

VSTOL ROTARY ENGINE  
DCMA Indianapolis

V-22 FINAL ASSEMBLY  
DCMA Bell Helicopter, Ft. Worth

KEVLAR HELMET  
DCMA Santa Ana

BODY ARMOR  
DCMA Orlando

RUCKSACK  
DCMA Phoenix

M-16 RIFLE  
DCMA Atlanta

CHEMICAL GEAR  
DCMA Boston

COMBAT BOOTS  
DCMA Detroit

OUR **VALUE** TO  
THE **WARFIGHTER**





## OUR MISSION

We are the independent eyes and ears of DoD and its partners, delivering actionable acquisition insight from the factory floor to the front line ... around the world.

## OUR VISION

One team, one voice delivering global acquisition insight that matters.



DEFENSE  
CONTRACT  
MANAGEMENT  
AGENCY

# INSIGHT

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### ON THE COVER:

This Marine squad leader has probably never heard of the Defense Contract Management Agency, but every day he relies on goods and services for which the agency provides contract administration services. The examples shown represent DCMA's reach, but in some cases the agency oversees contracts at several locations for the same equipment. The ballistic helmet contract, for example, is also managed by DCMA offices in Philadelphia; Hartford, Connecticut; Manassas, Virginia; and Dayton, Ohio. (Marine Corps photo by Lance Cpl. Julio McGraw)

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# OUR VALUE TO THE WARFIGHTER

By Air Force Lt. Gen. Wendy Masiello, DCMA director

As these sailors raise the ensign, they are unaware of the thousands of Defense Contract Management Agency civilians and service members who have worked behind the scenes managing billions of dollars in contracts the sailors rely on — from communication and weapon systems aboard their ship to the traditional Dixie cup covers they wear. (Navy photo by Mass Communication Specialist 2nd Class Michael Russell)

If you're reading this, it's probably because someone wants you to know the value Defense Contract Management Agency personnel provide to our warfighters. It's possible you've never heard of our agency, and that's okay — it's probably even a good thing. That's because my team of 10,000 plus acquisition professionals provides the oversight required to deliver products on time and at cost to our men and women in uniform around the world — enabling military readiness. If you don't know how that process works, it's because it works.

So what do we do as an agency? At any given time, my team is managing more than 340,000 active contracts with a total obligated amount of more than \$1.8 trillion. We authorize nearly half a billion dollars a day in payments on behalf of our customers and provide valuable insight to program offices, senior acquisition professionals and even congress so they can make informed decisions.


Our mission statement reads, "We are the independent eyes and ears of the DoD and its partners, delivering actionable acquisition insight from the factory floor to the front line ... around the world." While this is a concise mission statement, the scope and complexity of making those words a reality takes a very talented team with specialized skills.

Just to give you an idea, take a look at our workforce chart (page 11). As you can see, the majority of our people work in quality assurance, engineering and manufacturing services, and contract administration and support. This is really the heart of what we do as an agency, but it takes every represented specialty to meet customer requirements, quality standards and fiscal benchmarks.

To understand what we do, it's also important to understand where we've been. Fifteen years ago this agency was created as an evolution of organizations going back 50 years to the establishment of the Defense Supply Agency — and further back still to earlier initiatives meant to ensure quality products reached our people in uniform. The end result is what we are today — an agile organization with a world-wide federal staff that's less than half of what it was when the services each performed their own contract administration.

We're involved in all aspects of contracting





from pre-award to closeout, and represent a combination of geographic and in-plant government contracting oversight. In our current configuration, we save the American taxpayer hundreds of millions of dollars annually. To be precise, our efforts supporting negotiations, identifying cost avoidance opportunities and facilitating contract terminations alone saved our customers more than \$1.8 billion.

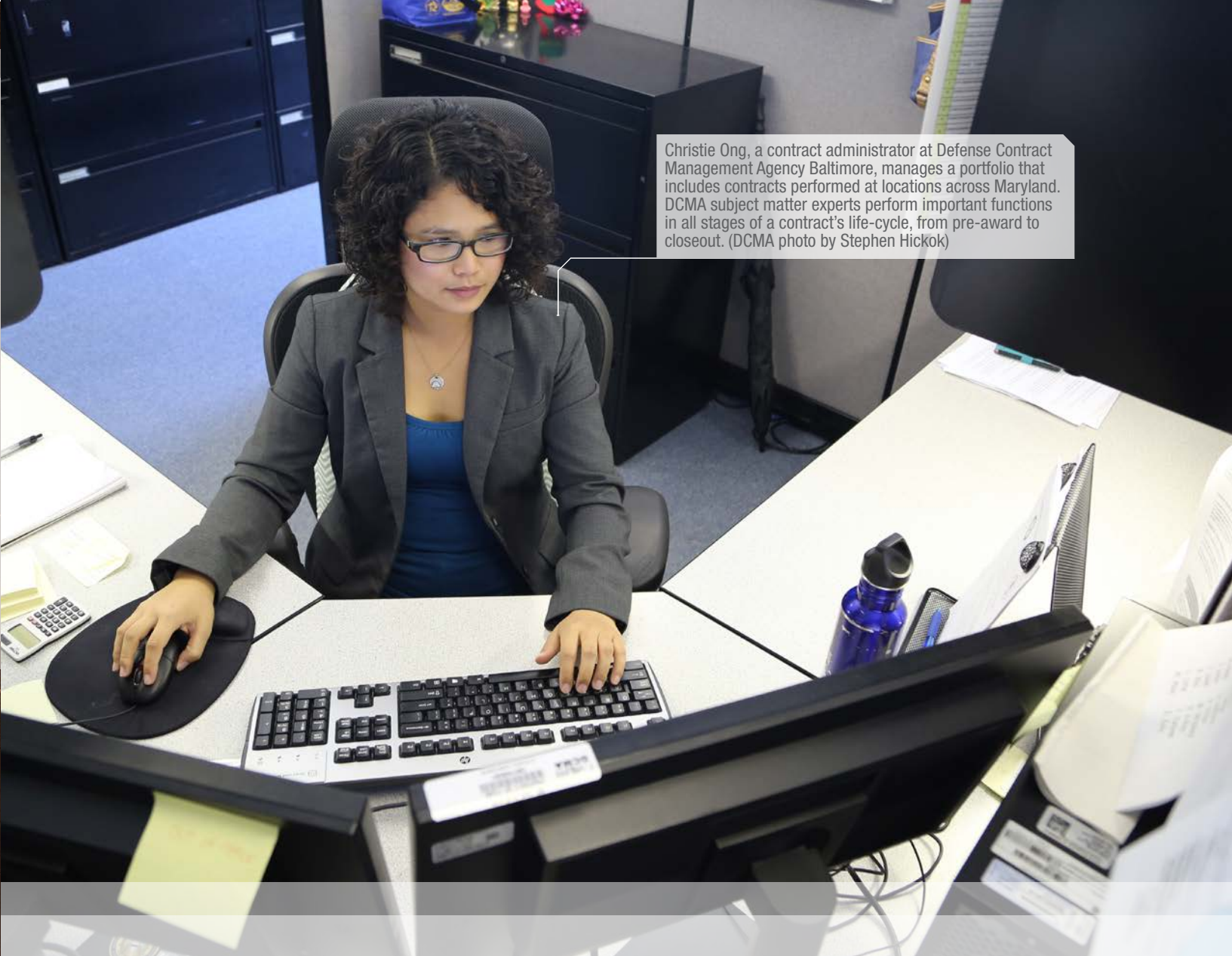
We're also more consistently trained, with centralized policy and uniform adherence to the Federal Acquisition Regulation and its Department of Defense supplement. We're smarter, smaller, more cost effective and each year we get better — increasingly focused on our mission, increasingly better trained

in our functional areas, and increasingly recognized by our defense family as contracting subject matter experts.

We have personnel located in close proximity to, or many times co-located with, defense contractors across the globe. Many of them you'll read about in this publication. They provide oversight for body armor, military aircraft, tracked vehicles, munitions and even satellites for NASA. Our people not only witness testing, but drive tanks and fly aircraft to ensure we accept quality products on behalf of the government, conduct risk assessments, and provide insight to the military's program offices to ensure quality products make it out the door.

There are three big areas I want to highlight where our people are quietly

The Defense Contract Management Agency works primarily for Department of Defense customers, but also performs a variety of contract administrative services for other federal agencies, including space, radar and missile systems. (Photo courtesy of United Launch Alliance)



Christie Ong, a contract administrator at Defense Contract Management Agency Baltimore, manages a portfolio that includes contracts performed at locations across Maryland. DCMA subject matter experts perform important functions in all stages of a contract's life-cycle, from pre-award to closeout. (DCMA photo by Stephen Hickok)

making a difference. The first is contract performance and milestone decisions, which is the majority of our workload. My team is the physical eyes and ears on the factory floor. contract administration support and services make up about 19 percent of our hours, 17 percent in engineering and manufacturing services, and about a third of our work is quality assurance.

This probably brings up visions of inspections, but it is much more than that. It means analyzing contractor systems, reviewing data to make sure all processes were performed properly, investigating sources and identifying non-conforming materials. At the end of the production process, when

“To understand what we do, it’s also important to understand where we’ve been.”

