

# COMMUNICATOR

News for DCMA Professionals



## DCMA Careers: Working Your Way to the Top

### Inside

- Annual Employee Recognition Program
- Tomorrow's Leaders
- DLAMP Key to DCMA's Succession Planning
- Customer Spotlight: Program Executive Office for Intelligence, Electronic Warfare and Sensors

# Paving the Path on Behalf of DCMA



**O**ften we think of the future as something we will get to, an event that may or may not happen, with outcomes we surely cannot predict. What if I told you, “I think the best way to predict the future is to invent it”? Using that as our basic premise, the Defense Contract Management Agency (DCMA) is embarking on a path forward to do just that — invent the future.



only you, but also all of those who will come aboard within the next five – 20 years. Here are some of the initiatives we have ongoing to invent our future:

- Developing future leaders to meet the challenges outlined above. We can no longer afford to put the best technical person in the lead role without first assessing and then developing him/her for his/her leadership role. Our first group of *Tomorrow's Leaders* is on its way to conquering these new challenges.

- Analyzing competency and skills gaps of our current and future needs. We do not have quality assurance representatives certified in Skycar mechanics today. We need to consider reaching into the high schools and steering kids toward the kinds of degrees we need them to have in order to meet our skills needs for the future.

- Fostering the *DCMA Alumni Program*, which is designed to tap into our retirees, both current and potential, and create “bridge” jobs so that we can maintain our current levels of expertise and our retirees can work into retirement through part-time and intermittent employment.

This list contains only a smidgen of the initiatives human resources is using to pave the path on behalf of DCMA. It is through the dedication and commitment of our senior leadership team and folks like you that will make DCMA's invention of the future a reality!

## **Ms. Angela Bailey**

Executive Director, DCMA Human Resources

Here is what we know today: “Current arrangements pretty much designed for the Cold War must give way to the new demands of war against extremists and other evolving 21<sup>st</sup>-century challenges” (Donald H. Rumsfeld, secretary of defense, 2006). The military footprint will be smaller ... resulting in fewer military commander assignments within DCMA.

Industries, such as Honeywell, along with universities, such as Penn State, and the federal government are researching and investing in new technologies — everything from smart materials to biofuel.

New technologies will create new occupations as well. Quality assurance representatives with commodity certification in Skycar mechanics and fuel cell engineers are right around the corner.

The workforce will be different as well. We will see a more entrepreneurial workforce, with jobs becoming projects and people seeking employability, not necessarily job security.

The challenge for DCMA, and in particular human resources, is to take all of this knowledge and to map out a future for not

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SENIOR LEADERS

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THINK AND LEAD

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# Around DCMA



**Silver Snoopy**

## **NASA Silver Snoopy Award**

SEPT. 8 – Mr. Rodney Sorapuru (left), quality assurance specialist at DCMA Marshall/Stennis Support Center, was presented with a Silver Snoopy Award by astronaut Dr. Lee Morin (right) during a ceremony at the Center. Mr. Sorapuru was recognized for his outstanding performance in support of testing Space Shuttle main engines at the NASA Space Center, contributing to the safety of manned space flight and ensuring mission success. The Silver Snoopy presented to Mr. Sorapuru was taken into space aboard Space Shuttle *Atlantis* on mission STS 110, which was flown by Dr. Morin. Dr. Morin has accumulated more than 259 hours in space and is currently working on the cockpit design for NASA's new crew exploration vehicle, *Orion*. (by Ms. Sharon Worgan, program analyst, DCMA NASA Product Operations, Marshall/Stennis Support Center)

## **Sgt. Gainey Briefed by DCMA Leaders**

SEPT. 19 – Army Sgt. Maj. William J. Gainey (right), senior enlisted advisor (SEA) to the chairman of the joint chiefs of staff, visited DCMA to learn more about the Agency. Sgt. Maj. Gainey met with Mr. Keith Ernst (center), DCMA acting director, and Air Force Chief Master Sgt. Terrence Woodley (left), DCMA SEA. Discussions included a general overview of DCMA and its relationship to the services within the Department of Defense. Army Col. Jake Hansen also provided a briefing about DCMA Iraq and all the work DCMA is doing in support of the war effort. Sgt. Maj. Gainey is in a newly created position established to advise the chairman on matters of professional development of enlisted personnel for a joint environment. (by Ms. Julia Wyant, DCMA Public Affairs)



**SEA Briefing**

## **For Those About to Speak, We Salute You**

SEPT. 27 – The Toastmasters International club at Sikorsky Aircraft Corporation in Stratford, Conn., celebrated its one-year anniversary. Toastmasters is a worldwide, non-profit organization dedicated to increasing its members' leadership and communication skills in an enjoyable and educational social setting. The Sikorsky DCMA Club #842294 was formed by Sikorsky Aircraft, DCMA and Defense Contract Audit Agency (DCAA) employees who wanted to improve



**Toastmasters**

their public-speaking skills in a non-threatening, supportive environment. The club meets every Wednesday from noon to 1 p.m. at the Sikorsky facility, and the meetings are open to all Sikorsky, DCAA and DCMA employees. Navy Capt. Dorothy J. Freer, DCMA Sikorsky commander, said, “Good leaders should have good communications skills. Toastmasters can play a role in developing those skills. This is just one more avenue for our employees to pursue self-improvement and improve their opportunities for advancement.” Club participants who attended the anniversary celebration, front row, from left: Mr. John Lynch, District 53 governor; Mr. John Bate, club president (Sikorsky), holding the annual Toastmaster Award; Mr. Justin Paulin (DCMA); and Mr. Steve Kaufman (DCMA); second row, from left: Ms. Martha Collins (DCAA); Mr. Walter Jones (DCAA); Ms. Catherine Buturla (DCMA); and Mr. Brian Cavanaugh (Sikorsky); third row, from left: Mr. Greg Ryan (Sikorsky); Mr.

Jim Baltrush (DCMA); Mr. Ray Palaka (DCMA); Mr. Jon Swensson (DCAA); Mr. Tom Anderson (DCMA); Mr. Ray Crosby (Sikorsky); Mr. Mario DiPreta (Sikorsky); and Mr. Brian Jones (Sikorsky). (by Mr. Thomas P. Anderson, industrial specialist, DCMA Sikorsky; photo courtesy of DCMA Sikorsky)

### **DCMA Pittsburgh Employee’s Wife Recognized by First Lady**

OCT. 5 – At a ceremony at the Union League Club in New York, N.Y., Mrs. Gerry Kohler, wife of DCMA Pittsburgh Quality Assurance Representative Mr. Bill Kohler, was honored by First Lady Laura Bush (third from left) with the 2006 Preserve America History Teacher of the Year Award. Mrs. Bush stated, “For young Americans to appreciate how we live today, they should understand how Americans lived in the past, which requires great teachers of American history. Great history teachers take required coursework and ... turn it into a thrilling personal experience. They encourage students to discover our country’s heritage”. Mrs. Bush later drew laughter by mentioning Mrs. Kohler’s favorite piece of feedback — an anonymous evaluation last year in which a student wrote, “Dear Mrs. Kohler, I’ve always hated history, and I still don’t like it very much. But I can tell *you* like it a whole lot.” Dr. James Basker (left), president, Gilder Lehrman Institute of American History, also spoke.

