

COMMUNICATOR

News for DCMA Professionals



Supporting the Warfighter — Priority one





DIRECTOR'S MESSAGE

Consistency and a Challenge

Consistency is critical to realizing important organizational goals because it's not just the boss who makes it happen. It is the thousands of people throughout the organization who have to clearly understand the message and the priorities and whose diverse backgrounds, skills and environments will — using their imaginations and initiative — make any success we enjoy a reality.

Although small changes have been made from the original approach DCMA first brought to Houston a year and a half ago, there is very little different today from the concept Air Force Maj. Gen. Darryl A. Scott presented at its inception in May 2004. Any issues that have arisen in the past couple of years have been about

the “administrative” aspects of performance-based management — not about the basics of planning for implementation.

DCMA PBM — what you see now is what it's going to be for a very long time. The concept is sound in its purpose — we are here to make our customers as successful as they can be with whatever resources we have to assist.

We are not going back to “one-size-fits-all” activities that make DCMA at odds with our customers. We are not going back to measuring our success by how well we follow DCMA rules. We are not going back to a lack of accountability for how well we support those whom we are here to serve. We are seeing great improvements in the mission review team results and will continue to focus on the quality and strategies of the performance commitments we have put in place. We will continue to review and improve

our cause-and-effect analysis to ensure we have developed the best quality indicators for our strategies. We are going to use all tools at our disposal, such as Lean Six Sigma. LSS is not a policy change to our PBM policy but an evolution tool to use — one of many available.

PBM is not easy. Its proper implementation is more difficult than how we managed in the past. PBM, and the performance it seeks to achieve, depends on the active and dedicated participation of every single person in this agency. To make implementation happen, I owe you one thing — I owe you consistency and a challenge to answer two questions: — “How are you doing?” and “How do you know?”

Warmly,

Keith D. Ernst
Acting Director
DCMA

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(On the cover) Les Berry, right, DCMA Contingency Contract Administration Services quality assurance representative, walks down a line of trucks with contractors inspecting equipment before it convoys into Iraq. (Photo by Mark Woodbury, DCMA Public Affairs)

COMMUNICATOR

News for DCMA Professionals

It's all Greek to me

Dear Editor:

As an agency supervisor, I am told that I must complete Cognos software training. It is my understanding that this is a class about a computer software program that is not related to my daily duties or responsibilities as a supervisor. A colleague recently attended the training in a briefing room here at the headquarters and told me that the instructors may as well have been speaking Greek because none of it made any sense to him, and he was unable to understand why all supervisors and team leaders were being required to receive this training.

What is the reason for requiring all supervisors and team leaders, regardless of job assignment, to take Cognos software training?

— Confused at the Keyboard

DCMA has selected the Cognos business intelligence tools as the mechanism for providing a broad range of business intelligence needs. The areas covered by these tools impact most of the agency's missions as well as provide access to data on budget, staffing and other areas of interest to the day-to-day operation of DCMA.

If you are a supervisor and you have employees who use the Performance Labor Accounting System, or PLAS, there are Cognos tools that give you access to that data. If, as a supervisor, you need data about the agency to respond to requests regarding the value of contracts, numbers and series of employees or small business participation, there are tools that would let you access that information. There is literally data at your fingertips if you know where to look and have a basic understanding of the tools. Even if you may not have a need for the information currently, the senior leadership team felt that all managers and supervisors ought to know what kinds of tools are available to DCMA employees now and how those tools could be adapted to meet future requirements.

The intent of this training was not to make everyone an expert user but to broaden the understanding of what's available. In the future, thanks to the success of the Web-delivered training, expect to see more training opportunities that are more tailored to specific communities or features of the business intelligence tools. This will include the new agency-level performance commitment applications, advanced techniques in Excel, using portlets to incorporate business intelligence into communities or My Pages and other areas that we hope are valuable to the DCMA workforce.

Communicator welcomes feedback and unsolicited articles about DCMA programs, policies and personnel. Articles may be reprinted if credit is given to *Communicator* magazine and the author. Address correspondence to:
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Heritage Award Winner Encompasses DCMA's Core Values

By Dianne Ryder, Editor in Chief

Every fall, DCMA accepts nominations for the Heritage Award, which recognizes and rewards performance that models the Defense Contract Management Agency core values — one team, indispensable partners and keeping the promise.

Guy Stephens, DCMA Cleveland contract operations supervisor, is DCMA's 2007 Heritage Award winner. Stephens distinguished himself by extraordinary, notable and prestigious contributions impacting the mission of the team, office and activity. Stephens headed a team that informed customers of suspect products, audited and validated product quality, and identified alternate suppliers to ensure stock levels were maintained for the warfighter.

“As his commander, I can tell you that there is no more deserving DCMA professional,” said Army Lt. Col. Tom Lippert, DCMA Cleveland commander. “Guy has received all three core value awards, for very good reasons, and this award is further recognition of his dedication to professionalism and to our mission.”

Stephens himself said, “It has been my honor and good fortune

I can tell you that there is no more deserving DCMA professional ... and this award is further recognition of his dedication to professionalism and to our mission. — Army Lt. Col. Tom Lippert

to work with many outstanding professionals throughout the DCMA Ohio River Valley organization and beyond. This award is certainly a reflection of that.”

All DCMA civilian and military associates are eligible to receive this

non-monetary award. To find out more about how to nominate an employee visit the Web site <http://home.dcma.mil/guidebook/139/dc03-337.htm>. 

Guy Stephens



Guy Stephens, DCMA Cleveland contract operations supervisor

knowingly providing defective helicopter and aircraft components. The team also provided key evidence and testimony at the criminal trial.

Indispensable Partner: Based on his abilities, the commander has requested he mentor all other team leaders in the command at the upcoming contract management office off-site meeting. His mastery of 11 databases to forecast workload and guide employees demonstrates passion for learning and sharing ideas.

Keeping the Promise: Stephens and his team have made significant improvements in performance across all measured areas of customer outcomes. He has demonstrated a strong commitment to customers, and his direct involvement in customer actions and contractor challenges exceeds DCMA standards.

One Team: Recognized for his team effort in the fraud case against an Ohio machine and manufacturing company. It is a great example of protecting the warfighter from defective and dangerous products. He and his team helped the Department of Defense and federal authorities convict the owner for

Around DCMA



Sikorsky Visit

Gen. Cody Visits Sikorsky Aircraft

AUG. 16 – Vice Chief of Staff of the Army Gen. Richard A. Cody, third from left, visited Sikorsky Aircraft Corp., Stratford, Conn., to deliver a message about the fielding schedule for the UH-60M helicopter. Cody and Army Brig. Gen. Stephen D. Mundt, far right, Army Aviation Office of the Deputy Chief of Staff director, G-3/5/7, made a site visit that included a tour, briefings and an opportunity for Cody to address the Sikorsky workforce. Cody, speaking from a workstand on the final assembly line, emphasized the importance of meeting the first unit equipped and full operational capability dates within the UH-60M’s fielding schedule. He lauded the current *Black Hawk*’s performance in the war on terrorism and commended the patriotism and zeal of Sikorsky employees. Sikorsky officials appreciated the tight timeline, but they understood the message about meeting the production schedule. Navy Capt. Louis M. Borno, third from right, DCMA Sikorsky Aircraft commander, accompanied the visitors. “This kind of visit keeps Sikorsky and its employees aware of the urgent need to deliver a quality product on schedule to the warfighter,” he said. Also present for the visit and

tour were Army Col. Neil Thurgood, left, utility helicopters program manager; Doug Shidler, second from left, acting senior vice president of U.S. government programs, Sikorsky; and Jeff Pino, second from right, Sikorsky president. (By Walt Zaborowski, contract administrator, DCMA Sikorsky; photo courtesy of Sikorsky Aircraft Corp.)

2007 Defense Industrial Base Critical Infrastructure Conference

AUG. 28-30 – The DCMA Industrial Analysis Center hosted the defense industrial base critical infrastructure conference at the Naval Amphibious Base, Coronado Island, Calif. The conference theme was “Building a Resilient Defense Industrial Base” and attendees included group leaders, customer liaison representatives, liaison officers, industrial analysis managers and military Reservists. The three-day conference included presentations from DCMA’s senior leadership team as well as the National Guard Bureau and the West Virginia National Guard. An industry panel, including representatives from Raytheon, Northrop Grumman, General Dynamics and BAE Systems, addressed their relationships with the defense industrial base and the work they’re doing with the critical infrastructure protection — mission assurance assessments program. The IAC staff led breakout sessions covering industrial capabilities assessments, industry surge analysis, technology industrial base analysis, the defense critical infrastructure program and the defense industrial base. Other highlights from the conference included a financial analysis center overview and economic overview



IAC Director Mary Grace Swiflick

by IAC staff and a DCMA division panel, comprising division deputy directors from the Aeronautical, Space and Missiles, Ground Systems and Munitions, and Naval Sea Systems Divisions. The conference was highly praised by the more than 120 attendees. A similar conference is planned for next fiscal year. Briefings from the conference are available on the DCMA home page at www.dcma.mil. (By Julia Wyant, DCMA Public Affairs)



A Gubernatorial Proclamation

Ann Kelly Honored for 40 Years of Service

SEPT. 12 – Ann Kelly, right, DCMA Special Programs quality assurance representative, was formally recognized upon her retirement by Missouri Gov. Matt Blunt, left, at the Missouri Capitol Building in Jefferson City. Kelly, whose government service spans 40 years, received a proclamation from the governor thanking her for her committed and dedicated service to both the country and the state of Missouri. In addition to the proclamation, Kelly received a letter of congratulations from President and Mrs. George W. Bush; a congratulatory letter and coin from DCMA Acting Director Keith Ernst; a DCMA Civilian Career Service Award from Special Programs Director Ronald J. Youngs; and verbal recognition from both DCMA Special Programs South Director James W. Norris and team members. Kelly was also honored for her government service in a later ceremony hosted by St. Louis Mayor Francis G. Slay, who declared Sept. 30, 2007, “Ann E. Kelly Day” throughout the city. Kelly began her government career with the Army Mobility Equipment Command just

days after graduating from high school in 1967. Kelly completed her career serving as a quality assurance representative with DCMA Special Programs for the past 10 years.

DCMA Employee Gives Personal Reply to ‘Dear Soldier’ Letter

OCTOBER – Army Maj. Rick Skeen, DCMA Northrop Grumman administrative contracting officer, visited Los Altos Brethren Elementary School in Long Beach, Calif., to personally thank fourth grader Katy Feller for her handwritten letter he received while in a military hospital bed recuperating from an illness during a deployment to Iraq. Skeen said he was feeling down due to both his illness and having to be away from his family. But, he recounted, as he read the letter he forgot about his own situation and felt better. It occurred to Skeen, after reading the letter, that Feller went to school near where he lived and worked. He made himself a promise to personally respond to the questions Feller posed in the letter. After arriving home from Iraq, Skeen arranged a surprise meeting with Feller and her classroom through the Los Altos Brethren Elementary School principal. The students were told that they were going to be visited by a servicemember but were not told of the tie Skeen had with Feller. Skeen began his visit by introducing himself and then pulling out the letter, reading it aloud to the class. After reading each of the questions posed in the letter Skeen would stop and direct each answer to Feller. Skeen concluded his visit by asking the class to “... continue to keep the soldiers that are still in harm’s way, both in Iraq and Afghanistan, in [their] thoughts and prayers so that they may come home to their families as [he] did.”



Maj. Skeen’s Class Visit



Gates Mandates Agency Oversee all Contingency Contract Operations

By Mark Woodbury, Associate Editor

"It was probably — not probably, it was — the most professionally rewarding year of my life. Any time you have an opportunity to manage a contract that's \$5.9 billion [and] takes care of 240,000 people including our warriors, coalition forces, contractors on the battlefield and in the State Department, what a fulfilling thing to do." — Army Col. Jake Hansen, former DCMA Iraq commander



Les Berry, Contingency Contract Administration Services quality assurance representative, checks each item on his checklist to make sure the inspected equipment item is functioning properly.

Secretary of Defense Robert Gates recently requested that the Defense Contract Management Agency oversee all contingency contract operations within Kuwait, Iraq and Afghanistan.

Eighty-nine agency employees currently oversee contingency contract administration services and logistics civil augmentation program missions in theater. The additional 250 DCMA civilian employees needed to implement the defense secretary's mandate will nearly triple the agency's presence in the combat zone.

In order to meet this requirement, Keith Ernst, DCMA's acting director, has amended the military deployment guidelines, made changes to the emergency essential civilian employment program to increase its attractiveness, sought authority from the U.S. Office of Personnel Management to provide additional incentives and is reaching out to retired annuitants.

Ernst explained the changed military deployment guidelines in a recent agency-wide e-mail communication. The changes include:

- Shortening the time between deployments from one year to six months
- Declaring commanders with a contracting background, grade of O-5 or higher, deployable
- Making aircraft operations personnel, other than those in valid DCMA flying billets, deployable
- Reducing the amount of time before newly assigned personnel are eligible for deployment from 90 days to 60
- Allowing O-5 and O-6s selected for command assignments to fill positions other than command ones
- Reducing the time that servicemembers must return to their home stations prior to separation, retirement or a permanent change of station to 90 days

"It's not like being in a plant somewhere watching something being built day in and day out. When you're deployed, you're able to see your contributions on a daily basis and how [they] directly benefit the soldiers." — Steve Belnap, DCMA Iraq quality assurance representative

Ernst explained in a second agency-wide communication that he is also instituting civilian personnel changes to attract more civilian volunteers to serve in Iraq and Afghanistan. Among these were:

- Upgrading deployment incentives to provide bonuses equal to 25 percent of base salary and other generous benefits like combinations of danger pay and post differential amounting up to 70 percent of an employee's base pay
- Allocating premium pay and overtime as appropriate

Ernst called the CCAS mission "the agency's number-one priority." He asked agency civilians with a contract management background to volunteer for a CCAS mission because he feels "... it is the singular opportunity to be embedded with the warfighters we support and is personally rewarding on many levels."