Air Force Lt. Gen. Wendy Masiello  
DCMA director

all obligations of the contract have been met, a DCMA quality assurance representative formally accepts an item on behalf of the government.

Next is our Contract Integrity Center. Because of our proximity to contracts, DCMA is often spearheading the fight against fraud, waste and abuse. It's not just money at stake, but mission success — and even lives. Our quality folks have become our leads on counterfeit materiel mitigation, and we've centralized reporting to the integrity center to make it easier.

Our center is ground-zero for reporting and is dedicated to working with DCMA customers, DoD investigative agencies and the



Department of Justice to prevent, detect and remediate fraud. At any given time, we are monitoring over 450 fraud cases, and in the past year alone, our efforts returned over \$193 million dollars to the taxpayer.

The last area is contract closeout. There is a flurry of work required as a contract ends including final negotiation and reconciliations. In many cases real property, like government-owned equipment for tooling and measuring, must be disposed of properly and unused

funds associated with a contract need to be formally released back to the buying command.

When a contract ends, the lessons-learned become part of the collective experience of DCMA, part of our intellectual database of acquisition insight. This rolls into the constant contracting cycle, and we apply it to the pre-award phase to make subsequent contracts better. All this relates back to us being an agile, adaptive and efficient agency.

There's no time during a vigorous exit for a paratrooper to worry about the acquisition process that led to him being safe at 800 feet up. Defense Contract Management Agency professionals monitor defense contracts from raw materials to final delivery, ensuring manufacturers perform every step of the production process to the exact specifications of the contract — that goes for everything from the C-130 (DCMA Lockheed Martin Marietta) to the T-10 parachute (DCMA Santa Ana, DCMA Twin Cities and DCMA Manassas). (Army photo by Elena Baladelli)

So how did we do it, and why are we so successful? It's because we have the right people, with the right skills, in the right places. In addition to our civilian men and women on the factory floors, we have about 500 highly-skilled and technically-proficient uniformed service members. They accept aircraft, provide contract oversight, interface with customers and contractors, and lead our contract management offices.

We're fortunate to have some of the best in the business assigned to us. People like Air Force Col. Mike Meyer,

our commander at DCMA Boeing Seattle, where the KC-46 is being built.

Identified as one of the Air Force's top acquisition priorities, the new tanker is still a couple of years away from fielding to the fleet, but DCMA has already been involved in the contract for four years. We brought Meyer in last year, transitioning that office to an O-6 command as the KC-46 moves further into the production process.

An experienced engineer and leader, this is Meyer's third assignment with DCMA. He formerly commanded





Manny Santana, a quality assurance specialist with Defense Contract Management Agency Garden City, performs quality surveillance at contractor sites on Long Island, New York. QAs like Santana are regularly on production floors to make sure government customers, and taxpayers, get equipment that meets contract specifications. (DCMA photo by Patrick Tremblay)

our Aircraft Integrated Maintenance Operations, Greenville office, followed by more than a year deployed as deputy at DCMA's Kabul, Afghanistan, location in 2011. He knows contracting, he knows aircraft, and he knows the Air Force.

My point is that we have the right talent from the services integrated into our team. They complement our larger workforce in communities where the work is being done. It's this mix of military experience and leadership, with the continuity of civilian functional experts, in close proximity to contract

execution, which makes us so efficient and cost effective.

As I stated in the beginning, the purpose of this publication is to showcase the value DCMA brings to the warfighter and our customers. We call it "Insight" because that's what you should gain by flipping through these pages. It is filled with numerous examples of how we add value and provide streamlined contract administration oversight across the acquisition enterprise.

As you can see from the table of contents, the structure of the publication

follows our mission statement. The stories and information within showcase our value to our customers and the specialized work our people are doing to support the warfighter. I encourage you to read and digest as much of it as possible — it really is a terrific story of service before self.

If you need additional information, please visit [www.dcma.mil](http://www.dcma.mil), check out our Strategic Plan, or simply reach out to me personally. I'll be happy, and proud, to elaborate on the value we bring to the Department of Defense and its partners. 🌐

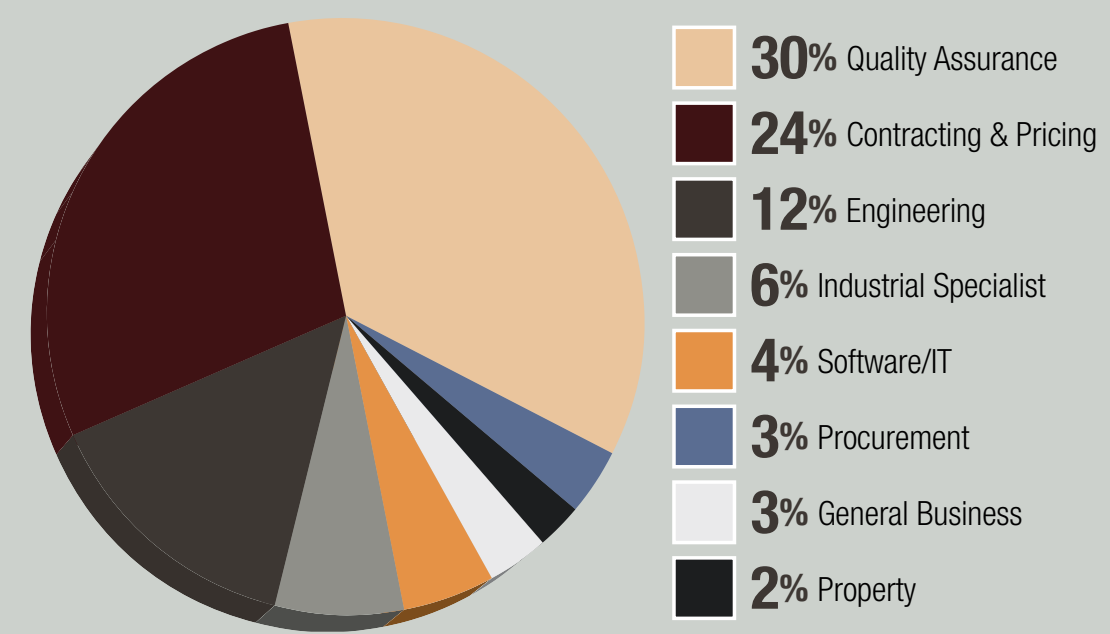
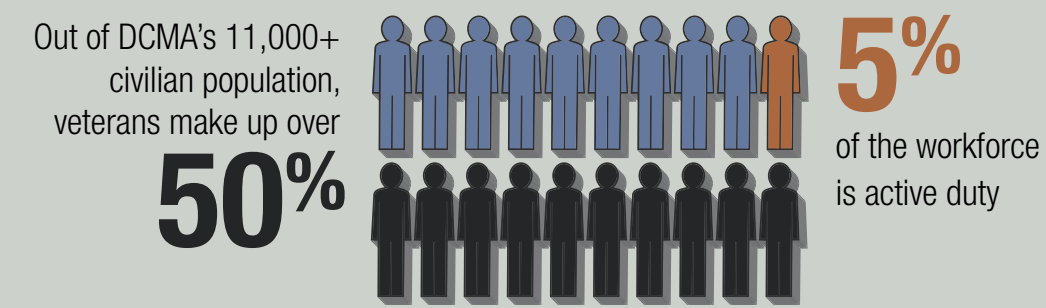


Managing more than  
**340,000**  
active contracts

With a total contract  
amount of more than  
**\$6.5**  
**trillion**

“DCMA is a vital member of Air Force acquisition efforts. The agency's involvement throughout the life cycle of a program is crucial. DCMA adds inordinate value to our acquisition process by providing core missions which only this organization can provide — administrative contracting support, system surveillance, and on-site quality assurance. The core missions of DCMA are key enablers to the success of the overall acquisition mission — the men and women of DCMA directly empower the delivery of warfighting capability.”

Air Force Lt. Gen. Arnold Bunch Jr.  
Military deputy, Office of the Assistant Secretary of the Air Force for Acquisition



“We leverage DCMA's expertise on several fronts. One, on the front end of the contract DCMA helps us with the cost and pricing information, which is very valuable to us in helping negotiate a good deal. So when we're sitting down with our industry partners, we know we have the best information to get the best deal for our warfighting force.”

Navy Rear Adm. Paul Verrastro  
Naval Supply Systems Command Weapon Systems Support commander

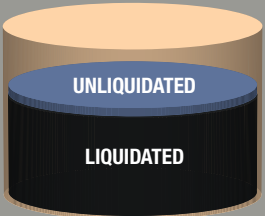
**GLOBAL ENGAGEMENT**  
**48**  
main offices overseeing over  
**1,000**  
locations around the world





“The DCMA/Army relationship is not only vital, it is absolutely imperative. I see DCMA experts as key partners in acquiring quality products on-time. We, in the Army, need DCMA involvement early and throughout the acquisition process, particularly on major, complex weapon systems and the contingencies support systems. Let’s be clear, we shape and reduce the risk to production in the post-award environment by engaging early in pre-award planning to identify risks up-front, before contract award.”