Mrs. Kohler, who has been teaching for 27 years, has a fascination with the past that began when she read *Gone With the Wind* in sixth grade. For the last nine years, she has taught at VanDevender Junior High School in Parkersburg, W.V., and two of her students, Ms. Elizabeth Corbit (fourth from left) and Mr. Patrick Shahan, attended the ceremony. Mrs. Kohler is also vice president of the Wood County Historical Preservation Society, and she organized a junior historical society for her students. She travels widely, attending workshops with historians and other teachers, serves as a master teacher at an institute in New Hampshire and mentors history teachers in West Virginia. (Photo courtesy of Mr. William Kohler, DCMA Pittsburgh)



**Mrs. Gerry Kohler**



Lt. Col. Simpson

### Acquisition Director of the Year

OCT. 8 – Army Lt. Col. James Simpson (center), DCMA Central Pennsylvania and DCMA Northern Iraq, was honored at the 2006 U.S. Army Acquisition Corps Annual Awards Ceremony held in Arlington, Va. Lt. Col. Simpson received the award for Acquisition Director of the Year at the Lieutenant Colonel Level for his extraordinary contributions and brilliant leadership as commander of the two DCMA offices. Under his leadership, the organization played a critical role in fielding 281 reset and 156 recap Bradley Fighting Vehicles to units deploying in support of Operation Iraqi Freedom. Mr. Claude M. Bolton Jr. (right), Army acquisition executive and assistant secretary of the Army for acquisition, logistics & technology (ASAALT), hosted the event with the assistance of Mr. Craig A. Spisak, director, U.S. Army Acquisition Support Center. Army Col. Fred Mullins, deputy director, U.S. Army Acquisition Support Center, presided as master of ceremonies. Also in attendance was Army Lt. Gen. Joseph L. Yakovac (left), military deputy to the ASAALT and

director, acquisition career management. This annual event acknowledges the accomplishments of the acquisition workforce's most extraordinary members and the teams they lead. These uniformed and civilian professionals work behind the scenes to provide combatant commanders and their soldiers the weapons and equipment needed to execute decisive, full-spectrum operations in support of global combat missions. (by Ms. Katherine Crawford, staff writer; photo by Ms. Meg Williams, BRTRC)

### “Flags of Our Fathers” Movie Extras

OCT. 20 – Last summer, two federal employees got a chance to become part of history — at least on film. Ms. Kathleen “Kate” McConnell (right), DCMA Headquarters Plans and Policy Division, and Ms. Kelly Dowd (left), Defense Energy Support Center, Ft. Belvoir, Va., and sister of Ms. Kim Raley, DCMA Headquarters, were extras in the movie, “Flags of Our Fathers.” They learned of the opportunity through a casting call announcement requesting extras published in the Sunday newspaper. Ms. McConnell’s best memories about the experience are “spending time with Kim’s sister Kelly — we laughed the whole way through it. Also, seeing Clint Eastwood (the film’s director) and meeting the stars of the movie — that was really exciting!” Ms. McConnell also noted that there was a consultant on the set, an actual Iwo Jima veteran. After seeing the film, Ms. McConnell said she felt “proud to have been a

part of it.” When asked if she would act as an extra again, Ms. McConnell said, “Oh yes, definitely!” (by Ms. Dianne Ryder, editor in chief; movie photos courtesy of <http://www.flagsoffourfathers.net>)



Movie Extras



# Gratitude for Fiscal End-of-Year Support

by Ms. Paula Driscoe, DCMA Headquarters

The Defense Contract Management Agency (DCMA) contracting department, information technology (IT) requirements community, financial department (FB) and general counsel (GC) put forth a huge effort and a lot of late nights in the weeks leading up to Sept. 30, the end of the fiscal year. Employees from these departments worked to ensure all fiscal year 2006 requirements were awarded and the groundwork was laid for continuity of support in the new fiscal year.

Employees worked to ensure all fiscal year 2006 requirements were awarded and the groundwork was laid for continuity of support in the new fiscal year.

Mr. Mark Deberry, Ms. Debra Dickerson-Small, Air Force Chief Master Sgt. Terrence Woodley, Air Force Chief Master Sgt. Carlito Fister, Ms. Sue Gerardo, Mr. Al Green, Ms. Joyce Grudzinski, Mr. Tim Jackson, Ms. Thatsanee Knight, Mr. Joseph McDonald, Ms. Beth Quirk, Ms. Barbara Roberson, Ms. Sandy Sullivan, Ms. Brenda Thornton and Mr. Ping Wing Wu (DCMA-Contracting/Procurement)

The process was exhausting, but everyone excelled under the intense pressure. A special thank you to:

**Ms. Paula Loviner, Ms. Mary Clarke and Mr. Richard Finnegan** (DCMA-GC)

**Mr. Gary Thurston, Mr. Chris Bertelli and Mr. Lorenzo Carter** (DCMA-IT)

**Ms. Lisa St. Peter, Ms. Rowe Campbell and Mr. Jim Russell** (DCMA-FB)

**Mr. Bryan Sloan, Ms. Yun Wang and Mr. Al Shipman** (Standard Procurement System Support)

"Please extend my thanks for a job well done to everyone who made this happen!"  
— Mr. Keith Ernst, DCMA acting director

"Team — just want to personally thank each of you for your hard work, dedication and commitment over the past several weeks. I understand this year-end was the most successful yet, with activity ceasing earlier than ever before!

I know Saturday was just the culmination of weeks of late nights and early mornings, and I want you all to know this did not go unnoticed.

I hope you each take some well-deserved time off and get some rest.

Thanks again for making contracting/procurement shine!!!"  
— Ms. Rebecca Allen, acting chief of staff

"Excellent work by the Procurement Center team! Great job! Thanks so much!"  
— Mr. Michael R. Williams, executive director, information technology & chief information officer

# DCMA Virginia Administers

## ThanksUSA Grant



by Mr. Chris Carlin, DCMA Virginia

Christmas arrived a little early this year for the families of more than 1,000 active-duty military personnel. They will receive scholarships for postsecondary education as a result of a \$3.9 million grant to a nonprofit organization, ThanksUSA, that developed from an idea by two Virginia school children, Rachel and Kelsi Okun, ages 10 and eight years old.

