

The Glass Ceiling Can Be Broken



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



T rue 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.