting the Medical Surveillance Program and keeping the Emergency Action Plan up to date. Yes, we use a checklist — not so much to cite deficiencies as to make sure that we hit all the high points, consistently, in office after office.

Another way in which we multiply force at a CMO is with a formal presentation. A regular part of every visit to a CMO is a PowerPoint presentation to senior leadership and/or to command supervisors. Again, the high points of the DCMA SOH Program are stressed, with special attention to command and supervisory perspectives.

A third way in which we strengthen our effect at a CMO is meeting individual employees. That’s our chance to personalize safety for them. We might ask how comfortable they are at their workstations, or whether they fill out Federal Occupational Health data collection forms or what concerns they have about their workplaces. We listen and reply, and by our attention and care we try to expressly convey, “We are here for you.”

At a contractor facility, on the other hand, our focus is on expedited hazard control. Things that grab and hold our attention are aisles

**We are here for you, and we work to make every tour of duty safe and healthful for you.**

*Our mission is to keep the DCMA workplace — whatever and wherever it is  
— free of hazards and harm.*

and passageways, required exits, hazardous materials, electrical equipment, production machinery, indoor air quality, noise, sanitation and personal protective equipment. We look for immediate hazards and offer ideas toward hazard abatement, because hazard control is what we do.

Interestingly, we do not ordinarily address explosives hazards, or the safety of flight or “safety clauses” in acquisition contracts. In such areas, we will react if we perceive an immediate risk; but the management of such risks we leave to the subject-matter experts in the Contract Safety Center of the DCMA Operations Directorate.

We’re not always on the road; we do have offices, where we do most of our consultation. For example, we respond to calls and e-mails

bloodborne pathogens, drinking water with a “funny” taste, extremes in indoor temperatures, housekeeping and aisle width. These are typical concerns in CMOs. Such concerns may also be felt by DCMA employees in contractor facilities, but in those contexts hurtful noise, or toxic air contaminants or the safe entry of confined spaces would be the more likely issue.

After receiving a hazard report, we research Occupational Safety and Health Administration and other federal safety standards, draw from our experience and ask each other for opinions. The information we develop is what we relate to the person who has called, and part of the information is usually a recommendation or two for resolving the concern. This portion of the consultation, however, is open-ended because we will ask for input. Of course, if an issue cannot be resolved without a first-hand look, we will make arrangements to see things for ourselves. Force multiplication all around.

By the way, we have an eye for ergonomics. By observing a person engaged at a workstation, we can pick out any signs of musculoskeletal disorder. The signs will be in the posture of the person and the configuration of the computer. We can make the observations either in person or via digital photo analysis. Our ergonomics recommendations have improved the good health of many, many DCMA employees.

We are facilitators, too. The industrial hygienists, in particular, facilitate the Occupational Health Program. The IHs, as they are known, review all of the Federal Occupational Health data collection forms. Often, they will have a question about the

about workplace hazards. Employees and supervisors frequently contact us about things like damaged asbestos-containing floor tile,

**(Above)** Clockwise from lower left: DCMA Safety and Occupational Health Division employees Jim Lark, Clarence J. Lariviere, Steve Broich, Linda Holland, Lloyd Roberts, Ed Porter, Cheryl Lewis, Robert Hailstone and Richard Green. (Photo by Carolina Woods, BRTRC)



*We listen and reply, and by our attention and care we expressly convey,  
“We are here for you.”*

frequency or duration of a particular exposure, and they will contact the employee for more information. The additional input will affect medical surveillance determinations. There will also be contact, should an employee miss a Federal Occupational Health exam. An IH, or a safety manager, will call the employee to assist the person in getting back on track.

Regularly, we consult and facilitate with respect to hearing protection, safety eyewear and safety shoes. In general, we stress that all personal protective equipment should be comfortable; more particularly, we emphasize that ear plugs should have the highest noise reduction rating obtainable, that if safety glasses cause blurry vision it's time for a change and that safety shoes should be replaced if upper parts, insoles,

outsoles or heels can no longer “stand one in good stead.”

We would like to close this introduction with an invitation. “SOH Toolboxes” are about to be sent to every CMO. When a Toolbox arrives at your office, please see what's inside. It will be an actual box, about 8" x 6" x 1", and inside will be a set of “tools” — actually colorful, eye-catching cards — outlining the major elements of the DCMA SOH Program. Each card will display the pertinent safety standards and then list the key aspects of the program element. The SOH Toolbox will be a handy guide. And if you want to contact us about the Toolbox, or any other safety issue, we'd like that. We're always here for you. 