In the fall of 2005, the Okuns approached their teacher with an idea to start an Internet-based treasure hunt that quizzes players on their knowledge

of history, culture, geography and trivia relating to each U.S. state. Every participant would be encouraged to make a contribution to the ThanksUSA scholarship fund, and prizes would be donated. The response to this grassroots effort to provide for military families has included corporate and private donations of overseas trips, jewelry from Adeler Jewelers and tickets to the 2007 Super Bowl.

As the effort grew, a private, nonprofit educational consulting firm was engaged to screen candidates and to oversee the scholarships. This organization, among others, participates virtually at cost according to spokeswoman Ms. Jeri Thomson. In an attempt to better fund the campaign, the group submitted a grant application to the Army Contracting Agency. Unfortunately, they had no prior procurement field

expertise. When ThanksUSA won a \$3.9 million one-year grant, they had to negotiate the government billing and payment process for the first time.

DCMA Virginia Administrative Contracting Officer Ms. Linda Rowe received a delegation to administer the grant and was faced with an immediate need to expedite an initial payment for scholarship commitments for the fall semester. Several weeks of feverish activity ensued as the grantees learned while doing.

At present, 1,013 scholarships to children and spouses of active-duty service members from all U.S. military services and all 50 states have been awarded. The largely volunteer staff is continuing its efforts to expand the program and hosted its first annual gala on Nov. 14.

The program staff can be reached via their Web site at <http://www.thanksusa.org>.

**When ThanksUSA won a \$3.9 million one-year grant, they had to negotiate the government billing and payment process for the first time.**



**(Above)** From left, sitting: sisters Rachel and Kelsi Okun with Ms. Campbell Brown and Mr. Lester Holt of NBC News' "Weekend Today"; standing: Mr. Jorge Adeler of Adeler Jewelers.

# FAMILY of the YEAR

by Army Lt. Col. William A. Sanders, DCMA St. Petersburg,  
and Ms. Melanie Kordana, DCMA St. Petersburg

**M**r. William Eddleman, deputy commander, Defense Contract Management Agency (DCMA) St. Petersburg, and his family were recently honored with the 2006 Florida State Kathy Graybeal Family of the Year award. This highly prestigious statewide annual award recognizes families who make unique and lasting contributions to individuals with intellectual disabilities through involvement with the Special Olympics.

Mr. Eddleman and his wife, Debbie, have supported the Special Olympics for more than 10 years. With this award they were specifically recognized for their major support of the organization's activities, their son Chris and other children by coaching bowling, cycling, sailing and golf. A special note honoring their contributions was read at the award ceremony, noting that "to see the pride on William and Debbie's faces when Chris, or any athlete, succeeds is to realize that the line between the Eddleman family and the Special Olympics family is nonexistent."

Special Olympics Florida provides year-round sports training and competition in a variety of Olympic-type sports for people with intellectual disabilities. Participation provides an opportunity to develop physical fitness and participate in the sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community. It also increases the public's awareness of their capabilities and needs.



Mr. Eddleman's 27 years of service to DCMA began with his work as an administrative contracting officer (ACO) in 1979 at DCMA Puerto Rico. He has served as an industrial specialist, procurement technician, systems ACO and technical assistance group leader. He has trained and mentored the likes of Army Brig. Gen. Mark Brown, Army Col. Jake Hansen and Army Col. Jesse Stone, all former commanders of DCMA St. Petersburg. As deputy commander, DCMA St. Petersburg, Mr. Eddleman oversees more than 262 active contracts and \$7 billion in obligations.

**The highly prestigious statewide annual award recognizes families who make unique and lasting contributions to individuals with intellectual disabilities through involvement with the Special Olympics.**

**(Above)** Mr. Bill Eddleman (right), DCMA St. Petersburg deputy commander, with his wife, Debbie, and son, Chris

# REACHING BACK TO THE FUTURE

by Mr. Tom Gelli, Chief, DCMA Congressional Affairs

In experience there is wisdom — in wisdom there is value. Or, as your wisecracking Uncle Morrie loved to remind everyone, “Being past your prime doesn’t mean you’re over the hill.”

Heeding such bits of classic thought and folksy insight, the Defense Contract Management Agency (DCMA) Office of Human Resources (HR) is stepping out smartly to create an inventory of federal retirees interested in returning to the work

**The DCMA Office of Human Resources is stepping out smartly to create an inventory of federal retirees interested in returning to the work world and serving in selected hard-to-fill DCMA positions.**

world and serving in selected hard-to-fill DCMA positions. Against a backdrop of an aging DCMA workforce, the initiative is DCMA’s tailored approach to more fully benefiting from the government’s Re-employed Annuitant Program, under which retirees may return to the federal workforce to perform specialized or high-demand work for a specified length of time.

Though the initiative is dubbed the *DCMA Alumni Program*, don’t go looking for tailgate parties, logo-laden sportswear and class reunions. That’s not

what we’re talking about. Rather, the program is one of several HR initiatives designed to meet the human-capital challenges facing the Agency in the next five years. Specifically, the

*Alumni Program* is a vehicle through which the Agency can create and maintain a talent pool that DCMA commanders and managers can tap into to meet certain work needs. The initiative is intended to augment, not supplant or circumvent, the standard job-application and personnel-selection channels. Its use is restricted to situations that meet at least one of four criteria. An individual retiree must be needed to:

- Serve in a position deemed hard-to-fill, one often hampered by high turnover and a shortage of qualified applicants;
- Complete an ongoing project;
- Serve in a position calling for hard-to-find specialized skills or formal credentials;
- Mentor less-experienced employees as needed to ensure continuity during organizational transition.

“The days of the gold watch and rocking chair are history,” said Ms. Angela Bailey, executive director of DCMA Human Resources. “Many retirees are still quite capable of and interested in working, particularly under less demanding, more flexible arrangements. Today’s social and economic realities are nudging retirees off the sidelines and back into the game. We want to make it easier to get those experienced players on our team.”

But just who are these folks who may want to rejoin the trying realm of jammed copiers, hot suspenses and year-end reviews? To find out,

*Among supervisory respondents, the interest in returning was high but with a clear preference for part-time, non-supervisory work.*

DCMA HR recently conducted its *Survey 92*, in which it polled 1,800 DCMA retirees and retirement eligibles.

In case you're wondering, "92" is an unofficial benchmark often applied in the context of workforce planning. It represents the typical total of years of age and years of service a federal employee has on the day he or she enters retirement.

**"Today's social and economic realities are nudging retirees off the sidelines and back into the game. We want to make it easier to get those experienced players on our team."  
— Ms. Angela Bailey**

The computer-based survey elicited an impressive 77-percent response rate, or nearly 1,400 participants. Of those, 49 percent expressed an interest in returning to DCMA in some capacity. While most respondents stated a preference for part-time work, 28 percent indicated that not only would they come back to work full-time, they even would agree to sign on for three years if the Agency would foot the bill for their relocation costs.