Administrative contracting officers, quality assurance representatives and property assurance employees at the contract management office-level who are interested in joining the emergency essential program should contact Sylvia Parker by e-mail at Sylvia.Parker@dcma.mil or by phone at (703) 328-3511. Employees with skills in engineering, pricing, manufacturing, transportation, management analysis and program management may also call Parker as they will be needed for future deployments.

Employees with questions about volunteering for a CCAS mission should contact Michael Bolduc by e-mail at Michael.Bolduc@dcma.mil or by phone at (617) 753-4048. CCAS deployment information can also be found at the Web site <http://home.dcma.mil/cntr-dcmac-t/deployment.htm>. 

"Overall, I wouldn't trade my deployments. I no longer see DCMA's mission as support to the military. We support Maj. Adams, Capt. Smith, Private 1st Class Roberts, Larry, Tom and Steve. What we do makes a real difference to the troops. I met people, saw things and did things that I would never have experienced sitting in an office in California or Virginia. I have lots of stories to tell my grandchildren." — Linda Wallace, former DCMA Middle East mission support officer

"The whole contracting process may not seem very fast or even very glamorous — especially when you are working hard to coordinate with a contracting officer's representative, reconciling a contract or tracking down an inspection and receiving report. But that all changes when a turbine is finally delivered, spare parts arrive on time, magazines for a children's hospital are made available or when a coalition or Iraqi security force member is protected by body armor you supplied. When that happens, you cannot help but feel you are at the top of your game. At that moment, you know you have made a real difference in people's lives." — Karen Parris, former DCMA Central Iraq administrative contracting officer



Steve Belnap, Contingency Contract Administration Services quality assurance representative, inspects jet fuel to see if it meets the required standards.

"For me, deploying was an opportunity to use skills I had developed over many years to achieve new things." — Robert Clark, former Logistics Civil Augmentation Program administrative contracting officer

Employees Recognized at DCMA's Oc



Deborah Villanueva
DCMA Achievement in EEO by a
Non-Manager



Bridget Stumbaugh
DCMA Acquisition Newcomer Award



Henrietta Snow
DCMA Leadership Award



John Pasquale
DCMA Leadership Award



John Ulshoeffer
DCMA Leadership Award



Philip Yacovoni
DCMA Leadership Award

Awardees not pictured
Outstanding DCMA Personnel of the Year Award – Mary Hobbs
Outstanding DCMA Personnel of the Year Award – Darci Gjerstad
Outstanding DCMA Personnel of the Year Award – Robert Avelenda
Herb Homer Team Performance Award – Homeland Defense Analysis Team



Stephen Swenson
DCMA Leadership Award



Vivian Hill
DCMA Leadership Award



Joseph Paul Higginbotham
DCMA Outstanding Employee
with Disabilities Award

October 2007 Commanders' Conference



David Segall
Outstanding DCMA Personnel
of the Year Award



Audra Tweed
Outstanding DCMA
Personnel of the Year Award



Diana Cameron
Outstanding DCMA Personnel
of the Year Award



Kevin Lopez
Outstanding DCMA Personnel
of the Year Award



Lin Hillier
Outstanding DCMA Personnel
of the Year Award



Maria Olaes
Outstanding DCMA Personnel
of the Year Award

Awardees not pictured
DCMA Team Performance Award – Specialty Metals Team
DCMA Achievement in EEO – DCMA Virginia
DCMA Mentoring Award – Jerry Gillaspie
DCMA Director's Cup – DCMA Hartford



Tim Jackson
Outstanding DCMA Personnel
of the Year Award



Timothy Stout
Outstanding DCMA Personnel
of the Year Award



Steven Martinez
Outstanding DCMA Personnel
of the Year Award

(DCMA staff photos)



What do I do When an Employee is Injured on the job?

By Barry Wade, Workers' Compensation Program

Our first concern should always be maintaining the health of our Defense Contract Management Agency workforce, but what happens when an employee is hurt on the job?

If an injured employee requires immediate medical attention, take reasonable action, which may involve calling 911. A supervisor should provide him or her with the appropriate CA-16 form, "Authorization for Examination and/or Treatment." Having the forms at the time of treatment usually facilitates the timely processing of the claim and helps avoid out-of-pocket expenses. Additionally, the employee's supervisor should advise anyone who may have an on-the-job injury to file a claim even if he or she does not wish to seek medical attention at the time. It is important to have the injury — or possible injury — documented in the event the effects of the injury are not apparent immediately.

The employee must complete necessary claim forms and obtain medical documentation. If lost time or medical expenses are claimed, the supervisor must complete and sign the forms before the forms

go to the workers' compensation program office. If medical treatment is not required for the injury, the form CA-1, "Claim for Traumatic Injury," is filed in a medical folder in the civilian personnel operations center.

Systematic instructions for filing an electronic claim are available online. Barry Wade, DCMA workers' compensation program manager, will respond to questions at (703) 428-0838 or by e-mail to barry.wade@dcma.mil.



DCMA Safety and Occupational Health Safety Tip

Diabetes

Did you know that 7 percent of the U.S. population has diabetes? There could be as many as 600+ diabetics working at DCMA.

If you have diabetes, how do you dispose of your blood sugar testing lancets and your insulin syringes?

In the wastebasket? NO!

In the bathroom trash? NO!

In a personal, strong plastic or metal container with a tight cap or lid? YES! Don't try to bend, break or put the cap back on, and keep your container out of the reach of small children and pets.



DCMA Safety and Occupational Health Safety Tip

Avoiding Methicillin-resistant Staphylococcus aureus — MRSA

MRSA outbreak prevention is a matter of good hygiene. MRSA is transmitted most frequently by direct skin-to-skin contact. You can protect yourself from infections by doing the following:

- Wash your hands with soap and water or use an alcohol-based hand rub frequently.
- Cover any open skin areas such as abrasions or cuts with a clean, dry bandage.
- Do not share personal items such as towels or razors.
- At the gym, shower immediately after working out.
- At the gym, use a barrier (e.g., clothing or a towel) between your skin and shared exercise equipment.
- Wipe the surface of shared equipment (i.e. shopping carts) with disinfectant before and after use.

For more information on MRSA outbreak prevention, please read the MRSA information released by the Centers for Disease Control and prevention, which is available at its Web site at <http://www.bt.cdc.gov/disasters/disease/mrsa.asp>.

OUTSTANDING DCMA ACHIEVEMENTS

Glenn Credeur Receives Silver Snoopy Sept. 11, 2007



Glenn Credeur, right, DCMA NASA product operations quality assurance specialist, Johnson Space Center, received a Silver Snoopy award from astronaut Dr. Michael Gernhardt, left.

NASA awarded Glenn Credeur, a DCMA NASA product operations quality assurance specialist at Johnson Space Center, Houston, a Silver Snoopy award for his assistance with processing extravehicular mobility units during the space shuttle's STS-114 Return to Flight mission. Credeur applied more than 250 government mandatory inspection points — a task that had not been undertaken for more than a decade — on the extravehicular mobility unit's hardware during processing to verify that the contractor's work satisfied technical and contractual requirements. The Silver Snoopy is an award created specifically by astronauts. To qualify, eligible candidates must make contributions toward enhancing mission success or make some kind of system improvement. Only one Silver Snoopy award per individual is permitted, and the honor is bestowed on less than one percent of the NASA workforce each year. This coveted award is a sterling silver pin that has flown aboard the

space shuttle and depicts Snoopy wearing a space helmet and space suit. Recipients also receive a certificate and letter of commendation signed by an astronaut.

Bourg Receives Silver Snoopy Award Sept. 19, 2007



Marilee Bourg, center, lead quality assurance specialist, DCMA Marshall/Stennis, received a Silver Snoopy award from astronauts Tracy Caldwell, left, American mission specialist, NASA, and U.S. Navy Cmdr. Scott Kelly, right.

Marilee Bourg, lead quality assurance specialist at DCMA Marshall/Stennis Support Center, received NASA's Silver Snoopy Award for her loyalty, pride in work and support to NASA space programs. Bourg's personal commitment resulted in thorough investigation, redesign and modification of manual thermal protection system applications, which have assured safe and successful space missions. She was instrumental in identifying cracks in the TPS surfaces of the ice frost ramps on an external tank and contributed to the decision to redesign closeouts. Bourg's unfailing commitment to the NASA external tank program, astronaut safety and DCMA's customer commitment sets the example for her colleagues.

According to Bourg's supervisor, she is the ideal representation of dedication to one's work and the attention to detail necessary to ensure a quality product is delivered to NASA on time, all the time.

— By John Carcamo and Cheryl Armand

DCMA Shares in Chief of Staff Team Excellence Award

Sept. 24 – 27, 2007



Operation Team Spirit member Ed Dangler, DCMA AIMO – Kelly lead contract operations specialist, poses for a picture after receiving the Air Force 2007 Chief of Staff Team Excellence Award.

Four Defense Contract Management Agency Aircraft Integrated Maintenance Operations Birmingham and Kelly employees were members of *Operation Team Spirit* that won the Air Force 2007 Chief of Staff Team Excellence Award for outstanding team performance and sharing best practices within the Air Force KC-135 programmed depot maintenance operations.

Billy Mosley and Jack Smith from DCMA AIMO – Birmingham and Ed Dangler and Richard Long from DCMA AIMO – Kelly and their team competed with 22 other Air Force teams for the award. The award was presented to the team during the Air Force Association's annual Air & Space Conference and Technology Exposition in Washington, D.C. The award is considered one of the Air Force's highest honors.

Team Spirit is designed to promote a systematic approach for enhancing mission capability, improving operational performance and achieving sustained results while maximizing efficiency. The team attributes its success to the hard work and diligence of its members, which comprised the Oklahoma City Air Logistics Center, Air National Guard, DCMA AIMO – Birmingham, DCMA AIMO – Kelly, Boeing and Pemco Aeroplex, Inc.

Team Spirit was initiated in July 2004 as a collaborative effort between the Air Force Materiel Command and its major command partners on the KC-135 aircraft program. *Team Spirit* has improved general workmanship quality, customer satisfaction and the margin of safety utilizing cross-command, peer-to-peer teaming and reduced flow time through programmed depot maintenance and acceptance inspections.

Significant success for the team was first realized at Pemco Aviation Group Inc., where, teamed with DCMA AIMO – Birmingham, Pemco emerged as the source of repair with the lowest product quality deficiency report rate. In fiscal year 2006, Pemco had the lowest deficiency rate at 0.6 defects per aircraft. Currently, both Pemco and Boeing have a fiscal year 2007 rate of only 0.2 defects per aircraft; the contractual requirement allows up to 1.7 defects per aircraft.

In an environment of high operations tempo and a shrinking defense budget, advocates view *Team Spirit* as a time- and money-saving initiative in the depot process that decreases the amount of redundant work when aircraft return from product depot maintenance. "It's a very good program," said Air Force Lt. Col. Keith Schell, 155th Maintenance Group commander, Nebraska Air National Guard. Air Force Col. Ron Blunck, 151st Air Refueling Wing Maintenance Group commander, Utah Air National Guard, added, "At first I was very skeptical, but we *'Team Spirited'* our last aircraft from the depot, and the interaction and immediate feedback resulted in, without question, the best aircraft in terms of quality maintenance we have ever received from the depot."

With *Team Spirit*, the team is on the right track of providing the warfighter the best quality aircraft possible.

— By Billy Mosley, DCMA Aircraft Integrated Maintenance Operations – Birmingham

DCMA Procurement Center Wins Golden Talon Award

Nov. 5, 2007



From left – back row: Sheila Thompson-White, Paula Driscoe, Barbara Roberson and Mark Deberry; front row: Sonja Johnson, Sue Gerardo and Thatsanee Knight

The Defense Contract Management Agency’s procurement division received one of six Golden Talon Awards presented this year from the Department of Defense small business office in a ceremony at the Pentagon Library and Conference Center.

In 1999, Public Law 106-50, the “Veterans Entrepreneurship and Small Business Development Act” began requiring federal agencies to award not less than 3 percent of the total value of all prime contracts to service-disabled-veteran-owned small businesses, or SDVOSB for short. The procurement division was recognized for helping DCMA award 6 percent of its prime contracts to SDVOSBs.

The defense department awarded less than 1 percent of its prime contracts to SDVOSBs; however, DCMA’s prime contracting numbers for SDVOSBs grew from 0.1 percent in fiscal year 2003 to 6.4 percent in 2007.

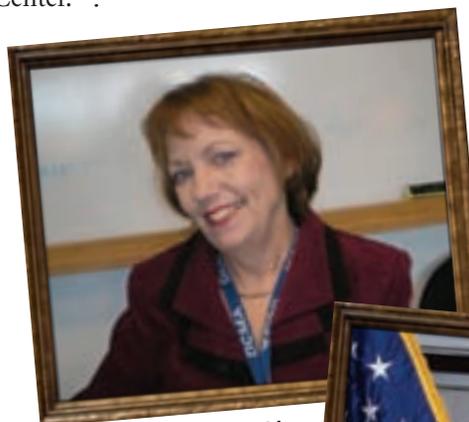
The team worked with DCMA’s small business office to re-examine procurements that were not identified for SDVOSB participation and held regular acquisition strategy meetings with customers to identify

procurements that could be awarded to SDVOSBs. The customers welcomed the strategy sessions and said they, too, shared a sense of duty and obligation in helping those who have sacrificed for their country.

The procurement division is led by Paula Driscoe, with Barbara Roberson as chief of policy. Joyce M. Grudzinski is the former chief of the procurement center and is currently on a civilian deployment to Kuwait. Center personnel also include Mark Deberry, Sue Gerardo, Al Green, Sonja Johnson, Thatsanee Knight, Joseph McDonald, Sandy Sullivan, Sheila Thompson-White and Ping Wing Wu.



DCMA Boston procurement center employees, from left: Ping Wing Wu, Joe McDonald and Sandy Sullivan



Joyce Grudzinski, DCMA former procurement center chief, is currently working in Kuwait.



