

Worldwide Training Conference: “Performance Matters”

Cassandra Locke | DCMA Public Affairs

The Defense Contract Management Agency annual Worldwide Training Conference was held in Atlanta, Ga., Oct. 25 to 29. Common themes for the conference were efficiency, stewardship and business acumen.

Keynote speaker Frank Kendall, deputy under secretary of defense for acquisition and technology, presented his guidance on acquisition efficiency. He said it’s critical to target affordability, control cost growth and incentivize productivity and innovation within industry. He added that it is important to promote real competition and improve tradecraft in acquisition on services and reduce nonproductive processes and bureaucracy.

“You have a duty to challenge contractor costs,” said Kendall. He explained this can be done by eliminating redundancy within warfighter portfolios, rewarding contractors for successful supply chain management and indirect expense management, and increasing small business roles and opportunities. Kendall ended by emphasizing attendees’ critical roles in the acquisition process and how they support warfighters and taxpayers.

Charlie Williams, Jr., DCMA director, reminded conference attendees, “The road to success is under construction.” Williams emphasized the importance of each person understanding the agency’s strategic plan so everyone is on the same playing

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field and collectively understands the mission, vision and goals to which agency employees are bound.



Charlie Williams, Jr., Defense Contract Management Agency director, introduces the DCMA employee panel, from left: Mariangela Monsalve, human capital specialist; Seung Yoo, contract administrator; Leroy Cates, quality assurance specialist; and Beatrice Cruz, contract specialist, before they address attendees at the Worldwide Training Conference in Atlanta, Ga. The employee panel read a prewritten essay to attendees entitled, “If I was the DCMA director, I would... .” (Photos by Cassandra Locke, DCMA Public Affairs)

- # Acquisition Efficiency Guidance Roadmap
- Target Affordability and Control Cost Growth
 - Incentivize Productivity & Innovation in Industry
 - Promote Real Competition
 - Improve Tradecraft in Acquisition of Services
 - Reduce Non-Productive Processes and Bureaucracy



Frank Kendall, Deputy Under Secretary of Defense for Acquisition and Technology, presents his guidance to acquisition efficiency during the Worldwide Training Conference in Atlanta, Ga. He said it is critical to target affordability, control cost growth and incentivize productivity and innovation within industry.

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— Shay Assad, Defense Procurement and Acquisition Policy director

“If you want to be engaged, if you want to be involved, if you want to make a difference, you need to know what’s happening at the strategic leadership level,” said Williams. “You need to know what the department is trying to do to ensure that we have success in the Department of Defense’s acquisition business in supporting our warfighters and customers.”

Williams said employees need to read and pay attention consistently to the plans in place to lead DCMA forward.

“There’s a lot of work we have to do and a lot of work we’ve already started; the reality is there’s a lot more that needs to be done,” said Williams.

According to Shay Assad, Defense Procurement and Acquisition Policy director,

as the agency expands, it needs to be more effective in buying services, mitigating bureaucracy and focusing on efficiency.

“If you see you are doing things that don’t add value, tell your supervisor. We need to be more efficient, and we want to use your time as effectively as we can,” said Assad.

“We are on a path to grow the acquisition workforce, especially growing DCMA.”

Tacitly supporting the Department’s leadership stance on acquisition efficiency, Ronald Youngs, Contracts acting executive director, addressed the agency’s new cost recovery initiative and the DCMA/ Defense Contract Audit Agency overlap reduction initiative. The joint letter, signed by Williams and Patrick Fitzgerald, DCAA director, committed their resources to continuing to resolve these initiatives.

The organizations established a senior steering group chaired by both agency directors, and a working group has been established at DCMA headquarters led by Robin Schulze, DCMA Contracts policy director. *DCMA Express*, at <https://home.dema.mil/express/>, and the next edition of the *Communicator* will address the new CRI in more detail.

Gordon Kranz, Engineering and Analysis executive director, and Michael Shields, Jr., Quality Directorate executive director, conducted a joint briefing to address the technical community’s path forward. The directors said 2010 was the year of publishing domain-specific functional policy to establish a starting point and that 2011 will be the year of integrating policy, training and tools to address gaps identified.