Army Lt. Gen. Michael Williamson  
Principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology



38,000 contracts  
\$1.3 trillion total contract amount  
\$598 billion obligated  
\$51 billion unliquidated  
33 of 48 programs are ACAT 1

ARMY PROGRAM EXECUTIVE OFFICES

Simulations - Training and Instrumentation, Ground Combat Systems, Missiles and Space, Combat Support and Combat Service Support, Intelligence Electronic Warfare & Systems, Joint Chemical and Biological Defense, Soldier, Joint Assembled Chemical Weapons Alternatives, Ammunition, Enterprise Information Systems, Aviation Command Control Communications-Tactical

LARGEST PROGRAM:  
The UH-60 Black Hawk helicopter includes many variants used for multiple mission purposes in each branch of the military.

TRENDING:  
Army Integrated Air and Missile Defense components will allow plug and fight range extension capabilities for non-line-of-sight threat engagement.



48,000 contracts  
\$2 trillion total contract amount  
\$626 billion obligated  
\$70 billion unliquidated  
33 of 63 programs are ACAT 1

AIR FORCE PROGRAM EXECUTIVE OFFICES

Business & Enterprise Systems, Weapons, ISR & SOF, Tankers, C3I & Networks, TEO, Combat & Mission Support, JPEO F-35, Rapid Capabilities, Mobility, Fighter Bomber, Agile Combat Support, Space Systems, Strategic Systems, Battle Management

LARGEST PROGRAM:  
The KC-46A Pegasus will replace tankers like this one as the backbone of global refueling operations.

TRENDING:  
The new B-21 long range strike bomber will phase out the aging fleet of bombers, including the B-52, that has been in service since the 1950s.



128,000 contracts  
\$2.5 trillion total contract amount  
\$573 billion obligated  
\$69 billion unliquidated  
51 of 72 programs are ACAT 1

NAVY PROGRAM EXECUTIVE OFFICES

Integrated Warfare Systems, Ships, Joint Strike Fighter, Aircraft Carriers, Strategic Systems Programs, C4I, Submarines, Space Systems, Air ASW Assault and Special Mission, Littoral Combat Ships, Tactical Air, Unmanned Aviation and Strike Weapons, Land Systems Enterprise Information Systems

LARGEST PROGRAM:  
The F-35 Joint Strike Fighter will serve the Navy, Air Force and Marines as well as international customers. (See more on the F-35 on page 32)

TRENDING:  
The Electromagnetic Aircraft Launch System will replace current steam catapult systems.



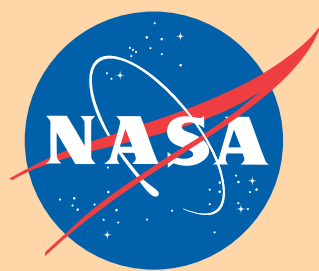
8,062 contracts  
\$134 billion total contract amount  
MDA customers include Programs & Integration, C4ISR, Aegis BMD, and Advanced Technology



116,662 contracts  
\$70 billion total contract amount  
DLA customers include DLA Aviation, Land and Maritime, Troop Support, Disposition Services, Distribution, Energy, Central, Europe & Africa, and Pacific



5,270 contracts  
\$17 billion total contract amount  
DCMA supports eight USSOCOM Program Executive Offices



The relationship between DCMA and NASA extends back more than 45 years. DCMA support to NASA is covered by specific policy, requires employees to have additional certification, and is 70 percent in the area of quality assurance. The agency performs more than \$22 million in work for NASA annually, and new agency policy adopted last year strengthens the relationship.



# LIGHTS CAMERA DETECTION

DCMA QA Surveillance Team supports  
NASA telescope camera instrument

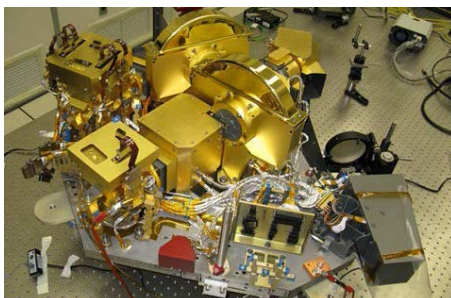
By Matthew Montgomery, DCMA Public Affairs

It looks like a giant honey-comb death ray from the future, but its purpose is to detect the origins of today's galaxies. It's called the James Webb Space Telescope and for the past 11 years Defense Contract Management Agency personnel have supported the NASA led-international collaboration ensuring this highly sophisticated instrument can operate 1.5 million kilometers from Earth.

A primary component of the telescope is the Near Infrared Camera Instrument — a device that allows astronomers to take pictures of very faint objects around a central bright object, like our sun with accompanying planets. NIRCam will detect light from the earliest stars and galaxies in the process of formation, the population of stars in nearby galaxies, young stars in the Milky Way, and Kuiper Belt objects.

"It was an honor to be part of such a potentially game-changing program," said Eric Mueller, DCMA Lockheed Martin Sunnyvale quality assurance NASA specialist. Mueller, along with the other members of the DCMA NASA team, has been reassigned to other programs since NIRCam's delivery last year. The device's purpose, however, will keep them tracking it for years.

According to NASA, the goal of



The Integrated Science Instrument Module for the James Webb Space Telescope awaits installation. The JWST will detect the origins of today's galaxies. (Photo courtesy of NASA)

this instrument is to look back to the very first light created. "How could you possibly not be influenced by being part of a group working on the cutting edge of new telescope technology designed to expand our understanding of the greater universe?" Mueller said.

To say NIRCam was an intricate program is a bit of an understatement. The assembly consists of two mirror-image instruments bolted back to back, made up of two optical paths designed to capture different wavelengths of light. Each instrument requires high precision mounting of optics and housings using a variety of materials and custom techniques.

"To drive these instruments, two

custom electronics boxes were developed. The Focal Plane Electronics takes pictures, or imaging, of the four light paths while the Instrument Control Electronics controls all of the various mechanical and telemetry operations from focusing to adjustment of the Filter Wheel Assemblies," explained Mueller. "And the DCMA team was involved in all aspects of the construction from inspecting incoming parts to witnessing the final assembly and testing."

A good indication of the program's complexity was when the lead engineer for Lockheed Martin described the program and proudly pointed out more than half of the engineers had doctorate degrees. It was considered as much a science research program as it was an instrument build program.

To provide the level of oversight required, DCMA personnel had to be specifically trained in the NASA handbook requirements and adherence to the contract. They also had to be NASA fully qualified and bring unique skills and expertise to accomplish the mission.

"This is a necessity when dealing with a program this complex, designed and tested to operate at cryogenic temperatures, containing over 15,000 individual parts and costing more than

"How could you possibly not be influenced by being part of a group working on the cutting edge of new telescope technology designed to expand our understanding of the greater universe?"

Eric Mueller, DCMA Lockheed Martin Sunnyvale quality assurance NASA specialist.

\$4 billion," said Gus Sandoval, DCMA quality assurance NASA specialist.

The team started out small. Only one representative was required during the design phase due to little DCMA oversight requirements. Gradually, as the program ramped up, so did the agency's support. All of the delegated technical requirements, mandatory inspections and contractual oversight were supported by DCMA subject matter experts. During the final testing phases, additional personnel were borrowed from other NASA programs to help support off-hour coverage at NASA's request.

Some of the contractual requirements the team was responsible for included the inspection of harnesses, cables and connectors, as well as circuit card assemblies and associated processes. They were also required to witness electronic and electrical bench testing and monitor environment chamber testing.

"There was a tremendous amount of new research and design at the edges of what had been done before," said Sandoval. "This included using esoteric materials and testing to extreme conditions. Accuracies required for the densely packed instrument were in the microns in three dimensions and the use of highly sophisticated (coordinate measuring machines) and optical measuring devices were a daily event."

Over the duration of the contract, a team of quality experts — David Leon, Tom Allen, Mueller and Sandoval — worked with DCMA software engineer Anh Vu, and other subject matter experts from their contract management office, to supply the necessary level of expertise for the contract. The end result was prodigious relationship between DCMA and NASA.

The team was able to build a



Inside a vacuum chamber at NASA's Johnson Space Center in Houston, the James Webb Space Telescope's Pathfinder backplane test model is being prepared for its cryogenic test. (Photo courtesy of NASA)

foundation of trust through frequent face-to-face interaction, which allowed the team to keep NASA apprised of new developments, manage risks and provide valuable acquisition insight. "We acted as the eyes and ears for NASA and helped within our roles as a quality-only delegation to ensure success of a highly complex instrument working at the edges of science," Allen said.

Without this strong relationship, the program's successful culmination would

have been much more difficult to reach. Allen, the DCMA quality assurance NASA technical lead on the program, set the customer's expectation.

"Without Allen's unique personality to work with all the vested parties and help bring about constructive solutions to design and coordination issues, the program could have ground to a halt," said Sandoval. "His example and leadership set expectations, and the rest of the team continued with what he started."

Allen, who served as the team lead during the final design and build phase, used his mechanical engineering background to work with contractor and customer representatives. Mueller's specialty was electronics and Sandoval brought expertise in both areas, along with previous NASA experience. The DCMA team's value to the customer was evident when they were requested at other locations.

"We were successful enough that NASA specifically requested personnel from our program to assist at other locations when problems occurred with components and sub-contractors," said Sandoval. "DCMA quality personnel on the program were also on call for feedback to sit in on (material review boards) as technical support to NASA personnel."

