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DEFENSE CONTRACT MANAGEMENT AGENCY

COMMUNICATOR

News for DCMA Professionals

The Open Road to Measurable Success — Performance-Based Management

Inside

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- Annual DCMA Employee Recognition Program
- Customer Spotlight: Brig. Gen. Phillips, DPEO — Army Aviation
- DCMA and AFGE Council 170

Firmly on the Path to PBM

When I returned to the Defense Contract Management Agency (DCMA) in December 2003, I wrote in my inaugural *Communicator* message of how impressed I was with the quality and vigor of our workforce. I said how impressed I was with many of our management systems. And I wrote of how our concern for our customers is evident in our determination to see that the systems, products and services we oversee meet the Nation's expectations every time. I told you that I intended to lead DCMA forward in a "logical and energetic manner along the … path [DCMA was] already following." That path was marked with three big signposts: become a customer-centered culture; measure performance (and thus our success) in the customers' terms; and revitalize and invest in our workforce.

As I look back over the ensuing two years, I'm pleased to report that our feet are still firmly on the path, and our progress can be measured in "miles" rather than "inches!" DCMA has embraced the principles of performance management that were prescribed in the Government Performance Results Act of 1993 and recently reaffirmed and directed by the present administration in the President's Management Agenda. Performance-based management (PBM) has made us a leader within the Acquisition, Technology & Logistics community in performance management and has provided us with an operational framework that should make the forthcoming National Security Personnel System nearly transparent to us.

So far, PBM has pushed us into a clearer understanding of our customers' requirements, and that has led us to changes in how we align ourselves and our activities. This realignment is already paying off for our customers. To cite just one example, we discovered that some of our efforts for the Missile Defense Agency were focused on the right processes but in the wrong locations! Through PBM we are on the verge of leading revolutionary changes in how we acquire and allocate the resources we need to do our jobs. Our PBM toolset is just emerging from its infancy, but, when mature, it will allow us to show our stakeholders explicitly what impacts resource decisions have on our mission.

Finally, PBM has given us unprecedented insight into the capabilities and skills our customers need us to preserve and build upon to meet their needs today and in the future — I call these capabilities our "crown jewels." Identifying the crown jewels lets us focus workforce development and policy deployment in the right direction. That focus is paying off, too — our COHORT leadership training, our revitalized approach to product assurance and our more precisely honed workforce shaping strategies are all examples.

As my tenure at DCMA draws to a close and I prepare for my next assignment, I must tell you that it has been a blessing and an honor to serve you as your director for the past two years. I can say, without reservation, that this has been the best and most personally fulfilling assignment in my 31-year military career. You have demonstrated unsurpassed professionalism, patriotism and dedication. You have kept faith with the warriors whose lives depend on the products and services we accept. As I head out to join those young men and women, I am confident that you've "got our backs" — that you'll continue to evolve your focus on customers, performance management and workforce revitalization to provide better, more efficient products and services.

We in DCMA have taken those important first steps, but the road still stretches out ahead. Don't take any detours, and don't slow down! The magnificent young Americans in uniform, with whose lives and well being we are entrusted, are depending on you to stay the course.

God bless each of you and God bless America!

Darryl A. Scott
Major General, USAF Director

Editor's Note: Maj. Gen. Scott has been selected to become the commander of the Joint Contracting Command, Multi-National Forces – Iraq. He will leave DCMA for Baghdad in January. His successor had not been named at the time of publication.

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The Aftermath of Hurricanes Katrina and Rita: DCMA District West Reports

by Mr. Sam Rousso, Congressional and Public Affairs Advisor, DCMA District West

The nation stood spellbound as the disasters that were Hurricane Katrina and Hurricane Rita hit the Gulf Coast and devastated whole cities. Unfortunately, Defense Contract Management Agency (DCMA) employees and contractors were included among those affected, but personnel from DCMA District West spearheaded Agency efforts to help their colleagues.

After Hurricane Katrina hit, a team was formed under the direction of Air Force Col. Wilma F. Slade, DCMA West chief of staff. One of the team's first tasks was to account for all DCMA employees in the affected areas. Initially, 80 of our coworkers and their families were unaccounted for in the immediate aftermath of Katrina. The affected contract management offices (CMOs) — DCMA Orlando, South Florida, Huntsville, Dallas and NASA Product Operations — had activated their emergency and Continuation of Operations plans. Before they evacuated, employees were briefed on procedures and given phone numbers or e-mail addresses to reestablish contact. It took more than two weeks, but eventually everyone was accounted for, some making contact using computers in public libraries.

After Hurricane Katrina hit, a team was formed under the direction of Air Force Col. Wilma F. Slade, DCMA West chief of staff, to account for the DCMA employees in the affected areas.

(Background) View of New Orleans, La., on Aug. 31, 2005, two days after Hurricane Katrina struck, causing damage to the Superdome sports arena. (Photo courtesy of the National Oceanic and Atmospheric Administration/Department of Commerce)

In all, approximately 80 of our coworkers and their families were unaccounted for in the immediate aftermath of Katrina.

Another part of Col. Slade's team, under the leadership of Mr. Robert Chen, DCMA District West Headquarters, evaluated the state of the contractors in the affected areas. According to Mr. Chen, his team tracked the operational status of more than 700 contractors: "Less than 100 suffered significant damage that caused interruptions to their operations." He added that what interruptions there were did not pose a significant impact to any major Defense Department procurement.

DCMA Orlando and South Florida

According to Ms. Barbara Turner, DCMA Orlando's deputy commander, only seven contractors in her region were surveyed for damage after Katrina. One contractor, Solitron Devices of West Palm Beach, Fla., didn't suffer any damage, but one of its principal vendors, located in the New Orleans area, did. Mr. Nestor Paz, DCMA South Florida quality assurance representative, suffered significant damage to his roof, and his house sustained damage from flooding. According to Ms. Turner, "The situation was compounded by the fact that his wife underwent surgery at the same time, and he was about to deploy to Iraq." Despite all these challenges, Ms. Turner reports the Paz family is doing well.

All in all, DCMA South Florida stood down for a total of only two and a half days. Ms. Turner reports that several of the CMO's personnel have volunteered to assist the Federal Emergency Management Agency (FEMA) in the Gulf Coast. "Having experienced these hardships themselves, our folks empathize with the folks in the area," she said.

DCMA Huntsville

DCMA Huntsville covers the geographic region of Western/Central Tennessee, Alabama, Mississippi and the Florida Panhandle and thus had several operations teams affected. While all of DCMA Huntsville's employees were accounted for after the storm, it soon became clear that some of the contractors within the jurisdiction were affected. The storm hit Mississippi the hardest, and operations teams assigned to southern Alabama, west Tennessee and the Florida Panhandle worked to make contact with all contractors in those areas by phone. Communications in Mississippi were difficult even weeks after the storm; consequently, DCMA Huntsville commander, Army Col. Gary L. Bliss, decided to mobilize a team to assess the damage done to contractors in the most devastated areas. The joint team was headed by Army Reserve Maj. John Jacobi and included DCMA Huntsville civilians and U.S. Army and Air Force officers. A command post was set up in Jackson, Miss., at the Hampton Inn,

(Above) Hurricane Katrina on Aug. 28, 2005, at 11:45 a.m. EDT when the storm was a Category Five hurricane. (Photo courtesy of the National Oceanic and Atmospheric Administration/Department of Commerce)
(Left) Army Reserve Maj. John Jacobi (foreground) with Army Reserve Maj. Rodney Davis, preparing for the first day's mission. Maj. Jacobi led a joint team of DCMA Huntsville civilians and U.S. Army and Air Force officers mobilized to assess the damage done to contractors in the most devastated areas. (Photo courtesy of DCMA Huntsville Katrina Assessment Team)

which very generously provided a suite, and five teams were deployed into the southern reaches of the state. Each team was assigned a sport utility vehicle and equipped with items such as meals ready to eat, bottled water, first-aid kits and emergency lights. One member of the team, a veteran of an Iraq deployment, remarked that he had never seen damage like this. The teams assessed the damage and operational capacity of their facilities and the abilities of the majority of their contractors. Pictures were taken of damage to the facilities, and personnel were interviewed to get a sense of operational difficulties. A few contractors' facilities were abandoned, destroyed or unreachable.

DCMA Dallas

DCMA Dallas and DCMA NASA Product Operations suffered the most hurricane-related damage. At DCMA Dallas' New Orleans office, some coworkers lost homes and belongings. Two were able to depart prior to the hurricane's arrival, but one spent a harrowing four days before being rescued by a helicopter off her roof. Two of the employees were evacuated to Atlanta, the other to Memphis, Tenn. The Memphis evacuee has moved to Huntsville, Ala., and is now working for that CMO.

"We need to acknowledge the terrific support Colonel Slade and her team provided. Without it, my personnel would have been left to fend for themselves. It is an honor for me to be associated with such a fine group of professionals."

Two weeks after Hurricane Katrina struck, DCMA Dallas' Houston office had to be evacuated due to Hurricane Rita. While no extensive damage occurred in the greater Houston area, there was significant damage inflicted on a number of defense contractors in southeast Texas and southwestern Louisiana.

DCMA NASA Product Operations

Ms. Susan Jackson, DCMA NASA Product Operations deputy commander, had two locations in her operational area affected by the hurricane — the Michoud Assembly Facility, which is just east of the City of New Orleans, and the Stennis Space Center, which is about 60 miles further east, across the Mississippi border. "All of the contractors at Stennis (where we support the Space Shuttle Main Engine) were back in operation within two weeks, although it took a little longer to get all fully operational," Ms. Jackson said. "When DCMA employees were not needed to cover contractor processes, they joined their NASA colleagues to form teams to go out and provide community service to the local area — helping to remove trees, inspecting hookups for the FEMA trailers and patching neighborhood roofs," Ms. Jackson explained. Lockheed Martin, the prime contractor, officially reopened the Michoud facility on Oct. 3. "But as early as September 10, with bridges out and access back to the city strictly controlled, some quality assurance specialists were going to the facility by helicopter and later by convoy to support the movement of the Space Shuttle external tanks to more secure locations," according to Ms. Jackson.

Addressing the status of DCMA NASA Product Operations' employees, Ms. Jackson reported that as of Oct. 20, "Most have returned to their pre-Katrina assignments supporting our

(Above) DCMA Huntsville's Anniston Team Chief Mr. Robert Lusk inspects a damaged contractor facility in Southern Mississippi. (Photo courtesy of DCMA Huntsville Katrina Assessment Team)
(Opposite) Roof and structural damage was a common problem for many contractor facilities in DCMA Huntsville region. (Photo courtesy of DCMA Huntsville Katrina Assessment Team)

One member of the team, a veteran of an Iraq deployment, remarked that he had never seen damage like this.

customer. All but eight employees have been able to return to work, and most of them will be back before the end of the month. Another four are TDY [temporary duty], working at other CMOs because they do not yet have lodging in the New Orleans area. Four colleagues are requesting permanent reassignment to other CMOs because they do not wish to return to the New Orleans area." She added that 27 have uninhabitable homes for the near future.

DCMA ATK Thiokol

One employee from an unaffected area who volunteered in post-hurricane recovery efforts was Mr. Jody Cope, a quality assurance specialist at DCMA ATK Thiokol, Brigham City, Utah. Mr. Cope, who had previously served as a Red Cross volunteer, volunteered for specialized mass-care training and was soon on the way to the Gulf Coast. The Northern Utah Chapter of the Red Cross officially recognized Mr. Cope "for stepping up in a time of need. We all know a natural disaster can strike at any time, but volunteers like Jody Cope come around once in a lifetime," according to Ms. Hillary Hansen of the Red Cross.

Throughout both hurricanes, DCMA employees performed outstandingly. Perhaps the most telling statement came from Air Force Col. Jeffrey Brand, DCMA NASA Product Operations commander. In a note to the author, Col. Brand stated how proud he is of his people:

The leadership demonstrated by Susan Jackson, Wayne Reynolds, John Carcamo and Herb Hostler [was] nothing short of extraordinary, especially in light of many of their own personal losses. My staff, to include Fred Stein, Doug White, Sandy Martinez and Kate Fernandez, spent many long days ensuring the safety of displaced personnel, then followed up, ensuring that safe haven orders were issued quickly. Finally, the great team members at Stennis, Michoud and Johnson Space Center were focused on helping one another, the community and the customer rather than their own issues. We need to acknowledge the terrific support Colonel Slade and her team provided. Without it, my personnel would have been left to fend for themselves. It is an honor for me to be associated with such a fine group of professionals.

In the face of loss and hardship, DCMA personnel remained focused on the mission and dedicated to helping one another, exemplifying the best qualities of both the Agency and human nature.

DCMA Orlando Supports Katrina Recovery Effort

by Ms. Dianna Cutrer, Industrial Specialist, DCMA Orlando

When the call came in from the Carson, Calif., based Katrina Support Team for storm damage impact assessments on critical vendors and subcontractors, DCMA Orlando initiated the request for all field offices to contact each of the critical contractors and obtain status reports. With the usual tenacity of the DCMA industrial specialists, we were able to quickly make contact and provide critical information and analysis on all the impacted contractors and their delivery schedules. The Katrina Support Team was provided with daily status reports on the contractors listed on the data call, and I and others often worked evenings and weekends to gather, analyze and provide information to the Support Team. The team then passed the current information to the Department of Homeland Security and other customers involved in the decision-making processes or with programs that may have been impacted by supply-chain problems.

Sometimes hurricanes and other disasters bring out the best in people and in organizations, and this turned out to be the case with DCMA personnel in the aftermath of this destruction.

Around DCMA

Armor Plates to Troops

DCMA Phoenix Expediting Armor Plates to Troops

APRIL – Force protection at the point of attack has become vital to enabling the Nation's military to win. As part of the effort to protect our personnel, unarmored vehicles are being retrofitted with armor plating and sent overseas on an expedited basis. Up-armored Humvees (left) offer protection against most small arms fire, shrapnel and anti-personnel mines. Recently, members of the DCMA Phoenix transportation team — Transportation Officer Mr. Larry Santor and Traffic Management Specialists Mr. Roland Tanzi, Ms. Val Valenzuela and Mr. Josh Shea — were able to expedite delivery of 450 armor kits to Iraq and 124 kits to Kuwait within 24 hours of government acceptance. The kits upgrade the protection for a variety of vehicles: the High Mobility Multipurpose Wheeled Vehicle (HMMWV), Heavy Expanded Mobility Tactical Truck, Heavy Equipment Transporter, Palletized Load System and M-998 HMMWV cargo/troop carrier without winch. "It's very satisfying to know that we are getting these armor kits to the warriors in a most expeditious manner," Mr. Santor said. "It's a team effort with the contractors, cargo carriers and DCMA transportation. Since we handle many mission-essential shipments on a daily basis, there is no room for error," he emphasized. (Submitted by Mr. Sam Rousso, Public Affairs advisor, DCMA West Headquarters; U.S. Army photo)

DCMA Northern California Saddles up for the Pony Express

Saddle Up for Pony Express

JUNE 12 – Mr. Dean Freitas (right), DCMA Northern California team supervisor, recently participated in the annual historic reenactment ride of the Pony Express. Mr. Freitas is a member of the National Pony Express Association, an all-volunteer, nonprofit group that has sponsored the reenactment rides since 1978. The Pony Express operated from April 1860 to October 1861, delivering mail to the West until the transcontinental telegraph was completed, putting the Pony Express out of business. Before the Pony Express began its mail runs, mail was transported either by wagon train or by ship and could take several months to get to California. On June 12, this year's first reenactment rider left St. Joseph, Mont. Over the next 10 days, 550 riders carried the leather mail pouch 1,966 miles to deliver it, on time, to Sacramento, Calif. Mr. Freitas' portion of the ride began near Kyburz, Calif., in the Sierra Nevada Mountains. He and his horse, Kramer, rode about four miles in 30 minutes over mountain trails, beginning the ride at dusk and ending in total darkness. Horse and rider traveled through rough terrain, with Kramer and his better night vision navigating the darkest portions of the trail. Mr. Freitas then successfully handed off the mail pouch to the next rider. Kramer is a 12-year-old bay who has accompanied Mr. Freitas in parades, while working cattle and across hundreds of miles of trail. Mr. Freitas credits Kramer for their portion of the ride, saying, "He has a keen mind and a great heart — that's what a really good partner is all about." (Submitted by Ms. Darlene Harris, director, DCMA Northern California, and Air Force Lt. Col. Charles B. Sherwin Jr., commander, DCMA Northern California)

Glimpsing the Future

JUNE 24 – The Honorable Claude M. Bolton Jr. (center), Army Acquisition executive/ assistant secretary of the Army for Acquisition, Logistics and Technology, visited DCMA Sikorsky for a look at the future of Army helicopters. Mr. Bolton toured Sikorsky Aircraft's main plant in Stratford, Conn., received briefings from government and contractor representatives and participated in a demonstration flight of the UH-60M helicopter. The helicopter, presently in test and evaluations, is intended to replace all existing Army BLACK HAWK helicopters in the fleet. DCMA Sikorsky Commander Navy Capt. Dorothy J. Freer (right) and contractors briefed Mr. Bolton on the UH-60M program's status, focusing on finances, program updates, company transformation initiatives and use of the Earned Value Management System (EVMS). Mr. Bolton then spoke about Sikorsky's efforts to improve its lean-manufacturing process and to implement EVMS. He noted the exceptional level of cooperation between DCMA Sikorsky and Sikorsky Aircraft and the leadership provided by Capt. Freer and Mr. Steven Finger (left), Sikorsky Aircraft president. Accompanying Mr. Bolton was Mr. Tony Melita, deputy director, Defense Systems Office of the Under Secretary of Defense for Acquisition, Logistics and Technology. (Submitted by Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky Aircraft; photo courtesy of Sikorsky Aircraft)

Glimpsing the Future

Providing Life Support

Providing Life-Support Services in Tikrit

JULY – Army Maj. Zachary Wilcox (left) recently returned from a six-month deployment to Tikrit, Iraq, in support of *Operation Iraqi Freedom*. Maj. Wilcox was deployed from DCMA Aircraft Integrated Maintenance Operations (AIMO) – Greenville, S.C., and was given the difficult task of performing as the administrative contracting officer (ACO) for the Logistical Civil Augmentation Program Contract. As ACO, Maj. Wilcox was responsible for life-support services for more than 27,000 U.S. Army soldiers of the 1st and 42nd Infantry Divisions located at 27 bases across Northern Iraq. Maj. Wilcox's Area of Operation had a budget of $1.3 billion for life-support services that included power generation, electrical support, waste management, water works, laundry operations, fire protection, dining facilities, and morale, welfare and recreation. Maj. Wilcox and his team provided contractor oversight and surveillance while traveling in convoys under constant threat from suicide bombers, grenades, explosive devices and gunfire. Despite these obstacles, Maj. Wilcox and his team provided quality support to Servicemen and -women on the ground. In Maj. Wilcox's words, "It was always a gratifying feeling to see the soldier on the ground get the support needed to make his [or her] life in Iraq a little more comfortable." Now Maj. Wilcox is back at DCMA AIMO – Greenville, pictured here with DCMA Quality Assurance Specialist Mr. Don Morales (right), inspecting a C-5 AMP kit in the Greenville, S.C., warehouse before shipment to Dover Air Force Base, Del., for aircraft modification. (Submitted by Air Force Lt. Col. David French, commander, DCMA Aircraft Integrated Maintenance Operations – Greenville)

DCMA APO Hamilton Sundstrand's NASA Team Receives Group Achievement Award

JULY 12 – NASA presented the Public Service Group Achievement Award to DCMA Aircraft Propulsion Operations (APO) Hamilton Sundstrand's NASA team for outstanding contract management support leading to the successful delivery of the International Space Station (ISS) Water Processor Assembly/Oxygen

Group Achievement Award

Generator Assembly (WPA/OGA). The WPA/OGA hardware supplies potable water and oxygen for the ISS crew. Mr. Bob Bagdigian, NASA Marshall Space Flight Center (MSFC) program manager (middle row, 2nd from left); Ms. Cindy Upton, MSFC WPA/OGA project manager (front row, 4th from left); Mr. Bob Martin, MSFC contracting officer (back row, 2nd from right); and Mr. Bob Aaron, Hamilton Sundstrand Space Land & Sea WPA/OGA program manager (middle row, 2nd from right), visited the DCMA APO Hamilton Sundstrand office in Windsor Locks, Conn., and presented each team member with an individual certificate signed by Mr. Fred Gregory, NASA deputy administrator. DCMA APO Hamilton Sundstrand's NASA team members — **front row**: Mr. Russ Marinone (left), Mr. Norm Fioroni (2nd from left), Ms. Lorna Dwyer (3rd from left) and Mr. Steve Davis (right); **middle row**: Mr. Carl Kulbaski (left), Mr. Ich Nguyen (3rd from left) and Mr. Royce Brainard (right); **back row**: Mr. Dave Brannick (left), Mr. John Wigglesworth (2nd from left), Mr. Tom Gerry (3rd from left), Mr. Stan Morytko (4th from left), Mr. Bob Blinn (3rd from right) and Mr. Pat McMann, director (right). (Submitted by Mr. Steve Davis, program integration specialist, DCMA APO Hamilton Sundstrand)