Al Green

(DCMA staff photos)

Getting PBM to Become Second Nature

By Char Ivey, Director, PBM Division

Since becoming the director of the performance-based management division of contract operations and customer relations for the agency, I have heard many colleagues and friends say, “PBM is going away,” or, “It’s just a ‘flavor’ that will change soon.” Others have said, “We’re already doing PBM.”

I “Googled” PBM and was surprised to receive 236,000,000 hits. There is information on how to do PBM and white papers on those using PBM as well as their results. You might find the recent Office of Management and Budget memorandum directing civilian chief acquisition officers to report their use of PBM systems for acquisition programs.

U.S. Department of Energy data reveals that PBM is a key ingredient in much of the recent economic successes in U.S. industry. California state workers say PBM helps their employees focus on and respond to customer needs, measure and evaluate service delivery, and base program

and funding decisions on valid performance data. Well, that certainly sounds like what I have heard in DCMA. I know many of you think this is yet another propaganda article, but those who know me know I believe this can help our agency.

When DCMA began its PBM journey in 2004, employees heard that PBM was a process to focus them on where they fit into the “big picture” and help them understand what drives the enterprise. It became the agency’s solution for achieving customer outcomes. PBM assists contract management offices with supporting their customers as well as other CMOs. We will have reached PBM’s full potential when we link performance management to individual performance assessments, or ratings.

We got a slow start using customer-centered culture as the tool to help us articulate customer-desired outcomes. Next, quality function deployment assisted us with becoming more analytical and

structured for defining outcomes and determining paths to achieve them.

PBM is an integrated management system with many different tools to help us meet the needs of distinctly different customers. There is not just one way to reach DCMA’s objective. Therefore, policy had to adopt changes to accommodate them all. Will there be more changes? Certainly. As we mature in our use and understanding of PBM, processes will change and new tools will be adopted. Are more changes needed to the automation tools we are using? Yes, and we’re working to improve our use of automation.

The most exciting part is the results of recent mission review team inspections of CMOs indicating 50 percent of our performance commitments are valid; 62 percent of letters of delegation and 82 percent of strategies supporting agency-level performance commitments are valid; and 79 percent of our employees’ individual performance plans are linked to performance commitments. We are achieving our stated goals. My personal goal is no longer being needed as DCMA’s director of PBM because PBM has become second nature to us all. 

We will have reached PBM’s full potential when we link performance management to individual performance assessments, or ratings.

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

By Deborah Corsini and Paul McFadden, DCMA Boeing Long Beach

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

DCMA Lockheed Martin Marietta Finds PBM Success

By Henrietta Snow, Deputy Commander, DCMA Lockheed Martin Marietta, and Air Force Maj. Mark A. Johnson, DCMA Lockheed Martin Marietta

Defense Contract Management Agency Lockheed Martin Marietta earned a 93 percent validation score from the mission review team in April 2007 with some teams scoring as high as 100 percent. This was evidence of the success of our effort to implement performance-based management, no doubt, but how did we get there?

As with most difficult projects, our successful implementation of PBM required hard work, overcoming resistance to change, learning curve adjustments, teamwork, persistence, benchmarking off another contract management office and more.

DCMA LMM oversees a number of high-visibility acquisition programs. Among these important programs are Air Force F-22 *Raptor* and C-130J *Hercules* production. The CMO also manages the manufacture of

C-130 center wing boxes — the structure that fastens the wings to the aircraft — and C-130J foreign military sales contracts. Also under DCMA LMM's oversight are the Air Force's C-5M *Galaxy* modernization and sustainment and C-27 *Spartan* programs, the Navy's P-3 *Orion*, S-3 *Viking* and SH-3 *Sea King* helicopter programs, Air Force spares, Navy spares and the Air Force Plant 6 Facility in Marietta, Ga.

One of our implementation challenges was that Lockheed Martin had no codes describing the breakdown of labor tasks required by PBM's work breakdown structure. Instead, we had to interpret Lockheed Martin's "aero codes" — the company's system for managing and integrating policies and core processes.

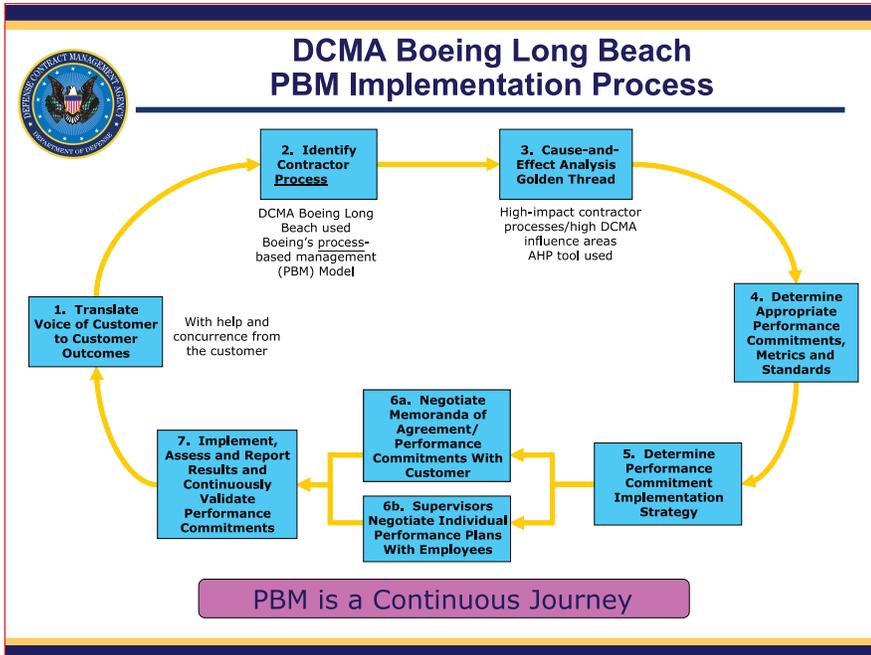
We also examined the system used by DCMA Boeing Long Beach, Calif. Since this organization is also

involved with aircraft production, we quickly adopted its model into our PBM formula: activities and outcomes, memoranda of agreement, letters of delegation, historical data, risk assessments, fishbone and metric charts, analytical hierarchy process, performance commitments and connections to employees' individual performance plans.

DCMA LMM institutionalized the PBM process in November 2004 after team members at every level received proper training, direction and appropriate tools. From the beginning, employees were encouraged to provide feedback from each of their areas of expertise.

CMO leadership promoted teamwork through challenging projects, vision, goal setting, people skills and high standards and led us through to PBM success shared by all the teams. Having seen the transformation firsthand, Carol Bowlin, DCMA LMM's senior management analyst, stated, "The implementation of [PBM] at DCMA Lockheed Martin Marietta helped employees to realize their individual contributions to customer outcomes and focus their efforts." This is evident in the

As with most difficult projects, our successful implementation of PBM required hard work, overcoming resistance to change, learning curve adjustments, teamwork, persistence, benchmarking off another contract management office and more.



DCMA Lockheed Martin Marietta adopted DCMA Boeing Long Beach's performance-based management implementation process into its own PBM formula: activities and outcomes, memoranda of agreement, letters of delegation, historical data, risk assessments, metric charts, analytical hierarchy process, performance commitments and connections to employees' individual performance plans.

employees' individual performance plans, feedback session content, evolved performance commitments and involvement with their customers.

The memoranda of agreement stressed customer care and the warfighters' needs, capturing the importance of supporting customer goals and objectives. Each team had programmatic elements in common, which facilitated crosstalk and the sharing of similar concepts, plans, etc.

For example, a common target for a performance commitment is the "on-time delivery of safe and reliable aircraft — at the right cost." Each team also seeks improved mission capability for its aircraft through sustainment, modernization and/or spiral development efforts, depending on

the current timeline in production/ acquisition phase/milestone events.

The teams used the following steps in the CMO's PBM implementation plan: identify all key customers; identify program/ organizational elements; determine performance commitments; construct employee individual performance plans; and establish multiple databases for organizational and individual performance data.

The first step affected relationships between the primary contracting officer, engineers, product assurance personnel, software teams and program managers. This allowed us to ascertain customer needs and expectations and determine the level of performance or commitment that DCMA needed or desired.

The CMO used a seven-step process for determining its performance commitments. Further, the process served to identify contractor processes, perform an analysis of the contractor's processes, identify high- and medium-risk processes that impact outcomes, determine DCMA's impact or influence on the contractor's processes, create strategies for high-influence areas, develop performance commitments and, finally, implement, assess and report results and validated performance commitments.

As customer-focused organizations, both Lockheed Martin and the CMO leadership value these types of communications that encourage close cooperation between the contractor and customer. One of the most important elements in fostering communication is the joint advisory group in which key items of concern can be turned into initiatives and shared goals and then submitted to the next level.

Within the complex framework of PBM, change is expected. It is integrated into every area of expertise and has proven to be adjustable for new activities, performance commitments and focus areas. This flexibility is required across the PBM spectrum so that we are ready to measure, monitor and, ultimately, minimize cost and risks for the customer.

The DCMA LMM CMO continues to meet PBM objectives and to satisfy our customer's goals. **C**

DCMA Hartford — Working to Make PBM a Part of Everyday Processes

By Air Force Col. David A. Simms, DCMA Hartford

The concept was simple: focus Defense Contract Management Agency efforts on what the customer wants, but getting there was not easy. More than 20 teams had to understand the task and pull in the right direction.

It has been a roller-coaster ride understanding and implementing performance-based management. What really made the difference were the professionals who were willing to be creative, share and serve others. That is where DCMA Hartford began to pave its way ahead.

DCMA Hartford, Conn., a large geographic contract management office that encompasses the majority of New York, Vermont, Connecticut and western Massachusetts, began the PBM journey in earnest when the commander published an implementation strategy in April 2006. The strategy directed all levels of management to be trainers,

facilitators and communicators of the vision.

The CMO prioritized its PBM efforts by focusing on major program customer outcomes, sustainment of those outcomes and internal customer outcomes. Next, it established a performance review process with a review hierarchy including a metrics manager working group chaired by the team leader, a performance review panel chaired by the tertiary commander or group chief and a CMO management review chaired by the commander. In the meantime, the CMO leadership arranged for agency-sponsored PBM training and division assistance in implementation.

In May 2006, DCMA Hartford presented DCMA's acting director and attending CMO commanders and deputies with examples of program, sustainment and internal customer decomposition and translation of customer outcomes,

as well as contributions to mission accomplishment. The challenge was communicating this methodology to the rest of the workforce. DCMA Hartford realized that issues still surrounded the understanding and implementation of PBM throughout the workforce.

In August 2006, DCMA Hartford initiated an effort to create an understandable and repeatable documented PBM methodology. The effort included a systematic checklist adopting a quality function deployment approach using its two primary components — cause-and-effect analysis and the analytical hierarchy process. Two individuals were assigned this task. They created integrated process flow diagrams and self-contained, self-standing electronic workbooks for major programs, agency-level performance commitments and internal customers.

The metrics manager working group had a product ready for presentation to the performance review panel for approval. The e-Workbook tool provided guidance for operational implementation through a checklist, definition of terms and faster understanding and documentation of decomposition (cause and effect) decisions through

DCMA Hartford initiated an effort to create an understandable and repeatable documented PBM methodology. The effort included a systematic checklist adopting a quality function deployment approach using its two primary components — cause-and-effect analysis and the analytical hierarchy process.

DCMA Hartford achieved a 75 percent first pass score for valid performance commitments — possibly the best geographical organizational results in the agency and best overall CMO score in the Naval Sea Systems Division.

the process, and it produced consistent results between the teams. The e-Workbook tool has been adopted by DCMA's Naval Sea Systems Division as a recommended performance commitment development tool and is being used in some form at many of the agency's CMOs.

In February 2007, DCMA's senior leadership directed that all major programs utilize the e-Workbook tool in lieu of existing documented formats of decomposing and translating customer outcomes. DCMA Hartford also appointed a performance advocate — a PBM coordinator or advisor reporting directly to the commander. This individual acted as the single PBM focal point to coordinate and advise the command efforts relative to implementing PBM strategy and the e-Workbook tool.

Last June, the mission review team conducted a review of DCMA Hartford's implementation of PBM. The review provided a focused operational assessment of the highest impact area — establishing performance commitments — for accomplishing goal two in DCMA's strategic plan: "embracing a performance-based culture."

During that visit, DCMA Hartford achieved a 75 percent first pass score for valid performance

commitments — possibly the best geographical organizational results in the agency and best overall CMO score in the Naval Sea Systems Division.

The CMO monthly management review using metrics manager provides the senior leadership team the opportunity to review and make decisions relative to command-level performance commitments. They requested that team supervisors "walk the talk" and share the performance management process with every member of their teams. The commander personally went out monthly to walk with a different itinerant quality assurance specialist to ascertain his or her level of PBM understanding.

DCMA Hartford has collaborated with supporting CMOs in assessing key supply chain management production capability and quality issues and identified V-22 *Osprey* safety of flight remedies. DCMA Hartford ensured delivery of weapon systems, spare parts and equipment of the highest quality, within projected cost or price, and on time or ahead of schedule. The program executive officer for the Counter Radio-Control Improvised Explosive Device Electronic Warfare II and Lightweight Counter-mortar Radar programs summed it up as, "by far, the best team that I have worked with in over 24 years."

DCMA Hartford continues on its PBM journey. The organization has made great strides in understanding and implementing PBM but still has a way to go until the PBM philosophy is operating throughout it. DCMA Hartford will continue to train, encourage and emphasize the importance of PBM to its workforce so that employees may immerse themselves in a PBM culture until it becomes second nature. **C**



A flight deck director watches over crewmembers as they exit the rear of an MV-22 *Osprey* aboard USS *Nassau* (LHA 4) while under way. DCMA Hartford has collaborated with supporting CMOs in assessing key supply chain management production capability and quality issues and identified V-22 *Osprey* safety of flight remedies. (U.S. Navy photo by Mass Communication Specialist 3rd Class Steven Scott Smith)

PBM for Space and Command Control Communications, Computers and Intelligence Surveillance and Reconnaissance Systems

By Air Force Col. Jonathan Wright, DCMA Space Satellite Operations commander

Defense Contract Management Agency Space Satellite Operations has contract management responsibility over the prime contractors that develop our nation's space and command control communications and computers and intelligence surveillance and

reconnaissance systems. The customer base includes both Department of Defense and NASA services/agencies, and delegations from our customers often take the form of directed activities.