**(Above)** Front row, from left: Richard Green, industrial hygienist, Aeronautical Systems, Naval Sea Systems and DCMA Headquarters Divisions; Cheryl Lewis, Safety and Occupational Health manager, Space and Missile Systems Division; Linda Holland, Safety and Occupational Health manager, DCMA Headquarters, Special Programs and International Divisions; Lloyd Roberts, Safety and Occupational Health Division director; back row: Steve Broich, certified industrial hygienist and team lead; Ed Porter, certified industrial hygienist, Space and Missile Systems and Ground Systems and Munitions Divisions; Robert Hailstone, Safety and Occupational Health manager, Ground Systems and Munitions Division; Clarence J. Lariviere, Safety and Occupational Health manager, Aeronautical Division; and Jim Lark, Safety and Occupational Health manager, Naval Sea Systems Division. (Photo by Carolina Woods, BRTRC)

# Joint Venture Supports Customer

By Mike Yancy, DCMA Carson

**B**efore The Boeing Company and Lockheed Martin Corporation completed their transaction to form the joint venture United Launch Alliance, the Defense Contract Management Agency added some innovations to the process.

Because of the unprecedented level of customer interest and visibility and significant costs, a board of review, chaired by DCMA Space and Missile Systems Division Director Patricia

Kirk-McAlpine, convened to consider all the issues raised by the proposed agreements.

The board successfully assisted the division administrative contracting officer, John Caudill, DCMA Boeing Network & Space Systems, in rewriting the advance agreements to protect the government's interests. Caudill then successfully negotiated three advance agreements, and the Air Force Space and Missile Center awarded the first contract to Boeing.

Denver is home to the new 50-50 joint venture between Boeing and Lockheed Martin, which combines services currently provided separately by Boeing Integrated Defense

Systems' Expendable Launch Systems division and by Lockheed Martin's Space Systems Company. ULA's contracts will be managed by DCMA Launch Vehicle Operations. The mission of this joint venture is to reliably meet critical space launch needs, so it was imperative the two teams came together as one with all issues resolved. ULA will maintain government access to space at a lower cost for launching a variety of payloads into orbit by combining production, engineering, test and launch services for Boeing's Delta and Lockheed Martin's Atlas launch vehicles.

Before the otherwise competitive corporations could combine, and before government contracts could be awarded, Boeing asked the government for advance agreements to set forth the treatment of certain costs involved with the transition of their Delta IV program contracts from a Federal Acquisition

**Because of the unprecedented level of customer interest and visibility and significant costs, a board of review, chaired by DCMA Space and Missile Systems Division Director Patricia Kirk-McAlpine, convened to consider all the issues raised by the proposed agreements.**



**(Above)** On a launch pad at Cape Canaveral Air Force Station, Kennedy Space Center, Fla., May 28, the first stage of a Boeing Delta II rocket is ready to be raised to a vertical position. The rocket is the launch vehicle for the Dawn spacecraft, targeted for liftoff on June 30. (Photo by Amanda Diller, courtesy of NASA)

*DCMA Space and Missile Systems Division personnel, led by Matt Jackson, developed an initial path forward to achieve customer outcomes associated with the legal and financial requirements involved with the new government contractor.*

Regulation Part 12 commercial contract to a FAR Part 15-compliant negotiated contract.

Preparing and negotiating these advance agreements took almost 18 months to complete and required a collaborative effort by DCMA, the Defense Contract Audit Agency and the Air Force Space and Missile Center, all of which formed a government team to work with Boeing.

In addition to the intense engagement with Boeing, DCMA has been actively involved with Lockheed Martin during the joint venture's planning and formation stages. DCMA Launch Vehicle Operations' Matt Jackson will serve as the divisional administrative contracting officer for ULA. He has been instrumental in working with all parties in preparation for the joint venture's start-up. These activities included negotiating several advance agreements, among them a benefits continuation agreement that addresses the treatment of costs for post-retirement pensions and health benefits for Boeing and Lockheed Martin employees who transfer to the new company.