Ms. Briscoe Receives Award

Ms. Tracie Briscoe Receives NAACP Award

JULY 12 – Ms. Tracie Briscoe, DCMA Dallas administrative contracting officer, received the Roy Wilkins Renown Service Award at the 30th Annual National Association for the Advancement of Colored People Armed Services and Veterans Affairs Awards Dinner in Milwaukee, Wis. This honor is awarded annually to a number of Department of Defense personnel who distinguish themselves by contributing to military equal opportunity programs. Ms. Briscoe was recognized for her volunteer work with children in Dallas, Texas. For the past 18 years, Ms. Briscoe has volunteered with the Oak Cliff Redskins football, cheerleading and dance teams, raising $3,000 last season to sponsor cheerleaders who would have been unable to participate otherwise. The Redskins are a non-profit organization affiliated with the national Pop Warner Organization. Ms. Briscoe's objective is to "develop well-rounded young [people] through academics, athletics, community involvement and spiritual growth," and she has succeeded. (Submitted by Ms. Jenny Mathews, management analyst, DCMA Dallas)

MDA – DCMA Immersion Day

AUG. 31 – The first Missile Defense Agency (MDA) – DCMA Immersion Day was held to discuss opportunities for partnering and leveraging resources. The main discussion topics included mission assurance and implementation of the Agency-to-Agency Quality Assurance Letter of Delegation (LOD). Several MDA and DCMA executives and senior leaders participated. MDA participants included Mr. Little (hosting for Air Force Lt. Gen. Henry A. Obering III); Air Force Brig. Gen. Chris T. Anzalone; Mr. Decesaris; Mr. Matlock; Mr. Klehman; Mr. Stone; Air Force Col. John Driessnack; Air Force Col. Christopher E. Pelc; Air Force Col. John A. Daniels; Mr. Slaybaugh; and Mr. Rosenberg. Participants from DCMA included Air Force Maj. Gen. Darryl A. Scott, director; Ms. Rebecca Davies, executive director, Contract Management Operations; and Mr. Robert W. Schmitt, DCMA District East director. Mr. Little presented the opening remarks and then an overview of MDA's mission, challenges, operations and organization. Maj. Gen. Scott presented an overview of DCMA, outlining the Agency's operations and future objectives, specifically, initiating a performance-based culture focused on customer priorities. Later, Mr. Stone discussed why mission readiness is MDA's top priority and how issuing an Agency-to-Agency Quality LOD will help increase the robustness, capability and quality of the Ballistic Missile Defense System. Mr. Schmitt described how DCMA could support the LOD. Many of the meeting attendees agreed that the day was an important step, setting in motion a joint effort to improve mission assurance by keenly focusing on critical issues and leveraging resources and information. The next MDA – DCMA Immersion Day is planned for December 2005. (Submitted by Ms. Caroline Coleman, MDA)

Senior Leadership Team Changes

by Ms. Lindsay Gross, Staff Writer

This fall brought many changes to the DCMA Leadership Team. On Oct. 3, Mr. Keith Ernst, former director of DCMA District East, succeeded Mrs. Sallie Flavin as deputy director of the Agency. Mrs. Flavin retired after more than 30 years of active federal service.

Mrs. Sallie Flavin, former deputy director, DCMA

Mr. Keith Ernst, deputy director, DCMA

Mr. Bob Schmitt, director, DCMA East

Ms. Rebecca Davies, executive director, Contract Management Operations Directorate

In a ceremony at the DCMA Commanders' Conference in Nashville on Oct. 25, Maj. Gen. Scott transferred leadership of District West from Mr. Bob Schmitt to Ms. Patricia Kirk-McAlpine. Mr. Schmitt had been acting District West director after the retirement of former director, Mr. Richard Zirk. Ms. Kirk-McAlpine comes to DCMA from the Air Force Space and Missiles Center at Los Angeles Air Force Base, Calif., where she served as director of Contracting. Mr. Schmitt then assumed leadership of District East from Mr. Keith Ernst.

Ms. Rebecca Davies has assumed the position of executive director, Contract Management Operations at DCMA Headquarters. She previously served as executive director, Program Integration and Customer Relations and as acting executive director, Contract Management Operations. She will continue to be responsible for program integration and customer relations activities.

Each of these individuals has extensive experience in Defense acquisition management. DCMA congratulates them on their selection and welcomes Ms. Kirk-McAlpine to the team.

Ms. Patricia Kirk-McAlpine, director, DCMA West (pictured with Mr. Richard Zirk, former DCMA West director)

Traveling on Sniper Alley

by Lt. Col. Bradley Fishel, U.S. Air Force, Commander,
DCMA Joint Contracting Command Iraq

Over the past several years, I've been playing baseball in San Antonio and Orlando, Fla. I play various positions in the infield (second base, third base and shortstop), and there have been times when I've been afflicted with "Steve Sax[1]/Chuck Knoblauch[2]" disease. For those of you who don't know the sport, this is a mental block caused by thinking too much, stressing about the throw and not wanting to mess up the play in order to avoid letting teammates down. It affects the best of baseball players at times, rendering them unable to throw the ball with accuracy, even short distances. The ball just doesn't go where you want it to. Whenever this problem afflicted me, my teammates would tell me, "It's just a throw. When you warm up before a game, you make it 100 times without error," and, "It's just a game, no big deal — don't worry about making a mistake. Just throw the ball." But the stress at that moment of the game causes you to think too much, and then you're done. You throw it away. It's happened to me countless times in the past — too much stress and adrenaline fueling my desire to be perfect in a game that I believe is important. Being exposed to real stress during my time in Baghdad, Iraq, however, put my sports ailments in perspective.

July 2005 — I was on the stretch of highway between Baghdad International Airport and the Green Zone (known as Sniper Alley and Vehicle-Borne Improvised Explosive Device Alley) on a seven-vehicle convoy to Abu Ghraib, Iraq, to see one of my troops. As we pulled out of the International Zone and into the Red Zone[3] in our Humvees, my heart began to race. Jake, a 20-year-old Army corporal on the .50-calibur machine gun, was assigned to the turret. The second lieutenant who was leading the convoy had led many already in his short career, and he began authoritatively barking to his team, "Go red, go red!" meaning load the weapons and take the safeties off. I pulled out my magazine and inserted it into my M-9 pistol as the

(Top) Looking out at the streets of Baghdad, Iraq, from the back of a personal security detail vehicle. Standing to the right are Iraqi policemen. (DCMA staff photo)

[1] Steve Sax played baseball for the Los Angeles Dodgers in the 1981-1988 seasons. In 1982 he won the National League Rookie of the Year Award, setting a Dodger rookie record with 49 stolen bases and leading the club with 638 at-bats, 88 runs and 180 hits. In 1983, he mysteriously became unable to make throws to first base on easy plays. His batting ability remained strong, and a 25-game hitting streak in September 1986 brought him within two points of a batting title. He then played for the New York Yankees from 1989-1991, the Chicago White Sox from 1992-1993 and the Oakland Athletics in 1994.

Source: Tom Gallagher, *Steve Sax*, 2002, BaseballLibrary.com, 23 Aug. 2005, <http://www.baseballlibrary.com/baseballlibrary/ballplayers/S/Sax_Steve.stm>.

It's an everyday reality here — there are no second chances. … There is no one telling me, "It's just a game, no big deal — don't worry about making a mistake."

remaining crew in my Humvee loaded their M-16 rifles.

The second lieutenant's driver called out the threats as they arose: "Vehicle — left side, Jake," to which there was an answering, *stomp, stomp*, as Jake acknowledged the direction by pounding his foot on the floor, bravely standing with his upper torso exposed out the top of the Humvee. Jake turned to cover the suspicious vehicle with his weapon. Another direction from the driver: "Overpass ahead, Jake." *Stomp, stomp*. Jake took tactical actions to cover his teammates in Humvees ahead as they passed under the bridge, ducking to avoid being hit by the bombs that are regularly dropped down on convoys from overpasses. After we went through the overpass, Jake sprung back up and covered his buddies behind as they went through. This went on for the next 60 minutes. Vehicles stopped, people walking, little kids playing — all were potential threats. The whole time my adrenaline was pumping as my eyes peered out from the Humvee's windows, looking for any indication that there was someone out there trying to kill me.

That is the bottom line here in Iraq: there are certain people who want to kill me for no other reason than that I have on a U.S. military uniform, or even simply because I'm an American. These people are willing to die to end my life. It's an everyday reality here — there are no second chances. Unlike baseball, there is no one here telling me, "It's OK," if I mess up. There is no one telling me, "It's just a game, no big deal — don't worry about making a mistake." Here, it's real. Now *that* is stress.

We have some of the best young men and women in the world dealing with this type of stress everyday to protect us from these people who want us dead. These military men and women are professionals, and they are my heroes.

After my 60-minute "joyride," we finally arrived at our warehouse at Abu Ghraib. Our mission was to meet with the prime contractor and the two DCMA quality assurance representatives to check in on the warehouse operations. The Abu Ghraib warehouse receives hundreds of shipments every day of items worth millions of dollars, ranging from ammunition to automobiles — items needed to sustain the mission here in Iraq.

Five hours later, we began the journey back to the International Zone, going through the same routine. When I got out of the Humvee, I shook the second lieutenant's hand and told him he had a good team. "They're wired tight and did a great job," I said. He shook my hand, saluted and said, "Thanks, Sir. We'll be out there again tomorrow."

I hope they all make it back to their husbands, wives, kids and friends, to their moms and dads, to their sisters and brothers. Some of them won't. However, you can bet these soldiers will be out there tomorrow, protecting you, protecting me and protecting our freedom. Under extreme stress, the members of our military are able to act, without allowing their anxiety to take over. Having witnessed this dedication to action, somehow I don't think I'll have any problems with that throw to first base anymore.

[2] Chuck Knoblauch played baseball for the Minnesota Twins in the 1991-1997 seasons and was an important part of the Twins' amazing transformation from last-place losers in 1990 to World Champions in 1991, the year in which he was named Rookie of the Year. In 1997 he won his first Gold Glove award for his fielding abilities. The next year he was traded to the New York Yankees, where he played in the 1998-2001 seasons. Midway through the 1998 season, the former Gold Glover developed a mental tic that caused him to hesitate after fielding the ball, often forcing him to make wild throws to first base, a problem reminiscent of Steve Sax's troubles a decade earlier. His league-leading 26 errors in 1999 were the most by any Yankee second baseman since 1945. He continued to experience throwing troubles through the 2000 season, when he was moved to a new position in left field.

Source: James G. Robinson, *Chuck Knoblauch*, 2002, BaseballLibrary.com, 23 Aug. 2005, <http://www.baseballlibrary.com/baseballlibrary/ballplayers/K/Knoblauch_Chuck.stm>.

[3] A zone in Iraq in which the military cannot guarantee one's safety

(Above) A front-seat view from a Humvee that is part of a personal security detachment making its way to Abu Ghraib, Iraq. Dozens of trips are made each day and, despite heavy precautions, casualties are high. (DCMA staff photo)
(Opposite) Air Force Lt. Col. Bradley Fishel, DCMA Joint Contracting Command Iraq commander (center), with two members of his personal security detachment (PSD). The PSD members wish not to be identified because they accompany coalition forces along Sniper Alley every day.

The Glass Ceiling Can Be Broken

by Ms. Julinda Turner, Quality Assurance Representative, DCMA Dallas

True or not, in corporate America and government agencies, the phrase "glass ceiling" has been used primarily with regard to women. However, the glass ceiling, a barrier to career advancement that is an unofficial but real impediment to one's advancement into management positions, can result from discrimination based on gender, age, race, ethnicity or sexual preference. The ceiling is "glass" because of its translucence — your movement is restricted, but you can still see what you can't reach.

I believe that DCMA has taken steps to remove barriers that would hinder any employee from becoming successful.

One strategic goal of the Defense Contract Management Agency (DCMA) is to "Enable DCMA People to Excel." I believe in this goal. I believe that DCMA has taken steps to remove barriers that would hinder any employee from becoming successful. One such step is the Glass Ceiling Program for Developing Managers. I was accepted for the Program's July 31 – Aug. 26, 2005, session at the William Bolger Training Center in Potomac, Md. Prior to my departure, I was confronted by a coworker who felt that the training was an affirmative action gift. The person was offended, thinking I would go through this program and be rewarded with a job I might not be qualified for.

Unfortunately, these misconceptions persist, making programs such as this one all the more important. During the four-week, intensive Program — which more properly should be referred to as the Program for Developing Managers (PDM) — 30 professionals, primarily employees in grades 12 and 13 from DCMA and the Defense Logistics Agency (DLA), come together to learn skills in the various disciplines of executive management.

This year's PDM focused on those skills that would enable us to perform as effective leaders.

(Above) Participants in the July 31 – Aug. 6, 2005, session of the "Glass Ceiling Program for Developing Managers" held at the William Bolger Training Center in Potomac, Md.

The PDM curriculum required all of us to work through life-like scenarios, which allowed us to respond in real-life ways.

Two of the 30 participants were men who felt they faced their own glass ceiling experiences within the workplace. The PDM curriculum required all of us to work through life-like scenarios, which allowed us to respond in real-life ways. Some of the many topics discussed included: Leadership, Project Management, Strategic Focus/Communication Skills, Presentation Skills/ Briefing, and Writing and Negotiations. Each topic was discussed then put into action by participants performing in realistic simulations of workplace situations with guest speakers offering helpful executive insight. In addition, each participant was required to bring an idea for a special project that would benefit the work environment and/or the Agency. All participants accomplished that task and are prepared to implement the projects. The daily training sessions were long, but the rewards were great. During the four weeks, the 30 participants created a bond that will last throughout their careers.

The PDM and other such leadership development programs are necessary for DCMA to remain competitive. I believe DCMA has changed for the better and will continue to change with the needs of the defense industry. Concurrent with these changes is the need for leaders to have the appropriate abilities to guide, motivate and make decisions within a diverse work environment. Technical skills are no longer the only basis for becoming a leader — what is needed is a combination of technical, leadership and people skills. Diversity within a work environment requires the emotional intelligence, cultural background, values and morals that all of us bring to the workplace. As a progressive agency, DCMA has recognized this transformation of skill sets and thus developed programs such as the PDM.

DCMA Transitions out of the Balkans Theater

by Mr. Wayland Burton, Strategy and Performance Development, DCMA Southern Europe

The Defense Contract Management Agency (DCMA) transitioned out of the Balkans on Sept. 1, 2005. Army Col. Timothy D. Dixon, DCMA Southern Europe commander, cased the DCMA flag, and the North Atlantic Europe (NAU) Corps of Engineers raised its flag to signify the official transfer of contract administration operations. In attendance was customer representative Ms. Deborah Duncan, Programs and Project

(Right) A map of the countries that comprise the Balkans region.

Col. Dixon's DCMA Southern Europe CCAS team successfully listened to the voice of the customer while overseeing KBRS' contracted efforts.

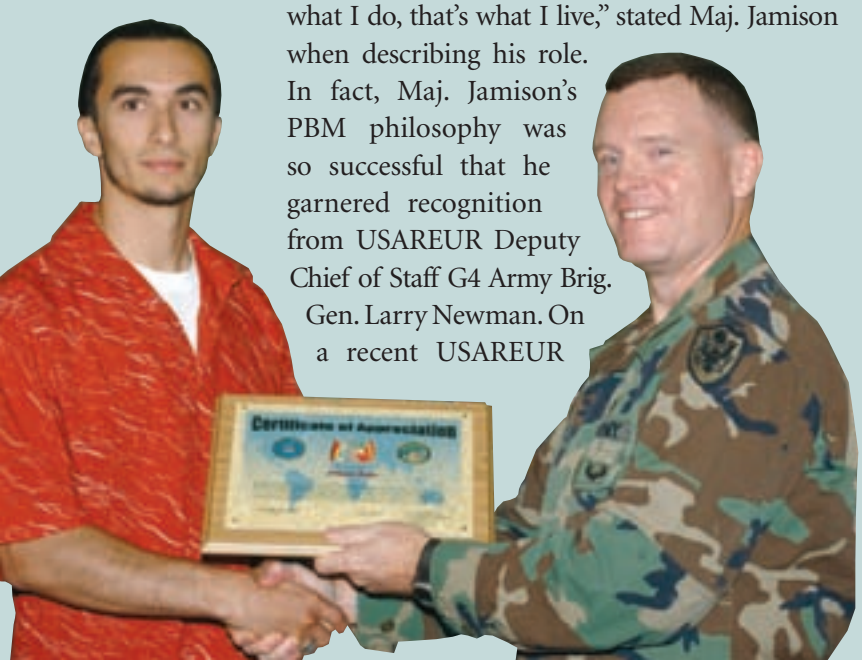
Management deputy, Corps of Engineers Transatlantic Center.

DCMA has been a part of *Operations Joint Forge* and *Joint Guardian*, NATO-led peacekeeping missions in Bosnia-Herzegovina and Kosovo, respectively, since the mid-1990s. The DCMA Southern Europe office has been supporting the U.S. Army Europe (USAREUR) in the oversight of the Kellogg, Brown and Root Services (KBRS) Balkans Support Contract. Col. Dixon and his staff have successfully enacted the vision of Air Force Maj. Gen. Darryl A. Scott, DCMA director: to make DCMA an indispensable partner by continually focusing on the customer. The DCMA Southern Europe Contingency Contracting Administration Services (CCAS) team listened to the voice of the customer while overseeing KBRS' contracted efforts, which include trash collection, electrical and road maintenance and mortuary affairs. Throughout the mission, Col. Dixon's "point man" to the customer was Army Maj. Vernon Jamison, who adopted Col. Dixon's philosophy of "being involved with the customer at an individual level."

Maj. Jamison's personal resolve was always closely intertwined with both the mission and his interaction with the customer. "PBM [performance-based management] — that's what I do, that's what I live," stated Maj. Jamison when describing his role. In fact, Maj. Jamison's PBM philosophy was so successful that he garnered recognition from USAREUR Deputy Chief of Staff G4 Army Brig. Gen. Larry Newman. On a recent USAREUR visit, Brig. Gen. Newman expressed his delight to Col. Dixon that DCMA had assigned an employee to his staff. Puzzled, Col. Dixon questioned who that individual was, certain that no one from DCMA Southern Europe had been placed on the general's staff. When Brig. Gen. Newman related that the employee was a major who provided weekly updates concerning the status of contracting oversight in the Balkans, Col. Dixon knew immediately the identity of that major. Maj. Jamison believes that PBM entails providing customers with insight that is valuable to them, thinking as customers would think and anticipating their needs to the point where customers view DCMA as part of their organization.

DCMA Southern Europe was not resourced to continue contract administration support past Sept. 30, 2005; consequently, they developed a seamless two-tier contract administration transition plan. The first component of the plan involved staffing — training temporary NAU administration contracting officers and quality assurance specialists and providing NAU with position descriptions so that NAU could hire a suitable administrative workforce. The second component was a transition of processes — sharing policies and procedures with NAU and preparing weekly briefings on Balkans operations. In addition, DCMA Southern Europe granted NAU access to the Plant Clearance Automated Reutilization Screening System, an automated process for reporting, screening, requisitioning and disposing of excess government property located at contractor facilities.

The casing of the DCMA colors in the Balkans represents the end of that mission but not the end of DCMA Southern Europe's style of interacting with its customers, a style with which they certainly exceeded USAREUR's expectations.



(Left) Mr. Arianit Reka, DCMA Southern Europe, receives a Certificate of Appreciation from Army Col. Timothy D. Dixon, DCMA Southern Europe commander. (DCMA staff photo)

DCMA Bostonian Steps up to the Plate(let)

by Mr. Larry Vallas, Quality Assurance Representative, DCMA Boston

His family and peers consider DCMA Bostonian Mr. Michael "Mike" Hession a humble humanitarian. For the past nine years, the Ground Combat Systems Team contract administrator with 28 years of federal service has been donating blood platelets to Massachusetts General Hospital (MGH). Mr. Hession had been a blood donor for many years, when in 1996 he read about the uses of and demands for the lesser-advertised blood platelets, which are integral for patients suffering from leukemia, hemophilia, cancer and aplastic and sickle cell anemia and for those who undergo chemotherapy and surgery. After researching the importance of blood platelets, Mr. Hession decided to "step up" his personal quest to help those in dire need.