After our March 2007 mission review team inspection, two challenges were evident: we needed

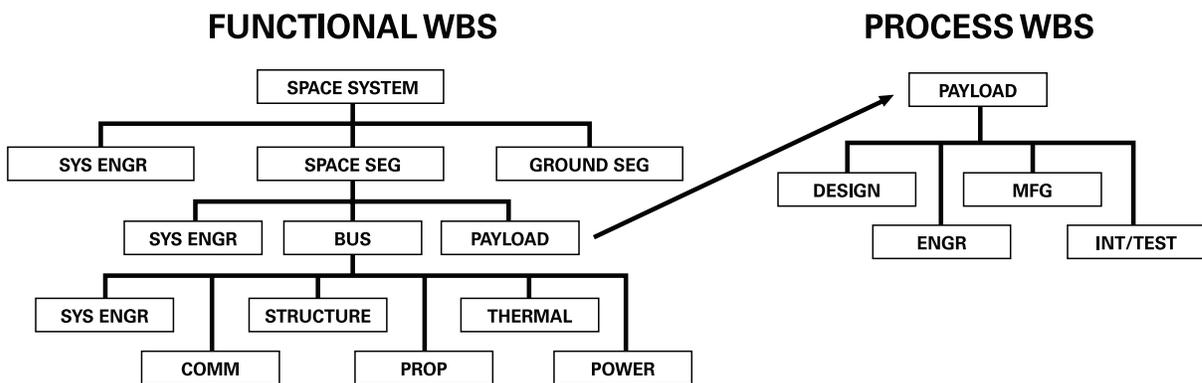
to complete the transition from quality function deployment-based "voice of the customer" decompositions to process-based decompositions; and we needed a consistent, systematic approach to address the complex systems and diverse customer base we support.



"4 Steps to PBM Success" - Step 2

Do a decomposition; then do processes

Use functional work breakdown structure down to an area of focus, then break down your focus area into the contractor's processes for that area



Graphic 1 - Using a functional work breakdown structure is essential to PBM success.

Phase	Program	Contract Management Office				Timeline																Customer Outcomes Decomposed to Date	Derived Performance Commitments											
		SLS	SLB	SLR	SLV	02-Apr	09-Apr	16-Apr	23-Apr	30-Apr	07-May	14-May	21-May	28-May	04-Jun	11-Jun	18-Jun	25-Jun	02-Jul	09-Jul	16-Jul			23-Jul	30-Jul	06-Aug	13-Aug	20-Aug	27-Aug	03-Sep	10-Sep	17-Sep	24-Sep	01-Oct
Phase 1 FORE!	AEHF	X		X	X																												10/16	13
	FBM	X																														(6/6)	36	
	FCS		X																													3/3 + (6/6)	21	
	GPSIF		X																													2/3	4	
	JWST	X																														(7/7)	9	
	MUOS	X	X		X																											6/6 + (1/1)	10	
	POES	X																														(4/4)	4	
	NPOESS			X																												3/3	7	
	SBIRS	X		X	X																											6/6	17	
Phase 2 On Deck	C-RAM C2			X																											3/3	4		
	DMSP	X																													3/3	3		
	FBCB2			X																											4/4	6		
	SBSS		X																												2/2	2		
	THAAD	X																													(9/9)	63		
	TMOS			X																											TBD			
	WGS		X																												3/5	4		
Phase 3 Parking Lot	ABL	X		X		Agency level MDA MOAs																												
	GPS III		X		X	Multi-program dependency																												
	GPS IIR/M				X	Multi-program dependency																												
	MARK IV-B				X	Sustainment LOE																												
	MKV	X				Agency level MOAs																												
	SR			X		GO/SES MOA; Bi-Agency Intelligence Warfighter Imperative																												
	STSS			X		Agency level MOAs; MDA Flagship Space Program; Space Situational Awareness																												
	TSAT-B		X	X		Strategic and Wideband Transformational MILSATCOM																												
	TSAT-L	X				Strategic and Wideband Transformational MILSATCOM																												
TTWCS				X	National Strategic Impact program																													
TOTAL																		78/87	203															

Graphic 2 - Each tertiary contract management office established valid performance commitments for a major program.

As we worked toward the performance-based management tenet of positively influencing contractor performance and program outcomes via contractor processes, we recognized the need to analyze and identify pivotal



Researchers believe that the unique design of the X-48B will save 30 percent more fuel over contemporary aircraft of similar size and weight. (Photo courtesy of NASA)

processes transcending prime/sub-vender demarcations. Utilizing the mission review team's feedback, we crafted a consistent system engineering-based decomposition approach (see graphic 1).

We also took on a systematic approach for implementing this process across our command. Rather than focusing on each tertiary contract management office, we used a standardized implementation process for all our major programs. This ensured a consistent flow down and learned behavior across all the programs and helped frame

performance commitment-oriented delegations. Once each tertiary contract management office had successfully established valid performance commitments for a major program, it could then apply this process to other stand-alone efforts (see graphic 2).

One measure of this approach's success is the steady increase in performance commitments deemed valid by the mission review team. **6**

As we worked toward the performance-based management tenet of positively influencing contractor performance and program outcomes via contractor processes, we recognized the need to analyze and identify pivotal processes transcending prime/sub-vender demarcations.



Performance-Based Management Missile Operations

*By James Flowers, John Strauch, Frank Dicosola and
Jimmie Nichols, DCMA Space and Missile Systems Division*

When Defense Contract Management Agency missile operations received notice of its impending mission review team evaluation from the commander, Navy Capt. Michael Kompanik, all involved realized it to be a monumental undertaking for the newly established contract management office.

Prior to the functional realignment, each of the new tertiary contract management offices was already implementing performance-based management. Kompanik decided not to follow the standard approach for PBM implementation. Rather, he decided to take advantage of the existing independent and diverse methodologies within the tertiary commands — a decision that is paying and will continue to pay dividends.

A Workbook is Born

In late 2006, tertiary CMO DCMA Lockheed Martin Orlando faced the challenge of implementing PBM for a wide range of programs and customers, including two separate Lockheed Martin companies. While much PBM work was complete, it did not comply with the agency's latest PBM guidance. To achieve a structured, repeatable and compliant PBM process in a relatively short period of time, as well as the simultaneous implementation by so many different teams, the tertiary CMO decided a standard cause-and-effect and analytical hierarchy process analysis tool was needed. The CMO developed an automated Microsoft Excel™ workbook for that purpose.

The PBM spreadsheets developed utilize the Excel “group” function to arrange the various company

command media processes into a hierarchical work breakdown structure arrangement. The most useful feature was probably the integration of analytical hierarchy process data into hidden areas of the spreadsheets, which eliminated the need to create and manage many different analytical hierarchy process tables. The analytical hierarchy process macros allowed the team to open a table for any process quickly, in a separate window, simply by double-clicking the process block. Once the analytical hierarchy process analysis had been completed, the team saved this data back into the hidden sections of the process spreadsheets.

Following the development of the PBM spreadsheets, work began on implementation. The CMO assigned the lead program integrators the task of training all program support teams on the tool's use. From there,

(Background) The Integration software of Lockheed Martin's upgraded M20B1 UK launcher fires its first GMLRS rocket at the White Sand Missile Range, N.M., earlier this year. (Lockheed Martin photo)



Management Successes in

The most useful feature was probably the integration of analytical hierarchy process data into hidden areas of the spreadsheets, which eliminated the need to create and manage many different analytical hierarchy process tables.

all CMO program integrators led their teams through the cause-and-effect and analytical hierarchy process analysis for their programs. The overall effort also required much command leadership and management integration. A weekly PBM status meeting, chaired by the commander, enabled the team to track each step of the PBM process for each program and document across-the-board progress on a “Mission Review Team Tracker” spreadsheet.

DCMA Lockheed Martin Orlando’s efforts resulted in the validation of 46 of 51 performance commitments — 90 percent. The MRT also identified their PBM workbooks as a best practice and posted them on the agency’s PBM Web site.

The PBM Journey

At tertiary DCMA Lockheed Martin Dallas, the PBM journey began as a response

to numerous quality problems found in outsourced products. DCMA Lockheed Martin Dallas, Lockheed Martin Missiles and Fire Control and Army Aviation and Missile Command established a joint supply management and assessment of risk team to develop an integrated supply management improvement plan.

The objectives of this plan were to improve or increase the quality of deliverable products and components; reduce program risk by improvement in waiver quantity, on-time delivery and cost of quality; and enhance horizontal communication between functional organizations and/or programs, including suppliers.

To accomplish these goals, a thorough analysis of the contractor’s procedures and command media was required. The supply management and assessment of risk team successfully identified many areas requiring

improvement and became familiar with the contractor’s command media, which the team was able to use easily to conduct the required cause-and-effect analysis that flowed from customer outcomes to performance commitments.

In April 2007, however, the team discovered that their approach was somewhat flawed. The MRT’s initial review of the DCMA Lockheed Martin Dallas data netted zero valid performance commitments. Since the employees at this CMO grasped the fundamentals of the PBM process, they immediately embarked on a painful three-day odyssey to meet the five criteria of valid performance commitments:

1. Quantifiable results
2. Influence on supplier performance
3. Based on cause-and-effect analysis
4. Includes a performance standard
5. Agreed to by the customer

When the dust settled, DCMA Lockheed Martin Dallas was able to achieve an 80 percent validity rate on its performance commitments. This would have left many commands doing cartwheels, but

for this CMO's employees, it was a hollow accomplishment because, in their opinion, it was harder and more painful than it should have been. The men and women of DCMA Lockheed Martin Dallas had expended a tremendous amount of effort, and even though they exceeded their goal, they were not satisfied.

Following the out-brief, DCMA Lockheed Martin Dallas management conducted its own root cause analysis and determined that there were two significant contributing factors: the use of Lockheed Martin's command media and insufficient oversight over DCMA PBM products before submittal for review.

Holding up the Mirror

Sometimes it is possible to be too close to a situation to see the problems. It took an external entity — the MRT — to hold the mirror up to DCMA Lockheed Martin Dallas so the personnel could see that they were not as fashionable as they thought. Lockheed Martin's command media is a very elaborate series of processes that reflect how it does business. Many members of the DCMA Lockheed Martin Dallas team knew the command media verbatim, but the MRT, as an external observer unfamiliar with the procedures, made them realize that it did not flow logically from one level to the next.

In response to this shortcoming, Susan Soule, quality assurance functional system surveillance team lead and supply management and assessment of risk team

member, took up the challenge with the Lockheed Martin supply management and assessment of risk team members and developed a process-oriented work breakdown structure from the command media. This new structure flowed much better and even pointed out some deficiencies in the command media that Lockheed Martin subsequently addressed.

DCMA Lockheed Martin Dallas' program support teams began using the new structure to conduct their cause-and-effect analysis and identified further weaknesses, which they reported to Lockheed Martin. The analysis reflected a more logical path that allowed for the generation of true causal analysis that led to performance commitments on which DCMA Lockheed Martin had an impact and the influence necessary to effect change.

The DCMA Lockheed Martin Dallas commander, Army Lt. Col. Quenton Rashid, established a procedure called the "murder board," comprising seasoned managers acting as an internal MRT to analyze performance commitments deemed by a program support team as ready to be evaluated.

The murder board ensured that each performance commitment met the five criteria and that the members of a program support team adequately could communicate each level of causal analysis that drove them to the eventual performance commitment. The boards were effective in proofing material

before sending performance commitments forward and gave teams an opportunity to practice in an evaluative environment.

Although the primary CMO and its tertiaries had all achieved better than 50 percent validity on their performance commitments during the April review, the MRT decided to conduct a follow-up due to the large number of programs in the missile operations portfolio. When the MRT conducted its re-visit in August, DCMA Lockheed Martin Dallas' results were much more effective and satisfying.

The team was able to evaluate its performance commitments in a much more logical manner, and the analysis data that they submitted spoke for itself. This time, they effectively pitched a perfect game, achieving 100 percent performance commitment validity that contributed immensely to missile operations' ability to demonstrate its PBM understanding and ability to implement PBM effectively as such that the CMO can now self-validate its remaining performance commitments.

Implementation at DCMA Raytheon Tucson

As with the other two tertiary CMOs, DCMA Raytheon Tucson's PBM implementation has not been easy since it first began in May 2005. The guidance was not clear, and the path was uncharted. The single most important tool the CMO had was the determination to get it right. DCMA Raytheon Tucson assembled a cadre of highly qualified members to chart the



From left: DCMA Space and Missile Systems Division employees Tony Geonnotti, Jimmie Nichols, Matt Leonard, Navy Capt. Mike Kompanik and Dr. Jim Schauer listening in to a PBM conference call.



The Javelin™, a Lockheed Martin/Raytheon joint venture, is a lightweight, portable, shoulder-fired, medium antitank weapon system designed to provide high lethality against all known and projected threat armor. It has been combat-proven in Operation Iraqi Freedom both in that role and as an urban assault weapon against alternative targets. (Lockheed Martin photo)

path and gather information to determine how best to meet the requirements of complying with the agency vision for PBM.

Their first step was to discuss the issues they felt were unique to the CMO, such as not having a contractor-developed work breakdown structure. In July 2006, the CMO developed a generic contractor work breakdown structure that they used to build their “golden threads,” which, in PBM lingo, means common themes. DCMA Raytheon Tucson’s first attempt was mildly successful with the MRT validating 14 out of 18 performance commitments presented — 77 percent. Based on the MRT’s feedback, the CMO was not satisfied with the generic work breakdown they had generated.