The NIRCam instrument was delivered in March 2015 and will be incorporated into the James Webb Space Telescope over the next three years. The DCMA NASA team has been reassigned, lending their expertise to other programs throughout the acquisition enterprise. While not together as a team, it's a safe bet they'll all be looking to the stars in 2018 when NIRCam is sent into space.

"It really was a team effort," agreed Allen, Mueller, and Sandoval. "Something we'll be proud of for a long time." ☺



# Integrated INSIGHT

PM&I provides independent assessments to ensure senior leaders are well informed and customers receive high-quality products on-time and at-cost

By Thomas Perry, DCMA Public Affairs

Each month Portfolio Management and Integration Executive Director Joe Sweeney travels to the Pentagon to attend the Defense Acquisition Executive Summary review with Frank Kendall, undersecretary of defense for acquisition, technology and logistics.

The monthly review, commonly known as DAES, serves as an early warning system for Department of Defense contracts. The purpose is to provide a venue to identify and address — as early as possible — potential and actual

program issues, which may impact on-time and on-schedule delivery of promised capabilities to the warfighter.

As the Defense Contract Management Agency's representative, Sweeney speaks for the agency director, Air Force Lt. Gen. Wendy Masiello, and imparts knowledge gathered through the collective work of DCMA's worldwide acquisition force.

Sweeney, who retired from the Navy Reserve in 2011 after 26 years of service, defined the "integration" aspect of his

directorate by crediting the agency's successes to its contract management offices, program integrators, program support teams, lead platform commands and supporting commanders.

"The agency's role in this engagement is to contribute our independent assessments of program execution performance," said Sweeney. "Through our program assessment reports and input into the Defense Acquisition Management Information Retrieval system, we provide independent and objective contract

performance; management and business systems; and production, supply chain and industrial base assessments to the Office of the Secretary of Defense."

Senior leaders use this information to assess and augment major defense acquisition programs, major automated information systems and special interest programs. According to Sweeney, some have not always viewed DCMA's input as a vital tool within the acquisition enterprise decision-making process, but the agency's reputation and value are on the rise.

"The DCMA/Army relationship is not only vital, it is absolutely imperative. I see DCMA experts as key partners in acquiring quality products on-time," said

Army Lt. Gen. Michael Williamson, principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology. "We, in the Army, need DCMA involvement early and throughout the acquisition process, particularly on major, complex weapon systems and the contingencies support systems. Let's be clear, we shape and reduce the risk to production in the post-award environment by engaging early in pre-award planning to identify risks upfront, before contract award."

Williamson described DCMA team members as experts in post-award activities, which is a compliment Sweeney, and the agency at large, has worked hard to garner and maintain.

"The quality of our acquisition insights and analyses in our assessments has a direct impact on how DCMA is viewed and valued as a participant at the DAES meetings both in the short- and the long-term," Sweeney said. "It took us a long time to earn this seat at the table as a regular and valued participant in the DAES reviews. It's something we must work hard to keep. We do this by continually improving the quality of our acquisition insights we bring to the table."

To maintain its influential voice, PM&I's team of acquisition professionals regularly engage in strategic-level customer engagements and relationship-building — communicating the agency's value, capability and commitment to its warfighter support mission.

PM&I's representatives contribute a wide-array of key acquisition data through earned value management, integrated policy, major program support, supply chain support, industrial base analysis and customer engagement. These team members submit information from programs across the globe, but an integral aspect of the directorate's value occurs at its National Capitol Region location in Arlington, Virginia.

Across the street from the Pentagon, Walt Eady, PM&I's deputy director, and his portfolio division directors are in a prime location to communicate customer requirements and concerns to the global

The sun rises behind the Air Force Memorial, the Pentagon, and the Washington, D.C. skyline in Arlington, Virginia. (Air Force photo by Tech. Sgt. Peter Miller)



# The CORE MISSIONS of DCMA are KEY ENABLERS to the SUCCESS of the overall acquisition MISSION

- Air Force Lt. Gen. Arnold Bunch Jr.,  
military deputy, Office of the Assistant  
Secretary of the Air Force for Acquisition



Senior service acquisition leaders met with Defense Contract Management Agency military commanders at a conference last year to discuss the agency's support to buying commands. From left: Army Lt. Gen. Michael Williamson, principal military deputy, Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology; Air Force Lt. Gen. Arnold Bunch Jr., military deputy, Office of the Assistant Secretary of the Air Force for Acquisition; and Navy Rear Adm. Paul Verrastro, commander, Naval Supply Systems Command Weapon Systems Support. (DCMA photo by Stephen Hickok)

agency team. Eady, a retired Air Force colonel, said his team is frequently meeting with service acquisition executives and Office of the Under Secretary of Defense for AT&L representatives at the Pentagon.

The agency's NCR senior leadership team includes four division directors: Col. Clyde Richards, Army Portfolio; Capt. Chris Schimenti, Navy Portfolio; Col. Scott MacKenzie, Air Force Portfolio; and Lisa Haptonstall, Joint/Non-DoD Portfolio.

Richards further defined the agency's NCR goals. "We have three primary mission areas: communicate customer requirements and concerns to the agency; provide actionable insights to the customer; and perform training, outreach and education. We accomplish these by being co-located with our customers and building face-to-face relationships with various service and joint offices in the Pentagon and buying commands."

Eady said PM&I's ability to develop and maintain professional relationships with military and DoD leaders is vital. "We must have positive working relationships as they foster the portfolio division's ability to provide support to all service acquisition executives, program executive officers, AT&L and joint/non-DoD customers by exchanging acquisition insight, resolving

customer issues and concerns, and providing customer education of DCMA services and initiatives."

The directorate's communication emphasis often leads to ancillary benefits, which was the case recently when the Joint/Non-DoD Portfolio Division demonstrated DCMA's value as an acquisition partner by linking the U.S. Special Operations Command with PM&I's Industrial Analysis Center.

"The IAC performed a study to support a milestone decision," Haptonstall said. "By law, (Acquisition Category I) program personnel are required to provide industrial base capacity considerations in the acquisition strategies they prepare for milestone A, B, and C decision reviews. To support favorable Defense Acquisition Board outcomes, the IAC works closely with program managers to prepare informed analyses of industrial readiness for ACAT I programs. Based on the IAC's analysis, Mr. Kendall 'green-lighted' their acquisition plan, meaning USSOCOM would continue to act as the milestone decision authority on this critical project."

IAC Director Mary Grace Dondiego said her team's daily mission is to analyze industrial capabilities and identify risks with recommended solutions to the DoD to ensure a robust, secure, resilient and

innovative defense industrial base. Another recent PM&I success story took place during IAC's assessment of Naval Air Systems Command's Tactical Tomahawk program.

"There was an anticipated production gap for the missile, which would have led to significant startup costs in the future and potential impact on future missile availability for the warfighter," Dondiego said. "IAC's analysis led to a recommendation for the Navy to continue buying missiles, avoiding the production gap and associated startup costs. This resulted in an anticipated cost avoidance of well over \$100 million."

Another mission the team prides themselves on is serving as a caretaker of taxpayer dollars.

Sweeney described numerous examples of agency insight, innovation, modernization and independent thought leading directly to taxpayer savings. "Any time we can reduce cost to industry, we are reducing cost to the taxpayer," he said.

PM&I is just one component of DCMA, but in a way, it represents a global effort. The submitted information from around the world formulates the directorate's vision. Its integrated efforts use that insight to provide customers with quality products on-time and at-cost; afford senior defense leaders the ability to assess and augment major programs; and deliver acquisition accountability as an agent for the American taxpayer.

"DCMA is a vital member of Air Force acquisition efforts. The agency's involvement throughout the life cycle of a program is crucial," said Air Force Lt. Gen. Arnold Bunch Jr., military deputy, Office of the Assistant Secretary of the Air Force for Acquisition.

"DCMA adds inordinate value to our acquisition process by providing core missions, which only this organization can provide — administrative contracting support, system surveillance, and on-site quality assurance. The core missions of DCMA are key enablers to the success of the overall acquisition mission — the men and women of DCMA directly empower the delivery of warfighting capability." 🌐

The portfolio divisions are responsible for deployment of DCMA's customer engagement policy. The divisions are the DCMA focal point for development and execution of strategic-level customer engagements and strategic acquisition insight products for senior leaders of DCMA and the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics.

The service specific units also communicate and coordinate with customers for the purpose of understanding customer requirements, changing priorities, workloads and desired customer outcomes. They rapidly respond to customer issues and concerns; communicate DCMA value to the acquisition enterprise during senior customer engagements and OSD forums; and educate the customer base on DCMA capabilities, products and services.



**COL. CLYDE RICHARDS**  
Army Portfolio Division director

"We have three primary mission areas: communicate customer requirements and concerns to the agency; provide actionable insights to the customer; and perform training, outreach and education."



**LISA HAPTONSTALL**  
Joint/Non-DoD Portfolio Division director

"Sometimes our attempt to educate our customers about DCMA leads to expanded opportunities to learn from each other. For example, with the recent changes to the DFARS clauses on performance based payments, U.S. Special Operations Command asked us to provide training on how DCMA administers contracts that contain contract financing provisions."



**COL. SCOTT MACKENZIE**  
Air Force Portfolio Division director

"We need to make certain we are continually responsive and timely, in order for the information and support we provide to effectively benefit our customers and ultimately to meet warfighter needs. All three of these things are critical to the agency's success."