One of the divisional administrative contracting officer's major initiatives has been forming an inclusive government team, including DCMA's Office of General Counsel and Space and Missile Systems Division, Defense Contract Audit Agency, Air Force Space and Missile Center and NASA. This team will address the myriad of problems, both expected and unexpected, that accompanies an undertaking of this magnitude.

Subsequent to the final announcement of ULA's establishment, DCMA Space and Missile

Systems Division personnel, led by Jackson, developed an initial path forward to achieve customer outcomes associated with the legal and financial requirements involved with the new government contractor.

Soon after, a teleconference was held that included stakeholders from all organizations on the government team to discuss the government's desired outcomes. One of the first activities was the transfer of Boeing's Delta contracts and Lockheed Martin's Atlas contracts to ULA by means of a novation agreement. Jackson will lead an integrated product team to achieve this outcome.

DCMA Launch Vehicle Operations will coordinate management of the effort on ULA's contracts. Personnel in Huntington Beach, Calif., and Decatur, Ala., will be part of the overall team. The DCMA Space and Missile Systems Division looks forward to achieving the Air Force's objective of maintaining the nation's assured access to space. 



**(Above)** A Lockheed Martin Atlas III space lift vehicle achieves liftoff from Cape Canaveral Air Force Station, Fla. (Photo courtesy of U.S. Air Force)

# Passport Agent Keeps DCMA Going Around the World

By Dianne Ryder, Editor in Chief

**M**ary Spindle, a six-year Defense Contract Management Agency veteran, now holds “the keys to the kingdom,” in a sense. That is, no DCMA employee travels outside the United States without checking in with her first.

Spindle, who took on the duties of DCMA passport agent in July 2006, supplies the means for intercontinental travel by providing passports — either diplomatic or official — and visas to those with a mission requirement to travel abroad.

Spindle’s supervisor, Kathy Butera, DCMA International Division’s organization and administration manager, has nothing but praise for Spindle’s dedication to duty: “I don’t think you’ll find a more customer-oriented individual than Mary. She goes over and above the realm of her regular function to do what she needs to do for the employee.”

Butera continued, “It doesn’t matter, literally, if you are Mr. Ernst or ‘John Smith, QAR out in the field,’ she provides you the utmost service.”

Spindle explained the difference between a diplomatic passport and an official passport: “A diplomatic passport is command-sponsored. That is, they are issued on the basis of entitlement to U.S. citizens assigned under the jurisdiction of the chief of mission — for example, Kuwait, Saudi Arabia or Israel.” They are black in color and can take up to 12 weeks to process. When these passports are no longer required, they are returned to the military passport agent for cancellation by the State Department.

Official passports are maroon and normally issued for five years to military members and dependents traveling to a country that requires a passport as well as Department of Defense civilians and employees of all federal agencies in connection with travel abroad on official business. When these passports are no longer required, the military passport agent can cancel and return the application and notify the State Department of the cancellation.

In both cases, lead time is key. “It’s taking 10 weeks right now to process [an official passport],” said Spindle, “and what people don’t understand is that it is not from the time they start the process, but the clock starts when the Special Issuance Agency of the State Department receives the application.”

**It’s taking 10 weeks right now to process [an official passport], and ... the clock starts when the Special Issuance Agency of the State Department receives the application. — Mary Spindle**

*A valid passport is the first step, but, in addition, all DCMA employees on official travel abroad must request country clearance and theater clearance.*

The application procedures vary depending upon whether the traveler already has a tourist passport, whether he or she has an official passport that has expired or whether he or she is applying for an official passport for the first time. In the latter instance, the traveler should be prepared to present identification (generally, a driver's license or military ID), two photos (2" x 2") and an original birth certificate, in addition to the forms required any time a passport is issued.

The Defense Department's DD Form 1056 ("Authorization to Apply for a 'No-Fee' Passport and/or Request for Visa") and Department of State Passport Office's DSP 11 ("Application for Passport (First Time and Minors)") are the first critical forms to be completed. If a traveler has an expired passport, he or she should complete a DS 82, or application for renewal. For more detailed information, travelers should refer to the DoD Foreign Clearance Guide found at the Web site <https://www.fcg.pentagon.mil>.

A valid passport is the first step, but, in addition, all DCMA employees on official travel abroad must request country clearance (Defense Logistics Agency Form 391) and theater clearance. Most employees don't realize, however, that a country clearance should be requested at least 45 days in advance, even if traveling to Canada or Mexico.