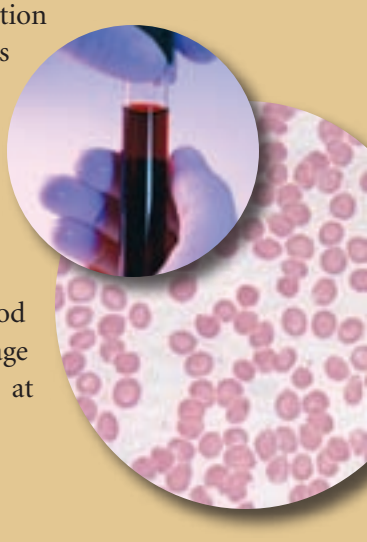
Platelets are collected through a process called apheresis, during which blood is withdrawn from a donor's arm, passed through a sterile tubing system and then centrifugally separated and collected into a unit of clots. The remaining blood components are returned into the body via the donor's other arm. The entire platelet donation process takes approximately two hours. Since the donor hasn't essentially lost any blood, platelet donors can safely donate every three days (but only up to 24 times a year).

Mr. Hession, whom doctors say has been blessed with a high platelet count, makes platelet donations approximately 16 times per year. He also wants to encourage others to donate and urges people to visit their local Red Cross for more information on how they can help. It is estimated that less than 5 percent of the U.S. population donates blood platelets on a regular basis. Consequently, the American Red Cross and hospitals around the country are constantly seeking blood donors in an effort to keep the low on-hand supply of blood ahead of the high demand. The platelet donation process is painless, and medical staff ensure that the comfort of donors is of utmost priority. Donors can recline in a chair and read a book, listen to music or watch television or a DVD to make their donation visits pleasant and relaxing.

It is estimated that less than 5 percent of the U.S. population donates blood platelets on a regular basis.

For donating so much of his time and himself, Mr. Hession has earned the admiration of his wife Christina, daughter Alison and all of his peers. He has received several letters of appreciation from the MGH staff as well. What drives Mr. Hession to continue his quest to help others in need, and what he finds to be most rewarding, are the thank-you cards he receives from the patients he has helped — especially the children.

For more information on donating blood and platelets, visit the blood donation page of the American Red Cross Web site at http://www.givelife.org/.



(Above) Mr. Mike Hession, contract administrator, DCMA Boston, regularly donates blood platelets. (DCMA staff photo)
(Right) Blood in a test tube (foreground) and blood platelets under a microscope.

DCMA Employee Authors Children's Book

by Ms. Karrin Moore, Staff Writer, DCMA District East

As soon as he read in the newspapers about the unlikely friendship between an old horse and a young moose, Mr. Robert Repinski, DCMA GE Lynn quality assurance specialist, knew he needed to write a children's story about it.

Mr. Repinski was particularly drawn to stories about nature because they "offer children something that they can sink their teeth into."

Mr. Repinski has always been interested in nature. Growing up in southwestern Pennsylvania, the majority of his childhood was spent outdoors on hunting and fishing trips with his father. He continued exploring his love for the outdoors with the Boy Scouts, quickly becoming the youngest Eagle Scout in Pennsylvania at age 15. Later, as an author and father of three, to son Jae and daughters Heather and Holly (now grown), he was particularly drawn to stories about nature because they "offer children something that they can sink their teeth into, and nature doesn't lie."

This improbable friendship between the moose and horse began in the summer of 2004 in Groton, Vt., when a yearling moose, which came to be known as Mary, lost her mother and began to wander. Mary eventually arrived in the peaceful, small village of Groton where she encountered a 20-year-old cobble horse named Little Bit. The pair remained together and could be seen grazing side by side in a pasture, strolling to the Wells River or peeking out of an old barn where they slept.

Immediately after reading about this friendship Mr. Repinski began doing research for the story. Though the actual location of the farm was not initially released, he soon discovered it. Mr. Repinski drove the two and a half hours to Groton several times, trying to get photographs of the pair, sometimes waiting all day in full camouflage gear without catching a glimpse of them.

(Left) Mr. Robert Repinski (right) presents Vermont Gov. Jim Douglas with the first copy of *Mary Finds a Friend.*

Get to know some of your fellow employees — you never know what they may have accomplished!

Finally, after photographing Mary and Little Bit and their surroundings, Mr. Repinski began to write their story. The finished book, *Mary Finds a Friend*, was warmly welcomed by Vermont Gov. James H. Douglas, who wrote a testimonial extolling its virtues and the messages behind it. *Mary Finds a Friend,* written under the pen name Robert Jae Skye, is now available to the public and can be purchased through retailers, including Amazon.com.

This is not Mr. Repinski's first book. He also has two self-published technical books, *SOMCAP* [Systemic Organized Management Corrective Action Program] and *18 Quick Shots to Loss Reduction*, which are specifically aimed at the manufacturing industry. *SOMCAP* came about in the early 1990s, when Mr. Repinski was asked by the Rutland, Vt., General Electric (GE) plant manager to head a team to help reduce the plant's losses. The loss reduction project yielded a computerized program, C2CA [Common Cause Corrective Action Program], that saved the plant over $1 million dollars in losses simply by making them understandable. Over the years the C2CA program has saved the Rutland GE plant millions of dollars and has reduced its process fallout to an all-time low. Mr. Repinski's other book, *18 Quick Shots to Loss Reduction*, is a condensed version of *SOMCAP* and benefits plant managers who want to see quick results but retain the ability to dig deeper into the subject when time and resources allow. Additionally, Mr. Repinski holds three patents, one having to do with Styrofoam and static electricity and another two (one Canadian and one American) for a hunting arrow renowned as the most humane arrow in existence. Its special design is more lethal than conventional arrows, minimizing the time an animal suffers.

Mr. Repinski also possesses musical talent and has written seven songs, two of which have been recorded. The two recorded songs are an extension of his childhood love of sports, particularly baseball's Pittsburgh Pirates and Boston Red Sox. One song, titled "Humpty Dumpty Baseball," expresses how fans were losing interest in baseball in the 1970s and turning to soccer. The impetus for the song was the Oakland A's player Jim "Catfish" Hunter, who was one of the first stars to enter the free agency process and thereby made people nervous that the sport would lose the public's interest. The second song is "The Ballad of Fred Lynn," the Red Sox and American League "Rookie of the Year" in 1975.

Mr. Repinski is one of many DCMA employees with talents that extend outside of their careers. Get to know some of your fellow employees — you never know what they may have accomplished!

(Top) Mary the moose and her equine friend Little Bit in Groton, Vt. Mary and Little Bit are the main 'characters' in Mr. Robert Repinski's book, *Mary Finds a Friend*.

DCMA Commanders Meet in Nashville

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

The theme for the Oct. 25 – 27 Defense Contract Management Agency (DCMA) Commanders' Conference, held in Nashville, Tenn., was "Enterprise Thinking - Customers, Performance and Human Capital." Approximately 225 contract management office (CMO) commanders and staff representatives from DCMA Headquarters and Districts attended. In his opening remarks, Air Force Maj. Gen. Darryl A. Scott, DCMA director, reviewed the Agency's progress in adopting performance-based management (PBM). He underscored the importance of focusing on customer needs as the means for measuring DCMA's success. The director described the Agency's realignment into four new product divisions. Details and timelines of these actions are at: http://home.dcma.mil/dcma-dsl/realignment.htm.

Mr. Keith Ernst, DCMA deputy director, addressed the Agency's strategic goals and highlighted the importance of leadership development. He challenged all commanders to provide subordinates with leadership training and experiential opportunities and to reward excellence. Mr. Ernst also discussed the assessment architecture for monitoring progress in achieving customer-based outcomes.

The conference included presentations, discussions and workshops on a range of subjects. The commanders of DCMA CMOs at Boeing Seal Beach, Denver and Santa Ana provided operational overview briefings about their activities. Other workshops featured discussions on PBM, sustainment support in a PBM environment, earned value management and performance-based individual performance plans.

The conference highlight was the presentation of DCMA's Annual Employee Awards at a banquet on Oct. 26. The program included Maj. Gen. Scott's presentation of the Purple Heart to Mr. Frank Barrientes, deputy commander, DCMA Huntsville, for wounds received in combat action on Nov. 16, 1966, in the Republic of Vietnam. Then-Specialist Six Barrientes was a crew chief and door gunner aboard a U.S. Army UH-1B helicopter gunship with the 114th Assault Helicopter Company operating in the Mekong Delta region of South Vietnam. An administrative oversight precluded Mr. Barrientes from receiving the award at the time of his wounds.

In his summary remarks, Maj. Gen. Scott reminded leaders to take care of their people, ensuring they are properly trained, encouraged, rewarded and recognized. As DCMA continues to evolve and transform, he challenged everyone to think of DCMA as an enterprise and to make full use of the Agency's collective talents and skills in meeting customer requirements. Maj. Gen. Scott concluded the conference by announcing that he will be leaving DCMA to assume command of the Joint Contracting Command – Iraq and Afghanistan in Baghdad, Iraq.

(Above) Air Force Maj. Gen. Darryl A. Scott, DCMA director, presents the Purple Heart to Mr. Frank Barrientes, DCMA Huntsville deputy commander. (DCMA staff photo)

Fifth Annual DCMA Employee Recognition Program

Outstanding DCMA Personnel of the Year

Ms. Rajkumari Bezwada, *Program Analyst, DCMA Headquarters*

Ms. Bezwada exemplifies DCMA's commitment to achieving organizational outcomes. She was instrumental in the successful collection and analysis of information in support of Base Realignment and Closure (BRAC) data calls. Her use of the Agency's Knowledge Management Web site to disseminate information during the BRAC process documented data hits in the thousands. Ms. Bezwada was also the key player in the fielding of Enterprise Planner, working to help resolve problems with this resource requirement collection program. According to a coworker, she "assures system changes result in the best outcome for the Agency."

Ms. Patricia Colby, *Quality Assurance Specialist/ DCMA Northern Europe, Rochester, UK*

Ms. Colby is responsible for the successful implementation of Wide Area Workflow (WAWF) on foreign currency-paid contracts within DCMA. As lead WAWF administrator, Ms. Colby also spearheaded its use throughout DCMA Northern Europe, and the processes she developed were provided to DCMA International for Agency-wide distribution. Ms. Colby demonstrated outstanding leadership on the Advanced Digital Antenna Program (ADAP). Because of her extensive skills and Quality Assurance knowledge, the ADAP program is progressing successfully. Ms. Colby's customers hold her in high esteem, as she anticipates and gives priority to their needs.

Ms. Susan L. Hogge, *Team Leader, DCMA Singapore*

Ms. Hogge's dedication to customers is evident through her execution of performance-based management (PBM) and fulfillment of every aspect of the customer relations plan. Ms. Hogge and her team have successfully implemented PBM at DCMA Pacific and provided outstanding support to the U.S. Navy and U.S. Air Force. Additionally, she excelled in handling challenges concurrent with DCMA Malaysia's closing and rapidly established herself as the Team Leader in Singapore, efficiently rebalancing workloads. Ms. Hogge has led by example through actions such as completing graduate school courses and sponsoring new personnel.

Ms. Beth Kerr-White, *Contract Administrator & Administrative Contracting Officer, DCMA Denver*

Ms. Kerr-White has been serving as both an administrative contracting officer for the Central Operations Team and a contracts subject-matter expert for the Technical Assessment Group. Ms.

(From left) Ms. Rajkumari Bezwada, Ms. Patricia Colby, Ms. Susan L. Hogge and Ms. Beth Kerr-White

Kerr-White helped streamline processes such as contract pricing and closeout and has developed on-site training on numerous contract administration subjects. Ms. Kerr-White is considered a leader, team player and exceptional performer by colleagues, customers and contractors. She has a reputation for extensive knowledge, professionalism and dedication. She has challenged her team members to stretch their abilities and has provided feedback and mentoring.

Mr. Michael Dale Merritt, *Contract Administrator, The Boeing Company*

Mr. Merritt is assigned as the Defense Corporate Executive at Boeing World Headquarters. He has provided extensive support to DoD and NASA personnel nationwide who manage Boeing's $54 billion in contracts, and he is responsible for the oversight of overhead costs. Mr. Merritt has also developed training for federal procurement offices. Additionally, he is responsible for the Boeing Comprehensive Small Business Subcontracting program. Within DCMA, Mr. Merritt has integrated the various offices working on the Earned Value Management and Supplier Quality Assurance systems. His positive attitude makes him an outstanding asset.

Ms. Faye Nix, *Management Analyst, DCMA Headquarters*

Ms. Nix, a management analyst within the Customer Relations and Program Support Directorate, distinguished herself in the coordination of the successful stand up of the DCMA Customer Liaison Center in June 2005. Ms. Nix ensured that there was little disruption to the lives of customer liaisons. Her remarkable ability to relate to all employees made the transition much more manageable, and her communication skills were instrumental in avoiding problems. Ms. Nix is the ultimate team player, reflected by admiration from not only customer liaisons but also her fellow directorate team members.

Mr. Joseph Pritt, *Quality Assurance Representative, DCMA East*

Mr. Pritt has been the driving force behind the Product Assurance (PA) Writing and Planning integrated product team (IPT), greatly enhancing DCMA's value to the customers, helping them achieve desired outcomes. Mr. Pritt's extensive knowledge of the quality assurance process has proved invaluable for this team. After the PA IPT was complete, Mr. Pritt continued on with the PA Production, Deployment, Operations and Support IPT as co-leader and was essential to the team's success. Senior leaders recognize him as an excellent example of fierce dedication to supporting the PA workforce.

Ms. Mary Grace Switlik, *Deputy Director, Homeland Defense Analysis Team, DCMA Industrial Analysis Center*

In managing a newly assigned national mission for the Agency, Ms. Switlik has demonstrated superior skills that produced a results-oriented team of employees, outcome-based mission operational capability and extremely satisfied customers. Ms. Switlik was responsible for designing and building her new organization, which included writing performance standards and individual development plans; hiring and training new staff; and developing resource plans. Ms. Switlik's tactical-level accomplishments include the establishment of the DoD Defense Industrial Base (DIB) critical asset list and 11 comprehensive vulnerability assessments. She has inspired others to become more involved in enhancing customer service.

Mr. Carlo A. Tursi, *Contract Operations Supervisor, DCMA Boeing Philadelphia*

Mr. Tursi directed DCMA activities supporting the termination of the multi-billion dollar Acquisition Category I Comanche Program. Due to his resourcefulness, the terminating contracting officer was able to return $70 million to the Army. Mr. Tursi's

(From left) Mr. Michael Dale Merritt, Ms. Faye Nix, Mr. Joseph Pritt, Ms. Mary Grace Switlik and Mr. Carlo A. Tursi

DCMA Phoenix Team members

efforts also resulted in the reutilization of over $340 million of property received on inventory schedules. He also developed a strategy to reduce procurement lead times for the Missile Defense Agency and assumed the role of contract management team supervisor at DCMA Boeing Philadelphia. Mr. Tursi's skills have contributed significantly to DCMA Boeing Philadelphia's outstanding customer support.

Herbert W. Homer Team Performance Award

DCMA Product Assurance Instructions and Guidance Integrated Product Team

Mr. Michael Bath, DCMA West
Mr. Jeffrey Birkenholz, DCMA Twin Cities
Mr. Michael Buchanan, DCMA Aircraft Integrated Maintenance Operations
Mr. C. Ben Chaffman, DCMA Headquarters
Mr. John Deas, DCMA Headquarters
Ms. Christina Gallagher, DCMA Raytheon Tucson
Mr. Christopher Hall, DCMA West
Mr. Shaun Lanham, DCMA West
Mr. Richard Looney, DCMA East
Mr. Marty Makielski, DCMA Chicago
Mr. William Porzel, American Federation of Government Employees Council
Mr. Joseph Pritt, DCMA East
Mr. Roland Quitoriano, DCMA International
Mr. Stephen Sloboda, DCMA General Dynamics
Mr. Nicholas Verna, DCMA Lockheed Martin Delaware Valley
Mr. Mark Young, DCMA Headquarters

PA Instructions and Guidance IPT members were selected based on their individual performance, technical expertise, reputation of striving for continuous improvement, customer focus and teaming skills. The team created an interdisciplinary approach to address the segmented customer base, determine customer outcomes and translate outcomes into DCMA performance measures while focusing resources on high-risk projects. The goal is to assure technical personnel are utilized to obtain insight into suppliers' processes and foster a sense of PA community. The team developed a training program that provides both structure and sufficient flexibility for consistent application across the Agency.

DCMA Team Performance Award

Combined Vehicle Armor Inspection Team DCMA Phoenix and DCMA Roseville

DCMA Phoenix

Air Force Reserve Maj. Daniel J. McFeely
Army Col. Peggy R. Carson
Mr. Albert V. Godinez
Mr. Clayton Maddio
Mr. Hal Cook
Mr. Victor Dobney
Mr. John Guzzardi
Mr. Larry Santor
Ms. Kathy Smith
Ms. Sharon Misseldine
Mr. Dean Paavola
Ms. Jennifer Brown
Ms. Rose Hardt
Mr. Mark Paintner
Ms. Gloria Jacobson
Mr. Tom McCauslin

DCMA Roseville

Air Force Lt. Col. Charles B. Sherwin Jr.
Mr. David L. Degl'Innocenti
Mr. Stephen Imhoff
Mr. Robert N. Presley
Mr. Paul Davidson
Mr. William Miller
Ms. Sumire (Sue) Fujita
Ms. Roxanne Davidson
Ms. Diane Herrand
Mr. Gary Rusich

DCMA Roseville Team members

Mr. Everet (Jim) Davis
Mr. Charles Johnson
Mr. William Connick
Ms. Vonya Johnson
Mr. John Doering
Mr. Cressencio (Cris) Gomez
Mr. Joe Longo
Ms. Gloria Henry
Ms. Kathleen Kasteta
Mr. Alvin Liero

The Combined Vehicle Armor Inspection Team was chartered to address post-production quality problems discovered with add-on armor kits for U.S. Army tactical vehicles in Iraq and Afghanistan. Through the team's efforts, on-hold vehicle armor kits bound for Iraq and Afghanistan were quickly cleared, ensuring fully compliant armor kits were delivered into the hands of the installers in theater. In addition, the team repaired the production system that caused the quality problems, which put the kits on hold. The changes to the quality system strengthened the vehicle armor defense industrial base. DCMA Roseville and DCMA Phoenix displayed attributes of a true professional team.

DCMA Equal Employment Opportunity (EEO) Activity of the Year

DCMA East

DCMA East has provided outstanding command support for all EEO programs. Examples of DCMA East's activities include hosting a two-day EEO Counselor Refresher and Special Emphasis training conference for 27 field EEO counselors and celebrating such events as Women's History Month and Women's Equality Day. Other programs include the observance of Black History Month and Asian Pacific American Heritage Month, Special Emphasis Program recognition events, attendance at the Federal Dispute Resolution Conference in Phoenix, Ariz., and many affirmative action employment programs, such as the Workforce Recruitment Program. DCMA East also raised EEO awareness through training, worked on community outreach and assisted with complaint processing. (Award was accepted by Ms. Kim Appleton)

Outstanding DCMA Employee With Disabilities

Mr. David Brian Viola, *Systems Administrator DCMA Orlando*

Mr. Viola is an "exceptional performer," who has not allowed a spinal cord injury, received in a motor vehicle accident, prevent him from embracing all aspects of Information Technology (IT) operations. He continuously seeks to improve both IT and DCMA business processes through automation and process re-engineering, and his analysis of hardware, software and telecommunications performance has maximized equipment capabilities. He has a common-sense approach to issues and tackles all tasks with commitment and enthusiasm. Mr. Viola is also involved in wheelchair marathons and has qualified for the highly selective Boston Marathon.

Achievement in Equal Employment Opportunity by a Line Manager

Mr. Ronald Leong, *Deputy, DCMA Los Angeles*

Mr. Leong is a strong advocate of education and has mentored many employees who desired to advance at DCMA. He has been instrumental in accommodating disabled employees, including offering Basic Sign Language Training for all employees on a voluntary basis when a deaf employee was identified. He diligently supports the Affirmative Action and Special Emphasis Programs' efforts and is an invaluable resource for securing outside resources for CMO activities, including teaming DCMA Los Angeles, Veterans Administration Health Care Systems and City of Los Angeles for a full day of diversity events.

Keystone Program Awards

Outstanding Keystone Employee of the Year

Mr. James Tipton, *Electronics Engineer, DCMA Rockwell Collins Cedar Rapids*

Mr. Tipton has been a critical member of his team since reporting for Keystone Program training. Normally, he would have first shadowed more senior engineers, but when he was needed to take over primary responsibilities due to a lack of resources, he stepped up and demonstrated his capabilities. In addition, Mr. Tipton assumed the role of program integrator (PI) when the office was short on PIs. Mr. Tipton's deputy director considers him to be "one of the best, held in the highest esteem by his peers."