As a result, DCMA Raytheon Tucson went back to the drawing board and used the contractor’s integrated product development system to establish a much more robust work breakdown structure, which allowed more options to perform meaningful analytical hierarchy process

“golden thread” analysis. Using this methodology, the CMO was able to export this process to DCMA Raytheon Louisville and train the DCMA Boeing St. Charles office in developing a robust work breakdown structure based on Boeing’s own system. These efforts paid off with the CMO catapulting their percentage of valid performance commitments from 77 percent to 97 percent in 90 days.

DCMA Raytheon Tucson’s path forward is to continue validating performance commitments for the remaining programs using an internal review board and tracking the effectiveness of the metrics validated to ensure they are engaged at the most strategic influence points.

Lessons Learned

In the beginning, missile operations’ various approaches and strategies to meet the agency’s PBM requirements consisted of some very diverse and, in some cases, fragmented processes. However, as missile operations employees went through the

review process with the MRT, a golden thread emerged: without a solid understanding of a contractor’s work breakdown structure, the analytical hierarchy process analysis will not produce the most strategic influence points necessary for effective PBM.

The CMO commander says, “PBM is a journey, not a destination,” and the journey requires various maneuvers to master the course. Kompanik believes the CMO is on course: “We have mastered the fundamentals, we are confident that we are headed in the right direction and that we are able to make any necessary adjustments along the way on our PBM journey. From the missile operations perspective, our PBM success lies in the diversity of our command (Dallas, Orlando and Tucson), the commitment of our management team and, last but certainly not least, valued feedback from the other key member of the PBM team — the mission review team.”

Continuous Process Improvement and Lean Six Sigma — a Secretary of Defense Initiative

By Lisa Haptonstall, Combat Support Liaison Officer

By now, several of you are beginning to hear about Lean Six Sigma, green belts, black belts and master black belts and are wondering what this is all about, how it will affect your job and whether LSS will replace performance-based management.

Before we explore the latest department initiative to continuously improve its processes, let's address the bottom line up front — how does this initiative affect you and the Defense Contract Management Agency's pursuit of a performance-based culture?

Lean Six Sigma and PBM

Fundamentally, there is no change; while there are similarities between PBM and LSS, it is not a choice of one or the other. PBM is a management philosophy allowing the agency to focus scarce resources in areas where we have the most

influence on our customers' critical needs and providing accountability for those results. LSS is one of many tools available to facilitate continuous process improvement.

DCMA remains committed to PBM. Establishing a sound PBM program is not a short or easy task. As a matter of fact, getting a program firmly established takes years. Many of you are becoming comfortable with PBM, and mission review team findings are evidence of this. We are building momentum as we shift from a compliance-based to a performance-based culture.

Continuous Process Improvement — a DoD Initiative

In a May 11, 2006, memo, Gordon England, deputy secretary of defense, established a Department of Defense-wide CPI program to improve the operational, administrative and support functions

across the department. On April 30, 2007, England issued a memo creating the DoD CPI/LSS program office and established program guidelines that addressed focal points, training objectives, individual performance objectives, support to the new DoD CPI/LSS program office and reporting requirements.

LSS — a CPI tool

Lean and Six Sigma are both process improvement techniques. Lean is about eliminating waste and improving speed and efficiency; Six Sigma is about quality, precision and accuracy. LSS integrates the statistical tools of total quality management and process improvement methods into a rigorous and disciplined change methodology that achieves quality without waste.

While both approaches are rooted in the manufacturing arena, virtually any process can incorporate the methodology because the ideals apply everywhere. LSS, with its disciplined approach to internal process improvement, will allow DCMA to prevent errors, minimize hand-offs and eliminate reworks and workarounds.

CPI is not new to DCMA. In fact, we began embracing CPI

PBM is a management philosophy allowing the agency to focus scarce resources in areas where we have the most influence on our customers' critical needs and providing accountability for those results. LSS is one of many tools available to facilitate continuous process improvement.

LSS, with its disciplined approach to internal process improvement, will allow DCMA to prevent errors, minimize hand-offs and eliminate reworks and workarounds.

tools — TQM, in-plant quality evaluation, benchmarking/ best practices, process-oriented contract administration service, Lean manufacturing and process reengineering — in the early 1990s when we began to look for more effective and efficient methods to perform our mission as we reduced our workforce. We continue to find better ways to do things today.

LSS Focal Points – Who are you Going to Call?

Army Lt. Col. Phil Martinson, acquisition program integration specialist, and I are managing the integration of this program at DCMA. In addition to continuing the ongoing reporting requirements, we will serve as DCMA’s representatives on the under secretary of defense’s acquisition, technology and logistics CPI/LSS

leadership development team. In the coming months, we will also be working with human resources and the product divisions to devise an overarching implementation strategy that addresses training, certification, project selection and performance objectives.

LSS Training – a Cadre of Project Leaders

DoD objectives include training 5 percent of its workforce as green belts and 1 percent as black belts. Based on our current resource picture, this translates to approximately 486 green belts and 97 black belts dispersed across DCMA.

LSS requires extensive training in the use of quality tools and statistical measures. Certification as a green belt, black belt or master black belt is based upon not only the completion

of the appropriate level of training but also the satisfactory management of an assigned project. To obtain certification, trained associates will be tapped to lead approved LSS projects.

Twenty-eight DCMA employees received green belt training at the end of September 2007 and Keith Ernst, DCMA acting director, committed to training an additional 30 green belts this fiscal year.

LSS Project Selection – Impacting the Bottom Line

Careful project selection is critical to the success of LSS. Selected projects will have goals that relate to bottom-line improvement and customer satisfaction. Priority projects will have a high impact throughout DCMA, contribute to meeting strategic goals and target processes that span divisional or functional boundaries.

While other process improvement approaches like process reengineering may take years, the results from LSS projects are typically achieved in a relatively short period of time. The payback from an LSS project often occurs in fewer than six months; however, companies and agencies that routinely apply these methods experience significant benefits beyond the quick-win process improvements. They also report that the LSS approach promotes new ways of thinking and, as a result, drives operations to ever higher levels of effectiveness and efficiency.

Using LSS to redefine principles and improve speed, quality and cost will require the collaboration of both management and employees. **C**



The processes and layout of Boeing’s production facility in St. Louis are based on Lean Six Sigma principals. Here, a T-45 *Goshawk* training aircraft is being assembled. (Photo by Pete George, Boeing)



Turning up the V

They rock. They roll. And they currently hold the number one spot on the chart — the Department of Defense acquisition chart, that is. They're known as MRAP vehicles, MRAP being short for Mine Resistant Ambush Protected, and they are DoD's foremost countermeasure to roadside improvised explosive devices — or IEDs — that continue to menace American troops in Iraq and Afghanistan. The fielding of these life-saving vehicles has become a consensus priority — one for which Congressional members and DoD officials alike are cranking up the dials to 11.

The question is not whether they're effective or needed but rather whether they can be produced in sufficient numbers and deployed fast enough to blunt the threat. In tackling this question, the deputy under secretary of defense for industrial policy, in February 2007, called on the Defense Contract Management Agency's Industrial Analysis Center to perform an industrial capability assessment of the Marine Corps's planned acquisition of thousands of MRAP vehicles, the manufacture of which would involve some 40 American companies.

The IAC's 35-page assessment, which focused on American industry's capacity to meet the challenge posed by such a material-intensive initiative, was presented to Pentagon officials in April. The following month, Secretary of Defense Robert Gates made the

production and fielding of MRAP vehicles DoD's top acquisition priority and the third largest current acquisition program, behind missile defense and the joint strike fighter.

These robustly armored models feature a V-shaped hull, raised chassis and blast- and bullet-resistant windows, all of which offer an elevated level of protection against mines, roadside bombs and small-arms fire.

Volume on . . . Heavy Metal

By Tom Gelli, Chief of Congressional Affairs, DCMA Headquarters



A heavy-hitting lineup of MRAP vehicles that is being put through the paces six days a week at the Army's Aberdeen Test Center in Maryland. (Photos by Mark Woodbury, DCMA Public Affairs)

The MRAP vehicle family currently comprises three types of vehicles, each with a different in-theater purpose and passenger capacity. These robustly armored models feature a V-shaped hull, raised chassis and blast- and bullet-resistant windows, all of which offer an elevated level of protection against mines, roadside bombs and small-arms fire.

Despite the weighty fortification, the vehicles can travel up to speeds of close to 60 mph on paved surfaces, though more typical operation would be on unpaved or secondary roads at speeds around 25 mph. Current plans call for the acquisition of nearly 7,800 MRAP vehicles, though the number may rise to more than twice that if the military services, as expected, opt

to increase their respective MRAP inventories.

Several hundred MRAP vehicles already have been pressed into service in Iraq and Afghanistan, and DoD continues to implement a fast-track fielding policy.

An MRAP vehicle is not your father's Oldsmobile that can be driven off the lot and onto main street. MRAP vehicles, because of their heft and mission requirements, must undergo rigorous automotive and survivability testing before they are considered troop-worthy. Such testing is conducted by the Army's Aberdeen Test Center at Aberdeen Proving Ground, Md., just a crab leg's length from the Chesapeake Bay. There, ATC technicians put the vehicles through the paces on a

2,000-acre test area scarified with pot holes, mud pits, washboard surfaces and slopes of varying severity.

Test drivers assess steering, handling, acceleration and braking. They also use a military version of a crash-test dummy to gauge the strains and forces passengers likely would have to withstand under operational conditions. Particular attention is paid to the effects on the head, neck, spine and pelvis. Evaluations are also conducted on gas mileage, interior noise and ventilation. Feedback based on the test results is funneled back to the manufacturers who make the needed adjustments.

Nine companies are currently under contract to produce the basic MRAP vehicles, which



Speaking to members of the media, Marine Corps Brig. Gen. Michael Brogan, joint program executive officer for the MRAP initiative, explains the importance of the fortified vehicles in countering the threat of in-theater roadside explosives.

are delivered to the Space and Naval Warfare Systems Center in South Carolina, where electronic components such as radios and radar are installed before deployment to theater.

The ATC began its intense MRAP testing in the winter of 2007, and, to meet the urgent need for fielding, is conducting operations around-the-clock six days a week. Army Col. John Rooney, commander of the ATC, keeps the test results under wraps but does not conceal his belief in the value and battle worthiness of the MRAP vehicles. "I can tell you with great confidence that these vehicles will save thousands of lives," he says. "There is no doubt that they will provide our troops a significantly higher degree of protection and ultimate survivability."

Though the breadth of the MRAP acquisition initiative crosses service lines, the lead role clearly belongs to the Marine Corps and to Marine Brig. Gen. Michael Brogan, commander of the Marine Corps Systems Command and the joint program executive officer for the MRAP initiative. "As the threat to our warfighters evolves, so must our innovation and use of technology to defend against those threats," he says. "In protecting our troops, these vehicles are proving highly effective. From a reliability standpoint, MRAP has exceeded requirements."

If there is a downside to an expanded presence of MRAP vehicles, it's that they may become a symbolic target for the enemy. Nonetheless, such a possible fallout is trifling compared with the increased protection the vehicles afford. And, this level of protection likely will be enhanced in phase two of the program, as the vehicles will be cast to counter the serious threat of explosively formed penetrators. But for now, speedy deployment of the first-generation MRAP vehicles remains the chief priority.

As Brogan said at a recent media orientation, "Our overarching goal is to field these vehicles as fast as possible."

It's a weighty challenge, indeed, but one that's music to the ears of American troops traveling the perilous beats of Iraq and Afghanistan. 

"In protecting our troops, these vehicles are proving highly effective. From a reliability standpoint, MRAP has exceeded requirements." — Brig. Gen. Michael Brogan



Model Behavior

They have names like *Cougar* and *Buffalo*. Some have tabbed them "HUMVEEs on steroids." Others simply refer to them as MRAPs. Yet, whatever moniker one wishes to apply, there is one label that almost everyone can agree on — that of lifesaver. Being produced under nine indefinite delivery/ indefinite quantity contracts, these Mine Resistant Ambush Protected vehicles fall into three principal categories with variant missions.

Category I — The most widely used model in the MRAP family, these are primarily used in urban combat operations. They can transport as many as six personnel.

Category II — The second-most common MRAP vehicle, they can transport up to 10 personnel and are used for multi-mission operations, such as convoy lead, troop transport, medical transport and ordnance disposal.

Category III — Relatively low in number but high in value, Cat IIIs are used in mine/explosive-device clearance operations. They can carry five or six personnel, depending on the amount of installed equipment.

Churning up the mud, a Category I MRAP vehicle negotiates the pocked and sloping terrain of a vehicle testing course at Aberdeen Proving Ground, Md.

CONTINGENCY CONTRACTING CORNER

Voices From the Theater: Insiders' Perspectives of D

By *Jaclyn G. Pitts, Staff Writer*

For most people, making the decision to voluntarily deploy is not easy. Family matters or concerns about the dangers associated with deploying may prevent one from making this type of commitment. However, those who have embraced the opportunity to deploy with the Defense Contract Management Agency Contingency Contracting Administrative Services describe it as one of the most fulfilling experiences of their lives. We spoke with two more DCMA employees who have gone through this experience to get their thoughts and perspectives on being deployed.

Bill Reines, DCMA Santa Ana quality assurance program analyst and former property administrator, various deployed locations

Communicator: How many times have you deployed?

Bill Reines: Ten times in the past 11 years — once each to Hungary, Egypt, Albania and Kuwait and three times

each to Bosnia and Iraq. ... I just got back from being in northern Iraq from Apr. 8 to Oct. 9, 2007.

C: Why did you decide to deploy?

BR: Originally, there were a couple of reasons. My first deployment was to Hungary and the Balkans. I had very strong beliefs the U.S. needed to act to stop what I believed to be genocide in that region of the world.

“ Each time I have learned something new about myself professionally and personally and have made new friends. ”
— Bill Reines



From left: Army Col. Jake Hansen, DCMA Iraq commander; Bill Reines, DCMA Santa Ana quality assurance program analyst and former property administrator, various deployed locations; and Army Lt. Col. Kevin Pope, DCMA Iraq, Southern Iraq Commander, at Camp Victory, Iraq, in May 2006.