Among supervisory respondents, the interest in returning was high but with a clear preference for part-time, non-supervisory work. "It's important to keep in mind that re-employment through the *Alumni Program* is not an entitlement," said Mr. John Rayford, director of the DCMA HR Center. "Some respondents misconstrued *Survey 92* as a formal offer to come back to work, when in fact it was simply a tool to help us create a roster of prospective candidates for hard-to-fill positions."

Although no specific job series and skill sets have been officially tagged as hard-to-fill, there's an anticipated demand for engineers, quality assurance representatives (especially in the fields of aeronautics and nuclear propulsion) and various specialists in high-cost metropolitan areas, particularly in and around Baltimore and Washington, D.C.

While *Alumni Program* criteria place no restriction on the length of time an individual may have been in retirement status, it should be noted that the longer one has been out of the workforce the greater the likelihood of obstacles in terms of technical-skills requirements and security-clearance status. Moreover, positions are filled at the discretion of the selecting official and count against authorized position caps.

Nonetheless, the initiative represents an attractive and valid opportunity for DCMA and its former employees. "Too often we passively wait for tomorrow to come to us," said Ms. Bailey. "The *Alumni Program* is one way we're actively shaping our future, reaping the benefit of workers' experience and gaining legitimate value for the Agency."

No doubt, Uncle Morrie would be pleased.

For more information, visit [http://www.dcma.mil/careers/careers\\_annuitant.htm](http://www.dcma.mil/careers/careers_annuitant.htm).

**"The *Alumni Program* is one way we're actively shaping our future, reaping the benefit of workers' experience and gaining legitimate value for the Agency."  
— Ms. Angela Bailey**

# Success for Student Career Experience Program Intern

by Ms. Ashley Wuytens, Public Affairs Intern, DCMA Public Affairs

**N**early three years after reporting to work for the Defense Contract Management Agency (DCMA) as part of the Student Career Experience Program (SCEP), Mr. Patrick Bui is now a full-time information technology (IT) specialist at the DCMA Carson, Calif., office.

Mr. Bui began working for DCMA in April 2004 as an office clerk for DCMA West Aircraft Operations (AO). “My daily job was

preparing and maintaining weekly reports, as well as [aircraft flight risk/aviation maintenance manager/aviation safety officer] coursework,” said Mr. Bui. “I also designed, built and maintained the DCMA West AO Web pages.” In May 2006 he graduated from California State University, Long Beach with a bachelor’s degree in computer science.

The SCEP program gives students practical on-the-job experience in their respective fields of study and provides federal agencies the opportunity to take an active role in developing their future

workforces. Additionally, it allows students who complete their academic and work requirements to become eligible for permanent employment



within the agencies for which they have been working. “I think SCEP is great because it gives students who really need work experience for their future jobs the opportunities to work, learn and gain that experience,” said Mr. Bui.

A SCEP participant can be noncompetitively promoted or converted to a career or career-conditional employee within 120 days of completing an educational degree. After obtaining a bachelor’s degree, students may enroll in the DCMA Keystone Intern Program, with entry at the GS-7 level.

“I am very lucky to have gotten a job with DCMA,” said Mr. Bui. “I’ve been learning about new technologies within the IT field, which is exactly what I am interested in. I enjoy

**SCEP gives students practical on-the-job experience in their respective fields of study and provides federal agencies the opportunity to take an active role in developing their future workforces.**

*(Above)* Mr. Patrick Bui, IT, at his desk at the DCMA Carson, Calif., office.

*“I think SCEP is great because it gives students who really need work experience for their future jobs the opportunities to work, learn and gain that experience.”*

working with all the people in DCMA because they are very helpful and knowledgeable.”

**“I am very lucky to have gotten a job with DCMA. I’ve been learning about new technologies within the IT field, which is exactly what I am interested in.”**

The federal government has created programs like this under the Federal Student Employment Program to attract and recruit a talented and diverse group of students with skills that will be critical to the future workforce needs.



### Student Career Experience Program Features:

- Open to students in high school, college, graduate or professional schools, including technical and vocational schools
- Provides an opportunity to gain work experience directly related to an academic field of study
- Allows for a flexible work schedule on a part-time or full-time basis
- Allows students to earn leave credits for illness and vacation
- Includes health and life insurance options
- Students are eligible for non-competitive conversion to a career-conditional appointment and will be considered for permanent employment with the Agency in the field/related field of work in which training was received. Permanent appointments will be made at the highest level for which a student trainee qualifies, in accordance with the DCMA qualifications standards for schedule B student trainee positions.

#### Eligibility Requirements

Students must be:

- Enrolled or accepted for enrollment as a degree student (diploma, certificate) at an accredited institution
- Above minimum age requirements for federal, state or local laws and standards
- Taking at least half-time academic or vocational or technical course load in an accredited high school, technical or vocational school, two-year or four-year college or university, graduate or professional school
- A U.S. citizen, naturalized citizen or a foreign national eligible to work under U.S. immigration laws

Source: *DCMA Student Career Experience Program Co-op Agreement* brochure

**(Above)** Mr. Bui on the day of his graduation from California State University, Long Beach in May 2006.

# DCMA Commanders Meet in Orlando

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

Leadership in a Performance-Based Management (PBM) Environment” was the theme for the Defense Contract Management Agency’s (DCMA) Fall Commanders’ Conference in Orlando, Fla., Oct. 24-26. Approximately 240 contract management office (CMO) commanders and staff representatives from the Agency’s headquarters and its divisions were in attendance. In his opening remarks, Mr. Keith D. Ernst, DCMA acting director, reviewed the Agency’s progress in adopting PBM and explained how DCMA goals are linked to the president’s management agenda and the goals of the secretary of defense and

the under secretary of defense for acquisition, technology and logistics. He underscored the importance of developing the Agency’s future workforce to meet the challenges of tomorrow. Mr. Ernst emphasized: “We must identify the needed skills, recruit the right people, then train, nurture and empower them to succeed.” He cited the recently launched *Tomorrow’s Leaders* initiative as an

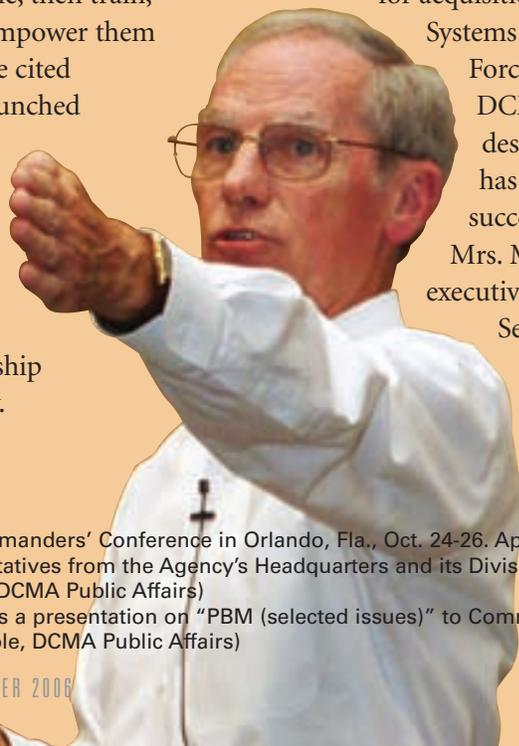
example of the Agency’s commitment to help prepare selected DCMA employees for future leadership positions within the Agency.