(Left) DCMA Roseville Team members

Outstanding Keystone Coordinator of the Year Award

Mr. Kenneth Friedman, *Management Analyst DCMA Santa Ana*

Mr. Friedman has played a key role in revitalizing DCMA Santa Ana's Keystone Program. He has worked directly with DCMA Santa Ana's director on program issues and assured completion of tasks from quarterly feedback sessions. He proposed the "Think of Me" program, designed to encourage Keystone interns' participation in special projects, and authored a Memorandum of Agreement piece entitled "Keystone on Loan," created to assist other CMOs with their own Keystone programs. Additionally, Mr. Friedman participated as a Best Practice at the May 2005 Commanders' Conference.

Outstanding Keystone Contract Management Office of the Year Award

DCMA Santa Ana

Ms. Leslie A. Gregg *Ms. Faye McFall*
Mr. Kenneth J. Friedman *Mr. Randolph M. Kami*

Of all their outstanding activities, DCMA Santa Ana is particularly commended for their Keystone Program this past year. The office created a program that featured personal involvement from Keystone interns, supervisors and the CMO Support Team. A three-year rotational training agenda was implemented as well as special management tools, institutionalized requirements and multiple training objectives, all of which enhanced the interns' learning process. The CMO climate that was established over the year fostered Keystone intern development, involvement, innovation and higher learning through continuous feedback and support.

DCMA Senior Leadership Awards

Mr. Steven T. Bogusz, *Deputy Director, DCMA East*

Mr. Bogusz has been and continues to be one of the leading agents of change within DCMA. As an inspirational leader with an innovative vision, Mr. Bogusz developed and implemented an evolving Leadership Program (Tier 2) for DCMA East to be deployed Agency-wide. Additionally, he assumed responsibility for leading the DCMA Human Resources organization during its period of transition to a headquarters center and worked to maintain and improve their level of service while transferring the operational support to another service provider. Mr. Bogusz's contributions will have an impact for years to come.

DCMA Santa Anna Team members

Mr. Ron Genschmer, *Deputy, DCMA Middle East*

Mr. Genschmer is recognized for his exceptional accomplishments in leading DCMA's implementation of PBM and execution of Contingency Contracting Administration Services (CCAS) support. Mr. Genschmer is the author of the widely praised *Contract Management Office Approach to PBM* and has mentored over 800 employees on the need to shift from focusing on internal processes toward focusing on customers. His understanding of the customer and ability to operate in a hostile environment have enabled DCMA to plan CCAS missions for *Operations Enduring Freedom* and *Iraqi Freedom*. His distinctive accomplishments reflect great credit upon himself, DCMA and DoD.

Mr. Stephen J. Herlihy, *Deputy Director, Supplier Risk Management, DCMA Headquarters*

Mr. Herlihy has distinguished himself in leading the Agency's PBM initiative. His expert knowledge of contract management and PBM has led to

(From left) Mr. David Brian Viola, Mr. Ronald Leong, Mr. James Tipton, Mr. Kenneth Friedman and Mr. Stephen T. Bogusz

Agency-wide performance enhancements and the development of innovative approaches to organizational management and assessment. Mr. Herlihy worked with Workforce Development, District Operations and CMO personnel to deliver Quality Function Deployment (QFD) training. He is also the co-chair of the PBM Execution Team, which is working to expand Agency-wide understanding of PBM via small team visits. Mr. Herlihy's dedication to duty has significantly contributed to the increased effectiveness of DCMA.

Ms. Molly Marshall, *Deputy Director, DCMA Northern Europe*

Ms. Marshall's practical solutions to maximize scarce resources have earned the workforce's respect. In concert with her contractor counterparts, she ensured the delivery of key weapon systems and critical support requirements. Additionally, she successfully led an Agency-wide Individual Performance Plan (IPP) IPT chartered to move the Agency forward in translating customer outcomes into the workforce's individual work plans. The IPP IPT developed an implementation strategy, training plan and course materials and established a pilot program to test the system at various CMOs. Ms. Marshall continually reflects positively upon DCMA.

Ms. Carolyn Perry, *Senior Associate General Counsel, DCMA Headquarters*

Ms. Perry is recognized for leading Agency and Office of General Counsel ethics and personnel law programs, driving changes and being an inspirational leader. She has been the senior legal advisor for the Agency's efforts to negotiate a new collective bargaining agreement with the union that will govern management/labor relations. Previously, she was successful as the lead attorney in the petition to the Federal Labor Relations Authority to decertify three unions. Ms. Perry is esteemed for her personal integrity, and her contributions as a multi-disciplinary leader will benefit DCMA into the future.

Mr. Ronald J. Youngs, *Deputy, DCMA Special Programs*

Mr. Youngs' strategic vision drove the transition of the Special Programs organization into an acknowledged entity as the fourth Agency District. He provided stellar leadership on the classified portion of the Druyun Team Study, as well as contracting expertise on the "Restructuring Iraqi Oil" contract award. Additionally, Mr. Youngs contributed to the development of Agency policy in the area of executive selection process and was DCMA's first graduate from the Defense Leadership and Management Program. Mr. Youngs' leadership and outstanding professional skills have contributed to the success of his customers.

Mr. Douglas K. Grumblatt (right) and Mr. Keith Ernst

DCMA Heritage Award

Mr. Douglas K. Grumblatt, *Engineer, DCMA Santa Ana*

Mr. Grumblatt provided vital input into supply-side processes and major program delegations for the DCMA Santa Ana Delegation IPT chartered to develop an enterprise-wide Delegation Database. The database provided senior management with insight into workload, type of work and Letter of Delegation patterns. He also assisted the PBM Workshop IPT to design, develop, deploy and train DCMA personnel in designing performance-based measures of success. Mr. Grumblatt has continually sought to assist field personnel, join IPTs and give advice on complex customer issues, and his dedication is an inspiration to the entire workforce.

(From left) Mr. Ron Genschmer, Mr. Stephen J. Herlihy, Ms. Molly Marshall, Ms. Carolyn Perry and Mr. Ronald J. Youngs

Scenes from Baghdad: Iraqi Workers Supporting DCMA

by Ms. Lisa Anderson, Contract Administrator, DCMA Baghdad

من مشاهد بغداد: العاملين العراقيين يدعمون مكتب ادارة العقود/ وزارة الدفاع

Along the barricades of the presidential palace in Baghdad, Iraq, a long line of Iraqi citizens forms, waiting to enter the palace gates for work. They often wait hours before entering the main checkpoint to be cleared for entrance to the compound. In a city of high unemployment and few prospects, citizens often rise before the sun, eager to find work, no matter how menial. Among the hundreds making the journey to the compound every day and affecting our lives in so many different ways are 10 of Defense Contract Management Agency's (DCMA's) bravest, our Iraqi Foreign Nationals.

Among the hundreds making the journey to the compound every day and affecting our lives in so many different ways are 10 of DCMA's bravest, our Iraqi Foreign Nationals.

DCMA's Iraqi employees are making a big difference in the Developmental Funds of Iraq (DFI) Oil for Food contract closeout project, managed by Army Maj. Scott Meehan, DCMA Orlando. They are a small band of enthusiastic people who come from all parts of the city and represent Sunnis, Shi'ites and Christians, yet they know and trust each other implicitly.

Only three agreed to be interviewed for this story, and only if I promised not to take their photos or use their real names. Fear of retribution is a daily fact of life here, and it's not uncommon for workers to disappear and never return.

Brad

Brad* walks into a room, and you can feel the energy level rise immediately. Only in his early 20s, he has a great sense of humor and is eager to talk. His range of knowledge is boundless — he's an educated man. Graduating from Al-Mansour University College in Baghdad and applying for a Fulbright Scholarship[1] this past year, he represents the Iraq of tomorrow: optimistic, forward-thinking and hardworking.

*Not his real name

(Top) Arabic translation for: "Scenes from Baghdad: Iraqi Workers Supporting DCMA"
(Above) Kadhmayn, a shrine in Baghdad, Iraq, that dates back to the beginning of the 16th century and is a popular pilgrimage site. (Photo by Mr. Adil Thabit, Multi-National Forces – Iraq)

In a city of high unemployment and few prospects, citizens often rise before the sun, eager to find work, no matter how menial.

Brad's first encounter with Americans was working for Custer Battles, a business risk consultancy firm, at Baghdad International Airport. Serving as an administrative assistant, he worked for the Iraqi-American Chamber of Commerce and Industry, often serving as a liaison between foreign and Iraqi contractors on construction projects. In this high-profile position, he rubbed elbows with high-ranking ministry officials. But, after six months, he wanted to learn more about how democracy and the American government work. Brad heard from a friend that the U.S. Embassy's Human Resources Office was accepting résumés, so he applied for a job. After waiting 40 days while officials completed a security check, he came to work for an American named Ms. Patricia Boone. As he mentions her name, his face lights up with a big smile. "She taught me so much about Americans — she was a good person," he says.

Brad represents the Iraq of tomorrow: optimistic, forward-thinking and hardworking.

Brad was then assigned to DCMA to do database entry for DFI contract closeout. Under the tutelage of Maj. Meehan he quickly progressed from entering data, to organizing, researching and reconciling contracts and eventually to closing out contracts. Brad enjoys working for Maj. Meehan, saying, "He wants me to understand every step of the process and how it all fits together."

While Brad's workdays are full of activity, he returns home every night to a dark house — electricity service is sporadic at best. Not only is his family unable to use their air conditioners, but there are health issues because they often do not have hot water with which to cook, bathe or wash. "Sometimes I wish I could stay here at work and enjoy the lighting, hot food and running water and not have to return to my neighborhood," he says. "Things are bad, but they will get better. America has helped us so much." He continues, "Under Saddam, we suffered a lot. The world will never really know what we went through, but the one thing we had was security. Now, we are free, but we are not

[1] The Fulbright Program was established in 1946 to increase mutual understanding between the people of the U.S. and other countries through an exchange of persons, knowledge and skills. For more information, visit the Fulbright Program's Web site at http://www.iie.org.

(Above) The Qasr al Faw Palace, formerly belonging to Saddam Hussein, is located west of Baghdad, Iraq, and is set on an artificial lake and surrounded by Roman-style villas. (DCMA staff photo)

"We are being trained to take over this responsibility someday when it becomes part of the new Iraqi government."

safe. Giving us our security back would be the greatest thing for us now."

Brad says his wish is to continue working for the U.S. in some capacity, either here or in America. "I want to keep going and learning about contracting as long as I can," he says.

Sharon

Makeup and stylish clothing give her the appearance of a modern woman, but her quiet demeanor betrays her — she's still testing the waters to find her place in this new world.

Sharon* is an optimistic young woman who graduated from Al-Mansour University College in Baghdad with a degree in management and systems analysis. She has worked for DCMA Iraq since April 14, 2005, doing a variety of administrative tasks within the DFI Oil for Food project, including checking contract documentation, scanning files and closing contracts. When asked about whether she enjoys her job here, she says, "This type of work is a continuation of what I did before as an executive secretary. We are being trained to take over this responsibility someday when it becomes part of the new Iraqi government," adding, "Maj. Meehan is a great supervisor and friend. He has taught us so much about contracting."

*Not her real name

(Above) A balcony inside the Qasr al Faw Palace, formerly belonging to Saddam Hussein, located west of Baghdad, Iraq. (DCMA staff photo)

Sharon has a great desire to be part of her country's transformation. Even with its current problems, she "love[s] everything about Iraq, even the trash," she insists with a laugh. Sharon has a deep love for her country's cultural delicacies, which include *tikka*, a dish made of barbequed cube steak, and *maskoof*, fish smoked in orange wood. "If you walk along the river you can smell it coming from all of the restaurants there," she says. "There is nothing like it anywhere else in the world."

"I worry all the time about being kidnapped or worse. I never know what is going on or what is going to happen. I can walk by a car where I live, and it will blow up."

When asked what she doesn't like about Iraq during this time in her life, her answer is its lack of security. "Someone drives me to work every day," she explains. "I worry all the time about being kidnapped or worse. I never know what is going on or what is going to happen. I can walk by a car where I live, and it will blow up."

Sharon also says that the war has changed Iraqi culture. "People are so very kind," she says, "but our situation has changed the souls of so many." She said Iraqis were suppressed for so long that many seem to have a hard time dealing with having so much freedom at one time. "I see my people struggling with living in society," she says. "Now they can do and say anything, and they must learn to control it better."

Sharon, like so many others here, is angry about the insurgency and death of innocent victims. "Those people are not us. They don't want us to succeed as a country, but we will." She continues, "We waited so long for someone to help us. When Americans liberated Iraq, it was the greatest day in the world."

Sam's enjoyment of his job is overshadowed by his deep concerns about security and the safety of his family and country.

Sam

Sam* is a quiet man, often lost in deep thought, who loves Iraq for the Euphrates and Tigress rivers and the beautiful mountains. His piercing green eyes have pupils that turn into black pinpoints of intensity when he talks about issues that are near and dear to his heart — his country, his family. Sam graduated fourth in his class from Turth College in Baghdad with a bachelor's degree in English literature/language. He also attended agricultural college and is currently applying for his master's degree.

Although he has family in San Diego whom he would like to visit, Sam's first encounter with Americans was while working for his uncle, an Iraqi businessman, selling minutes on Thuraya cell phones to the soldiers. He would approach the soldiers, total strangers, and ask them if they wanted to buy airtime on his phone, waiting patiently while, one by one, they called home.

In April 2005 he began work at DCMA Iraq doing contract administration and auditing. "This is what I like best because I like solving problems," says Sam.

While selling minutes, Sam met a U.S. Army soldier by the name of Isaac, and they became friends. It wasn't long before Isaac asked Sam to work as an interpreter for the unit, which was conducting house-to-house searches. Sam said the pay was $10 a day, or 30,000 dinars, which was a lot of money. Sam was living side-by-side with soldiers in field conditions, eating meals ready to eat, sleeping in tents and traveling by armored vehicle convoy — it was a life-changing experience. He learned there was more to the English language than he realized as he was taught phrases like, "You bet," "What's goin' on?" and "My bad." When his unit demobilized, the soldiers expressed their gratitude by giving Sam an Army Commendation Medal for his work. "I still get e-mails from some of those guys in my old unit," he says.

Since working for the U.S. Army, Sam has also held several civilian jobs, including a position at the Iraqi Assistance Center, where he supervised the compensation center responsible for distributing reparation funding to anyone harmed by the U.S. Army operations. Sam left this job, saying, "It was very hard for me. Sad story after sad story — it really got to me." He then served as director of assistance, distributing funding at the Women's and Children's Issues Center, a non-government organization that acts as a liaison for international charities and organizations. In April 2005 he began work at DCMA Iraq doing contract administration and auditing. "This is what I like best because I like solving problems," says Sam.

However, Sam's enjoyment of his job is overshadowed by his deep concerns about security and the safety of his family and country. "First was the Iran/Iraq war, then Desert Storm, now this war," Sam says. He sees the future as a series of persistent problems among sects that is not going away soon. "We cannot change the hearts and minds of the insurgents," Sam explains. "They are all about 25, uneducated, using God as an excuse to kill innocent people. To stop this we have to change the mentality to reflect these times, not the times of thousands of years ago."

*Not his real name

(Above) The Qasr al Faw Palace, formerly belonging to Saddam Hussein, is located west of Baghdad, Iraq, and is set on an artificial lake and surrounded by Roman-style villas. (DCMA staff photo)

The Road Ahead to Performance Management

by Mr. Terry Jones, Staff Writer

It seems like only yesterday, but it has been 12 years since the adoption of the Government Performance and Results Act of 1993, which sought to alleviate the difficulty federal managers faced when trying to improve the effectiveness of their programs. To an evident degree, this difficulty was attributed to the lack of management tools available for formally articulating program goals and accurately assessing program performance.

Fast forward from 1993 to May 25, 2001, when President George W. Bush announced in his Management Agenda that the Department of Defense (DoD) would move in a new strategic direction toward transformation. "As President, I am committed to fostering a military culture where intelligent risk taking and forward thinking are rewarded, not dreaded. And I'm committed to ensuring that visionary leaders who take risks are recognized and promoted." What the President set in motion was a process of managing and working creatively to achieve efficient and effective results. Those responsible for Defense transformation — virtually all DoD military and civilian employees — were told to anticipate and help create future outcomes whenever possible.

What the President set in motion was a process of managing and working creatively to achieve efficient and effective results.

DCMA leaders did this by conducting 360-degree assessments in 2001 to determine the Agency's direction and performance. The assessments revealed that the Agency was compliance-oriented rather than customer-oriented. Congress and senior Defense officials were constantly asking the Agency to defend its relevance in budget and Program Objectives Memorandum submissions. Senior leaders became frustrated because they could only answer the question, "How are we doing?" with anecdotal examples. In 2003, tools such as the Customer-Centered Culture (C3) were introduced to help Agency supervisors develop performance measures for their non-supervisory personnel. All of these were precursors to Air Force Maj. Gen. Darryl A. Scott, DCMA director, announcing to the DCMA senior leader team on March 17, 2004, his vision to transform the Agency into a performance-based, customer-focused organization.

For supervisors, performance requirements capture and reflect the performance they influence; for non-supervisors, it is the performance they control.

To convince the workforce that the DCMA transformation had begun, Maj. Gen. Scott symbolically threw out the Agency's procedural bible, the *One Book*, opting instead to use it as an operational guide. He told the leaders that his vision would be realized when everyone in the Agency could do three things: (1) understand their customers; (2) develop outcomes agreed to and validated by their customers; and (3) create metrics that measure their contributions to the customers' success in a logical, repeatable way.

For the road ahead, the challenge for DCMA supervisors and staff is to get those three things done. Leaders and teammates have to create a customer-focused environment in which an organization's success is measured by a customer's success. The theory and the reality of performance-based management (PBM) will be officially joined on Jan. 1, 2006, when DCMA begins to institutionalize PBM by ensuring that every employee — military and civilian — has performance requirements based on customer outcomes in his or her individual performance plan (IPP). For supervisors, performance requirements capture and reflect the performance they influence; for non-supervisors, it is the performance they control.

Will supervisors and staff be required to have outcome measures for everything they do? No. But, there is a new critical job element titled Contribution to Mission Accomplishment (CTMA) that will highlight the most significant of the organizational outcomes. Each supervisor and employee will be required to map between three and seven of their outcomes to the CTMA. According to Maj. Gen. Scott, "Seven isn't necessarily better than three, or vice versa. Most of us can capture 80 percent or more of the most important things we do in three to seven outcomes. If you don't think seven will cover 80 percent, stop at your top seven anyway," he said.

Under the new system, managers and supervisors will have a better way to differentiate between outstanding and fully successful employee performance. The old system has three rating levels: fully successful, minimally acceptable and unacceptable. "Everybody falls pretty much at the 'fully successful' level," said Mr. Tom Wall, DCMA's senior human resource specialist leading the effort to train managers and supervisors in the new IPPs. "This new system will have rating levels of 'outstanding,' 'fully successful' and 'unacceptable.' High-performing, high-achieving employees will be recognized under the new system." Although the CTMA critical job element will be the most

Leaders and teammates have to create a customer-focused environment in which an organization's success is measured by a customer's success.

important part of the employees' ratings, they will continue to be rated on "behavioral" job elements (depending upon the nature of their jobs) such as: leadership/supervision, resource management, communication, customer care, cooperation/teamwork and technical competency/problem solving.

The PBM Timeline

In October and November, seven training teams conducted mandatory performance-based IPP training for all of the approximately 800 civilian and 125 military supervisors in the Agency. The supervisors are expected to train the individuals they rate and, in December, conduct discussions with them to review management's performance expectations. "We refer to this process as collaboration between the supervisor and the employee," said Mr. Wall. "General Scott is also requiring that each contract management office (CMO) submit a certification to their District and each District to DCMA Headquarters by Jan. 4, 2006, that their employees are on a performance-based IPP." Employees will receive their first performance ratings under the new system in February 2007.

Why This is Difficult

The distance between theory and practice is the difference between talking and doing. As industrialist Mr. Andrew Carnegie once said, "As I grow older, I pay less attention to what people say. I just watch what they do." According to Mr. Bob Costello and Mr. Steve Herlihy, co-chairs of the Contract Management Operations' Performance-Based Execution Team, the transformation to PBM is a major culture change for the DCMA workforce. "This is not like turning on a light switch," Mr. Costello said. "It's a journey, one in which we are going to mature more and more."

On Jan. 1, 2006, DCMA begins to institutionalize PBM by ensuring that every employee has performance requirements based on customer outcomes in his or her individual performance plan.