Bill Reines, DCMA Santa Ana quality assurance program analyst and former property administrator, various deployed locations, stands on top of the Ziggurat overlooking the ancient Biblical city of Ur. This archaeological site is just outside the Tallil Airbase in Southern Iraq.

Deployment

As a civilian, this would be an active way I could do my part to help stop the genocide. I really believed we had a moral obligation to do something positive. And, in a way, I thought it would be an exciting adventure.

C: What were your living conditions like? Describe your typical day.

BR: I have lived in a tent with no floor with 11 other team members for six months, and I have lived in a hotel for three months. Usually, though, we live in a small trailer-like cubicle with one other individual or by ourselves. Our typical workday starts about 6 or 7 a.m. and lasts until about 8 or 9 p.m., seven days

a week. A six-month deployment sounds like a long time, but it does go by quickly.

C: What were some of the greatest challenges you faced?

BR: By far, the greatest challenge is being away from your family. You will miss birthdays, holidays, special occasions and the times you just want to see your family. Without good family support, a CCAS deployment can be very difficult. Deploying is not something you decide to do on your own; it directly affects your family before, during and after your deployment, and they need to be directly involved in your decision.

C: What did you miss most about home?

BR: Besides my family, there are a few things that I always miss when I deploy: walking on a sidewalk and not on gravel; roads without potholes; staying in bed on Sunday morning; watching television shows like "Meet the Press" and my wife's great cooking!

C: What is the most valuable thing you feel that you have gained from your deployment experiences?

BR: We often lose sight of what our real goals are in DCMA when we sit in an office and perform our normal

daily activities. When you deploy, you get an opportunity to work on a project from the beginning to the end — sometimes in only a matter of a few days. This is a great feeling of accomplishment. You can be proud that your actions are making life a little better for the warfighters when they return to their bases — making sure they have a hot meal, some place cool/warm to stay or sleep [and] hot water for a shower.

C: How would you describe your overall experience?

BR: Every time I deploy it is a new experience. Each time I have learned something new about myself professionally and personally and have made new friends. It can be a very difficult assignment and is not for everyone. The hours are long; it can be very frustrating at times; it can be lonely; it can be dangerous. But it can also be fun, exciting, fulfilling [and] a great learning experience, and you can be proud of what you can accomplish.

C: What advice do you have for civilians who are considering doing a voluntary deployment?

BR: Think long and hard before volunteering. Going on a CCAS mission is like golf — you either do not appreciate the game or you become a fanatic about it. Once people volunteer for a deployment, they either say they will never do

it again, or they are ready to sign up for another mission right away. A voluntary deployment is not for the faint of heart, but it can be a life-changing and professionally enhancing experience. ... Talk to others who have deployed before making the commitment. If you do decide to volunteer, remember to keep a sense of humor and to stay fluid because being flexible is too rigid.

C: Is there anything else you would like to add about your experiences?

BR: As we say at DCMA, we enable the warfighter to win. A CCAS deployment is a great opportunity to really make that statement become a reality. You have a chance to be part of history by working on the largest logistics contract in U.S. history. When all is considered, my CCAS deployments have been the highlight of my professional career.

Cheryl Lang, DCMA South Bay team leader and former property administrator, various locations

C: How long have you been with DCMA?

Cheryl Lang: It will be 24 years in July 2008.

C: How many times have you been deployed?

CL: Ten times: two deployments in Hungary, two in Bosnia, one each in Kosovo and Macedonia and four in Iraq, three of which were back-to-back. ... I was deployed to Iraq from September 2005 to April 2007.

C: Why did you decide to deploy?

CL: There was always a part of me that wanted to be in the military, but that just didn't happen for me, so, when this opportunity came around, I volunteered. I wanted to experience the adventures of the unknown, the excitement of the day-to-day challenges and the opportunity to give back something to our U.S. forces.

C: What is it like overseas?

CL: It is so beautiful in most of the areas I was in. In northern Iraq at Camp Mosul in the spring, the hills are green with lavender wildflowers blooming all over; it is really a sight to see. In the winter, they have some snow, and it gets very cold; the summers are hot. In Tikrit, the winter is cold with lots of rain, as in the southern parts of Iraq, with very hot summers.

C: Describe your typical day.

CL: My day started around 5:30 a.m., answering e-mails and reviewing lost, damaged and destroyed reports that were sent during the night. I worked very closely with the maintenance mechanics on the up-armoring

“Every day was memorable in one way or another [and] I will never forget my military family.” — Cheryl Lang

of trucks and repairs to damaged vehicles. There were also meetings with the customers and contractors and emergency situations to deal with, so there were no typical days; you just worked the issues as they came in.

C: What were some of the greatest challenges you faced?

CL: Traveling from camp to camp to conduct my surveys. There were many times we could not travel due to the weather, or it may have been unsafe at the time.

C: What did you miss most about home?

CL: Other than my family and friends, I would have to say I missed walking barefoot on grass the most.

C: What is your most memorable experience?

CL: Every day was memorable in one way or another. I will never forget my military family — the times we worked together, shared letters or baked goodies from home or the Saturday nights we did laundry as we sat around and talked.

There were so many times soldiers would come into my office and ask for help or for something they needed just to meet quality of life standards. Just knowing that I could help them have a little part of home and seeing the smile on their faces made the long hours all worth it.

C: How would you describe your overall experience?

CL: Working for DCMA and providing support and services to our customers has been very gratifying for me, but to provide that same service and more to our customers firsthand is heartwarming. I now know the true meaning of “supporting the warfighters.” I have no regrets for all the deployments I have been on, and I would go again if they needed me.

C: What advice do you have for civilians who are considering doing a voluntary deployment?

CL: I think they should talk to someone who has deployed; you need to know what to expect. Deployment is not an easy decision to make. Talk to your family and friends, and make sure they support your decision because they will be the ones taking care of things for you while you

are deployed. If you do make the decision to deploy, you will never forget the everlasting experiences.

C: Do you believe DCMA civilians should voluntarily deploy?

CL: Yes; DCMA civilians have expertise in numerous functions and can assist the military in the many services the contractors provide.

C: Is there anything else you would like to add about your experiences?

CL: Yes, I would like to add that for all who have never seen our military operate in a combat environment, let me just say they are awesome. We need to support our military in any way we can, whether it is here in the U.S. ensuring a quality product is shipped on time or supporting them in a deployment status.

Also, these deployments would not have been possible or successful if my commander, Leslie Gregg, DCMA Santa Ana, was not such a big supporter of the CCAS mission. Thank you, Ms. Gregg, for allowing me this tremendous opportunity. To all my coworkers, thank you for your support and for taking on the additional work while I was deployed. 

Lightweight Counter-Mortar Ra

By Navy Lt. j.g. Jason Calandrucchio, DCMA Syracuse

United States and coalition military forces in Iraq and Afghanistan continue to receive menacing insurgent mortar attacks. Such harassing attacks disrupt operations and kill troops. One system able to identify the location where the mortar fire originated is the lightweight counter-mortar radar system produced by SRCTec, Inc., Syracuse, N.Y.

To quickly produce and deploy the large number of LCMRs needed in the field, Defense Contract Management Agency Syracuse teamed with the Army Communications Electronics Command program manager for radars and SRCTec personnel to ensure sufficient production. By identifying the greatest risks during the production cycle and laboring to avoid these risks, the program has successfully delivered the systems ahead of schedule. As a result, more of the camps are receiving the mortar detection capability needed to protect the troops.

Many small coalition camps have been built in the past year as the surge of additional troops occurred in and around Baghdad. These small posts provided improved visibility and accessibility to the local population but also provided

more targets for enemy mortar crews. Consequently, there was a critical requirement to be able to determine the origin of any mortar fire with precision.

Standard radar systems used by the Army lack the 360-degree detection capability needed for camps surrounded by civilian populations. These systems are too bulky and expensive for the small command operation posts.

The LCMR system, initially developed by Syracuse Research Corporation and used by the Special Operations Command, was capable of meeting this requirement; however, the LCMR was available only in a small quantity. Further, SRC's core competency was in research and development, not production.

To meet the new demand for this radar system, along with another system for detecting improvised explosive devices, SRC established a production company known as SRCTec in October 2006. The crucial question then became, "Can this system be produced in a greater quantity by a new company that has limited production experience?"

To help with the solution, DCMA Syracuse stepped in. Wayne Wall, technical operations team supervisor, and his team of professionals, understanding



Army Lt. Col. Kenneth Copeland, DCMA Syracuse commander, stands next to an LCMR while deployed in Iraq.

the importance of the situation, quickly assessed the risks involved. "Program manager radars and program executive office [intelligence, electronic warfare and sensors] needed to provide these systems to forward operating bases in Iraq on schedule," said Wall. "We focused on high-drivers, production capacity, critical boards issues and immature processes that were the key to a successful outcome."

Based on the decomposition analysis of the performance commitments agreed to by the Army's program manager for radars, DCMA had two significant focus areas. First, because SRCTec's reliability for on-time delivery was questionable, DCMA Syracuse helped ensure the rapid

DCMA Protects Deployed Troops

implementation of mitigation plans during high-risk processes. Second, DCMA Syracuse carefully monitored the critical processes that would most likely affect successful delivery.

The DCMA Syracuse team documented its analysis using the agency's performance-based management process and DCMA Hartford's electronic workbooks. This methodology created a repeatable approach to influence the supplier to achieve a customer's outcome. While the team had enough experience to know instinctively where to focus, the process allowed them to clearly identify where the particular focus areas were and the specific strategies for addressing them.

"DCMA was able to decompose the contractor's approved procedures and positively influence the program's outcome," said Chuck Sevier, DCMA Syracuse industrial engineer. "We ensured they followed proper and consistent methods. This made certain that the configuration baseline of the product was maintained as components were upgraded or new testing methods developed."

Five DCMA personnel supported the program. The quality assurance specialist, Mary Walker, and the industrial specialist, Paul Chayka, ensured that critical supply chain vendors produced quality products in the time needed. They evaluated SRCTec's production planning, quality of assembly and methods of testing for efficiently producing quality systems. Joe Giannuzzi, a software engineer, and Sevier guaranteed both software and hardware changes were introduced properly in the supplier product baseline. Program Integrator Kevin Reagan was the focal point for maintaining communication between the program manager radars and the DCMA team.

Working with SRCTec, DCMA planned to monitor key aspects involved in this process and correct problems before they caused delays. In five months, DCMA and SRCTec nearly eliminated all risk, and production flow to the customer was on schedule.

To maintain this rapid pace of deliveries, the DCMA Syracuse team reevaluates the supplier risk-mitigation plan weekly and provides its expert analysis

to the customer. Additionally, DCMA, having recognized the importance of certain critical parts SRCTec requires from its different suppliers, sent delegations to these suppliers, minimizing setbacks. "I was extremely impressed with the teaming relationship of DCMA, the [program manager] and the contractor. It is a great example of what can be achieved when everyone is engaged and on the same page," said Army Lt. Col. Kenneth Copeland, DCMA Syracuse commander.

The successes of this program, and the utility and reliability of the LCMR system, have generated additional requests for the radar from the Army, Marine Corps and foreign military forces. It has also led to a follow-on program for an updated model of the system. The newer model — version three — will provide greater range and precision and detect any jamming of the system.

DCMA Syracuse, the Army's program manager for radars and SRCTec are hard at work building a new performance-based management model for the next generation of LCMR, which will have a new set of risks to be managed. **G**

DCMA was able to decompose the contractor's approved procedures and positively influence the program's outcome.

— Chuck Sevier



Saving Millions, one eTool

By Katherine H. Crawford, Staff Writer

From a sunny corner of the second floor at Defense Contract Management Agency headquarters, Dave Guinasso, DCMA eBusiness director, is quietly saving the government, taxpayers and industry millions of dollars. Though Guinasso has recently begun taking his good news stories on the road, the efforts of his group remain relatively unknown within and outside the agency.

Guinasso began his 26-year career with DCMA as a contract specialist trainee at the DCMA Los Angeles office. At that time, DCMA Los Angeles managed all payment functions, so he began working overtime assisting with payment and invoicing work. It was this experience that, ultimately, led him to his current position. His career progression continued as he became a contracting officer, a team chief and then a policy worker at headquarters for a few years before, “I was told I was volunteered to work in electronic business,” Guinasso said. These many roles allowed him to be

involved in every part of the invoicing process.

As DCMA eBusiness director, Guinasso is responsible for all of the agency’s customer interfaces — Wide Area Workflow, electronic business data exchange with customers, Mechanization of Contract Administration Services database requirements and data capture on all new DCMA applications — as well as overseeing the knowledge sharing program and records management — electronic document workflow and everything related to electronic document storage.

DCMA eBusiness — Who They are and What They do

The bulk of DCMA eBusiness’ work, executed by Guinasso and his team of 24 employees — a 50/50 mix of government and contract workers — is developing, improving and managing eTools, which began as a set of internal tools for DCMA employees but are evolving into business tools for external customers, or “trading partners” as Guinasso calls them.

“Each eTool is a piece that, when fit together, makes a picture of a more efficient, better operating organization,” he said. As evidence of the explosive growth in eTools’ use, consider this: one year ago, there were approximately 1,500 external users of eTools and today there are more than 5,000 — a 30 percent increase.

Of the eBusiness tools, Wide Area Workflow is the most widely used, but there are also dozens of others and all are being improved continuously. Two new capabilities were deployed in late October: the new Agency Level Performance Commitments tool for production lead time and Delivery Schedule Manager 1.5 Reports, which is an additional set of reporting tools for internal use for the externally available DSM application. The ALPCs tool has been one of eBusiness’ most significant projects this year. The tool’s objective was to deliver the requisite data for analysis of how to improve performance for each agency-level performance commitment.