An employee's reason for travel may also alter the process — for example, an employee relocating to a job overseas versus an employee going to another country for temporary duty purposes. If relocating, it will be necessary to obtain additional passports for a spouse and

dependent children (if accompanying the employee).

As to whether heightened security has resulted in any changes to her duties, Spindle said, "On January 23, 2007, the Western Hemisphere Initiative Act was implemented, and that requires all U.S. citizens traveling by air to have an official passport. We're looking at December or January of next year for it to be expanded to travel by land as well."

Spindle's philosophy of excellent customer service is simple: "just providing everyone the same level of service;" but she is quick to give credit to the team members who help her serve customers — Myonghui Brown, Air Force Capt. Rob Henofer and Matt Clough.

For more information, visit DCMA International's home page at [http://home.dcma.mil/dcmai/FB/pssprt\\_vss.htm](http://home.dcma.mil/dcmai/FB/pssprt_vss.htm). 



**(Right)** Mary Spindle, DCMA passport agent, in her office at DCMA International headquarters in Alexandria, Va. (Photo by Dianne Ryder, DCMA Public Affairs)

# DCMA's Medical Surveillance Program

By Lloyd Roberts and Linda Holland, DCMA Headquarters

Any DCMA employee exposed to occupational hazards should complete a data collection form

The Defense Contract Management Agency's medical surveillance program systematically assesses and tracks the health of employees exposed or potentially exposed to occupational hazards. The program monitors employees for adverse health effects resulting from workplace exposures to

environmental and chemical hazards; ensures employees are medically cleared to perform their duties; and reduces, and ultimately prevents, occupational illnesses and injuries.

Any DCMA employee exposed to occupational hazards should complete a data collection form available at <http://dcma.foh.dhhs.gov>. This Web-based form collects information about employees' specific job requirements and current or potential exposures to chemical or environmental hazards. An occupational health

physician reviews the information to determine whether screening is necessary.

All DCMA employees are eligible to participate in the program based on their potential for workplace exposures to hazards. Quality assurance specialists, industrial specialists, aerospace and industrial engineers and property specialists generally have the types of exposure risks or job demands that require medical surveillance and are required to participate.

In addition, newly hired or current employees moving into new positions who must wear personal protective equipment, to guard against health hazards, should submit a data collection form to determine eligibility.

Depending upon an employee's job requirements and risk for exposures, an occupational health physician may recommend a physical examination, take an extensive medical history or perform a chest X-ray,

**(Background)** Stethoscope. (Photo by Chris Hutchison)

*All DCMA employees are eligible to participate in the program based on their potential for workplace exposures to hazards.*

laboratory tests, hearing test or lung function test.

Depending upon the situation, there may also be Occupational Safety and Health Administration or agency-mandated exams for asbestos exposure, respirator clearance, clearance for confined space entry or noise exposure. Site visits may also be made to conduct exposure assessments, workplace assessments, indoor air quality assessments or noise surveys.

To get started in the program, employees should register on the agency's occupational health and safety Web site at <http://dcma.foh.dhhs.gov> and select the "Medical Surveillance" button. This will open the data collection form on which employees should provide information about their job requirements and exposures to determine whether they should participate in the program. No medical information is collected on the data collection form. 

### Frequently Asked Questions

#### ***Who provides and pays for DCMA's medical surveillance program?***

Employees do not pay for any services associated with the DCMA medical surveillance program. The U.S. Department of Health and Human Services manages the program, conducts exams, assessments, tests and surveys, and DCMA pays for all required examinations and tests. More information is available at <http://www.foh.dhhs.gov>.

#### ***Where do I go for my medical surveillance exam?***

Federal Occupational Health will arrange for a licensed nurse and/or physician to conduct your medical surveillance evaluation. Members will receive services at one of more than 200 FOH occupational health centers located in or near federal buildings or through its network of more than 900 private providers nationwide.

#### ***What about confidentiality?***

DCMA has entrusted the FOH medical staff with the responsibility to maintain employee confidential medical files, and FOH takes confidentiality issues very seriously. The information reviewed by FOH's occupational health physicians is stored in a secure medical records system. Employees' personal medical information is not shared with supervisors or anyone else without explicit permission.