The two men — and people who work with them — spent three months visiting CMOs to

(Above) From left: Mr. Bob Costello, co-chair of the Contract Management Operations' Performance-Based Execution Team; Mr. Tom Wall, senior human resource specialist; and Mr. Steve Herlihy, co-chair of the Contract Management Operations' Performance-Based Execution Team (DCMA staff photo)

"We must be able to clearly articulate the value our 10,000 people bring to the business of getting weapons to the warriors."

determine their progress in getting ready for the conversion to PBM. At the same time, they have been functioning as a conduit between field personnel and DCMA leadership. "This is harder than any of us really thought it would be," Mr. Costello said. "People are making progress, but it isn't as quick as we thought." Everywhere the two men have been, employees have asked them why DCMA is doing this. "It's all about accountability — what our organizations are signing up to do," Mr. Herlihy said. "If we are going to sign up to do something, how are we going to execute it? The answer is that we are going to execute it through each supervisor and individual team member executing his or her part of the strategy and being accountable for the results of that strategy. This involves trying to understand the customers' desired outcomes, determining what we can do to contribute to those outcomes and then drilling down in processes or 'decomposing' them down to the individuals. That is going to take a lot of analysis and a lot of trial and error," he said.

Throughout the Agency, managers and supervisors are being asked to analyze new strategies, work with their teams to implement them and then measure their success.

Mr. Costello agreed, adding, "We are asking our industrial specialists [IS] and quality assurance [QA] specialists to put strategies together to change a contractor's behavior in order to achieve a result that helps the program office. You cannot control that; you can only influence it. The contractor has the contract to perform. The program office has the oversight or real program achievement. So, it gets down to — within our part of the world — what part of the program we can influence," he emphasized.

Throughout the Agency, managers and supervisors are being asked to analyze new strategies, work with their teams to implement them and then measure their success. "You may not make it the first time," Mr. Costello said. "You may have thought you had influence and you didn't. As we talk to the leadership in the field about this, we are asking them to step off the ledge to measure themselves against something they don't control, something [for which] they only believe they can impact the difference."

"That is a big difference from the old compliance culture for us," Mr. Costello emphasized. "People are comfortable if I ask them to measure themselves against a QA or IS function. But, to say what you did and what impact it had on a desired outcome, that's a lot tougher and, in their minds, a lot riskier."

The risk is far greater for DCMA if it doesn't go down this road. "The fact is that we have gone from 25,000 people down to 10,000," Mr. Costello said. "We can't continue to take cuts. We must be able to clearly articulate the value our 10,000 people bring to the business of getting weapons to the warriors." When he tells this to people in the field, the question he gets is, "Are you telling me that I've been messing up for the past 20 years and what I did was not valuable?" The answer, of course, is, "No." "They have been doing great things for us, and they have done exactly what we asked them to do," Mr. Costello said. "Then the next question they ask is, 'If I was okay then, why are you making me change?' Because it is not the years, it is the changes that help us to grow."

President John F. Kennedy summed it up in 1960 when he said, "Change is the law of life. And those who look only to the past or present are certain to miss the future." PBM is the highway to DCMA's future.

The Status of DCMA's Realignment

by Ms. Katherine Crawford, Staff Writer

Over the next eight months, the Defense Contract Management Agency's (DCMA's) two geographical Districts in the continental U.S. (CONUS) — East and West — will be transformed into four product-oriented divisions: Aeronautical Systems, Naval Sea Systems, Space & Missile Systems and Ground Systems & Munitions, with stand up scheduled for July 2006. The other two Districts, International and Special Programs, will remain unchanged except for their names, which will be changed to conform with the Division naming convention. These two Districts must operate separately due to international laws and host-country agreements for the former and the special access program support of the latter. According to Mr. Dave Hough, director, Plans and Policy Division, DCMA Headquarters, "In the past, for example, you could have representatives from Special Programs and one of the two CONUS Districts working in the same plant, and they wouldn't even know it. In the future there will be more coordination of efforts to ensure one face to the customer."

Realignment Status — Phase II

The realignment is entering Phase II, which will take approximately eight months to complete. "During Phase II, the CMOs [contract management offices] will be realigned and placed into the four new divisions. The new divisions will be made fully functional as will two new offices, the Program Integration Office for Future Combat Systems in St. Louis and the Navy Special

Over the next eight months, DCMA's two geographical Districts in the continental U.S. — East and West — will be transformed into four product-oriented divisions: Aeronautical Systems, Naval Sea Systems, Space & Missile Systems and Ground Systems & Munitions.

(Above) Mr. Dave Hough, Plans and Policy Division director, DCMA Headquarters, is helping to shape DCMA's realignment. (DCMA staff photo)

"During Phase II, the CMOs will be realigned and placed into the four new divisions."

Emphasis Operations in Philadelphia," said Mr. Hough, who is spearheading the reorganization initiative. He admitted that Phase II will be the biggest change since DCMA became a separate agency and that the two largest and most important projects are the realignment of personnel and the change of the contract administration directory. Every organization in DCMA has to be moved into one of the four product divisions. Consequently, all personnel and payroll systems must be reorganized and contracts realigned. "For personnel, we use a checklist to determine where everyone is currently and where they're going to be at a new organization," Mr. Hough explained. "We provide the information to CHRA [Army's Civilian Human Resources Agency, DCMA's new HR service provider], which builds it into tables to enter into DCPDS [Defense Civilian Personnel Data System]. At the same time, the Financial Liaison offices are working with DFAS [Defense Finance and Accounting Service] to build the tables in payroll so that everyone gets paid correctly." The contract administration directory also has to be changed to ensure that contracts flow into the correct CMO. To facilitate all of these changes, an entire integrated product team (IPT) has been established to examine and resolve issues related to personnel, pay, Mechanization of Contract Administration Services (MOCAS), Information Technology and various other systems.

"The information flow will be tremendously accelerated, and hopefully that will make for an easier transition to performance-based measurements and performance outcomes at the CMOs."

Benefits for Customers and Employees

The Agency's realignment is being guided by the lessons learned from the reorganization of Aircraft Integrated Maintenance Operations (AIMO), formerly Southeast Aircraft Operations, Aircraft Propulsion Operations and NASA Product Operations, all of which were modified to focus professional skill sets. "DCMA worked for several years to develop a customer-centered culture, but everything remained pretty much status quo until the stand up of these three organizations," noted Mr. Hough. AIMO was designed specifically to address concerns of aircraft aging, overhaul and modifications, with work overseen by dedicated aviation personnel and a commander who would understand the business and be able to focus on a single customer. Any customer, "whether from the Army, Navy or Air Force, who has a question about aging aircraft, aircraft engines or auxiliary power units can go to one person, the commander of that organization, and voice concerns," Mr. Hough said. "This new model also allows commanders to focus. If they're in aviation, for example, they're not worried about stretching their resources between, say, textiles and boots and airplanes — they're going to be just primarily airplanes." Aircraft Propulsion Operations works in the same type of format, and both organizations have proved extremely successful at efficiently serving customers, some of whom wanted to know why DCMA didn't have more such groups.

This positive reaction led Air Force Maj. Gen. Darryl A. Scott, DCMA director, to charter six different IPTs to examine the Agency's relationship with customers and determine whether there was a better way to meet their needs. The IPTs recommended that DCMA consider aligning divisions along product lines or commodities, and the outcome is Phase II.

"What employees are going to see is more information flow than in the past and more people showing concern for what they do and helping them gain new skills."

The product-aligned divisions provide a single, focused point of service for the customers. "[Customers] don't have to search for who's in charge or which button to push to get action on their concerns," said Mr. Hough. "This is great for the military service PEOs [program executive officers] because rather than going to East for one program and West for another, they go to one [senior executive]." He added, "By being aligned directly with the customer and truly having one face to them, we can better meet their expectations."

The increased focus is also beneficial to DCMA employees, particularly those with specialized knowledge, because ideas can be shared across organizations much more quickly. "For example, if you were at DCMA Poughkeepsie and I was at DCMA Kokomo and you saw a problem coming up with third-stage blades on an engine, you could enter it into or call it up on the Knowledge Management Blackboard," Mr. Hough said. Such open communication between professionals in similar subject areas results in the rapid dissemination of lessons learned throughout the organization. "The information flow will be tremendously accelerated," elaborated Mr. Hough, "and hopefully that will make for an easier transition to performance-based measurements and performance outcomes at the CMOs."

Effects of Realignment on Daily Operations

In terms of day-to-day operations, Mr. Hough anticipates that the realignment will have a minimal impact on most DCMA employees, with few, if any, significant changes in their work environments. Those at DCMA's centers will fit into the new divisions in much the same way they fit into the geographical regions at present, supporting operations by providing expertise on contracts, property, accounting, etc., just as they do now. "What employees are going to see is more information flow than in the past and more people showing concern for what they do and helping them gain new skills," predicted Mr. Hough. The new divisions will allow for more focused training in various skill areas, especially for the 1910-series employees.

Primarily as a result of lessons learned from AIMO, Aircraft Propulsions and NASA Product Operations, DCMA's senior leaders have come to realize the importance of providing better training for CMO employees and are now anticipating skills that will be needed five years from now. As Mr. Hough explained, "Rather than saying, 'Oh my gosh, the contractor has started working this new composite, and we've never heard of it before — quick, we've got to get somebody up to speed,' we'll be able to more quickly anticipate changes such as this." With everyone in an organization focused on a particular commodity area as his or her primary business, professional development will be more effective and the level of collective knowledge higher, making more advanced training possible.

The objective is for DCMA to provide better service to its customers by streamlining operations and increasing efficiency to anticipate and respond more quickly.

Conclusion

When speaking about the realignment, Maj. Gen. Scott consistently reinforces the idea that this is not simply realignment for the sake of reorganizing. The objective is for DCMA to provide better service to its customers by streamlining operations and increasing efficiency to anticipate and respond more quickly. The difference, according to Mr. Hough, will be "the synergy of everybody working together and focusing on a single product. … It all goes back to that saying, 'If you don't change the way you do things, you can't expect the outcome to change.'"

Operational Centers: A Union of Function, Commodity and Experience

by Ms. Dianne Ryder, Public Affairs Assistant, DCMA Headquarters

Mr. Dave Ricci, Contract Business Operations director at the Defense Contract Management Agency (DCMA), is leading the establishment of the Agency's new operational centers. Mr. Ricci began his involvement in the operational centers in August 2004, with the formation of an Integrated Product Team (IPT).

Q: Can you provide a brief description of DCMA's new operational centers?

DR: The short answer is: an organization within DCMA established to provide a specific product or service.

In August 2004, the [DCMA] director [Air Force Maj. Gen. Darryl A. Scott] ordered the establishment of an IPT to evaluate the "Operational Performance Centers of Excellence" concept — defined as consolidated DCMA entities responsible for well-defined support or transaction-based activities. This was one of several different realignment concepts discussed by DCMA Senior Leaders. The "commodity CMO" [contract management office] concept that has led to the larger realignment of the East and West Districts into four product-centered divisions was one of the other ideas. The IPT was chartered to focus on ways to optimize DCMA's impact on customer outcomes. The IPT was led by me and Navy Capt. Russell Pendergrass, DCMA Denver commander, and was comprised principally of CMO commanders and deputies. The IPT concluded that the Centers could generally increase DCMA's effectiveness in impacting customer outcomes through increased skills, surge capability, technical supervision, single focus, responsiveness, one face to customer and consistency. The IPT recommendations were accepted in December 2004.

Q: What are the names of these Centers?

DR: In August 2005, six Operational Centers were established covering the functions of Plant Clearance, Contract Safety, Terminations, Transportation, Small Business and Contractor Purchasing System Reviews. A seventh Center will be established in December 2005 for Financial Analysis. In total, these Centers will contain almost 400 employees.

Q: Where are the Centers located?

DR: The Centers are actually virtual organizations, meaning that the employees are dispersed throughout the Agency's locations. The operating-level employees were transferred from the CMOs to the Centers but remain duty stationed at their former offices — not a single person will be required to relocate.

If you want to say the Center is located where the Center director resides, that's okay, but it doesn't really reflect the reality that the work is performed throughout the Agency. For most of the Centers, there is maximum flexibility

(Above) Mr. Dave Ricci, DCMA director of Contract Business Operations, has overseen the establishment of the Agency's new operational centers. (DCMA staff photo)

as to the duty station for the Center director, supervisors and employees. This allows for the best candidates to be selected for those positions rather than the best who are willing to move to a certain location. This tenet of the Center approach is considered highly beneficial for both the employees and the Agency as a whole.

Efficiency improvements were considered, of course, but were not the driving force behind the creation of the Centers. I think that by removing geographic boundaries, which will facilitate workload balancing and improve surge capability, and putting in place management teams that really understand the specific functions and responsibilities of the jobs, some manpower savings can be achieved. To the extent that occurs, I'd like to see those savings invested in training and other developmental opportunities to further the skills of those in the Centers. This has been the subject of discussions with the Senior Leadership Team during the stand-up of the Centers.

Q: To whom will the Center directors report?

DR: The Center directors will report to DCMA Headquarters, Contract Management Operations Directorate. Originally, some of the Centers were reporting to the East District, some to the West District and others to DCMA Headquarters. Now the organization is more in line with the IPT recommendations.

Q: What feedback have you received from the new Center employees — do they like the arrangement?

DR: The feedback I have received has been extremely positive. The most common thing I hear is that folks are excited about working in an organization dedicated to their function or specialty — and being involved from the onset in shaping the new organization (especially with the flexibility and creativity afforded by performance-based management). I've also heard from other folks who recommend that the functions they perform on a daily basis be made into a Center. If all goes as we hope, ideas involving candidates for additional Centers may be considered late next spring.

Q: How do you expect to measure the effectiveness of this new concept?

DR: Like every other organization in DCMA, the Centers' performance will be assessed in terms of their impact on customer outcomes. One of the new Center directors' first and most important tasks will be to ascertain those outcomes and develop strategies (accompanied by organizational-level standards and metrics) to focus their activities on those outcomes. Like the CMO commanders, each Center director will deliver a "Command Operations Brief" to the [Agency] director and Senior Leadership Team. That said, the expectation is that the measures of "effectiveness" will vary among the Centers and be very specifically tied to the mission of the particular Center. The Plant Clearance Center, for example, may perhaps measure itself in terms of the dollar amount of government property reutilized and the timeliness of issuance of disposition instructions. The Terminations Center may decide that an appropriate measure is early communication with the Buying Office on excess funds available for de-obligation. The key point is that we will be looking for quantifiable and substantial improvement in operational performance as measured through the eyes of the Centers' customers.

As of December 2005, DCMA will have seven Operational Centers staffed by nearly 400 employees:

Plant Clearance Center
Small Business Center
Contract Safety Center
Contractor Purchasing System Reviews Center
Terminations Center
Financial Analysis Center
Transportation Center

By focusing each center on a single commodity, processes will be streamlined, and DCMA will present a more unified face to the customer.

SPOTLIGHT ON THE CUSTOMER

BRIG. GEN. PHILLIPS: LEVERAGING DCMA'S CAPABILITIES FOR PEO – ARMY AVIATION

by Ms. Maureen Heard, Public Affairs Specialist, DCMA District East

Army Brig. Gen. William N. Phillips is currently serving as deputy program executive officer – Aviation. He has extensive knowledge of the Defense Contract Management Agency (DCMA), having served at three different DCMA offices, including a major duty assignment as DCMA San Francisco commander from August 1999 – June 2001. Brig. Gen. Phillips holds three master's degrees in personnel management/administration, procurement and contract management, and national resource strategy, respectively. His military decorations and awards include the Defense Superior Service Medal; Legion of Merit (with Oak Leaf Cluster); Defense Meritorious Service Medal (with Oak Leaf Cluster); Meritorious Service Medal (with Oak Leaf Cluster); Army Commendation Medal (with three Oak Leaf Clusters); and Joint Service Achievement Medal.

(***Background***) A U.S. Army UH-60 BLACK HAWK helicopter from 3rd Aviation Brigade, 3rd Infantry Division, prepares to land at Camp Liberty, Iraq. BLACK HAWKs provide air support for the entire region. (U.S. Air Force photo by Tech. Sgt. Russell E. Cooley IV)

Q: Can you provide us with a brief overview of the Program Executive Office (PEO) – Aviation mission and its role in the overall Army mission?

BGP: Our role is simple: to support soldiers, unit commanders, pilots and crewmen; to make sure we give them the systems and support needed to accomplish their missions. With our aviation platforms we support aviation soldiers by doing all we can to reduce their maintenance and logistics burdens, provide the best systems and capability possible and provide world-class support 24/7 whether in Iraq, Afghanistan or here in the U.S. Wherever they might be, our job is to make sure that they're successful no matter what the mission.

Q: You're quoted as saying, "It's all about getting capability to soldiers." What does that mean to you, and how does it relate to DCMA?

BGP: The most important mission we have is putting the right capability in the hands of our soldiers (crewman and pilots) to ensure that they're able to accomplish their missions while we sustain that capability over time. First and foremost is aviation safety. We must make sure that we build safe systems, that our programs are executed effectively and that any new system or capability we provide to our soldiers is "Airworthy." We have PEO personnel deployed in theater today, and we gather feedback from our aviation units — these findings and suggestions help us to continually improve our support. DCMA plays a vital role in supporting those at "the point of the spear" who are executing the mission. The DCMA workforce makes sure that our industry partners deliver what we put on contract, within cost, on schedule and, most importantly, with the right capability and performance. I've served three tours in DCMA, so I know the value that the Agency brings to the table — I put a high value on DCMA support, and DCMA is an important team player! DCMA

"DCMA plays a vital role in supporting those at 'the point of the spear' who are executing the mission."

supports us by making sure that we are getting the right capability in the hands of soldiers.

Q: What do you see as the future of the Unmanned Aerial Vehicle (UAV) mission in the wake of successes during *Operation Enduring Freedom* and *Operation Iraqi Freedom*?

BGP: I think one of the surprises has been the way that soldiers and commanders have embraced UAVs. For example, one of the systems that we fielded was the Raven, a small UAV used by platoon- and company-size units in Iraq. We went forward to the Army leadership and got approval to field 185 Ravens on an urgent procurement, in order to provide soldiers in theater with an additional capability critical for force protection. They have totally embraced this system. They've welcomed not only the small UAVs, but also the larger UAVs: the Shadow, Hunter and IGNAT systems. Additionally, we recently signed a contract for the Extended Range Multi-Purpose UAV, which will be an enhanced capability over current systems. The growth of UAVs is going to be exponential within the services in coming years. We will see more and more emphasis on UAVs, both flying them with a ground control station and, in the future, using manned/unmanned teaming by controlling UAVs via a manned aircraft.

Q: How do you define good customer service? Is DCMA meeting your needs and expectations?

BGP: I would first define it as a relationship — having good relationships with your partners is important, and it's a two-way street. In my opinion, DCMA does a good job of expressing to others what they bring to the table and their value. Given my background with DCMA, I'm quite familiar with the organization's operations — I know what DCMA can do on the ground

(Above) An Army CH-47 Chinook takes off from Ellington Field, Texas, to deliver food and water supplies to an airfield in Hawthorn, Texas, in support of Joint Task Force – Rita. (U.S. Air Force photo by Master Sgt. Lance Cheung)

"DCMA supports us by making sure that we are getting the right capability in the hands of soldiers."

in support of programs and program managers. What we must do on the program management side is know how to exploit DCMA's capabilities. To do that there has to be a two-way flow of communication between the DCMA teammates who are on the ground at the point of execution and our program managers. Sometimes I think it may be more of a one-way communication, where DCMA is providing information to program managers, and we need to make sure that we're giving [DCMA] feedback on our programs and focusing DCMA's resources in critical areas. We've had challenges in the past with certain systems and programs, and we probably could have better used DCMA in certain roles to make sure that at the end of the day we are successful in our support for soldiers. But I can guarantee you that as long as I am with PEO – Aviation, we'll embrace DCMA and what this superb organization brings to the table. Also, I compliment DCMA on redefining its roles in the strategic sense with realignment. The ability of our PEO to go to one organization, DCMA East, and get answers for all of our aviation systems is critically important. When you can go to one individual that you have a great relationship with, your chances of success are much greater, I believe. I think that the most recent step that DCMA has taken to realign their programs is clearly a step in the right direction, and PEO – Aviation fully supports it.

"The DCMA workforce makes sure that our industry partners deliver what we put on contract, within cost, on schedule and, most importantly, with the right capability and performance."

Q: How is Army aviation being modernized with funding from the now terminated Comanche helicopter program?

BGP: If you look at the threats our Nation faces today, our current aviation systems need to be upgraded with additional capability. The Army absolutely made the right decision on Comanche. As a part of aviation modernization and transformation, we are taking an excess of $14.6 billion of Comanche dollars and putting that back into aviation systems, including the Chinook F model program, the Block 3 Apache, Armed Reconnaissance Helicopter (ARH), Light Utility Helicopter, BLACK HAWK "M" model, Future Cargo Aircraft, a number of UAV systems and over $2 billion into aviation survivability equipment (ASE), our top priority. The overall strategy of Army aviation is to modernize and transform aviation into a modular formation known as multifunctional aviation brigades (part of the transformation to the Army's Modular and Future Force). Industry partners like BAE [Systems] are building ASE systems, and there are DCMA employees sitting inside those plants making sure that we're fielding the right capability and, in this case, ahead of schedule, which is absolutely critical. The PEO, together with DCMA and our industry partners, is putting the right capability in the hands of soldiers, saving lives and enhancing mission capability. It doesn't get any more important than that. I would also add that we've been able to execute every transformation program to date, including Chinook, Apache, BLACK HAWK ER/MP [extended range/multipurpose payload] and ARH in accordance with the Army's Transformation Strategy, just as we promised the Office of the

(Right) Army Brig. Gen. William N. Phillips, deputy program executive officer – Aviation. (DCMA staff photo)

"I clearly understand that the kind of skills DCMA brings to the team … are of tremendous value to our programs and critical to success."