In addition to the internal tools, there are currently seven eTools available to external customers:

- Lost, Theft, Damaged and Destroyed (LTDD)
- PreAward Survey System (PASS)
- Duty Free Entry (DFE)

“You can’t wait for perfection, which is a human concept and not part of the real world. The only way to find out how something will work is to put it in the hands of users.” — Dave Guinasso

at a Time

- Shipping Instructions Request (SIR)
- Contract Audit Follow-up (CAFU)
- Delivery Schedule Manager (DSM)
- Plant Clearance Automated Reutilization Screening System (PCARRS)

LTDD, the newest tool, rolled out in September. Currently in the works is a DSM upgrade scheduled for completion in March. Guinasso's group is constantly looking for new and honing existing tools to make the contracting process more efficient and cost effective. The key is then to field the tools rapidly because Guinasso's philosophy is: "You can't wait for perfection, which is a human concept and not part of the real world. The only way to find out how something will work is to put it in the hands of users."

A project that has moved into production recently, the DCMA Electronic Industry Interface, involves making the electronic contracts DCMA receives available to industry trading partners. The Boeing Company and Lockheed Martin Corporation were two of the beta test sites, and both now receive all DoD contracts electronically. "The hope is that eventually we will get to the point where all basic contract documents — the contracts themselves and



Dave Guinasso, DCMA eBusiness director, in his office at DCMA Headquarters in Alexandria, Va. (Photo by Dianne Ryder, DCMA Public Affairs)

contract modifications — are exchanged between us and our trading partners electronically," Guinasso explained.

This new project is already saving the government and the two corporations vast amounts of time and money. "Boeing's estimate was that it takes 20 days to go from a paper copy contract to production start; receiving contracts electronically will cut out at least 10 days of that cycle time, so that's 10 days faster processing time for everything they're delivering to DoD," said Guinasso, adding, "The project cost us \$78,000, so the return on investment on that is probably more money than I'll ever see in my lifetime." The next step is to make this capability available to other trading partners in the near future.

Unique Capabilities for DoD

It is this type of cost- and time-saving innovation that makes DCMA eBusiness a leader in its field. As Guinasso stated, "We're very good at taking a little bit of money and making it go a long way." DCMA is also the leader in electronic data exchange, which it does with all of its customers, including the Army, Navy, Air Force and Defense Logistics Agency, and the agency is in talks with the Marine Corps to do work for them as well.

By prompting this many customers to go electronic, DCMA has been able to move from a 90 percent paper organization to a 90 percent paperless organization over its history, which has increased efficiency and cost savings exponentially. Throughout 2007, the cost of each invoice the Defense Finance and Accounting Service



Lockheed Martin's F/A-22 *Raptor* flown by Air Force Lt. Col. James Hecker, 27th Fighter Squadron commander. Like Boeing, Lockheed Martin now receives all DoD contracts electronically. DCMA eBusiness' goal is to make the exchange of all basic contract documents between DCMA and its trading partners electronic. (U.S. Air Force photo by Tech. Sgt. Ben Bloker)

processes has dropped by 70 percent and a further 10 percent drop is expected for 2008. From the agency's inception, DCMA's eTools have:

- Decreased invoice cycle time and the costs of processing invoices by 70 percent
- Decreased the number of documents manually entered by more than two million per year
- Decreased lost documents by 70,000 per year

This has resulted in nearly \$10 million cumulative savings for DCMA in data input personnel (1106) wages and \$84 million in savings per year for customers through lowered Mechanization of Contract Administration Services database billing rates.

He continued, "We've got a long way to go, and we can always make things better, but I think people would be startled to learn how far out in front we are in so many areas. I know that I'm always

startled when I go to meetings [at Office of the Secretary of Defense] and see what the rest of the world looks like." Guinasso stays ahead of the curve by realizing that "You can make most of your money and get most of your savings with an 80 percent solution, as long as you know what the 20 percent you're not doing is."

eBusiness Achievements

The two eTools Guinasso thinks have had the most significant impact are DFE and Mods and Delivery Orders. With DFE, DCMA is partnering with U.S. Customs and Border Protection to encourage the application's direct use by vendors and their customs agents and DoD customers. DCMA

fielded DFE in January, and by mid-February U.S. Customs had generated a letter to all of their customs offices that stated that this tool was the preferred method for duty-free entry.

The other high-impact application is MDO, which automatically delivers contract modifications to the Mechanization of Contract Administration Services database, customers and industry using the same standard data transactions. This eliminates manual data entry, which "saves the customers a lot of money and offers the agency an opportunity to integrate with industry in a way we've never done before," Guinasso said.

Additionally, the agency lost approximately five percent of the documents that came through its systems, which is not unusual. Since Wide Area Workflow was deployed, only one document has been lost, and Guinasso has its details memorized — it happened in February 2004 and came from DCMA Boeing St. Louis. He is still mystified as to where the document went or why it disappeared, but one out of 1.5 million documents a year since March 2002 "isn't really very bad," he said with a smile.

Guinasso maintains a positive attitude and love of his job by understanding people's reluctance oftentimes to adopting new applications and also by maintaining his focus on long-term results. Guinasso explained that his

"I gave up a long time ago figuring that the day after I gave somebody a new product they'd be really happy with me. The acid test is how they feel about that product six months later." — Dave Guinasso

job “is all about change, and most people, myself included, aren’t really big on change. And every time I put something out, I’m asking people to give up what they’ve had and go to something new.” This change often leads to initially bad reactions that later turn into positive feedback. “I gave up a long time ago figuring that the day after I gave somebody a new product they’d be really happy with me. The acid test is how they feel about that product six months later.”

The Future

Guinasso plans to continue the fast development pace with the goal of rolling out an application for one product area every month.

What drives him is his belief that if everything that eBusiness does is working, it helps improve DCMA’s mission and customer satisfaction. As a result of eTools, DCMA is “delivering faster, providing better insight and information and not spending time chasing bad

information and lost documents. We’re taking the people in the agency and using them in the way that generates the most value for our customers,” Guinasso said. And, ultimately, “If we can deliver information faster and in a more useable format, then I feel like I’m doing something worthwhile here,” he added. 

Accessing the eTools

To begin using the various eTools applications:

- Log on to www.dcma.mil to register with External Web Access Management — EWAM — and to get a user ID and password
- Log on to www.ertools.dcma.mil and enter the eTools Portal, using your EWAM-assigned user ID and password
- Access the application you’re interested in by clicking on its corresponding icon
- Follow the prompts, which will walk you through the application’s use.



A Boeing C-17 *Globemaster* III taxis to its parking spot on the ice runway at McMurdo Station, Antarctica. Boeing now receives all Department of Defense contracts electronically, which, by its estimation, cuts 10 days from the processing time for everything they’re delivering to DoD. (U.S. Air Force photo by Tech. Sgt. Shane A. Cuomo)

Take the eBiz Quiz!

Test your knowledge of DCMA eBusiness

- 1) Complete the following sentence:
The savings generated by DCMA’s eBusiness is
 - a. larger than the Information Technology Customer Service Organization budget
 - b. enough to buy an F-22
 - c. more money than you’ll make in a lifetime
 - d. all of the above.
- 2) Which of these is larger?
 - a. The gross national product of Thailand
 - b. The gross revenue of GE
 - c. The value of invoices DCMA processed through WAWF
 - d. The bonus Dave Guinasso will get for making “c” bigger than “a” or “b”
- 3) In the one-month period between August and September 2007, the use of the Wide Area Workflow application increased by:
 - a. 54%
 - b. 76%
 - c. 83%
 - d. 88%
- 4) eBusiness is responsible for how many agency-level goals?
 - a. 2
 - b. 4
 - c. 6
 - d. 8 or more
- 5) Which of the following are eTools?
 - a. SIR
 - b. TSIR
 - c. CER
 - d. Both a and c
- 6) ANSI X.12 is which of the following?
 - a. A data exchange standard
 - b. Recognized by the FAR
 - c. Medication for hyperactive children
 - d. Both a and b
- 7) Use of WAWF results in elimination of manual entry of over how many documents per year?
 - a. 1 million
 - b. 850,000
 - c. 300,000
 - d. 65,000
- 8) Since inception of Standards Based Architecture, what results have been gained?
 - a. Invoice cycle time slashed by 70-plus percent
 - b. Manual data entry sliced by over 2 million documents per year
 - c. Costs of processing invoices stomped down by 70-plus percent
 - d. All of the above

Answers: d, c, b, d, d, a, a, d

Road Maps for Professional Development

By Jaclyn G. Pitts, Staff Writer

Whether you've been with the Defense Contract Management Agency for years or have just entered the agency, consider DCMA's career guides your road maps for professional development.

The guides, which have been in development since 2004, give employees an idea of the knowledge, skills and abilities they need and are expected to possess



Dan Mielke, workforce development division chief (Photo by Dianne Ryder, DCMA Public Affairs)

“[The guides] give employees some ownership of the level of professional development that they need to achieve.” — Dan Mielke

at certain grades, according to Dan Mielke, workforce development division chief. “[The guides] give employees some ownership of the level of professional development that they need to achieve,” Mielke said. “It gives employees the opportunity to look at the competencies they need to be successful.”

As stated in the “Overall Career Guide,” competencies are observable, measurable patterns of skill, knowledge, ability, behavior or any other characteristics that an employee needs to perform a work role successfully. “In general, competencies are the brainpower or the know-how required to accomplish the mission now and into the future,” according to the guide.

Although career guides are not available for every career series, Mielke said, they are available for the major occupational series: 1101, 1102, 1103, 1150, 200, 300 and 500. Guides are not yet available for the 800 and 1900

series. If a guide is not available for your particular series, the “Overall Career Guide” includes a comprehensive overview of the workforce and professional development philosophies and opportunities available at each level. All available Career Guides may be found on DCMA's Web portal at <https://portal.dcma.mil/portal/server.pt?open=512&objID=3956&PageID=0&cached=true&mode=2&userID=6745>.

The broad-reaching goal of the career guides is to communicate DCMA's career development philosophy and provide guidance on career progression, educational choices and developmental opportunities at DCMA. One of DCMA's strategic goals is to enable its employees to excel, and by achieving this goal, DCMA is able to accomplish its mission of delivering strong customer service through efficient business processes.

Each career guide has learning maps that lay out a variety of skills and competencies needed

to advance at different career levels; primary and secondary courses required to gain these competencies; names and duration of courses; method of instruction; and course providers. Additionally, if an upper-level employee wishes to take a course from a lower career level, he/she is free to do so.

Mielke stressed the importance and usefulness of computer-based training courses through SkillPort/SkillSoft, which are available to any employee at any time. Mielke said employees can take these courses on their own time or, with supervisory approval, may be able to coordinate time during duty hours to complete some CBT courses. “Every employee coming

“Professional development is a commitment by you to excel. The agency will help out, but if you want it, you have to go out there and get it.” — Dan Mielke

in and every employee already in should self-evaluate and see what gaps he or she has and use the guide to map out how to fill those gaps,” Mielke said. “Even in a tight budget year, you can still use CBTs.” Computer-based courses are available for a wide variety of competencies, including human resources certifications, Six Sigma training, Microsoft applications and leadership, to name a few.

Although development of the career guides was a costly venture at approximately \$1.5 million, it was well worth the effort, especially for completing individual development plans, Mielke said. IDPs are formal documents that identify specific competencies and training needed to develop

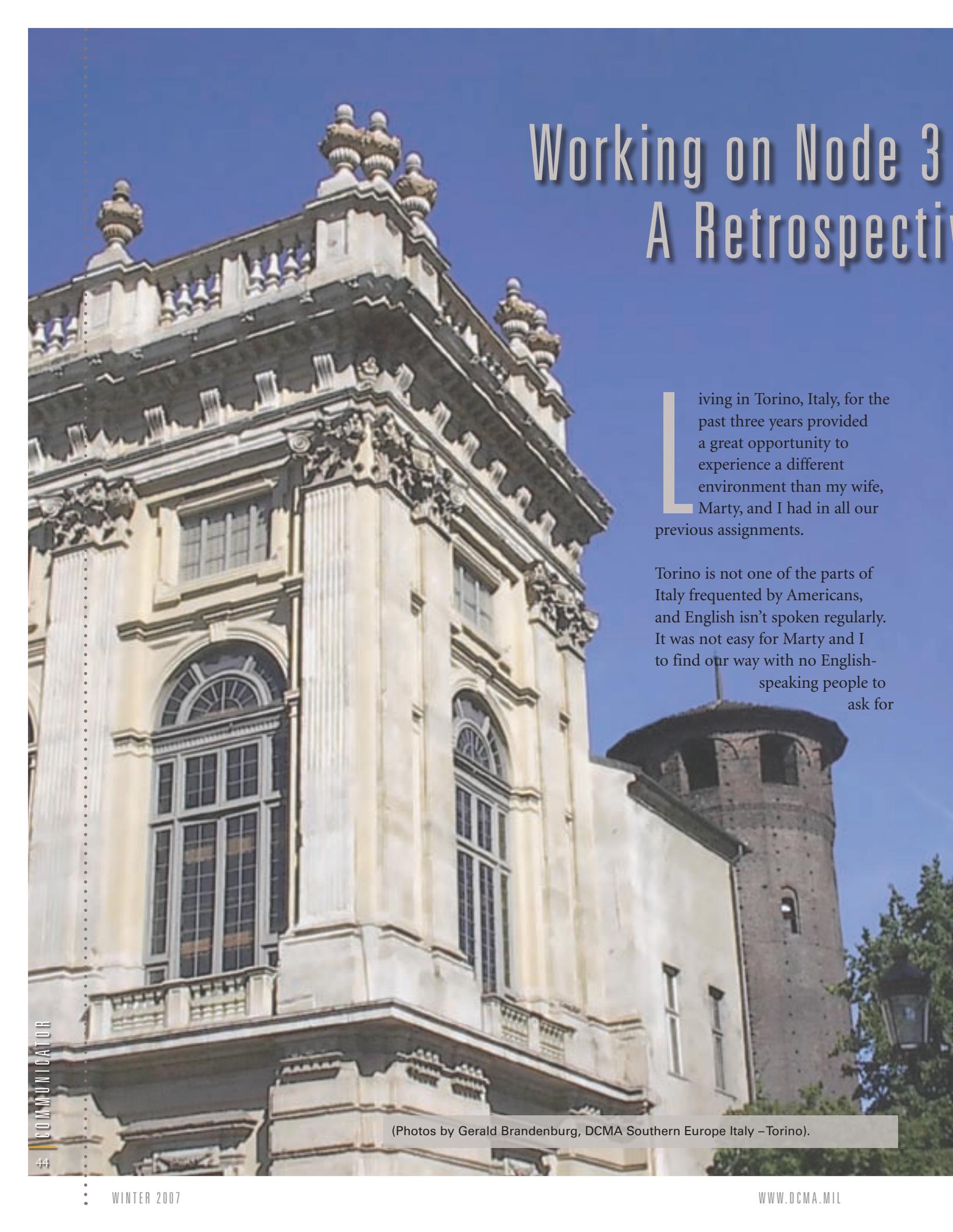
professionally, including developmental activities or assignments for on-the-job education, costs and projected milestones for completion of activities, according to the “Overall Career Guide.” Added Mielke, “Professional development is a commitment by you to excel. The agency will help out, but if you want it, you have to go out there and get it.”