Later in the conference, Pam Conklin, Financial and Business Operations executive director, touched on performance management tools, like the Performance Labor Accounting System.

“PLAS data accuracy is important because this allows the agency to access process efficiency and measure productivity changes,” said Conklin.

Conklin added that in fiscal year 2011 there will be a 15-percent reduction in travel at the headquarters level, a 5-percent reduction in operational directorates travel and an overall reduction in conference attendance.

Joseph Sweeney, Portfolio Management and Integration acting executive director, said everything starts with the customer. He addressed customer engagement, PM&I’s



Army Lt. Gen. Kathleen M. Gainey, Logistics, J-4, joint staff director, left, awards Army Col. Louis Steinbugl, center, and Army Col. Kenneth Copeland, former Defense Contract Management Agency International theater commanders, the Bronze Star at the DCMA dinner ceremony during the Worldwide Training Conference in Atlanta, Ga. Both colonels were recognized for their meritorious service while serving overseas.

role, provided insight to improve weapon systems management and elaborated on the Defense Acquisition Executive Summary policy. Sweeney said it is the contract management office's responsibility to execute a customer engagement policy.

Marie Greening, speaking at the conference for the first time as DCMA chief operating officer, discussed the successful integration of the Corporate Management Council. The council is the senior government and industry forum that engages major industry leaders on improving customer and agency outcomes. Greening also talked about the integration of the Operations Integration Panel, the senior forum for final intra-agency deliberation on operational issues.

Karen R. Penn, Diversity, Inclusion and Recruitment Division director, elaborated on the five levels of the diversity spectrum and workforce supply trends. To reach level five, the agency needs to incorporate diversity into all business practices, policies and procedures, leverage it as a catalyst for creativity and innovation, and use it as a competitive strength. Penn emphasized that diversity not only addresses sex and



Charlie Williams, Jr., Defense Contract Management Agency director, thanks Army Sgt. Danny Allen Dickey for his service at the agency dinner ceremony recognizing wounded servicemembers during the Worldwide Training Conference in Atlanta, Ga. Dickey was wounded while serving in Iraq in 2008 and was recognized for his sacrifice and service during a dinner recognizing wounded warfighters during the Worldwide Training Conference in Atlanta, Ga.

race, but it also addresses veteran status and disability.

Penn said the potential workforce over the traditional retirement age of 65 is the only age group that will grow after 2010. Many over 65 will delay retirement or work part-time for financial and family reasons. She added the competition for younger workers will increase.

During one evening of the conference, wounded warfighters were special guests at a dinner. This event reminded attendees of their roles' importance in supporting warfighters. The dinner's guest speaker was Army Lt. Gen. Kathleen M. Gainey, Logistics, J-4, joint staff director. After speaking on the value DCMA brings to the troops, the general awarded Army Col. Louis Steinbugl and Army Col. Kenneth Copeland, both former DCMA International theater commanders, the Bronze Star for their meritorious service overseas.

"Throughout my career, I've worked for a lot of organizations. The reality is all organizations have room for improvement. We're no different," said Williams. "But, I've been in some organizations that didn't have the heart to improve it. They didn't have the heart to make tough choices. I don't think that that's what this organization is all about, because I've been around enough of you in these two-and-a-half years to know that there's a passion for what we do; there's a passion for delivering good quality products."

Photos from the conference are available at: *P:\DCMAHQ\Director\DS\DSA\Congressional and Public Affairs\Public Affairs\Photos\Worldwide Training Conference 2010.*

Presentations from the conference may be accessed at: <https://home.dcm.a.mil/registration/CommandConf/Fall10/agenda.cfm>. 



A Missing Warrior Table is set during the Worldwide Training Conference dinner to recognize wounded warriors and to honor missing comrades in arms. The empty place setting represents Americans still missing from each of the services. The single rose reminds dinner attendees of servicemembers' families and loved ones who keep faith awaiting their return. The slice of lemon on the bread plate reminds attendees of the missing warriors' bitter fate.