"I compliment DCMA on redefining its roles in the strategic sense with realignment. The ability of our PEO to go to one organization … and get answers for all of our aviation systems is critically important."

Secretary of Defense, Congress and industry that we would do following the Comanche decision. DCMA is helping us keep that promise.

Q: As you may know, DCMA is undergoing realignment to provide greater focus on our customers' needs. How do you see this realignment affecting PEO – Aviation? How do you think the overarching Memorandum of Agreement [MOA] will impact both organizations?

BGP: We fully support DCMA's realignment and see it as positive from PEO – Aviation's perspective. I have a very strong relationship with the DCMA deputy director, Mr. Keith Ernst, whom I've known for many years. I have faith and confidence in Keith and his leadership and have no doubt they will help us to do the right things to ensure PEO – Aviation's success. Keith Ernst is a winner, and I'm proud to be working beside him once again.

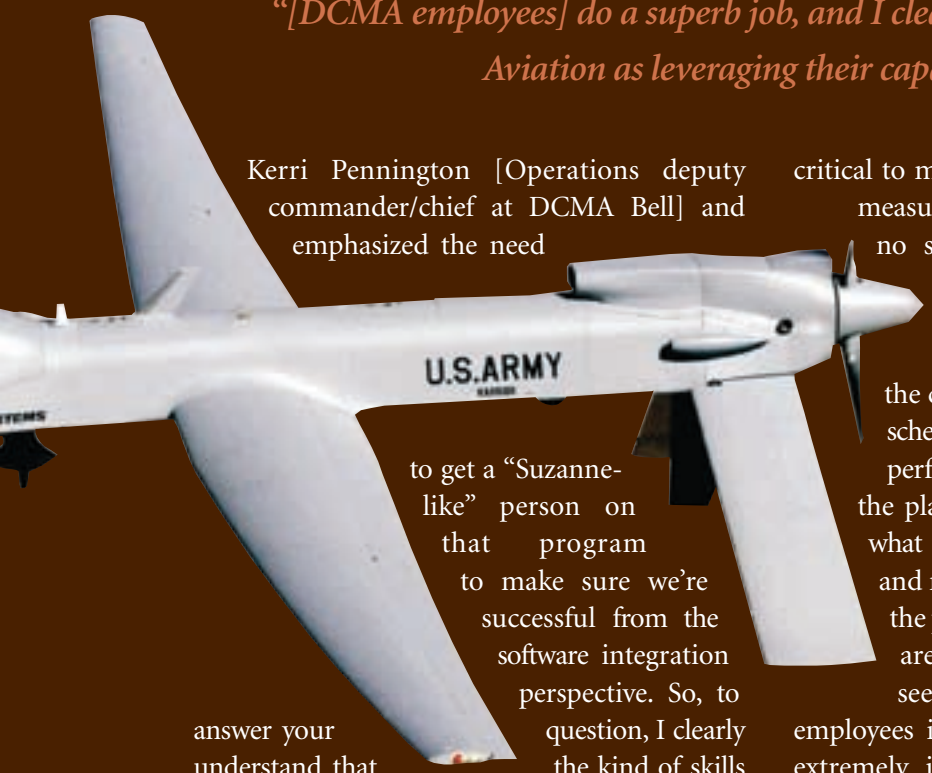
Going back to an earlier comment, I think DCMA does a great job of expressing to others its marketing plans, what it brings to the table. On the other end, I'm not sure that we openly share and communicate with DCMA. I think the overarching MOA is important because it helps define the framework for our relationship, formalizes it and then allows our program managers to further define the support that they need in accordance with the MOA. The MOA clearly discusses what DCMA does for us in PEO – Aviation; however, as I mentioned to Mr. Ernst this morning, we need to define within the MOA what we will do to ensure DCMA knows our priorities and how best to support our programs. And that's where the two-way communication is important. What can we do to make sure that DCMA is able to do its job on the ground, execute and, ultimately, help us be more successful?

Q: You once served as commander of DCMA San Francisco. What from your DCMA experience do you bring to your current position?

BGP: I put a high value on the people within DCMA who are serving inside plant offices or in area operations traveling to industry partners. What they do every day in support of our programs is absolutely critical. An example: we had a lady named Suzanne Young who worked for Keith and me at DCMA San Francisco as a software quality assurance specialist — she was one of the best, if not the best, in the business. There are two general officers [GOs] serving today in the Army who remember clearly the work we did in San Francisco, not because of my own work as a commander, but because of the truly exceptional software quality assurance work that Suzanne did on their Bradley and THAAD [Terminal High-Altitude Air Defense System] programs. These officers are good friends of mine, and periodically when we see each other they will ask me how Suzanne is doing. She was the best person on our program, and these GOs remember what a terrific job she did on the ground in support of their programs.

I think [that] software engineering, software quality assurance and technology integration (systems engineering) are the areas where DCMA software expertise is absolutely essential. We [recently] signed the Armed Reconnaissance Helicopter Contract with Bell, and the software integration on that program is a critical path to program success. I've already met with

"[DCMA employees] do a superb job, and I clearly see my job in PEO – Aviation as leveraging their capabilities."



Kerri Pennington [Operations deputy commander/chief at DCMA Bell] and emphasized the need to get a "Suzanne-like" person on that program to make sure we're successful from the software integration perspective. So, to answer your question, I clearly understand that the kind of skills DCMA brings to the team, such as those of the software specialists who work day-to-day inside the plants, are of tremendous value to our programs and critical to success. DCMA personnel cannot underestimate the power that they have to help — they're critical to our ability to put the very best capability in the hands of soldiers. What they do is important, no matter how menial it may seem; it's important to someone out there who is going to eventually get the product and use it.

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

BGP: Making sure DCMA supports us in areas such as software QA [quality assurance] and integration, as well as monitoring cost, schedule and performance of our industry partners — all are critically important. Regarding cost, making sure that our industry partners have sound EVMS [Earned Value Management Systems] and accounting systems in place with DCMA's Defense Contract Audit Agency partners is critical to making sure that we can continually measure where we are, so that there are no surprises. [In terms of] schedule, making sure that industry partners are doing the right things to deliver the capability in accordance with the contract, while helping mitigate any schedule risks that might arise. Lastly — performance. Your QA personnel inside the plants who are looking at what is being done every day and measuring the quality of the products being delivered are absolutely critical. I see the value of DCMA employees in those plants. They're extremely important, as they are an extension of the PM [program manager]. I'll tell you what: DCMA employees can be proud of what they do. They can just look at the nightly news and see what's happening in Iraq and Afghanistan every day and know that they are doing their part in support of America's sons and daughters who serve our military today on the front lines of freedom. They can be proud of what they do every day on their programs in support of our military services and service members. They do a superb job, and I clearly see my job in PEO – Aviation as leveraging their capabilities.

"I put a high value on the people within DCMA who are serving inside plant offices or in area operations traveling to industry partners. What they do every day in support of our programs is absolutely critical."

(Top) A Warrior UAV demo built by General Atomics Aeronautical Systems (U.S. Army photo)
(Above Right) A soldier with the Army's 101st Military Intelligence Battalion pushes a Shadow 200 UAV in preparation for launch on a mission from Forward Operating Base Warhorse near Baqubah, Iraq. Each deploying unit of action will have a UAV Platoon with Shadow 200 UAVs. (U.S. Army photo)

Putting it all Together: Connecting With our Customers, Part II

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

This is the second of a two-part article that delineates DCMA Northern California's transformation to an organization that is focusing on and connecting with its customers. Part II discusses the behavioral changes and three key organizational processes — people, strategy and operations — required to stay in "the zone" and thereby maintain a customer-centered culture.

The Northern California CMO Customer Realignment Journey Continues

In the last article, we defined "the zone" as being on the cutting edge and at the top of your field. This definition was derived from a phrase used by elite athletes and our Nation's best fighter pilots to describe their peak performance. For them, being in "the zone" requires the execution difference, which takes vision, disciplined hard work and a specific methodology. They visualize themselves making the winning shot, breaking the tape at the finish line or performing a decisive aerial maneuver to eliminate an adversary. They know it's not practice that makes perfect but rather perfect practice that makes perfect. Putting it all together, they each have unique winning methodologies for follow-through, commitment and setting their behavior — just like the Northern California CMO.

(Above) Members of the DCMA Northern California leadership team meet to discuss PBM and Customer Connection progress. (DCMA staff photo)

Follow-Through

The Northern California CMO's end state, or destiny, is manifest in its shared 2010 vision: *to be the best customer-aligned geographic CMO in DCMA and the acquisition community*. This is congruent with DCMA's strategic goal #1: *Transform the Agency into a customer-focused organization.* On April 4, 2005, the Northern California CMO successfully accomplished its

The Northern California CMO's end state, or destiny, is manifest in its shared 2010 vision: to be the best customer-aligned geographic CMO in DCMA and the acquisition community.

Initial Operating Capability (IOC) plan. The second phase was defined as operational test and evaluation (OT&E), ending with full operating capability (FOC), which was reached on July 4, 2005. As we asserted in the previous article, realigning a geographic CMO is a complex task. It, in and of itself, is challenging work and explorative in nature because of its span of control and the diverse portfolio it manages.

Phase one, IOC, yielded an organizational structure of four groups and 11 teams. Two of the groups were operational in character: the Operations Group and the Tertiary Streamlined Command, which consisted of two Air Force, two Army, one Defense Logistics Agency (DLA) and three Navy teams. The two remaining groups were the Technical Assessment Group (TAG) and Mission Support Group. As the operational teams set their customer-aligned IOC workload baseline, the OT&E phase got into full swing. The OT&E phase was a leadership-learning laboratory, where leaders became practiced in influencing personnel and outcomes at the strategic, operational and tactical levels. Strategically, the CMO's director managed complexity, created the future and built teams to implement the vision. Absent a principal operations manager or deputy director due to fiscal constraints, the director developed her group chiefs into a CMO Senior Leadership Team (SLT), who managed the complexity of the mission and day-to-day operations. This complexity included performing typical daily activities, managing uncertainty in the midst of Agency product executive officer realignment changes, participating in integrated product team (IPT) activities and instituting performance-based management (PBM) practices. The director and her SLT worked diligently to create singularly customer-aligned futures and build distinctive teams to connect with their sole customers.

Operationally, the CMO's group chiefs led the three domains to meet objectives by managing complexity, being accountable to the CMO director for daily activities and running the CMO to maintain mission integrity. At the same time, they built new Operations Teams and created new futures with first-line supervisors (FLSs) that centered on specific portfolios solely dedicated to particular military deputies (MILDEPs) and other Agency customers and focused on certain products based on those customers' missions. Group chiefs worked within the Agency to reach out to MILDEPs and other Agencies at the appropriate level. They also discerned PBM activities across operational teams, worked the interface boundaries and coached team FLSs to build tactical relationships with associates of these customer alliances. These relationships now focused on attaining greater depth with each customer and having a greater contractor span of control within the CMO's area of responsibility.

Tactically, each team supervisor was challenged to execute by managing complexity, creating the future and building teams. Team FLSs were empowered to manage complexity through the use of PBM. All team FLSs were to create futures based on newly established portfolios that contained greater depth of information concerning specific products based on their customers' missions. The realignment put the customers' objectives first and geographic

(Top Right) Air Force Lt. Col. James Hecker, 27th Fighter Squadron commander, banks his F/A-22 Raptor at Langley Air Force Base, Va. Fighter pilots use the term "the zone" to describe their peak performance, which requires vision, disciplined hard work and a specific methodology. DCMA Northern California adopted these techniques to achieve customer focus. (U.S. Air Force photo by Tech. Sgt. Ben Bloker)

Strategically, the CMO's director managed complexity, created the future and built teams to implement the vision.

boundaries second. In addition to building new teams, FLSs built relationships with buying authorities at the lowest level and with corresponding contractors to perform and accomplish customer outcomes. Translating outcomes into high-impact activities, team FLSs were given new tools, including Individual Performance Plans (IPPs), to develop "performance-based employees."

Finally, in the OT&E phase team members expected to prove our IOC and "dial in" workload distributions. As we dialed in the workload distributions, we found that we required two DLA Operations Teams instead of one and that the Air Force workload could be adjusted so as to gain efficiency across mission and product lines. The shift in workload in conjunction with Headquarters' establishment of operational performance centers led to DCMA Northern California "Operationalizing" our TAG. The second DLA team was formed along with a more streamlined Internal Assessment Group using the valuable remaining TAG resources. Due to the steadfast perseverance to executing the realignment tasks, our quality function deployment (QFD) "black belt," or expert, was certified to train the entire CMO, and we became a pilot organization for the IPP initiative. The DCMA PBM Execution Team visited the CMO early in its schedule and validated its success. As indicated in the PBM Execution Team's July 2005 Summary Report, "DCMA Northern California has a defined strategy and incremental milestones to implement PBM. Significant progress has been made, and senior leadership [is] committed to meeting [DCMA Director Air Force Maj.] Gen. Scott's expectations."

Rather than making subtle process improvements, these actions were solidifying a completely new way of doing business.

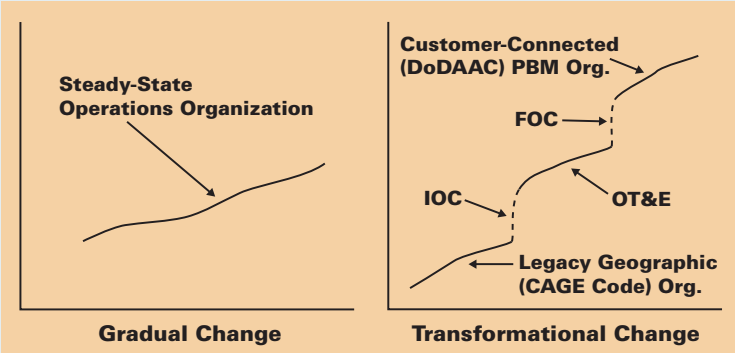
Transition State of Commitment

FOC was the final transitional state of commitment. Strategic goal #2, "*Embrace a performance-based culture,*" became a reality. It was transformational: rather than making subtle process improvements, these actions were solidifying a completely new way of doing business.

Paradigm shifts occur when you translate the voice of the customer (VOC) into actions. DCMA Northern California effectively does this by exploiting our QFD black belt to provide QFD training to the entire CMO. Our black belt started with a plan to transform each Operations Team's Program Support Team into a performance-based group for all major programs. Realizing the sense of urgency, he reprioritized his focus in midstream to conduct a practicum with every team in the CMO that had either an internal or external customer. The result was outstanding, and this set the stage for each team FLS to create IPPs to ensure management actions and employee activities were truly performance-based and achieving the customers' most-valued outcomes.

As previously mentioned, FOC yielded an organizational structure of four groups (three operational and one mission support) and 11 teams. The operational groups were the Operations Group, Internal Operational

Paradigm shifts occur when you translate the voice of the customer into actions.



Assessment and Tertiary Streamlined Command, consisting of two Air Force, two Army, two DLA and three Navy teams. The fourth group was the Mission Support Group. As the operational teams set their new customer-aligned FOC workload baseline, the CMO looked to set behavioral changes.

Setting Behavioral Changes

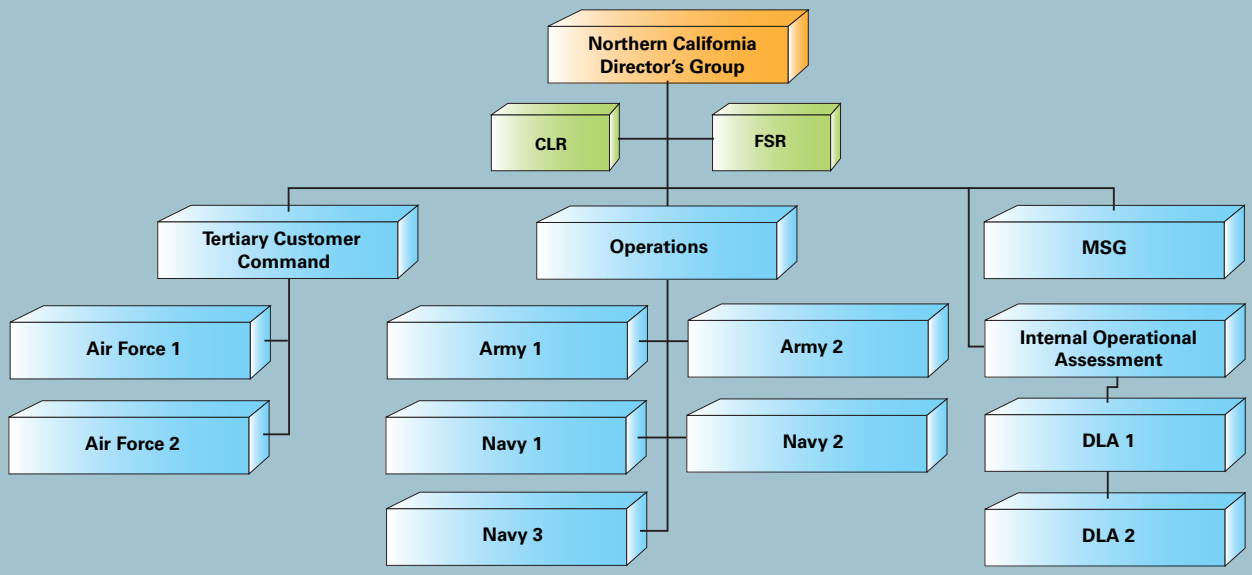
Strategic goal #3 is: "*Equip employees with the competencies needed to provide extraordinary support to our customers.*" Setting or forging behavior is an art where leadership creates work units or activities to provide for intrinsic, rather than extrinsic, motivation. Performance is captured and reinforced in IPPs.

IPPs provide employees with a focused report of activities that are important to the customer. Every employee must know and understand a customer's validated product quality levels and must perform at or above these levels. Metrics are established for those key processes and activities that directly influence contractor behavior that is focused on outcomes important to the customer. However, not every metric is collected and reported, and not every employee activity must be measured. It is important to establish metrics for those key processes that are focused on outcomes. Every employee must be able to articulate performance to his or her customer (and solicit feedback) and management in a meaningful way. Finally, every employee must be able to say, "I understand what is important to my customer; I know my performance, and I can articulate that to my customer in meaningful terms."

Not all of the CMO's customer outcomes have to be mapped to employees' IPPs. For example, low-risk outcomes are watched at management level but don't necessarily need to be mapped to the IPPs. They, along with their employees, have to evaluate the risk in all VOC-based outcomes. DCMA Northern California has many customers, and those customers have many desires, which leads to many engagement strategies (mapping down from the VOC to our realistic action), which leads to numerous outcome measures. The outcome measures in the "Contribution to Mission Accomplishment" (CTMA) section of the IPP are supposed to highlight the most significant CMO outcomes that the employee is responsible for in the upcoming evaluation period. This should be three to seven outcomes that are mapped to the CTMA. The purpose is for the FLS and employee to discuss and identify which of the employee's responsibilities have the most significant impact on the mission.

The strategic, operational and tactical activities all contribute to the success of the CMO's mission. The importance of the IPP is that it

(Top) A 2010 Shared Vision: DCMA Northern California's organizational chart illustrates its position as the best customer-aligned geographic contract management office within DCMA and the acquisition community. ***(Opposite)*** U.S. Air Force Capt. Michael Schaner, a Raptor pilot assigned to the 27th Fighter Squadron at Langley Air Force Base, Va. Fighter pilots use the term "the zone" to describe their peak performance, which requires vision, disciplined hard work and a specific methodology. DCMA Northern California adopted these techniques to achieve customer focus. (U.S. Air Force photo by Tech. Sgt. Ben Bloker)



A Shared Vision: the Customer-Aligned Workload Structure

gives everyone the opportunity to tie his or her contribution to the mission in a handful of critical areas to the overall mission of the organization in support of our customers' desired outcomes.

Setting or forging behavior is an art where leadership creates work units or activities to provide for intrinsic, rather than extrinsic, motivation.

End-State: Customer Connected

Getting to "the zone" takes disciplined hard work and a regimented methodology. DCMA Northern California identifies this process as the "execution difference." Connecting with your customers involves being in a personal relationship with them. Like elite athletes and fighter pilots, DCMA Northern California did not get to where it is today by idly standing by on the sidelines, but rather by making significant changes in incremental stages to affect behavior. Change is relative. Life is about change and the journey, not the destination, which at DCMA is "putting it all together and connecting with our customers!"