When compiling an IDP, Mielke said, the employee should focus on one technical, one leadership and one overall competency he/she needs to improve in order to complete a plan that is practical and executable for the year. “I would never sit down and write an IDP, and as a supervisor I would never review for approval an IDP, without using a career guide,” Mielke said. For current employees, IDPs should be reviewed at least semi-annually to evaluate progress.

Mielke stressed that the main reason DCMA developed the career guides is that every employee can take a look and determine what competencies are expected of him or her for his or her particular series and grade. Then, the employee can do a self-evaluation and determine where his or her competency gaps are and use the career guides to map that competency to courses available for professional development. **C**



The “Career Guides” learning maps are useful tools to help you decide what competencies you need to advance to the next career level. First, locate the competency you need to develop. Then identify your career level and locate the learning map code that corresponds to your targeted competency and level. Finally, look up the learning map code in Table B of the “Career Guide” for more information about the course, its duration, instruction method and provider.



Working on Node 3 A Retrospecti

Living in Torino, Italy, for the past three years provided a great opportunity to experience a different environment than my wife, Marty, and I had in all our previous assignments.

Torino is not one of the parts of Italy frequented by Americans, and English isn't spoken regularly. It was not easy for Marty and I to find our way with no English-speaking people to ask for

(Photos by Gerald Brandenburg, DCMA Southern Europe Italy –Torino).



for the International Space Station — We Look at Living and Working in Italy

*By Gerald “Jerry” Brandenburg,
DCMA Southern Europe Italy – Torino*

The Ederle Army Post provided us with brand new household appliances, kitchen cabinets — which we learned do not come with a house — lighting fixtures — also not installed in houses — and loaner furniture.

directions. It didn't take us long to find out that street signs are located on the sides of buildings. After dark, they are extremely hard to see, as most are unlit; however, following even the most detailed city map was no guarantee of finding your way. There was so much construction underway for the 2006 Olympics that street barricades, rerouted traffic and one-way streets usually led to getting lost.

One of our first tasks upon arrival was finding a place to live. We were fortunate to meet a nice woman who is a relocation specialist. She was extremely helpful and found us a house that suited our needs right away.

The house is in a small village named Caselette.

We were the first and only English-speaking people to live there. We were fortunate that our landlord who lived

next to us had taken English in high school and was eager to practice her skills. She helped us with many of our questions.

The Ederle Army Post provided support for us, but it was located in Vicenza, 250 miles away. They provided us with brand new household appliances, kitchen cabinets — which we learned do not come with a house — lighting fixtures — also not installed in houses — and loaner furniture.

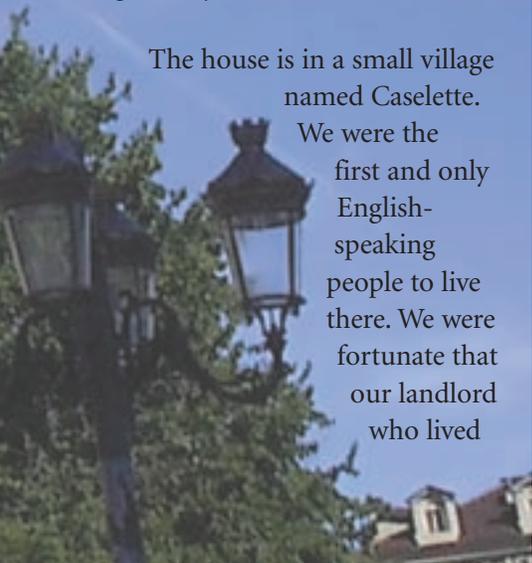
The distance from Torino to the base did present some inconveniences such as getting our mail and fuel coupons for 300 liters or 75.25 gallons per month, which are supplied to Department of Defense personnel to offset the high cost of fuel. We soon learned to deal with these and made arrangements as best we could for someone who was already going to the base to pick up everyone else's mail and coupons.

We also learned that the Italians do not pay a lot of attention to traffic signs and lights. They will make three or four lanes out of two and are always in a hurry. Running a red light when no cars are coming is quite common.

Trying to adapt to the custom of a late evening meal was not easy. Most Italian restaurants remain closed until 7:30 p.m. The only fast food available is from the occasional McDonald's. We quickly learned how to count and to order food. Once we accomplished that, we then began to feel like part of the crowd. Of course we were introduced to local wines, and after our first trip to a winery, we were convinced that Italy has the best wine in the world!

Working in Italy

Upon my arrival, I was met by the DCMA team lead, and she





Jerry Brandenburg in his office at DCMA Southern Europe Italy –Torino



Node 3, a life support center for the international space station, is relocated to another facility for further work.

introduced me to the program manager, product assurance manager and resident NASA liaison representative. They all spoke very good English, so I thought it was going to be an easy transition.

It only took the first daily meeting for me to realize that speaking and understanding Italian definitely would have been an asset. The Italians had an unwritten rule that if we did not attend the daily



Italian mountain highway

meetings, conducted in Italian, they would not provide us with a 10-minute briefing in English about what went on. Fortunately, I was able to hire a new employee who spoke and understood Italian. This was a great benefit, and I assigned the daily meetings to him. Working without any contractual authority had its disadvantages. We worked on node 3 — a life support center on the international space station that houses oxygen regeneration, air revitalization, waste management and water recovery systems — under bilateral agreements between NASA and the European Space Agency.

All the work we performed required approval by ESA and accomplishment on a non-interference basis. We could not affect corrective actions as we

could otherwise have done under a contractual basis. Therefore, we had to change our way of doing business. We soon learned that if we made a process improvement look like it was the contractor's idea, they would gladly implement whatever process changes were necessary. We got much more cooperation because of an opportunity for improvement than we did a corrective action request.

We developed an excellent working relationship with the ESA representatives. They eventually relied upon us to perform tasks that they might otherwise have had to do. When we encountered problems, we addressed them to the product assurance manager. In the beginning, this was a very difficult task and required a lot of tact and diplomacy. Our working relationship improved dramatically when we began working with ESA and the contractor on mandatory inspections that we were able to perform as a result of an amendment to the bilateral agreements. The contractor finally

When we encountered problems, we addressed them to the product assurance manager. In the beginning, this was a very difficult task and required a lot of tact and diplomacy.

I am very fortunate to have worked with the best people in the aerospace field and to work on what is destined to be one of humankind's greatest achievements.

accepted us as part of the team. This was even more evident when ESA would delegate its inspections to the contractor with the proviso that DCMA be present.

The in-plant NASA engineer provided much help to us, especially in the beginning when he would tell us what went on in the daily meetings. He also helped us find drawings and procedures and provided advice for many of the non-conformances that we discovered. We worked closely with the resident NASA liaison and with her secretary, who provided great support in getting in-plant clearances and making hotel reservations for visitors.

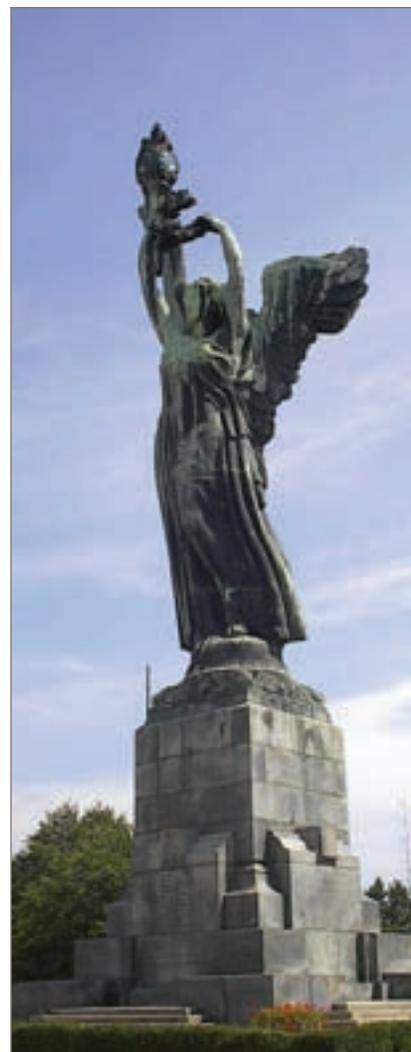
We also worked closely with the vehicle integration and test team to ensure the quality of the manufacturing as well as the final closeouts of the interior and

exterior of the node and to ensure the requirements for safety and reliability for the astronauts.

The difference in time zones played a large part in our daily activities. We had to spend many evenings at the plant to attend scheduled phone conferences or after-hours meetings. During much of the testing, we worked around the clock to provide coverage. This entailed 12-hour shifts and work on the weekends.

Conclusion

This was, by far, the most challenging position that I have held. Working with our international partners and all of the different visitors who came to do their parts on the node provided me with a great appreciation for the knowledge and skills possessed by each team member.



World War I monument

Now that node 3 is complete, I can look back with confidence that my teammates and I did our best to assure that this vital part of the international space station provides the required comfort and functional utility.

I know that node 3 will not present the problems encountered with node 2. I am very fortunate to have worked with the best people in the aerospace field and on what is destined to be one of humankind's greatest achievements. **C**



Along the Po River

“Fireproofing” DCMA Through

By Jaclyn G. Pitts, Staff Writer

The Defense Contract Management Agency’s recently named General Counsel Nicholas P. “Chip” Retson says he wants to “fireproof” DCMA, and he isn’t talking about fireproof safes or filing cabinets.

Retson wants to “fireproof” DCMA against litigation by helping the agency learn how to execute processes and procedures correctly the first time while defending its positions at the same time. By fireproofing DCMA, enterprise value is added and costs stay low, allowing more time and resources to be devoted to customers.

Retson, who served as deputy general counsel and acting general counsel for DCMA prior to being named general counsel, explained his role as director of legal services for the agency. “As a counselor and adviser to the agency’s leadership team, I give legal advice and policy advice and try to make sure that I make it clear which is which,” he said.

According to Retson, a lawyer’s primary role in advising management is to ensure that managers understand the full range of legal options available and the risks associated with each one and

Retson wants to “fireproof” DCMA against litigation by helping the agency learn how to execute processes and procedures correctly the first time and how to defend its positions at the same time.

can articulate why they chose one option over the other.

Retson also is responsible for making sure his lawyers carry out their duties in a professional, ethical way and that they adhere to the rules of professional responsibility in the states in which they are licensed. If any complaints arise against agency lawyers, it is his responsibility to manage them.

Additionally, Retson works with his general counsel senior leaders to develop skill training needs for lawyers at all levels throughout their careers. He provides an annual training seminar, which he tries to structure in such a way that the classes can be certified by state continuing legal education

programs, as well as training guides and plans for new agency attorneys.

Retson places particular value on training those in positions of leadership. “I think training leaders is a really important part of the agency and every supervisor’s job,” he said. “I believe every leader’s job is to train the agency in leadership at all levels so we can always be training someone to do our job.”

Like any organization, Retson believes that DCMA has room for improvement. One issue he wants to focus on is training employees to protect against improper release of data. With increasing use of automation for transferring and collecting information, it’s important to develop more innovative ways to protect this kind

“As a counselor and adviser to the agency’s leadership team, I give legal advice and policy advice and try to make sure that I make it clear which is which.” — Chip Retson

gh the General Counsel

“I don’t want ethics to be seen as a lawyer responsibility. I want it to be seen as an employee responsibility and as a leader responsibility.” — Chip Retson

of information. “In the past, if you had stuff in a file cabinet and didn’t want anyone else to use it, you would lock the file cabinet drawer,” Retson explained. “Now we have portals, Web pages, and e-mails and attachments, and how do we rethink the use of those tools in a way that helps employees recognize

their responsibility to protect information?”

Another one of the major challenges Retson is facing as general counsel is helping the agency maintain its legal, ethical structure as it goes through realignment to performance-based

management and the National Security Personnel System. “Part of it is to say, ‘Go out there and analyze and be predictive of the future,’” Retson said. “That’s a harder and different way to do business.” And as organizations adapt to new ways of doing business, Retson believes that it’s important to ensure that all employees, managers and leaders maintain the core values of a government agency.

As a firm believer in the axiom the only constant is change, Retson considers the best way of maintaining these core values is to improve negotiation skills and promote ethical leadership for employees throughout DCMA. “I don’t want ethics to be seen as a lawyer responsibility,” he said. “I want it to be seen as an employee responsibility and as a leader responsibility.”

Retson’s commitment to training and leadership development is consistent with his view of a lawyer’s role as one of helping other people to be successful. He considers himself to be in the service industry, providing service to the rest of the agency so it can be successful. 



Chip Retson in the Law Library at DCMA Headquarters in Alexandria, Va. (Photo by Katherine Crawford, BRTRC)



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For application and benefit information for the in-theater Emergency Essential and the Contingency Contract Administration Services volunteer teams, go to <http://home.dcma.mil/cntr-dcmac-t/deployment.htm>.

Defense Contract Management Agency, 6350 Walker Lane, Alexandria, VA 22310-3241

www.dcma.mil