**CAPT. CHRIS SCHIMENTI**  
Navy Portfolio Division director

"With last year's efficiency initiative eliminating 75 percent of the customer liaison representative positions, critical customer locations lost their dedicated lines of communication. To ensure we continued to listen, understand and address their issues, we adopted an outreach effort known as 'reachback' that continues to link these customers to the appropriate part of the DCMA enterprise through our portfolio managers."





# ACQUISITION INSIGHT *means* BETTER BUYING POWER

By DCMA Public Affairs

**T**he Defense Contract Management Agency is intimately familiar with the focus areas of Better Buying Power, the Department of Defense's efforts to "do more without more" in regards to acquisition. In fact, the heart of the agency's mission statement, delivering actionable acquisition insight, is an essential piece of all DoD customers' ability to meet their own BBP goals.

Since 2010, DoD has worked on specific steps to implement best practices to strengthen buying power, improve industry productivity, and provide an affordable, value-added military capability to the warfighter. Now in its third iteration, BBP encompasses a set of fundamental acquisition initiatives to achieve greater efficiencies through affordability, cost control, elimination of unproductive processes and bureaucracy, and promotion of competition.

In 2015, DCMA leaders took BBP and its seven focus areas to heart as they constructed the agency's updated strategic plan.

"DCMA is a recognized leader of, and contributor to, many of DoD's business reform initiatives," said Joe Sweeney, executive director of the agency's Portfolio Management and Integration Directorate. Sweeney also champions the first strategic goal of DCMA's strategic plan: Inform and contribute to cost control and affordability decisions.

"Our strategic plan aligns very nicely to the BBP 3.0 initiatives and actions," said Sweeney. "Strategic Goal 1, and its three major objectives, align to the BBP 3.0 initiatives of achieving affordable programs, achieving dominant capabilities while controlling lifecycle costs, and eliminating unproductive processes and bureaucracy."

Alan Estevez, the principal deputy undersecretary of defense for acquisition, technology and logistics, stressed DCMA's importance to BBP during a conference in late 2015. "Better Buying Power is not a slogan, but it's a substance," Estevez told DCMA commanders from around the world.

"For every dollar I give DCMA, I get two dollars back as a return on investment," continued Estevez. "DCMA provides the best equipment to the best military on this planet. You should be proud of what you do every day."

Sweeney said the agency is successful largely because its experienced workforce is so involved in the contract process. "We have a tremendous competitive advantage because of our access and proximity to the

***"For every dollar I give DCMA, I get two dollars back as a return on investment."***

Alan Estevez, principal deputy undersecretary of defense for acquisition, technology and logistics

contractors' facilities, and our knowledge of the defense industrial base."

"We're immersed daily in the contractor environment, surrounded by their data, and witness to their processes. Our workforce absorbs an incredible amount of information every day, and it's essential we translate that into acquisition insight our acquisition enterprise customers can use to make informed buying decisions."

The three other goals of the DCMA

strategic plan are also informed by BBP, and drive the agency toward effectiveness, education and efficiency.

Goal two is to develop agile business practices, which optimize mission execution and support to the acquisition enterprise.

"It is essential for us to develop a strategy for policy and instruction that emphasizes consistency, effectiveness and efficiency," said Marie Greening, DCMA's chief operations officer and champion of the goal. "We're charged with providing 'insight that matters.' For this reason our policy, instructions and training must be continuously improved upon to meet customer requirements and the changing landscapes of technology and DoD missions."

Goal three, create and maintain an agile learning organization and culture that strives to exceed customer expectations, means positioning the agency for continued success.

"Our employees are our great contribution to national defense, we have to make them exceptional," said Navy Rear Adm. Deborah Haven, DCMA International commander and champion of goal three. "The great news is we're getting better at this every day. We're bringing in good people and making them great, providing long-term benefits for the agency, the Department of Defense and our nation."

The final goal focuses on good fiscal stewardship. "In our 15 years as an independent agency we've worked hard to establish ourselves as a valuable partner to our customers and a prudent steward of taxpayer resources," said James Russell, DCMA deputy director and champion of strategic goal four.

"Often these values come through our contributions to affordability and informed acquisition decisions made by our customers," continued Russell. "It's incumbent on us, then, to turn the microscope around and also look at how we do our business. We can't advise customers on good fiscal stewardship, nor expect it of our contractors, if we don't walk the talk ourselves." 🌐



# MODERNIZING THE WORKFORCE

By Matthew Montgomery, DCMA Public Affairs

**D**efense Contract Management Agency personnel across the country are working on major programs that require a complex set of skills and abilities to accomplish the mission. Ensuring they are operating as efficiently as possible is an ongoing evolution and one that requires unique solutions.

This is even more important as fiscal constraints are a reality for Department of Defense agencies — many still working on plans to cut more than 10 percent of their workforce over the next couple years. This means leaders must figure out how to do more with less and leverage technology and available resources to fill the gaps in manpower.

One way DCMA is accomplishing this is by using quality assurance representatives at DCMA

Phoenix to test and field mobile devices to determine requirements and feasibility of agency-wide use. They are working closely with agency headquarters staff to determine how best to increase the efficiency of a wide array of reviews and inspections required at contractor facilities.

Christian Lussier is one of 50 quality assurance employees currently testing a variety of tablets across the agency. They are using the tablets for process reviews, quality management system audits, product exams and other aspects of quality work conducted within a contractor facility. So far, Lussier said the results look promising.

"Instead of having to write everything down on paper then go back to the office and type it into the computer, we can do almost everything on location," said Lussier. "With features like write to text and speech to text, mobile devices have the potential of

**"The point is this: our mobile effort isn't just about new devices, it's about a mobile strategy."**

Jacob Haynes, DCMA Information Technology executive director and chief information officer

saving us a lot of time when it comes to data entry. This would enable us to spend less time in the office and more time in the field."

For many members of the quality assurance community, an ample amount of time is spent waiting at the contractor facility between reviews. Lussier said there usually isn't enough time to drive back to the office. With mobile devices, time could be maximized by remotely completing paperwork, to include documenting product acceptance or authorizing payments.

Immediacy of information is also a factor. Lussier said during busy weeks when he has multiple contractors to

review at different locations, it can sometimes take up to two weeks before he is able to manually input the information and results of his inspections.

"Using the tablets I've been able to walk out of a contractor facility with all the required forms already submitted," said Lussier. "It is important because now everyone who is a part of the program can see what I've just seen. This allows our program integrators to monitor a program close to real-time."

While the devices might be able to cut down on the amount of paperwork employees have to complete, Lussier said the real benefit comes when they

are successfully integrated with existing online platforms, like the agency's secure, online collaboration platform, DCMA 360, which allows information to be captured and shared more effectively.

To make sure suggestions and best practices are captured during the testing phase, the agency has established an innovation lab, called iLab, to compile test data and make sure the best solution is obtained. The goal, according to Jacob Haynes, DCMA Information Technology executive director and chief information officer, is to better match the needs of the user with the product or service capability that can best accomplish the mission.

"Instead of just buying and trying things, we have a very disciplined environment that understands what the capabilities should do and understands what the mission requirements are. Then we can say, 'This is what



constitutes success for whatever we are putting through the lab,” Haynes said. “The more we learn by doing that, we’re able to provide better capabilities and faster solutions to our workforce and, more importantly, not waste time and money doing it.

“For example, tablets might be a good fit for some users, while others might have a greater benefit from a laptop,” Haynes continued. “The point is this: our mobile effort isn’t just about new devices, it’s about a mobile strategy. For the vast majority of our QA personnel who work onsite in vendor locations or factories, tablets enable them to work as far forward in the field as possible, working smarter and faster without having to return to a DCMA office. Mobile strategy is also why we’ve moved so many employees to laptops instead of desktops and implemented virtual desktop interfaces — to make connecting with smartphones or tablets easier and more secure.”

Haynes said the biggest benefit of the

iLab is the ability to change direction and refocus as technology requirements and advancements in the private sector alter the way DCMA conducts business.

“We are also looking at the requirements we have for applications,” Haynes said. “We find sometimes a commercial solution might satisfy 80 percent of the requirement and we can wrap 20 percent custom code around that. We can put those kinds of initiatives through the iLab environment and see if in fact it will meet the demands of the business and enable us to accelerate delivering capabilities to the field at a much lower cost.”

Tablet implementation for the agency is still being determined, but Haynes recently outlined several information technology initiatives aimed at taking advantage of newer tools and emphasizing the growing prominence of DCMA’s role in the broader DoD mission.

“Treating data as a strategic asset

is critical for this agency,” Haynes said. “We are placing increased emphasis on enterprise architecture in a shift from primarily thinking internally about our data, to thinking more externally about the importance and compatibility of our data sets and their contextual relevance across the department. As a result, we are rethinking our data constructs from the ground up to facilitate linking to other DoD organizations in support of our common mission. Such ‘intelligent’ data enables DCMA to provide even more effective acquisition insight.”

Other initiatives include the IT Communications Efficiency Program, which Haynes stated will enable DCMA to “take advantage of newer technologies that can reduce our physical footprint, relying less on brick and mortar, providing employees with greater mobility and often a better work experience, all while ensuring the agency remains a good steward of taxpayer dollars.”