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

(Top) DCMA Northern California achieved DCMA's strategic goal #2, "Embrace a performance-based culture," through large-scale transformational change rather than subtle process improvements.
(Above Right) DCMA Northern California personnel participating in the "Enterprise Performance Leaders of the Future" off-site meeting as the CMO personnel connect with their customers. (DCMA staff photo)

Knowledge Retention Enhances Performance-Based Management

by Dr. Moonja P. Kim, Knowledge Management Advocate,
DCMA Headquarters

Workforce demographics at the Defense Contract Management Agency (DCMA) show that 53 percent of employees are eligible to retire within five years. With the imminent loss of so many subject-matter experts, it is imperative that the Agency take steps to capture the knowledge of critical knowledge workers as soon as possible. Consequently, the Knowledge Management (KM) Center is planning to begin the Knowledge Retention Project in fiscal year 2006 with a pilot group.

What is Knowledge Retention?

Knowledge retention is defined as the capture of knowledge/expertise from employees before they leave an organization. For example, if there is a DCMA expert ready to retire who has extensive knowledge on a specific customer, knowledge retention will be used to develop appropriate approaches for capturing the employee's expertise and retaining it as "organizational knowledge." Whether there is a gap of three months or three days between the incumbent and successor, the captured "organizational knowledge" will be ready to be utilized, and the successor's time to competence will be shortened.

Cost of Losing Critical Knowledge

Between 1959 and 1973, NASA spent $23.6 billion on human spaceflight, exclusive of infrastructure and support, of which nearly $20 billion was for Apollo, in an effort to land astronauts on the moon.[1] At its peak, 400,000 people were working on the Apollo project. On July 20, 1969, Astronaut Neil Armstrong stepped onto the moon. … Now, after 36 years, NASA has lost the knowledge it had developed to send astronauts to the moon. One NASA manager confessed, "If we want to go to the moon again, we'll be starting from scratch because all of that knowledge has disappeared. It would take at least as long and cost at least as much to go back."[2] Realizing the cost of losing critical knowledge, NASA started Knowledge Continuity efforts in 1999 with the Knowledge Sharing Initiative and Academy of Program and Project Leadership (APPL). One of APPL's primary products is *ASK* (Academy of Sharing Knowledge) magazine. *ASK* was created

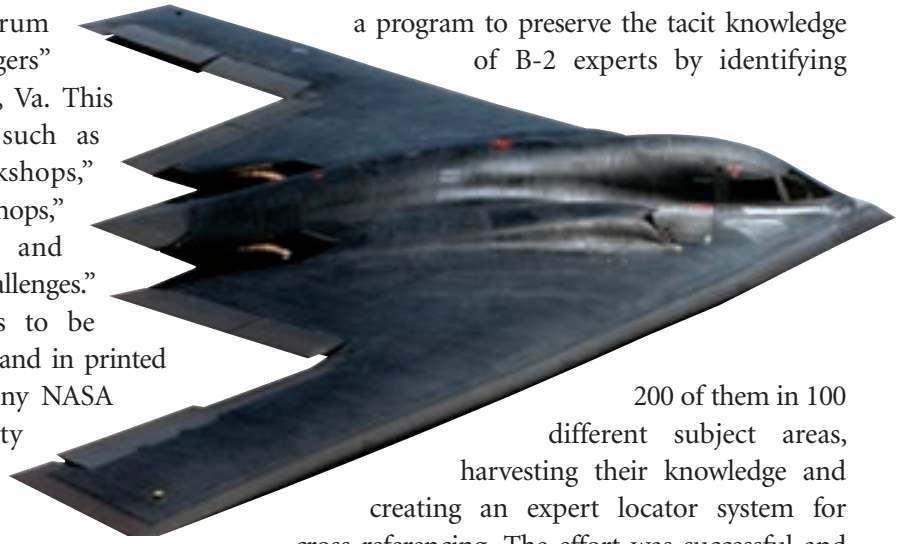
(Right) Astronaut David R. Scott, commander, as photographed by Astronaut James B. Irwin, Lunar Module pilot, gives a military salute while standing beside the U.S. flag during the Apollo 15 lunar surface extravehicular activity. Now, after 36 years, NASA has lost the knowledge it had developed to send astronauts to the moon. (NASA photo by Retired Air Force Col. James B. Irwin)

[1] *Project Apollo: A Retrospective Analysis,* 2004, National Aeronautics and Space Administration, 20 Oct. 2005, <http://www.hq.nasa.gov/office/pao/History/Apollomon/Apollo.html>.

[2] David W. DeLong, *Lost Knowledge — Confronting the Threat of an Aging Workforce* (New York: Oxford University Press, 2005)

It is imperative that the Agency take steps to capture the knowledge of critical knowledge workers as soon as possible.

following the first "Forum of Master Project Managers" in July 1999 in Leesburg, Va. This forum included topics such as "wisdom transfer workshops," "knowledge sharing workshops," "teachers and mentors" and "project management challenges." *ASK* magazine continues to be published on the Internet and in printed copy, and it provides many NASA scientists the opportunity to learn quickly about experts' experiences in various scientific fields.



Examples of Knowledge Retention Projects

One example of a knowledge retention project is the Tennessee Valley Authority's (TVA's), which began in 1999 when TVA management realized 40 percent of its workforce could retire in the next five years. They first identified which positions posed the greatest threat of critical knowledge loss, interviewed employees identified as having critical knowledge and documented captured knowledge so that others could use it. Current statistics at TVA show that even though 35 percent of the workforce has left, organizational performance metrics remain at the same level and customer services still have a satisfactory rating.

Another knowledge retention project was managed at Northrop Grumman. At the end of the Cold War, Northrop Grumman was in a difficult situation with its B-2 stealth bombers. The B-2s were nearing the end of their production cycle, but Northrop Grumman had to retain support and maintenance capabilities for the remaining decades of the bombers' useful service. Northrop Grumman instituted a program to preserve the tacit knowledge of B-2 experts by identifying 200 of them in 100 different subject areas, harvesting their knowledge and creating an expert locator system for cross referencing. The effort was successful and provided a useful organizational knowledge base.

U.S. Army Communications-Electronics Command (CECOM) also has a thriving knowledge retention project. CECOM was selected as a pilot site for Office of the Secretary of Defense-funded "Project Exodus," named for the expected exodus of Department of Defense employees in five years, which has been undertaken to prove that tacit knowledge collection efforts that work in private industry can be successfully applied within the federal government. CECOM took this opportunity to develop a KM strategy and implementation plan, and the program is being executed incrementally. They started with the vision, "CECOM is a knowledge organization, harnessing and exploiting intellectual capital, delivering the right content to the right knowledge worker, at the right time." CECOM then created an online portal for content management efforts, developing a process of adding, reviewing and approving its content. To capture tacit knowledge to the maximum extent possible, CECOM identified and leveraged subject-matter experts through interviews and videotapes. They developed three useful processes to capture

(Above) A B-2 Spirit bomber. The B-2 Spirit represents a dramatic leap forward in technology and a major milestone in the U.S. bomber modernization program. The B-2's advancements wouldn't be possible without the knowledge base built by B-2 experts over decades. (U.S. Air Force photo)

Knowledge retention is used to develop appropriate approaches for capturing the employee's expertise and retaining it as "organizational knowledge."

and share knowledge:"Peer Assists," "Action Reviews" and "Retrospects." CECOM also made specific efforts to develop and sustain KM by documenting and marketing the importance of KM and the successes achieved. CECOM has won a series of awards for its innovative KM practices, including an E-Gov Knowledge Management Recognition in 2004 and an Army Knowledge Award in 2003.

Knowledge Retention Will Enhance PBM at DCMA

Everyone at DCMA is learning how to conduct Performance-Based Management (PBM) at both individual and organizational levels. To provide products and services according to a customer's voice, PBM methodology mandates that planning, organizing, staffing, directing and controlling be accomplished using some definition of organizational performance as the criteria by which decisions are made. PBM will enable us to define, achieve and improve upon the performance measures that are most important to our customers. There must be a clear understanding and agreement between DCMA and the customer and support for and from everyone at DCMA to deliver the right item, at the right time and at the right price [e.g., 37 flight tested X-73 aircraft (right item), delivered no later than Jan. 17, 2009, (right time) and at a unit cost not to exceed $39.3 million (right price)] in order to meet the intent of the performance requirement. Operationally, customers have outcomes and DCMA has performance results in support of those outcomes. When DCMA is providing excellent performance results in support of customers' outcomes, there are numerous DCMA employees contributing to this level of performance.

Collected information/ knowledge can be made available either in the DCMA portal or across a Community of Practice space, accessible to anyone working for a particular program.

For example, numerous people at DCMA are assigned to the Future Combat Systems (FCS) program in various roles and divisions. Since the beginning of the program in 2002, different people have accumulated relevant knowledge and expertise in the specific areas of the FCS program over time. The majority of workers on this program are knowledge employees who process relevant information to add value to the process and products, and all make a contribution to the success of the program. If one or two experts who worked on the program for the last three years retire or transfer to another job, there will be a great impact on program execution. Sometimes a successor is not available for a couple of months or weeks, and this makes knowledge transfer very difficult. A knowledge retention project can help with this kind of situation by identifying critical positions for the FCS program and possible changes to personnel in these critical positions. DCMA can then begin to build a "DCMA Expert Knowledge Base" by collecting their insights and expertise in the forms of documents, lists of contacts established over three years, hot buttons for different customers and any other useful information. This collected information/knowledge can be made available either in the DCMA portal or across the FCS Community of Practice space, accessible to anyone working for the program. Thus, knowledge retention will enhance the performance of the FCS and other programs by preventing the loss of critical knowledge that a worker had when he/she left and helping the program keep the same level of performance without interruptions due to the separation.

Forging an Historic Partnership — DCMA and AFGE Council 170

by Mr. Terry Jones, Staff Writer

The Defense Contract Management Agency (DCMA) and its labor union, Council 170 of the American Federation of Government Employees (AFGE), are close to finalizing negotiations on an historic labor contract. "We have a tentative agreement in place and are now refining some wording and format details," said Mr. Tom Maahs, president of AFGE Council 170 and DCMA District West field support representative duty-stationed in Chicago. Once the agreement is finalized, the contract will be sent to the Council's 29 locals for ratification within 30 days and then reviewed and approved at the Office of the Secretary of Defense. When approved, the contract will be the first that partners DCMA with a single federal employees' union.

The agreement will apply to nearly 10,000 non-management DCMA employees eligible to be members of a "bargaining unit" — a group of employees represented by a labor union. Known as the "duty of fair representation," a union accorded representational rights over a bargaining unit must represent all employees covered by that bargaining unit, whether they are dues-paying union members or not. Representation can be for a variety of issues — "All they have to do is come to us for representation," Mr. Maahs said. "We do not judge, we represent. If we can't get it resolved in the grievance process, we can invoke arbitration

The agreement could affect up to 10,000 non-management DCMA employees eligible to be members of a "bargaining unit" — a group of employees represented by a labor union.

(Above) Air Force Maj. Gen. Darryl A. Scott, DCMA director (left), with Mr. Tom Maahs, AFGE Council 170 president and DCMA District West field support representative, in Maj. Gen. Scott's office at DCMA Headquarters. (DCMA staff photo)

When signed and fully ratified, the contract will be the first that partners DCMA with a single federal employees' union.

and request a third-party mediator to come in." Over one-half of AFGE's 600,000 members are consolidated into bargaining units. DCMA employees can determine whether they are in the bargaining unit and eligible for union representation by reviewing block 37 on their Standard Form 50 (Notification of Personnel Action) — those in the bargaining unit will have a status code of 630010. Determination of which employees are in the bargaining unit was made by the Federal Labor Relations Authority (FLRA) in a decision issued in February 2004; individual employees cannot choose whether or not to be included.

The contract will be the second major milestone Council 170 has achieved in its short but eventful history. The Council was established within the Agency on Feb. 20, 2004, after winning an election directed by the FLRA. Prior to the election and to DCMA's split from the Defense Logistics Agency (DLA) in March 2000, three labor unions represented pockets of DCMA employees throughout the country. Each union local was required to obtain its own certification to represent employees within its jurisdiction, and none of the unions was certified to represent employees assigned to International District. "We all retained our own local certifications and bargained with our Districts both independently and as a group," Mr. Maahs said. After DCMA split from DLA, the unions petitioned FLRA to represent the bargaining unit employees within DCMA. A tedious three-year process followed, culminating with FLRA ruling to hold an election to decide whether DCMA would have a union and, if so, to choose one union to represent the entire Agency.

The election was held Jan. 12 – Feb. 10, 2004, and all bargaining unit employees were sent a ballot. "They voted in favor of AFGE by better than two-to-one," Mr. Maahs proudly recalled. "We made a difference when we went out and touched [small] offices with few people, telling them about the election and who we were," he said. "Our AFGE national office and the different councils … provided support and helped us bring people to the polls. It was a huge success story for us," Mr. Maahs emphasized. "The DCMA workforce made the decision to let AFGE represent them because of what we offered them."

AFGE Council 170 has been chartered with the authority to interface with DCMA and represent the bargaining unit.

Since the election, Council 170 has worked with DCMA management to provide the best possible work environment for all employees, according to Mr. Maahs. "My perspective is that we share a common goal and mission," he reflected. "We strive to satisfy all parties and, at the same time, realize and respect each other's rights." Soon after the election, Air Force Maj. Gen. Darryl A. Scott, DCMA director, appointed Mr. Maahs to the senior leadership team. In addition, Council 170 representatives have been appointed to serve on the many integrated process teams (IPTs) that work on Agency reorganization issues. "We want to keep everybody informed and help minimize confusion — the rumors and the fears that people may have about being relocated or maybe another RIF [reduction in force]. The more information we can share with the workforce, the better we all are," Mr. Maahs said. "The general also does this with his Sight Picture newsletters, which he allows me to review and add information to — another example of partnership."

AFGE, headquartered in Washington, D.C., is divided into 12 geographical districts consisting of some 1,100 locals. Districts assist locals with negotiations, grievances, arbitrations, unfair labor practices and lobbying activities. Although certification to represent DCMA employees is with the national organization, Council 170 has been chartered with the authority to interface

with DCMA and represent the bargaining unit. In addition to Mr. Maahs, Council 170 leadership includes Mr. Bill Porzel, executive vice president; Ms. Maribeth Witkowski, secretary; Ms. Virginia Hemingway, treasurer; Mr. Mark Green and Ms. Patcy Wesley, District East vice presidents; and Mr. Wayde Howard and Ms. Joyce James, District West vice presidents.

So, what does union membership offer DCMA employees? The answer is numerous services, discounts and programs, including credit cards, loans and credit counseling. "We have home-buying assistance programs, two hours of free legal counsel a year, car-buying privileges and excellent insurance, vacation packages and educational programs," Mr. Maahs said. A complete list of benefits for AFGE members can be viewed by visiting http://www.afge.org/Index.cfm?Page=MemberBenefits.

For DCMA employees interested in joining the union, it is as easy as going to the AFGE Web site, http://www.afge.org, and downloading membership form 1187. "They can access the form electronically from the site and then hand it to their local representative," Mr. Maahs said. "It has to be signed by the local rep, who will process the paperwork on behalf of the employee." Union dues vary from local to local. "Some base it on the grade of the employee, some just have a flat rate," Mr. Maahs said. Management personnel can also join the union to take advantage of the benefits. "We can't represent them, and they can't vote on any issues or share in any internal union information, but they can join to get the benefits that membership affords."

Mr. Maahs, who has been president of Council 170 since 2003, strongly encourages union membership. "I have always believed in the old John F. Kennedy saying, 'Don't ask what your country can do for you but what you can do for your country.' Volunteer to be on an IPT, and take an active role. This is your career and your future. Don't stand by thinking that someone else is taking care of it for you," he said emphatically. Sounds like good advice for all of us.

Benefits for AFGE Members

When you join the American Federation of Government Employees (AFGE) union, you have access to numerous benefits, many of which are listed below. These benefits are backed by the collective strength of over 13 million members of AFL-CIO unions. By using one or two of the programs, many members receive in savings the value of their annual dues.

Money

- AFGE credit card
- Secured Credit Card —Credit Builder Program
- Credit Counseling Program
- Loan Program
- Online Tax Preparation Service
- Mortgage & Real Estate Program
- Moving Van Discounts
- Pet Care Program
- Home Heating Oil Discounts in MA, NY, NJ, RI and Southern CT

Education

- 2005 Union Plus Scholarship Winners
- College Financing

Education (Continued)

- Scholarships
- Online Education & Degree Program
- Online Training Program
- Union Book Store

Computers

- Apple Computer Discounts
- Dell Computer Discounts
- Easy Computer Purchase Program
- Unions-America Internet Service Provider

Legal

- Legal Services Program
- Small Claims Court Program
- Warranties

Discounts

- Music Discount Club
- Flowers Discounts
- Entertainment Discounts
- Union-Made Clothing Discounts

Travel

- Worldwide Vacation Tours
- Theme Park Discounts
- Car Rentals
- Union Plus Cruises

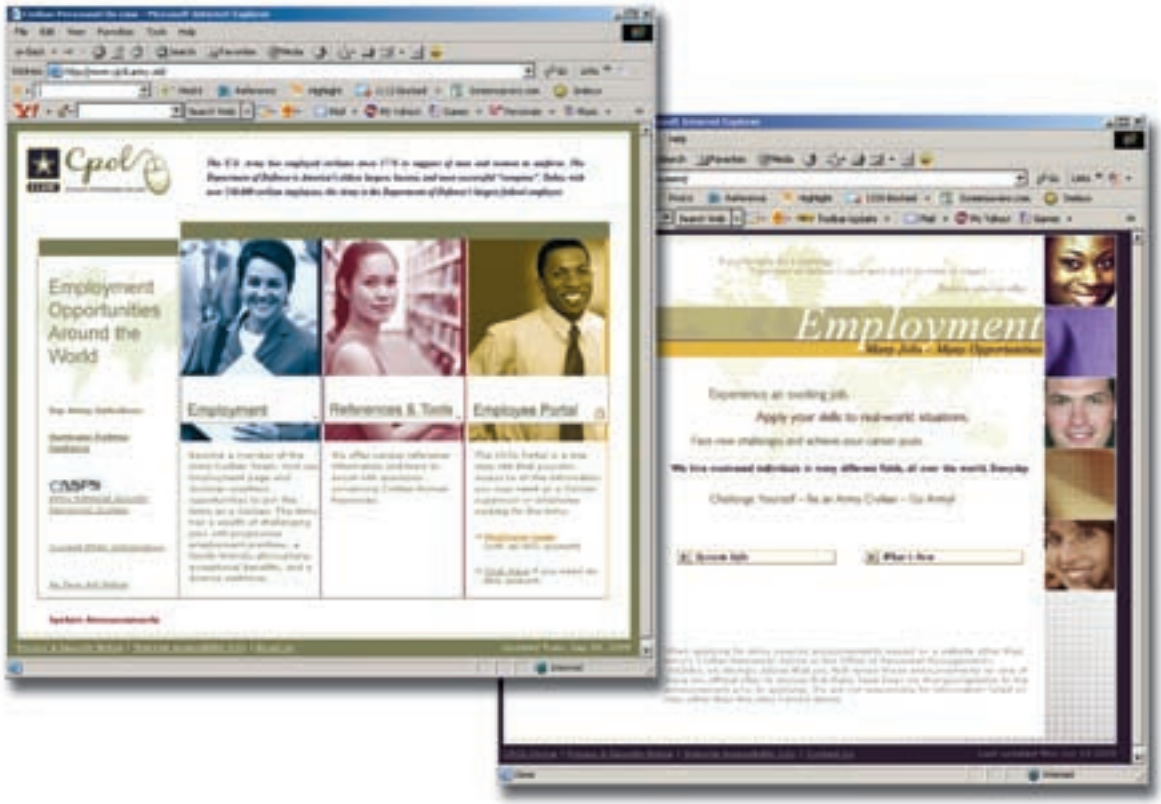
Auto

- Auto Insurance
- Pinnacle Motor Club
- Goodyear Tire & Service Discounts

Source: *Benefits for AFGE Members*, 2005, The American Federation of Government Employees, 12 Oct. 2005, <http://www.afge.org/Index.cfm?Page=MemberBenefits>.

Army CHRA Offers Interactive Tools and Customized Support

by Ms. Katherine Crawford, Staff Writer



On April 3, 2005, the Army Civilian Human Resources Agency (CHRA) became the Human Resources (HR) service provider for the Defense Contract Management Agency (DCMA). By choosing a new provider, Air Force Maj. Gen. Darryl A. Scott, DCMA director, hoped "to strengthen and improve overall HR support." One of the primary methods by which the Army CHRA is achieving this goal is through the many automated tools it offers through its portal. Army CHRA supports DCMA from two locations: Fort Riley, Kan., which provides services to DCMA Headquarters, Centers, Information Technology and Districts East and International, and Fort Huachuca, Ariz., which provides services to the West and Special Programs Districts. Army CHRA will be realigning their servicing as soon as possible after the DCMA realignment and will provide servicing information changes to managers at that time.