#### ***What else should I know?***

Through FOH, DCMA provides several programs to optimize worker health. These include: online health risk assessments, online wellness education services, health fairs, virtual fitness, employee assistance program services, industrial hygiene services and DCMA work/life services.

For questions about this program, or issues related to worker health, visit <http://dcma.foh.dhhs.gov>, e-mail [DCMAnet@psc.gov](mailto:DCMAnet@psc.gov) or call 1 (800) 236-7415.

# SkillPort Gives DCMA Employees an Edge in Learning

By Dianne Ryder, Editor in Chief

**S**killPort, a Web-based resource sharing system, is an innovative method for Defense Contract Management Agency employees to increase their learning capabilities. However, some potential students may be unaware of how SkillPort can help them advance their educational goals.

Inez Paul, management program analyst, elaborated on some of SkillPort's unique features. "SkillPort offers over 3,200 courses and more than 10,000 books through Books 24/7, and those numbers are growing monthly," Paul said. "We offer several curricula to our workforce, such as Business Skills, [Information Technology] End User, IT Professional Certification, Workplace Compliance, Financial Service Industry [and] Environmental/Safety/Health/Transportation, to name a few. The list just goes on and on."

Paul explained that these curricula entail a wide range of subjects, such as leadership, strategic skills, professional and personal development, logistics, human resources, ISO 900 overview, safety and a variety

of information technology courses (e.g., Microsoft® Office applications).

Paul said the SkillPort program is relatively user-friendly, but training is also available for those who need additional assistance.

"For those who prefer tutorials prior to use, SkillPort offers an [Adobe®] Flash® demo available to all users through the login screen. In addition, a help link is available for any function a user or administrator may be interested in performing." If further aid is required, SkillPort also offers live technical assistance that can be accessed online at <http://support.skillssoft.com/livehelp/>, via e-mail at [support@skillssoft.com](mailto:support@skillssoft.com) or by phone at (866) 754-5435.

"While I feel confident that SkillSoft's helpdesk will resolve any issue promptly," Paul said, "users are welcome to contact me directly for assistance as well." As far as formal training, Paul said, "In the near future, we do plan to offer brown bag lunch training and host virtual training sessions for end users since some have expressed interest."

Regarding the rules for enrolling and completing courses through SkillPort, the Workforce Development Center does not require notification or coordination of any kind.

**SkillPort, a Web-based resource sharing system, is an innovative method for DCMA employees to increase their learning capabilities.**

*(Background and Opposite Photo)* Computer keyboard.

*“SkillPort is advantageous because it offers something for everyone, and the training is instantly, conveniently available.” — Inez Paul*



In the past, DCMA organizations, particularly contract management offices, have required an SF182 or DD1556 form for transcript purposes. Continuing this practice is at the discretion of each CMO. Courses taken during duty hours, however, must be approved first by a supervisor and should be listed on an employee’s individual development plan. Workforce Development is currently updating old business processes and standard operating procedures to reflect this information in detail.

Employees may be able to read books online during duty hours, but, again, this is

discretionary. If the material is approved first by an employee’s supervisor because it’s work-related or developmental training, a reasonable amount of duty time may be allotted for training. As with courses, employees may also use Books 24/7 after duty hours to take advantage of resources on non-work-related subjects they may have an interest in and access the application from home. They can also sign up for e-mail notifications when books are added by accessing the “Settings” tab within Books 24/7 and selecting the “New Book Alert” option.

The primary benefits of using SkillPort are clear — it offers a wide range of course material and targets DCMA’s entire workforce. As technology progresses and financial resources are more limited, blended learning programs that combine computer-based training and instructor-led training are expanding.

“SkillPort is advantageous because it offers something for everyone, and the training is instantly, conveniently available,” Paul said. “I can’t encourage employees enough to speak with their supervisors about computer-based training opportunities that are of no extra cost to DCMA,” she added. **C**



(Above) Workstations. (Photo courtesy of ©iStockphoto.com)

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# Hometown News Service

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information that highlights the accomplishments of Department of Defense employees.

To submit a news item, fill out the Hometown News Service release form. Please remember to include ZIP codes as the media database relies on this information.

Print the completed form and fax it to the DCMA Congressional and Public Affairs Office. Your news release will be forwarded to the Hometown News Service center.

If you would like to submit a photo, please e-mail a JPEG attachment to The DCMA Congressional and Public Affairs Office.

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