**“We must identify the needed skills, recruit the right people, then train, nurture and empower them to succeed.”**

**– Mr. Keith Ernst**



The conference included presentations, panel discussions and workshops that covered a wide range of subjects. Mrs. Frances Duntz, deputy for acquisition, Air Force Electronic Systems Center, Hanscom Air Force Base, Mass., one of DCMA’s largest customers, described how the Agency has been integral to the success of her organization. Mrs. Mary Lacey, program executive officer for the National Security Personnel System (NSPS), explained why the Department of



**(Top)** Attendees of the Fall Commanders’ Conference in Orlando, Fla., Oct. 24-26. Approximately 240 CMO commanders and staff representatives from the Agency’s Headquarters and its Divisions were in attendance. (Photo by Ms. Ann Jensis-Dale, DCMA Public Affairs)  
**(Above)** Mr. Richard Horne gives a presentation on “PBM (selected issues)” to Commanders’ Conference attendees. (Photo by Mr. Dick Cole, DCMA Public Affairs)

*“Sometimes at the worker level, you don’t know why we are asked to do certain things. By attending the conference, I got to see where DCMA is headed and how those things fit into place.” – Capt. Karen Fisher*



Defense is adopting this new personnel system and the dividends it is expected to return. Mrs. Lacey complimented DCMA’s efforts in implementing the PBM system on which NSPS is based.

Conference workshops included discussions about earned value management, product assurance, supply chain management, software surveillance, safety of flight, metrics management, model integrated based risk management and PBM application at the CMO level. Members of the Agency’s senior leadership team provided the conferees with updates in their areas, including contract management and customer relations, financial and business operations, information technology and human resources. The Agency’s division directors outlined their respective progress in achieving PBM milestones and how they were shaping their workforces to meet current and future requirements.

**(Top)** At the Commander’s Conference, Army Lt. Col. Richard F. Roberts was presented with the Purple Heart for wounds received in Iraq on Oct. 18, 2004. (Photo by Ms. Ann Jensis-Dale, DCMA Public Affairs)  
**(Right)** Ms. Rebecca Davies, executive director, Program Support and Customer Relations, one of the conference speakers. (Photo by Mr. Dick Cole, DCMA Public Affairs)

Two junior service members were invited to participate in the conference. Air Force Capt. Karen Fisher, a contract administrator at DCMA Northrop Grumman Redondo Beach (Calif.), observed: “Sometimes at the worker level, you don’t know why we are asked to do certain things. By attending the conference, I got to see where DCMA is headed and how those things fit into place.” Capt. Fisher also presented the conferees with an overview of her experiences as an administrative contracting officer while deployed to Camp Taji, Iraq. Army Sgt. 1<sup>st</sup> Class Erica White, an aviation maintenance manager at DCMA Sikorsky in Stratford, Conn., found her conference attendance to be “an enlightening experience and a chance to see the big picture.”

She added, “I got to see how decisions are made, and that added to my confidence in our Agency’s leaders.”

Highlighting the conference was the presentation of DCMA’s Annual Employee Recognition Program awards at a banquet on the evening of Oct. 25. Joining Mr. Ernst in presenting the awards was Mr. Frank J. Anderson Jr., president of the Defense Acquisition University.

To view the Commanders’ Conference agenda and links to the respective PowerPoint slides, go to:

<http://home.dcma.mil/registration/CmdConf/Fall06/agenda.cfm>.

**“I got to see how decisions are made, and that added to my confidence in our Agency’s leaders.”**  
**– Sgt. 1<sup>st</sup> Class Erica White**



# Sixth Annual DCMA Employee Recognition Program



## Outstanding Defense Contract Management Agency (DCMA) Personnel of the Year



**Mr. Michael J. Bath**  
*Technical Operations Group Chief  
DCMA Space & Missile Systems  
Division*

Mr. Bath led efforts to increase customer confidence in DCMA and the effectiveness of DCMA support to the Missile Defense Agency (MDA). His team developed a strategy for identifying mission-critical items (MCI) based upon engineering analysis and mapping these items through the supply chain to establish surveillance regimens that mitigate the risk of catastrophic and critical product failures. Mr. Bath led on-site contract management office (CMO) assistance at each of the prime contractor locations for nine major MDA programs and has been the principal architect of the MCI study for NASA.



**Mr. Glenn J. Brown**  
*General Engineer  
DCMA Twin Cities*

Mr. Brown is the epitome of an outstanding DCMA leader, and he readily volunteers for new and challenging assignments. He assumed leadership of the program support team during the extended absence of the program integrator and provided overall leadership to the technical support negotiations team. Mr. Brown also participated in an earned value management compliance review at another contractor facility, and his expertise was invaluable to ensuring an accurate assessment of the contractor's

system. He also volunteered to compose the first outcome-based multi-functional subcontract delegation for the BAE Systems Team, which can be used as a guide for everyone on the team.



**Dr. Clint Browning**  
*Operations Support & Assessment  
Manager  
DCMA Special Programs Division*

During the past year, Dr. Browning provided modeling and simulation support to the joint program executive office (JPEO) for chemical and biological defense for assessing the capability of the chemical and biological defense industrial base. Specifically, Dr. Browning provided an analysis of JPEO's requirements; led an extensive survey of potential technical solutions; and evaluated proposals in terms of meeting those requirements using complex models and economic analysis. Because of his unique expertise in modeling and simulation, he is truly regarded as an Agency asset and frequently has an impact far beyond the Special Programs Division.



**Ms. Siew Yee "Jeni" Chung**  
*Contract Specialist  
DCMA Singapore*

Ms. Chung served as DCMA Singapore's contract specialist, primarily supporting the Air Force C-130 aircraft program office at Warner Robbins Air Logistics Center and the Naval Air Pacific Repair Activity. Ms. Chung took the lead for the office to handle a new cost plus research and development effort where the office typically handled firm fixed-price sustainment contracts and component repair programs, completing all of the research for this

project. She is self-taught in the Air Force legacy funding/parts system tracking for government furnished material and assisted the contractor and the program office when the Air Force moved the program from Malaysia to Singapore.



**Ms. Carol Anne DiGirolamo**  
*Divisional Administrative Contracting Officer*  
*DCMA Boeing Philadelphia*

Ms. DiGirolamo led the DCMA Boeing Philadelphia business community in negotiating a forward pricing rate agreement that covered more than \$2.6 billion in direct and indirect costs for 2006 through 2008 and contributed to the timely negotiation of full-rate production contracts for the CH-47 and V-22 aircraft programs. Another significant accomplishment was the identification and resolution of a complex cost accounting standards issue, which resulted in over \$1 million in savings per year to the government. Ms. DiGirolamo is an “honest broker” who is respected by customers, contractor personnel and colleagues for her fairness and ability to find solutions to difficult challenges.