Christian Lussier, Defense Contract Management Agency Phoenix quality assurance specialist, uses a tablet to conduct surveillance at a contractor facility. Lussier is one of several quality representatives currently testing tablets to help determine requirements and the feasibility of agency-wide use. (DCMA photo by Matthew Montgomery)

**Cloud**

DCMA is engaging with the Defense Logistics Agency to explore and exploit cloud technology securely and as it makes the most sense for DCMA.

**Contract Business Analysis Repository**

CBAR was requested by Defense Pricing Director Shay Assad, developed internally at DCMA, and is used by the broader DoD procurement community. CBAR captures business clearance information and related documents to support the negotiation and award of contract pricing actions. Capabilities continually are being enhanced and updated to meet the business requirements of DoD customers.

**Data Lake**

DCMA is researching the capability to posture infrastructure toward development of a DCMA data lake within the DoD cloud environment. This is one way DCMA is actively supporting Office of the Assistant Secretary of Defense for Acquisition efforts to create a centralized, secure big data environment that pools acquisition data and makes it accessible to the services and other DoD agencies.

**DCMA 360**

This online platform is designed to deliver business value through the centralization of agency knowledge and the standardization of agency workforce collaboration processes. DCMA 360 also provides a key piece of the framework for centralized and efficient document storage and management, collaborative discussion and knowledge retention through a unified online experience between business units.

**Integrated Workload Management System**

IWMS is a multi-year integrated business process management solution delivering automated end-to-end contract administration workflow, position-based workload management, situational awareness and new integrated eCapabilities to DCMA.

**Mechanization of Contract Administration Services**

The MOCAS system has long been a part of government contracting. Created more than 50 years ago, MOCAS remains to this day a vital system used by DCMA and the Defense Finance and Accounting Service to administer and pay defense contracts. With the highest on-time payment rate and lowest interest penalty rate of any government contracting system, MOCAS is being modernized to ensure it remains in DoD service for years to come.

**Mobility/Communication Efficiency Plan**

CEP mobility efforts enable qualifying candidates to use their primary wireless device as their sole phone and secure data/network connection. CEP helps reduce DCMA’s brick and mortar footprint and enables personnel to work as far forward in the field as possible.

**Talent Management System**

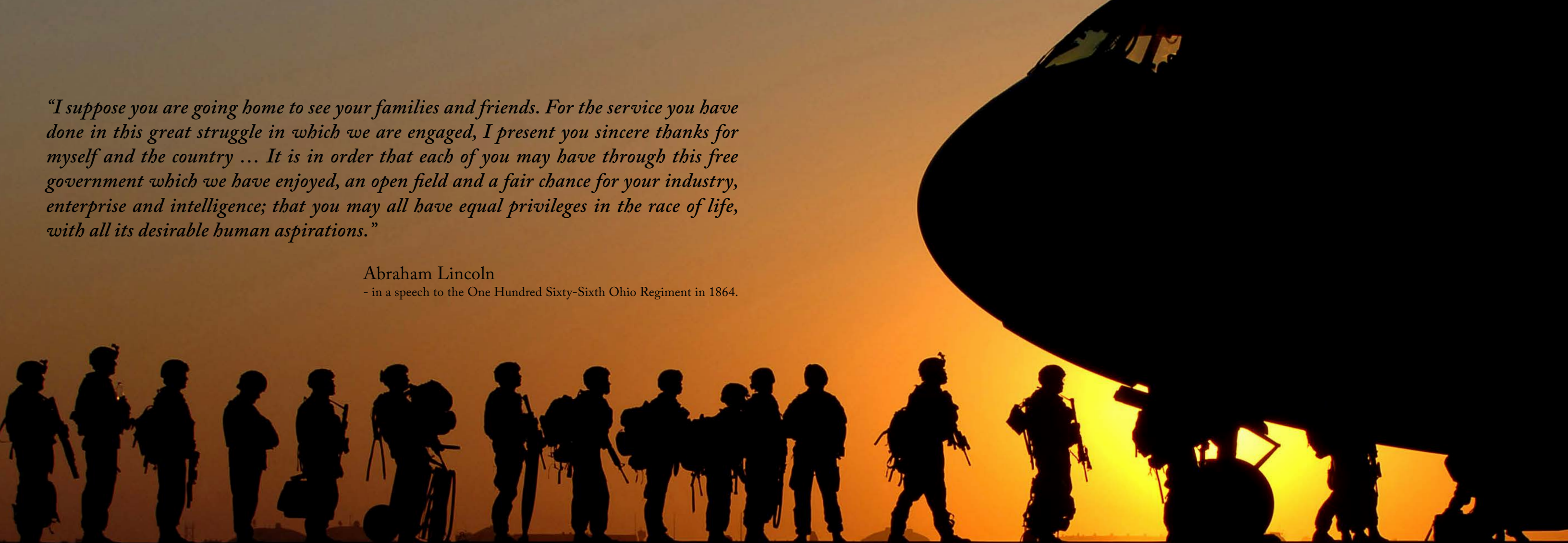
TMS is a new, all-in-one training system. In its end state, TMS will serve as the single point of entry, sign-up, and tracking for all agency training and certifications. TMS will also incorporate employee competency assessment and compliance with policy, all in a single system. The robust data reporting capability of TMS will enable leadership across the enterprise to make deliberate decisions based on real-time workforce competency.





*“I suppose you are going home to see your families and friends. For the service you have done in this great struggle in which we are engaged, I present you sincere thanks for myself and the country ... It is in order that each of you may have through this free government which we have enjoyed, an open field and a fair chance for your industry, enterprise and intelligence; that you may all have equal privileges in the race of life, with all its desirable human aspirations.”*

Abraham Lincoln  
- in a speech to the One Hundred Sixty-Sixth Ohio Regiment in 1864.



# CONTINUING TO SERVE

## Wounded warriors come home to DCMA

By Thomas Perry, DCMA Public Affairs

The hopes of U.S. soldiers returning home from war have not changed for more than 150 years. Veterans want and deserve a chance to return to a normal life and pursue the American dream of prosperity. To do this, they may require medical, educational or financial support.

Now, more than ever before, American soldiers, sailors, airmen and Marines return home to a federal and civilian support network of programs and organizations designed to assist them. The Defense Contract Management Agency

has championed this initiative from the top down, recognizing the organizational value veterans possess.

“I want our supervisors to be passionate about hiring wounded warriors,” wrote DCMA Director Air Force Lt. Gen. Wendy Masiello in an agency-wide email. “We are an agency that values intelligence, dedication and a strong work ethic. These traits are common among wounded veterans, and we need to give them a chance to continue serving our great nation.”

Supporting the warfighter is

DCMA’s core mission and supporting veterans after they leave the military — especially those wounded in service — is an extension of that mission.

Knute Headley, director of the Human Capital Recruitment Division, described the benefits of hiring veterans, saying, “Most veterans are not finished serving their country; you are hiring individuals committed to our nation’s defense and who want to support the warfighter through their continued service. Their integrity, respect for others, pride and a powerful sense of belonging

enables veterans to easily adapt to DCMA culture.”

Headley said many veterans have college degrees, formal education and technical skills in areas of critical importance to DCMA, such as acquisition, information technology, quality assurance and engineering. Veterans are familiar with the Department of Defense life, most have formal leadership training, and many still hold security clearances. All these attributes make them great candidates for the DCMA team.



# OUR HEROES' STORIES

While defending a group of ambushed soldiers during his third tour in Iraq, retired Army Staff Sgt. Mitch Court was shot and knocked unconscious when insurgents fired on his squad. After numerous surgeries, years of hard work and a few instances of good fortune, he is now a quality assurance specialist with DCMA Cleveland.

"After being released (from the Army), we have a lot of support group friendships," said Court, who joined the Army in 1996 at the age of 17. "Men and women returning home with no purpose tend to make horrible coping decisions. I've had a few members of my personal team pass away, and others just dropped off the grid. I think the attitude is simply 'who's going to want me now.'"

After a few months with the agency,

Court was transferred to a quality assurance team led by James Hartman.

"Mr. Hartman understood I had limited knowledge of the tasks for the daily mission needs," Court said. "My entire life and personal experience was the battlefield and the military. Learning how to be a civilian was also a job in itself. School teaches you the paperwork and the rules, but having a mentor and a team to call and learn from was key."

An Air Force veteran himself, Hartman became a mentor to Court.

Retired Army Lt. Col. Mark Stone was tossed into the air like a ragdoll when an enemy mortar struck a tree outside his trailer at 6:05 a.m. at Diamondback forward operating base near Mosul, Iraq, in June 2006.

For years following the attack, Stone underwent numerous treatments for traumatic brain injury, physical trauma to his back and post-traumatic stress disorder. He is now a program analyst with the agency's Combat Support Center.

"At DCMA, there are other people who have served, to include civilians who have deployed — it's like a family," Stone said. "There's a level of experience you can share, which perhaps is deeper, with a level of communication you can use. What's equally important is it allows me to continue to serve my country."

Retired Navy Chief Martin Jimenez is a decorated veteran who spent almost 20 years as a naval air crewman

and rescue swimmer with more than eight years spent in a deployed status. His plan to serve 30 years was cut short due to medical reasons. He and his family were unsure of their future. Facing an end to their military lives, their bills began to build.