(Above) The Army CHRA's Civilian Personnel Online (CPOL) portal's home page (left) and "Employment" page.

"Instead of having different icons on your desktop and trying to figure out where to go to get what, all of the resources are in one location."

By pointing their Web browsers to the Army CHRA's Civilian Personnel Online portal (CPOL) located at http://cpol.army.mil/index.html, DCMA employees can access a multitude of tools, including:

- **Automated Organization Structure/Position Description Library (FASCLASS)**, the fully automated system for classification with searchable position descriptions
- **Defense Civilian Personnel Data System (DCPDS)**, which contains employee histories, including the past five performance ratings, and the gatekeeper checklist, which accompanies recruitment actions
- **RPA [Request for Personnel Action] Tracker**, where managers can track the status of RPAs and view employees' past actions. According to Ms. Dianne Peters, DCMA team branch chief, Army CHRA, Fort Riley, the tracker is very popular with their managers, who can "easily see where [the RPA] is, whose inbox it's in, who's working on it and what the status is." Ms. Angela Bailey, DCMA Human Resources executive director, agrees and anticipates that once DCMA's supervisors are introduced to and provided training for the RPA Tracker, they too will find it invaluable.

"All of this is available with just a click or two," explained Mr. Ray Mehling, DCMA team branch chief, Army CHRA, Fort Huachuca. "Instead of having different icons on your desktop and trying to figure out where to go to get what, all of the resources are in one location. I think that's just wonderful." Noted Ms. Bailey, "The Army Benefit Center [online] is a one-stop shop for our employees that they have not experienced before."

Of all the services available on the Army CHRA CPOL portal, the most widely used among DCMA employees is the Army Benefits Center (ABC). Many people are conducting their health benefits, savings plans and other types of benefits transactions electronically via the ABC Web site. For the period of May – July 2005, the ABC processed over 5,740 transactions from DCMA personnel. Only 1,388 of those were counselor-assisted telephone calls, which means that approximately 76 percent of employees used the automated system to receive benefits information. A significant number of these benefits transactions were retirement-related, due to the fact that the DCMA workforce's average age is 52. "There's no doubt that a lot of DCMA's employees are going to the ABC looking at retirement counseling, getting information and advice on what needs to be done before they retire," Mr. Mehling stated. For the same May – July period, the ABC prepared over 300 retirement forecasts for DCMA employees.

The CPOL portal will become increasingly useful as more tools and capabilities are added and upgrades are made to existing items. To gain admittance to tools in the "employee portal," one needs an Army Knowledge Online (AKO) account, and DCMA HR is waiting for a few more upgrades to be completed before giving all employees their AKO account numbers.

(Above) Clockwise, from top: Ms. Mary Rodriguez, regional director, CHRA; Ms. Jeanne Scharch, HR center director, DCMAC-D; Mr. Elias Hernandez, Classification & Workforce Shaping Division director, DCMAC-DC; Mr. Dwayne Bennett, Performance Management Division director, DCMA HR; Air Force Col. Gene Smith, DCMA Military Personnel director/ DCMA HR deputy director; Ms. Angela Bailey, DCMA HR; and Ms. Karen Webb, regional director, CHRA, at an on-site meeting at the Army's Civilian Human Resources Agency, Fort Riley, Kan. (Photo courtesy of Army CHRA)

The CPOL portal will become increasingly useful as more tools and capabilities are added and upgrades are made to existing items.

This portal will allow employees online access to the ABC with additional links to their "My Pay" and Thrift Savings Plan accounts as well as the "Resume Builder & ANSWER" tool and the vacancy announcement board. Future enhancements include access to the "My Biz" accounts, which will allow employees to update personal information such as phone numbers and addresses right into the database. DCMA HR is also interested in adding a capability that would allow DCMA employees to go in and view their Notification of Personnel Actions and RPAs, a feature currently being developed.

In addition to the automated tools, Army CHRA is also providing outstanding support with the "human" aspect of CHRA through its experienced staff members. The ABC is a worldwide mission, but Ms. Peters' and Mr. Mehling's staffs are dedicated solely to providing service to DCMA employees. According to Ms. Peters, "The employees really like being able to talk with the DCMA folks, being a little bit of an advisory service and even just talking about how their day is going. It's not just coming in and doing the paperwork all the time — you get that personal side of it as well." To foster this interaction between the two agencies, in the future, members of the Army CHRA team are planning more "marketing tours," where they will "have the opportunity to get out and actually meet with [DCMA] people," said Ms. Peters. The interaction between DCMA and Army CHRA employees is also very efficient because of the degree to which the ABC in particular is automated. "Everything is tracked; all phone calls [to the ABC] are recorded and everyone knows what's going on, so if you start with one person and you finish with somebody else it's OK," noted Ms. Peters. Also, the benefits experts who are available to DCMA employees for advice and counsel have been consolidated in one office, facilitating access and enhancing the knowledge base.

This portal will allow employees online access to the Army Benefits Center with additional links to their "My Pay" and Thrift Savings Plan accounts as well as the "Resume Builder & ANSWER" tool and the vacancy announcement board.

Thus far the collaboration between DCMA and Army CHRA has been extremely positive. In Ms. Peters' opinion, things are going very well: "We've been working with Ms. Bailey's folks on a daily basis, and, together, we're really an HR community." Ms. Bailey agrees that the DCMA/Army CHRA partnership is off to a very good start. "Naturally there are bumps in the road, such as Army learning our processes and procedures and DCMA adapting to the suite of automated tools," she added. "But the good working relationship helps to smooth out any issues that arise." Ms. Bailey is particularly appreciative of the "CPOC's [Civilian Personnel Operations Center's] outstanding support during our extensive realignments." She continued, "Many people are unaware of just how much work goes on behind the scenes in ensuring that these realignments are a success. It is not as simple as moving organization blocks on a PowerPoint®[1] slide ... there are lists of actions that need to be accomplished and coordinated with managers and payroll systems and such, and without the CPOC's support at this critical time, these realignments would not have occurred as planned."

Added Mr. Mehling, "We really, really enjoy working with DCMA's managers and employees — they're all just wonderful. [DCMA has] a very positive, intelligent workforce, and we know that this will be a successful partnership."

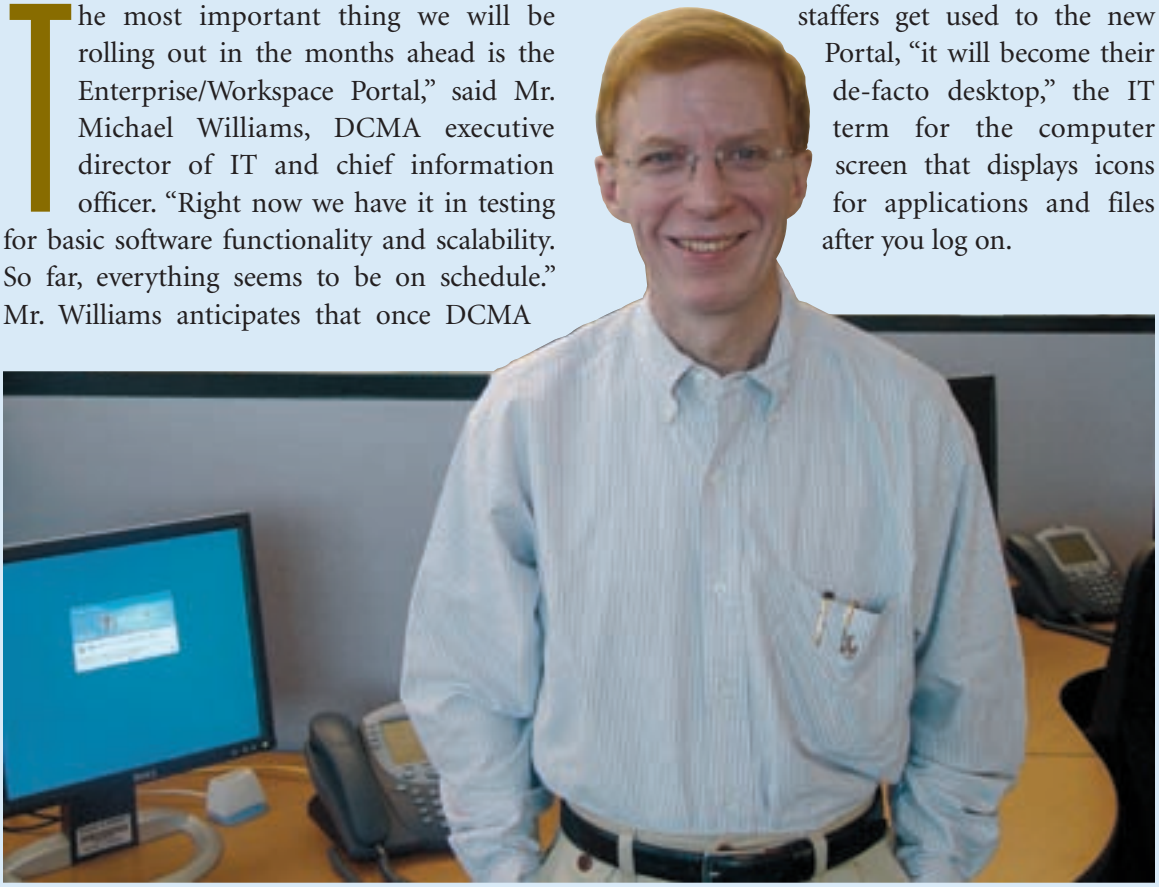
[1] Microsoft PowerPoint is a registered trademark of Microsoft Corporation in the United States and/or other countries.

New Desktop Tools on the Horizon

by Mr. Terry Jones, Staff Writer

Are you expecting the same old desktop work routine in the months ahead? If so, get ready for some change! Defense Contract Management Agency (DCMA) Information Technology (IT) has several new initiatives rolling out that are sure to liven up your computer-using experience. These initiatives will be going into effect as the Agency reorganizes from its present geographical structure to a customer/product-oriented organization of the future.

The most important thing we will be rolling out in the months ahead is the Enterprise/Workspace Portal," said Mr. Michael Williams, DCMA executive director of IT and chief information officer. "Right now we have it in testing for basic software functionality and scalability. So far, everything seems to be on schedule." Mr. Williams anticipates that once DCMA staffers get used to the new Portal, "it will become their de-facto desktop," the IT term for the computer screen that displays icons for applications and files after you log on.



(Above) Mr. Michael Williams, DCMA executive director of IT and chief information officer, at DCMA Headquarters in Alexandria, Va. (DCMA staff photo)

DCMA IT has several new initiatives rolling out that are sure to liven up your computer-using experience.

The new Enterprise/Workspace Portal is designed to make navigating with your computer easier. To get on your desktop today, you start your computer and enter your identification (ID) and password. To utilize eTools, you have to navigate to the eTools Web site, enter with your ID and password and select the eTools application. With the portal, you log in and are simultaneously logged into eTools. "All you have to do is click on the icon for the eTools application that you want to use and poof — you're in," Mr. Williams said.

Another of the many nice features is that users will be able to customize the portal to fit their own needs. For example, users could pull the chat-room icon onto their main portal pages and leave it there. The next time they sign into the portal, it recognizes who they are and the fact they want the chat-room icon in a particular spot on their screens. "Or they can say, 'I really don't need to see that calendar' [and] set it up so that they don't see it when they first come in, and the portal will remember the settings the next time they log on," Mr. Williams said. In addition, the portal will have much the same look and feel of the current DCMA Web pages, "so it won't be a cultural shock to folks," Mr. Williams said. "There will be consistent DCMA branding across all of our Web presence, including the portal."

The portal also brings increased capabilities for collaboration and information sharing. Staff members at a DCMA contract management office (CMO) on the East Coast, for example, will be able to share information on a real-time basis with their colleagues in the Midwest or on the Pacific coast. Consequently, Knowledge Management (KM) will be incorporated into the portal from day one. "There are so many [KM] capabilities that are built right into the portal," Mr. Williams said, such as "a content library that will likely eliminate the need for office shared drives. For example, if there is a PowerPoint®[1] presentation you want to share with the entire Agency, put it in the content library." Additionally, "individual offices, CMOs and communities will be able to set access permissions so that only their own people can upload, download or view certain files," Mr. Williams explained.

The portal will benefit DCMA customers by making information more readily available to them.

The portal will also benefit DCMA customers by making information more readily available to them. Customers will be able to access some reports and database information, depending upon the access permission Agency managers give them. "We will be able to let customers into a lot of areas but also keep them from seeing some areas that, for whatever reason, we deem to be sensitive," Mr. Williams said.

Wide Area Networks are Being Upgraded

The Enterprise/Workspace Portal alone would be enough to make most DCMA computer users happier, yet additional initiatives being fielded will also have a significant and positive impact on the desktop experiences of Agency personnel. "We are deep into the process of upgrading the Wide Area Network as well as many of what we call the 'Metropolitan Area Networks,'" Mr. Williams said, as he shifted subjects. "We are taking a lot of the circuits in the network from T1 to T3 speed, which is an increase of 30 times." A T1 is a specialized telecommunications circuit used for data. [The next two sentences are for you techies.] It passes data at a rate of 1.544 megabytes per second. A T3 is the same kind of circuit, but it passes data at a rate of 45 megabytes per second. The upgrades are being made at all DCMA sites with 50 people or more, "and one of these days, we will catch the smaller ones," Mr. Williams added.

[1] Microsoft PowerPoint is a registered trademark of Microsoft Corporation in the United States and/or other countries.

The new Enterprise/Workspace Portal is designed to make navigating your computer easier.

To understand Wide Area Network and Metropolitan Area networks, think of DCMA's Wide Area Network as an interstate highway system: the Wide Area Network is the system of "superhighways" between the 17 designated major IT hub sites that DCMA has in the Continental United States. Now, think of the Metropolitan Area Networks as a bicycle wheel: The wheel's spokes correspond to the communication lines radiating out from a hub site to other DCMA offices in the surrounding area. The higher speed circuits will allow most DCMA users to access or "surf" the World Wide Web faster and allow DCMA IT to better support the Agency as it shifts its organizational model from a geographically based structure to one that is product-oriented. "To better serve these organizations as they begin to structure and restructure themselves, we will need to move some of our databases in the field to locations that will better serve them," Mr. Williams said. "The T3s will make it possible for us to move the data, in some cases quite a distance from the users." The Agency has completed about one-half of the circuit upgrades to date, and Mr. Williams anticipates that the last circuit will be completed some time in November. "The schedule is driven, in large part, by the telephone companies," Mr. Williams said, because "some companies are faster than others."

The higher speed circuits will allow … DCMA IT to better support the Agency as it shifts its organizational model from a geographically based structure to one that is product-oriented.

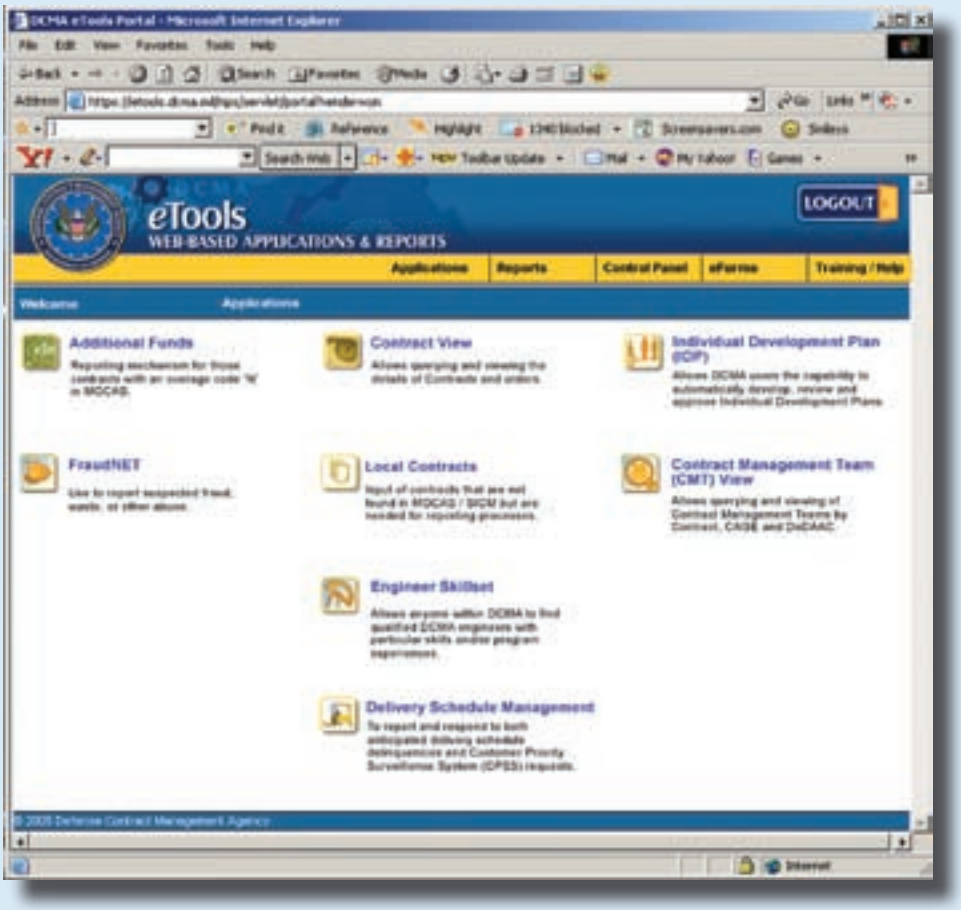
Another reason for the upgrade to T3 circuits is to accommodate the demand for increased video services. At the May 2005 DCMA Commanders' Conference, DCMA Director Maj. Gen. Darryl A. Scott, U.S. Air Force, expressed interest in broadcasting his opening remarks at future conferences to smaller CMOs, asking Mr. Williams if this would be possible. The use of broadcasting would save money by allowing these CMO commanders to participate without having to attend. According to Mr. Williams, this is possible, though it will take some time to select and acquire all of the necessary equipment. "With the network upgrades, we will be able to do that, provided that we buy some specialized video software and a few pieces of hardware," he said. "So we are well into the process of evaluating which software and hardware we want to buy, [and] then the director will be able to broadcast to all of the CMOs on the network." Look for this capability some time in early 2006.

Eventually, DCMA IT will also be able to offer on-demand streaming video. For instance, the DCMA Headquarters Office of Congressional and Public Affairs will be able to put a videotaped message or training on the network and create a URL [Internet address] for it. Employees at their desktops will be able to click on the URL and view the video at their leisure. "We will support the initial broadcast capability, then streaming video will follow later," Mr. Williams said.

Upgrades Continue and Customer Satisfaction Grows

DCMA IT has had a long-standing policy to replace one-third of the Agency desktop computers and servers every year. In fact, new units are being installed in some offices right now. Recently, the new technology flat-panel monitors started appearing on desktops. "The first year we bought them, they were 15 inches," Mr. Williams said. "People in the field who had their 17-inch CRT [cathode ray tube] monitors replaced with these units complained that their screens were too small. However, the viewable area on a 15-inch flat-panel monitor is virtually the same as that on a 17-inch CRT monitor." Accepting the fact that appearance is sometimes stronger than reality, Mr. Williams decided that all replacement PCs will have 17-inch flat-panel

"We are taking a lot of the circuits in the network from T1 to T3 speed, which is an increase of 30 times."



monitors. "They will be showing up on desktops in the next few months," he added.

With all of the positive IT initiatives, it is no wonder that customer satisfaction keeps increasing. Mr. Williams has seen a clear and steady increase in positive responses in the last three IT support surveys. "Every six months, we send out an e-mail survey," Mr. Williams said. "We ask people if they are 'very dissatisfied,' 'dissatisfied,' 'satisfied' or 'very satisfied.'" Though historically there have been very few "very dissatisfied" and "dissatisfied" customers, Mr. Williams has noted "a steady migration away from the 'dissatisfied' end toward the 'satisfied' end. We have also seen a migration out of the 'satisfied' rating into the 'very satisfied' rating."

In addition, IT sends out a survey after each Helpdesk ticket is closed. "So when someone calls with a problem and we work on it for them, an e-mail comes back to them when the ticket is closed saying, 'How did we do?'"

The answer is that DCMA IT is doing very well. With the new Enterprise/Workspace Portal, high-speed circuitry, increased video capabilities and new desktop equipment, what is there to complain about? "I don't know," Mr. Williams said. "But one thing I do know is that if something is wrong, people are certainly not shy about communicating with you. And we are not shy about striving to make their desktop experiences the best they can be."

(Above) When computer users log into the Enterprise/Workspace Portal, they will automatically be logged into the eTools application, just one of the many great features of the new portal.

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