**Mr. Kenneth R. Hammond**  
*Administrative Officer*  
*DCMA Japan*

Partnering with stakeholders and customers, Mr. Hammond integrated the office’s mission support functions into operational decision-making processes to improve efficiency and effectiveness. In response to a reduction in Department of Defense (DoD) presence in the Busan area, Mr. Hammond partnered with the DCMA Korea commander and DCMA International Division staff and executed a plan to responsibly realign personnel and resources. The plan ensured that all support functions were effectively addressed and minimized the impact to employees’ quality of life. Mr. Hammond also designed an automated employee quarterly feedback form that reduced administrative time for office supervisors and helped the employees assess their progress.



**Mr. Thomas T. Hays**  
*Computer Engineer*  
*DCMA Launch Vehicle Operations*

Mr. Hays works on the Atlas V/  
Evolved Expendable Launch Vehicle

Program support team, providing engineering advisory consulting and surveillance capabilities. He continuously demonstrates a strong commitment to customers, ensuring they receive optimum value from recurring process verifications, data analyses and reports. Mr. Hays worked directly with the Space and Missile Systems Center, National Reconnaissance Office and NASA to ensure the Air Force’s 42 launch verification matrix systems’ evaluations were completed thoroughly and on schedule. His performance contributed significantly to sustaining the long record of successful launches of Atlas vehicles and payloads, each exceeding \$2 billion in value to the customer.



**Mr. Richard Horne**  
*Program Analyst*  
*DCMA Contract Operations and Customer Relations*

Over the past year, Mr. Horne principally focused his energies on establishing a performance-based management (PBM) approach throughout the Agency. He worked tirelessly to help shape the PBM vision for DCMA and was integral to the Agency’s decision to adopt the approach and develop policies, guidance and strategies for implementation. Mr. Horne also has provided office assistance visits for PBM implementation, and the feedback from the field has been overwhelmingly positive with many reporting that they finally “get it.” Absent his efforts, there is no doubt that vision would either not be realized or would have taken years longer.



**Ms. Catharina Ignacio**  
*Administrative Contracting Officer/  
Business & Industry Team Leader*  
*DCMA Northern Europe*

Ms. Ignacio is a true leader dedicated to meeting customer needs. When she recognized that internal process problems were contributing to organizational shortfalls in performance goals

negotiated with a customer, she developed a multi-pronged approach to address and improve performance gaps. Through her leadership and business acumen, office performance dramatically improved in a number of key areas: an 88 percent improvement in reducing overage contracts; an increase in on-time contract closeout from 83 percent to 90 percent; a 66 percent increase in electronic submission of invoices; and an 85 percent reduction in invoices over 30 days old.



**Mr. James Earl Jackson**  
*Transportation Manager*  
*DCMA Northern Europe*

Mr. Jackson, a dynamic and inspirational leader, worked tirelessly to elevate the standard of performance provided by the DCMA Northern Europe transportation team to its customers. Despite personnel shortages and a high-volume workload, Mr. Jackson's organizational and technical skills continuously improved, enabling near-flawless performance with an average of 900 shipments per month being processed within three days. These shipments, totaling 2,000 tons per year, required proper documentation and customs licenses to permit shipments from or to more than 50 countries. His efforts were instrumental in supporting soldiers deployed to Iraq while concurrently driving \$1.5 million in cost avoidance.



**Ms. Joyce A. Mason**  
*Program Integrator*  
*DCMA Maryland*

Ms. Mason is a model employee, performing program integration and product assurance and formally leading the multi-functional program technical team for the single largest program within DCMA Maryland: the Shadow Tactical Unmanned Aerial Vehicle, which provides real-time "eyes and ears" to the theatre commander. The system is saving soldiers' lives by exposing improvised explosive devices in Iraq and elsewhere, and her service contributes to its development, production and deployment. She pioneered local implementation of PBM and

successfully negotiated a model performance-based memorandum of agreement with the customer, devising innovative strategies that support the customer's outcomes.



**Ms. Donna L. Merriman**  
*General Engineer*  
*DCMA Springfield*

Ms. Merriman contributed significantly to DCMA's PBM implementation by developing a system adopted Agency-wide for tracking customer outcomes. From January – June 2006, she was an integral part of DCMA Atlanta's efforts to develop, test and field the systems with 34 operational teams and modify the system following team leaders' recommendations. As a result of her extraordinary efforts, the ICPBM application was fully deployed for DCMA Atlanta to test and to import PBM concepts prior to a mission review team evaluation and the DCMA Atlanta fiscal year 2007 budget submission.



**Mr. Robert Sadler**  
*Quality Assurance Specialist*  
*DCMA Middle East*

Mr. Sadler performed extraordinary quality assurance surveillance thereby influencing the readiness and war-fighting capabilities of U.S. forces. While assigned to DCMA Middle East, he identified major quality and configuration deficiencies and recommended improvements resulting in the more timely delivery of mission-capable Strykers and High-Mobility Multipurpose Wheeled Vehicles. Mr. Sadler's efforts also resulted in corrections to the application of anti-ballistic coating and installation of armor onto vehicles, indirectly saving U.S. lives in combat. He was instrumental in defining customer outcomes and objectives, and by teaming with customers and contractors, quality defects were measurably and quickly driven down and production driven up.

## Herbert W. Homer Team Performance Award



### DCMA/American Federation of Government Employees (AFGE) Council 170 (C-170) Collective Bargaining Agreement (CBA) Team

**Mr. Tom Maahs** C-170  
**Ms. Carolyn J. Perry** Management  
**Mr. Dean D. Legacy** Management  
**Ms. Susan G. Benderson** C-170  
**Mr. Arthur A. Blunt** C-170  
**Ms. Theresa Cook** Management  
**Mr. Joseph P. Gabardi** C-170  
**Ms. Virginia Hemingway** C-170  
**Mr. Wayde R. Howard** C-170  
**Mr. Bruce Krasker** Management  
**Mr. John K. Moroney** Management  
**Mr. Keith D. Morrison** Management  
**Mr. Raymond T. Pietruszki** Management  
**Mr. William J. Porzel** C-170  
**Ms. Shirley L. Reilly** C-170  
**Ms. Melinda B. Varner** C-170  
**Ms. Patcy A. Wesley** C-170

For the fifth year, DCMA presents the Herbert W. Homer Team Performance Award in honor of Mr. Herbert Homer, who was killed aboard United Flight 175 at the World Trade Center on Sept. 11, 2001. His goals were improving efficiency, lowering cost and providing the best customer service. The 2006 recipient, DCMA/AFGE Council C-170 CBA team, exemplifies Mr. Homer's high standards.

