

Climbing an Unexplored Mountain — Implementing PBM at DCMA Boeing Long Beach

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For Defense Contract Management Agency Boeing Long Beach, implementing performance-based management was much like climbing an unexplored mountain. Each time we thought we were almost to the top, we encountered an obstacle. We'd hike back down, gather more supplies and then plot another trail. Our third venture got us where we wanted to go, but, that said, once we made it to what we thought was the top, we found another mountain range ahead of us.

We are now planning how to conquer those higher peaks — learning from and building on our past success.

That third time up the mountain we followed the “Dick Horne Trail.”

We planned and studied the route, selected a fearless guide — our PBM facilitator Air Force Maj. Drew Rolph — and developed a game plan — our PBM process model. We pulled together, trained and hiked up those switchbacks one more time.

This time we made it.

Some of the things we learned along the way were simply common sense. We pulled everyone together, went over our philosophy and sent our teams off to work. We quickly discovered that sharing a philosophy and providing a few tools was not enough. We also needed to develop a process, or a model, of how to work through that philosophy to achieve results.

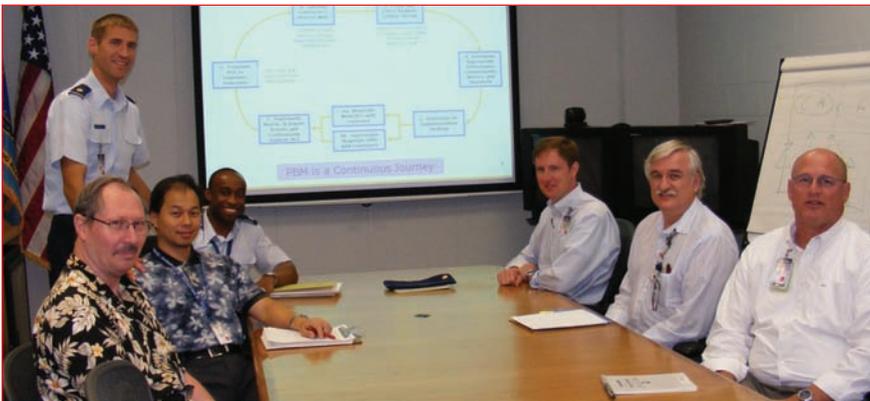
We learned that by selecting a

facilitator to help guide us through the process we got better results. We learned that bringing everyone together on a frequent basis to share issues and accomplishments enabled us to help each other through the rough spots. We built momentum. We could see progress and, this time, we knew we were going to make it.

We kept our customers informed of our progress. We briefed them at the beginning of our venture. We briefed them again midway through and sought their feedback. We briefed them once we had developed our performance commitments, and we worked with them to translate all of it into our memoranda of agreement for the C-17 *Globemaster II*, the B-1B *Lancer* and the C-130 *Hercules* avionics modernization programs.

Then came the final obstacle, but could we pass the test?

We had little more than 30-days notice that we were going to be the recipient of the next mission review team inspection. There was little time, if any, to prepare. All we could do was rely on the process that we'd followed, and that process carried us through. The mission review team validated 98 percent of our performance commitments and, finally, we had found success. **C**



Finalizing the CMO PBM process model, clockwise from left: John Canafax, PIO; Tim Cheung, C-17 production program integrator; Air Force Capt. Nate Douglas, C-130 Avionics Modernization Program program integrator; Air Force Maj. Drew Rolph, standing, CMO PBM facilitator/B-1 program integrator; Paul McFadden, C-17 operations chief, Rick Coutu, B-1/C130 AMP team supervisor; and Jerry Shipp, C-17 production team supervisor