With the support of his senior leadership, Jimenez participated in the Department of Veterans Affairs "Fulfilling the Commitment — Coming Home to Work" program and joined DCMA. He is now a lead quality assurance specialist for the F-35 Joint Strike Fighter fuselage program.

"The number one reason I decided to join DCMA was I felt my active duty time was cut short and I still wanted to give back," Jimenez said. "This was the perfect opportunity — working on systems the troops and the sailors are using out in the forefront."

After a 16-year break from service, Dan McDonald joined the Navy

Reserve as a builder with the Navy Seabees and reported to Port Hueneme, California, for drill weekends. In July 2008, he received orders to deploy to Iraq. While working with the Marines and a Navy SEAL team to build structures for their operational use overseas, McDonald was severely injured and needed to get a double knee replacement.

During his transition from sailor to civilian, he dealt with depression and doubts about his ability to work effectively. He is now a quality assurance specialist with the agency's Navy Special Emphasis Operations.

"I would say working for DCMA has been the best job I have ever had," McDonald said. "It provides challenges and continues to motivate me while still supporting the military. There also is a willingness of the entire team to assist and mentor the new employees. They really have a vested interest in your success and invest a lot of time

and money into providing the tools and training needed to be successful."

These veterans shared many of the same fears as the structure of their military lives prematurely crumbled due to the human body's frailty. Their success with the agency also shared a common theme — each had mentors, supervisors or team members who understood their situations and their sacrifice.

"They need to know what they fought for was worth their sacrifice," said Hartman. "They deserve a good job, a home to go to, complete medical support and the understanding of who they are. I also believe they need to feel normal again."

Their new normal includes delivering global acquisition insight that matters; ensuring U.S. warfighters across the globe receive the highest-quality armaments and armor — so they too can come home. 🌐

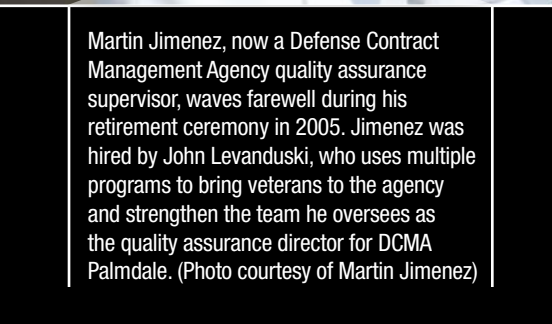
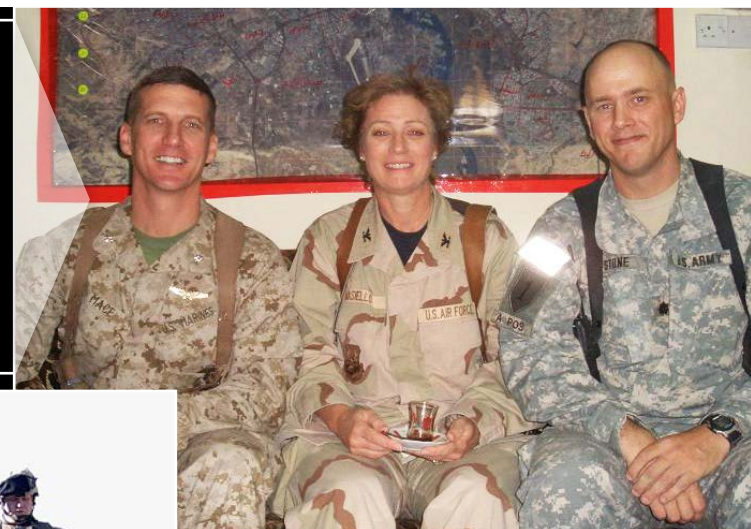


Vernon Jamison, Defense Contract Management Agency Phoenix contracting officer, displays his shadow box representing 20 years of dedicated Army service. Jamison came to the agency via the direct hire authority after injuries prevented him from continuing with active-duty service. (DCMA photo by Matthew Montgomery)



In December 2012, Dan McDonald, Defense Contract Management Agency Navy Special Emphasis Operations quality assurance specialist, served in Kuwait for nine months on Contingency Contract Administration Services orders. (Photo courtesy of Dan McDonald)

While stationed at Mosul, Iraq, as an Army contracting officer, Mark Stone, (right) was promoted to lieutenant colonel. Then-Air Force Col. Wendy Masiello — now a lieutenant general and Defense Contract Management Agency director — flew to Stone's promotion ceremony from Baghdad, Iraq, in 2005. (Photo courtesy of Mark Stone)



Martin Jimenez, now a Defense Contract Management Agency quality assurance supervisor, waves farewell during his retirement ceremony in 2005. Jimenez was hired by John Levanduski, who uses multiple programs to bring veterans to the agency and strengthen the team he oversees as the quality assurance director for DCMA Palmdale. (Photo courtesy of Martin Jimenez)



Retired Army Staff Sgt. Mitch Court (second from left) stands among his squad in Afghanistan in 2009 the day before he was severely injured in combat. Court's recovery included major surgeries to his legs, face, lung and ribs. He is now a quality assurance specialist with Defense Contract Management Agency Cleveland. (Photo courtesy of Mitch Court)





# THE FUTURE OF CONTINGENCY CONTRACT SUPPORT

By Nick D’Amario, DCMA Public Affairs

Contingency contract administration support to the Department of Defense has been the mainstay of the Defense Contract Management Agency since the agency began in 2000. In fact, the modern version of DCMA support to contingency operations goes back to 1993, when the agency’s precursor supported Logistics Civil Augmentation Program, or LOGCAP, activities in Somalia.

Over the past 20 years, DCMA has supported dozens of other contingency operations in Africa and the Middle East, and is now transitioning to the role of force provider for all foreign and domestic contingency contract administration services. This role will

“We are now in the future, and we have transitioned to providing skilled personnel to support combatant commands and help manage contracts in any contingency environment.”

Diann Hawks, Combat Support Center Force Management Team program analyst and Contingency Response Force program manager

include the agency fielding a CCAS-skilled expeditionary cadre that can mobilize and augment combatant commands and service components in executing contract administration support for their major service contracts.

For contingency operations, DoD routinely relies on contractors to provide front-line support and assist with the cradle-to-grave contracting process. These contractors perform vital tasks in support of U.S. defense and development objectives, including logistics support, equipment maintenance, fuel delivery, base operations support and security.

DCMA has been growing a new deployable cadre of emergency

essential professionals since 2013 in its Contingency Response Force. These subject matter experts are trained and ready to support customers in contingency operations, whether domestic or overseas. Since the CRF program’s launch, approximately 200 agency employees have been recruited with deployability as a condition of employment.

“Having your own dedicated cadre of deployable civilians, like the CRF, provides a means to immediately support combatant commands and provide the contract oversight services needed in joint operations,” said Air Force Col. Marvin Baugh, DCMA Combat Support Center director.

This approach replaces the way the agency provided support in contingency operations, by the standing up and execution of CCAS through dedicated offices such as DCMA Iraq, which was established in 2003 and closed in 2014.

“We are now in the future, and we have transitioned to providing skilled personnel to support combatant commands and help manage contracts in any contingency environment, whether at home or abroad,” said Diann Hawks, CSC Force Management Team program analyst and CRF program manager.

Baugh added, “A robust CRF program means our agency will be

positioned to provide support for any contingency going forward within our responsibilities as a combat support agency.”

U.S. Africa Command’s Ebola response mission, Operation United Assistance, was the first operation in which DCMA acted as a force provider. During the 2014-2015 mission, the agency provided a small number of contracting, quality assurance and property administration personnel to augment the Army’s deployable unit responsible for providing base operation support, which included construction of mobile treatment facilities.

According to Hawks, “The treatment facilities were instrumental in affected patients to get treatment quicker and to successfully isolate them from the rest of the population to keep Ebola from spreading. This is a major success story. We take pride in having contributed to helping save thousands of lives.”

Training personnel for the CRF role is intensive. The agency is building its own training programs, as well as participating in joint training, including the Joint Staff-sponsored Operational Contract Support Joint Exercise. For the past two years, OCSJX-14 and 15 focused on training the services, most specifically the Army, in performing

contract support, including post-award support in a contingency environment.

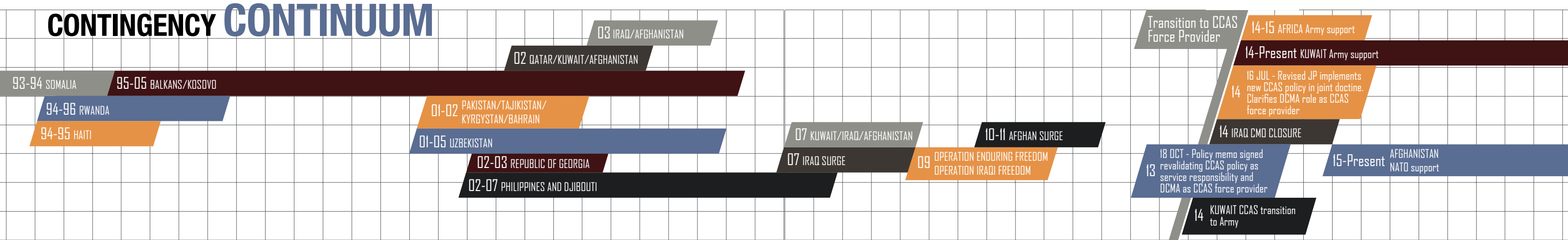
In late 2015, DCMA’s Combat Support Center organized and hosted an expeditionary contract administration pilot training exercise at Fort Lee, Virginia. Forty participants from the agency and services joined to work on CCAS/ECA doctrine, tactics, techniques and procedures.