DCMA and the AFGE C-170 executed the Agency's first nationwide collective bargaining agreement in January 2006, covering more than 9,000 DCMA employees. The DCMA/AFGE C-170 negotiation team members engaged in 22 weeks of intense

negotiations covering a wide spectrum of terms and conditions of employment. The team utilized interest-based bargaining techniques to eliminate much of the hostility and tension that usually accompanies labor/management negotiations. A successful agreement was reached without the parties reaching impasses on a single issue, and the final document will be the benchmark for setting Agency policy for working conditions of its bargaining unit employees.

## DCMA Team Performance Award



### DCMA Realignment Team

**Mr. David E. Hough\***  
*DCMA Headquarters Special Staff*  
**Ms. Vicki S. Paskanik\*\*+**  
*DCMA Headquarters Special Staff*  
**Mr. Thomas H. McDonnell**  
*DCMA Headquarters Special Staff*  
**Ms. Zora Blair\***  
*DCMA Headquarters Special Staff*  
**Ms. Felisha Hitt+**  
*DCMA Headquarters Contract Operations and Customer Relations Center*  
**Mr. Farid Hammad**  
*DCMA Headquarters Workforce Shaping Division*  
**Mr. Elias Hernandez+**  
*DCMA Headquarters Workforce Shaping Division*  
**Ms. Lisa St. Peter+**  
*DCMA Headquarters Financial Liaison Center*  
**Mr. Marc Spear+**  
*DCMA Headquarters Financial and Business Operations*

\* integrated product team member by charter

+ systems integrated program summary member

**Ms. Keah Shields\****DCMA Space & Missile Systems Special Staff***Ms. Ruby Trujillo\****DCMA Space & Missile Systems Special Staff***Ms. Noreen Cassaro\****DCMA Contractor Purchasing System Review Center***Mr. Leo Brehm\****DCMA Aeronautical Systems Financial and Business Operations Division***Mr. Robert Joyce***DCMA Aeronautical Systems Financial and Business Operations Division***Ms. Kathy Jenkins<sup>+</sup>***DCMA Functional Information Resource Management Center***Ms. Kathy Schreiber<sup>+</sup>***DCMA Functional Information Resource Management Center***Ms. Donna Lessard<sup>+</sup>***DCMA Functional Information Resource Management Center***Mr. Don Pixley\****DCMA Aeronautical Systems Boeing St. Louis***Ms. Deborah Umscheid***Southwest Civilian Personnel Operations Center***Ms. Bobbie Miceli***West Civilian Personnel Operations Center***Ms. Rachael Ridens-Nelson***Southwest Civilian Personnel Operations Center***Ms. Rebecca Sunstrom***Southwest Civilian Personnel Operations Center***Mr. Tom Maahs\****AFGE Council 170 President***Mr. Don Peterson<sup>+</sup>***DCMAC Business Information Center***Mr. Rex Wilson<sup>+</sup>***DCMA Functional Information Resource Management Center*

\* integrated product team member by charter

<sup>+</sup> systems integrated program summary member

The DCMA realignment team's purpose was to effect an Agency-wide realignment of nearly 10,500 civilian and military employees in a period of less than 18 months, shifting from a geographically aligned organization to an organization aligned with customers and industry product segments to better achieve customer outcomes. The level of

teamwork, dedication, patience, innovation and overall commitment exhibited by the realignment team was unprecedented and greatly contributed to a successful realignment without any major disruption to personnel databases and associated critical contract management system applications. Throughout the process, the realignment team ensured seamless, high-level customer support.

## Outstanding DCMA Employee With Disabilities

**Ms. Judith Spain***Management Analyst**DCMA Aircraft Propulsion Operations (APO) Rolls Royce*

Ms. Spain was born with a severe congenital condition affecting all of her limbs and muscles. After receiving a custom-made typing tool, she developed excellent typing skills. At DCMA APO Rolls Royce, she facilitates the planning, implementation, execution and analysis of functional processes in the integrated management system. In addition to her duties as strategic and performance plan coordinator, business case and budget facilitator, performance improvement officer, unit cost coordinator, Performance Labor Accounting System administrator, Workspace Portal administrator and customer performance advocate, she has been instrumental in entering customer-agreed-to outcomes into Metric Manager, and she is a super-user for eTools applications.

## Achievement in Equal Employment Opportunity by a Line Manager

**Mr. Robert E. Birch***Contract Operations Supervisor  
DCMA Phoenix*

Mr. Birch's actions have resulted in a fully integrated and highly talented workforce on the El Paso team. Based on his succession planning, he knew the team would have numerous vacancies and actively recruited outside talent and pushed high-potential Agency

minorities to position themselves for promotions by increasing their education levels and having them take on demanding work assignments. He has done the most of any DCMA Phoenix first-line supervisor to achieve the basic goal of the DCMA Equal Employment Opportunity (EEO) affirmative action plan, which is to fully integrate the workforce at all levels, and he has significantly increased his organization's talent.

### Achievement in Equal Employment Opportunity by a Non-Manager



**Ms. La Tanya Kelley**  
*Quality Assurance Specialist*  
*DCMA Lockheed Martin Dallas*

Ms. Kelley contributed significantly to the DCMA goal of fully integrating the workforce at all levels. Her leadership and outreach as a Navy Special Emphasis Program manager raised awareness of imbalances of women, minorities and disabled employees within the workforce. Her efforts resulted in training programs that educate employees on potentially discriminatory practices as well as sexual harassment in the workplace. Ms. Kelley's involvement in the EEO council at DCMA increased leadership involvement by Navy Special Emphasis Program managers almost tenfold.

### DCMA Acquisition Newcomer Award



**Mr. Jemaine D. Jones**  
*Electronics Engineer*  
*DCMA Rockwell Collins Cedar Rapids*

As a Keystone Program intern, Mr. Jones' primary role is providing electronics engineering support on several major programs. After shadowing a more senior engineer for a short period, he took over primary responsibilities and quickly gained the respect of the senior engineer supporting him. With guidance from the business and engineering staff, he took the initiative to audit and evaluate earned value program data and

perform periodic audits of contractors. Mr. Jones also assumed program integrator duties on two programs, developing control panels, negotiating the memoranda of agreement with two customers and performing effective program surveillance.



**Ms. Fong Ying "Annie" Ma**  
*Software Acquisition Specialist*  
*DCMA Santa Ana*

Ms. Ma took the lead software role in several high-profile programs supporting the Army, Navy and NATO, including the high-risk Navy program that's building the next-generation destroyer, DD(X). She discovered many problems with the contractor's technical performance and corrected software process anomalies that improved the company's performance on the DD(X) program. Ms. Ma also applied her software expertise to help develop DCMA Santa Ana's workload assessment models and compile data for the fiscal year 2007 budget submission. Additionally, she was a key player in DCMA Santa Ana's revitalized Keystone Intern Program.