Ultimately, expeditionary contract administration training will prepare deploying members to meet future joint missions specified by combatant commanders.

Through direction by Air Force Lt. Gen. Wendy Masiello, DCMA director, over the last year, CSC has been leading the agency’s effort to develop a new CCAS/ECA readiness program for the deployable workforce, primarily CRF civilians.

“I see this training event as a major leap forward in furthering joint CCAS/ECA readiness across the department,” said Baugh. “We know that CCAS and ECA will be conducted jointly in the future as it is now, bringing the major stakeholders together with our DCMA CCAS and ECA experienced personnel to share ideas and work together to develop standard processes and procedures based on best practices and lessons learned made this worth the investment.”

## CONTINGENCY CONTINUUM







# Global ambition

## International supply chain is connective tissue for JSF success

By Thomas Perry, DCMA Public Affairs

All three F-35 variants at Edwards Air Force Base, Calif. Left to right: F-35C carrier variant, F-35B short takeoff/vertical landing variant, F-35A conventional takeoff and landing variant. (Photo courtesy of Lockheed Martin)

Unprecedented in size and complexity, the F-35 Lightning II is an international program that relies upon the aerospace expertise of a global network of allies to build the three variants of the next-generation multirole stealth fighter. To ensure the U.S. government and the 11 other F-35 nations receive quality parts at the right price takes a team of Defense Contract Management Agency specialists who work around the world.

DCMA Lockheed Martin Fort Worth team members in Texas and their global supply chain partners serve the vital defense role of administering contracts for the F-35 Joint Program Office.

“To support all of that, the F-35 supply chain is more than 70 percent outsourced with over 400 active suppliers and more than 1,500 total suppliers, 80 of which are international,” said Anne Pooler, DCMA LM Fort Worth Supply Chain Management Team chief. “This all combines with concurrent developmental efforts, low rate production, sustainment, modifications and pending full rate production to create a very complex business and supply chain environment.”

These statistics are both impressive and daunting, but Air Force Col. Alex Stathopoulos, DCMA LM Fort Worth commander, said his team and the agency’s International Directorate and Special Programs representatives thrive

within the challenging environment. He credits the program’s recent successes to teamwork, professionalism and extensive layers of expertise.

“The benefit of diversity of our supply chain is tremendous,” Stathopoulos said. “The DCMA International team is truly superb, and our objective is to leverage their talents with our knowledge of the F-35 enterprise. Teamwork is also vital. You need to build and maintain relationships with the customer and with other agency commands — that is the key. The wonderful thing about DCMA is the expertise and coverage are out there. We have tremendous professionals who come to work every day with the warfighter in

mind and their skills in hand.”

The agency’s global effort truly began to thrive in 2013 when Fort Worth stood up an independent supply chain team to deal with the large magnitude of supply chain challenges, said Air Force Maj. Sean Stevens, former F-35 sustainment and supply chain program integrator. Additionally, in February 2013 a supplier program integrator position was created, and the program’s current support structure was established.

“These two entities have combined to create a structure that stabilized the large amount of work that is accomplished by the agency’s contract management offices around the world,”

Stevens said. “The effort began by identifying all of the supply chain requirements to be managed and broken into categories identifying mandatory surveillance requirements, risk to the government, policy compliance, and contractor processes and systems reviews. The work was prioritized and a formalized communication strategy was developed.”

Soon dedicated points of contact were established, consistent meetings were scheduled, standardized delegations and reporting were developed, and most importantly, a semiannual supplier program review was instituted. These gatherings allow members of the F-35’s massive global supply network to gather

at Fort Worth to discuss challenges, share successes, coordinate objectives, interface with customers, understand industry’s initiatives and identify risks.

“The two program reviews have been game changers,” said Stevens, explaining the first review focused on pricing and the second on sustainment challenges. “An immediate positive impact resulted from face-to-face interaction and dialog between DCMA Lockheed Martin Fort Worth and our delegated partners. This enhanced communication created an environment where all perspectives could be explored and discussed. It strengthened our relationships, solidified commitments and set the stage to build better delegated strategies.”





Air Force Maj. Sean Stevens, the former F-35 sustainment and supply chain program integrator, stands in front of a graphic displaying the F-35 Lightning II Joint Strike Fighter's massive supply chain, which includes over 400 active suppliers and more than 1,500 total suppliers, 80 of which are international. (DCMA photo by Thomas Perry)

### OVERCOMING CHALLENGES

Patrick Crisler, the F-35 support program integrator for DCMA United Kingdom in Sarnesbury, England, said the six-hour time difference between his office and Fort Worth creates communication challenges.

"Being able to sit down face-to-face provides real time communication and negotiation on important matters such as delegations, program strategy and issue resolution," Crisler said. "It is important that these types of events continue and foster a healthy working relationship amongst all the F-35 program's contract management offices."

Many attendees appreciate the production line tour and the opportunity to see where their supply chain responsibilities fit within the program office's goals.

"To be able to meet the other contract management offices who support the supply chain, how we all fit in, to meet the DCMA and Joint Program Office leaders, and the prime contractor was invaluable," said Lisa Marie Clark, DCMA BAE Systems director in New Hampshire. "The most telling was to see where the part we

manage is situated on the actual jet. The review definitely put everything into perspective. I highly recommend similar events in the future."

The establishment and success of these reviews could not come at a better time, as the F-35 program will sustain a production build-up in the coming years. In 2015, Lockheed Martin is working to deliver 45 aircraft. Projections forecast an annual production rate of 170 aircraft by 2020, which makes future collaborative events crucial.

As the program's production grows, so does its global footprint. The F-35's manufacturing and deliveries are accomplished at two final assembly and check out facilities, commonly referred to as FACOs, in Fort Worth, Italy and the newly completed facility in Japan.

### EXPERIENCE

As enormous as the DCMA F-35 support mission has become, it is the stories of individual achievement that highlight its commitment to warfighter support. Air Force Lt. Col. Marco Parzych is the agency's government flight representative responsible for standing up the F-35 FACO facility in Cameri, Italy.



"The F-35 supply chain is more than **70** percent outsourced with over **400** active suppliers and more than **1,500** total suppliers, **80** of which are international."

Anne Pooler, DCMA Lockheed Martin Fort Worth Supply Chain Management Team chief

He was the first Air Force pilot to fly all three variants of the F-35 — A, B and C — and has flown and accepted more than 100 F-35 aircraft on behalf of the U.S. Air Force, Marine Corps, Navy; and international partners United Kingdom, Netherlands, and Australia. Parzych also recently flew and accepted, on behalf of Italy, the first F-35 aircraft built overseas.

"He helped lead our largest aircraft production facility to the Outstanding Flight Organization of the Year award last year at Lockheed Martin Fort Worth," said DCMA Director Air Force Lt. Gen. Wendy Masiello. "Parzych also recently led the Cameri, Italy, contractor plant through one of the best risk compliance inspections in the past five years, with zero elevated risk areas identified — no small feat in a brand-new facility operated by an overseas contractor."

His success is an example of the rule, not the exception. Each day, DCMA personnel across the globe deliver F-35 acquisition insight benefiting the program and fighter pilots like Parzych.

As the rapid development of technology continues to shrink the planet and increase the ability of the U.S. and its allies to work together in providing warfighter support, it is easy to forget that while businesses everywhere speak the language of profit, employees often maintain their country's business practices, customs and courtesies.

"In some countries, we require translators and company escorts to access certain areas," Crisler said. "Americans tend to be more straightforward and assertive in their transactions, while other cultures may see this as rude and intrusive. As for working in the UK, as Winston Churchill once stated, 'Americans and British are one people separated only by a common language.'"

Despite the global challenges associated with a massive supply chain, the DCMA LM Fort Worth team and its international partners have more than 1,500 suppliers focused on a single mission — delivering first-rate aircraft to warfighters around the world. 🌐



Air Force Lt. Col. Marco Parzych is Defense Contract Management Agency's government flight representative responsible for standing up the F-35 Lightning II Joint Strike Fighter Final Assembly and Check Out facility in Cameri, Italy. He was the first Air Force pilot to fly all three variants of the F-35 — A, B and C variants. (Air Force photo by Col. Lee Kloos) Middle image: F-35s on the production line at Lockheed Martin's facility in Fort Worth, Texas. (Photo courtesy of Lockheed Martin)





“The DCMA/Army relationship is not only vital, it is absolutely imperative. I see DCMA experts as key partners in acquiring quality products on-time.”

Army Lt. Gen. Michael Williamson



“DCMA are key enablers to the success of the overall acquisition mission — the men and women of DCMA directly empower the delivery of warfighting capability.”

Air Force Lt. Gen. Arnold Bunch Jr.



“We leverage DCMA’s expertise ... so when we’re sitting down with our industry partners, we know we have the best information to get the best deal for our warfighting force.”

Navy Rear Adm. Paul Verrastro



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