### DCMA Mentoring Award



**Ms. Penny Vermie**  
*Corporate Administrative Contracting Officer*  
*DCMA Twin Cities*

Ms. Vermie is highly committed to mentorship and has had impressive success developing the next generation of acquisition professionals. She demonstrated her willingness to challenge a new intern by assigning the intern to an extremely difficult task — analyzing a highly complex 2001 incurred cost audit and an accompanying series of 12 audit reports. The intern was impressed that Ms. Vermie was willing to assign such a complex task to someone so new. Ms. Vermie demonstrated confidence in a promising intern, which led to successful completion of a task normally assigned to someone much more experienced.

## DCMA Director's Cup



### DCMA Atlanta

DCMA Atlanta emerged as an Agency leader in the development and implementation of PBM at the office level. To ensure the incorporation of PBM thinking into daily operations, senior leadership developed a set of expectations for team leaders. The organization's PBM standard operating procedure documents the approach for identifying and capturing customer outcomes and translating them into performance commitments. Ultimately, DCMA Atlanta embraced PBM through a comprehensive strategy and methodology for planning, organizing, staffing, directing and controlling organizational and individual performance by developing a "bottoms up" budget as part of the command's annual planning process.

**Mr. Stan Coutu**  
**Mr. Ethan Faggett**  
**Mr. Capt Joshua Piccirillo**  
**Ms. Carol Reddic-Snapp**  
**Ms. Trude Mashburn**  
**Ms. Suzanne Michalski**  
**Ms. Paula Neal-Wilcox**  
**Ms. Linda Dilliplane**

The team is composed of 10 highly skilled employees working together to create an impact on the working environment by approving and implementing suggestions at DCMA Lockheed Martin Fort Worth. After only one year together, they achieved a critical milestone by approving and implementing a total of 11 suggestions, the most suggestions implemented within the Agency.

### Suggestion Program



**Action Change Team**  
**DCMA Lockheed Martin Fort Worth**

**Mr. Joe DiGiacomo**  
**Mr. Jon Carter**

### DCMA Leadership Award



**Ms. Rowe Campbell**  
*Director, CFO Compliance Division*  
*DCMA Financial and Business Operations*

Through exceptionally strong leadership, Ms. Campbell assembled a team of government professionals and contract consultants to turn DCMA's financial statements and financial accounting processes and systems into DoD benchmarks. With attention to detail, vision for efficient and effective accounting techniques and vast knowledge of federal accounting best practices, she has been the driving force in DCMA's strategic plan initiative to achieve an unqualified audit

opinion. Ms. Campbell has driven DCMA accounts receivable processing time down to 30 days — unheard of in DoD — thereby allowing the Agency to focus on true problem disbursements by clearing out more routine transactions.



**Mr. James W. Norris**  
*CMO Director*  
*DCMA Special Programs Division*

Mr. Norris and his team have been at the forefront of their division's transformation into a customer-focused organization. His initiatives in matching high-consequence customer outcomes with appropriate resources and proactively seeking trade space to ensure performance commitments are met while managing within budget have been exceptional. Mr. Norris' leadership efforts have also resulted in his CMO being the first in its division to finalize individual performance plans with contributions to mission accomplishment and establish internal letters of delegation that were performance based. He has created a culture that rewards top performers and develops leadership capability in employees at all levels.



**Mr. Wayne Rybak**  
*Division Administrative*  
*Contracting Officer*  
*DCMA Rockford*

During the DCMA Rockford commander's deployment, Mr. Rybak enthusiastically accepted the temporary assignment of acting commander and tirelessly led efforts to restructure the organization to better accommodate PBM and implement PBM at the program level. Consequently, after observing that the usual structure of one operations team would be ineffective with regard to resource allocation and management oversight, he designed a two-team structure that focuses one team entirely on major acquisition programs and the other on sustainment efforts. Once the reorganization effort was complete, Mr. Rybak focused on PBM implementation, establishing an aggressive schedule and providing the resources for mission accomplishment.



**Ms. Clothilda "Clo" Y. Taylor**  
*Chief, Workforce Development*  
*DCMA Human Resources Center*

Ms. Taylor was directed to make the Workforce Development

Division more customer focused in its purpose and more strategic in its goals, and she achieved these objectives through her exemplary leadership abilities; keen attention to customer outcomes; understanding of the overall training program and its direct relationship to achieving the Agency's overall mission; and willingness to lead and mentor both within and outside the Agency. Ms. Taylor also developed a plan for centralizing all training funds at the DCMA Human Resources Center, which will allow DCMA to disseminate training funds quickly, facilitating year-end reconciliation and closeout processes in the training area.

## DCMA Heritage Award



**Mr. Guy Mercurio**  
*Engineer*  
*DCMA Boston*

In August 2003, a new recognition program, the DCMA Core Values,

Coat of Arms and Heritage Awards, was launched to recognize employees who demonstrate commitment to DCMA's core values: One Team of Indispensable Partners — Keeping the Promise. Upon receipt of the three Core Value Awards, employees received a DCMA Coat of Arms award.

Mr. Mercurio's superior performance modeled the DCMA core values: One Team, Indispensable Partner, Keeping the Promise. He received the One Team Award for his tireless contributions to implementing DCMA Boston's PBM initiative. As the software and engineering subject-matter expert in the technical assessment group, he earned the reputation as an indispensable partner to the CMO for his outstanding support to the operations group and its managers, supervisors and specialists. Mr. Mercurio received the Keeping the Promise Award for his contributions to customer-focused metrics for two major programs, the V-22 Osprey and the CH47-F/MH-47G Chinook aircraft.



# The Face of Mission Success



*This article was first published in the July/August 2006 issue of Lockheed Martin's New Horizons.*

The Defense Contract Management Agency (DCMA) and Lockheed Martin Space Systems Company (SSC) foster partnering as a tool to achieve continuous process improvement. This cooperation enhances performance and contributes to mission success. Ms. Vene Sandford, quality assurance specialist, DCMA Launch Vehicle Operations (formerly DCMA Lockheed Martin Denver), ensures that contractors control costs and deliver quality products on time. She is assigned oversight responsibility for SSC's Denver manufacturing operations located in the space support building, electronics manufacturing facility and final assembly building.

As a quality assurance specialist, Ms. Sandford is involved in overseeing the production and testing of components, and she performs product surveillance for the Atlas Centaur vehicle. Prior to shipment, the vehicles are leak tested a final time in order to ensure that no vehicles with leaks are shipped out. It was during this surveillance that she was able to prevent a defective vehicle from being delivered prior to being repaired. This is just one example of Ms. Sandford's ongoing commitment to helping her customer: "I try to concentrate my abilities, dedication and customer focus to continually contribute to the final goal of mission success."

## Ms. Vene Sandford

*by Ms. Ashley Wuytens, Public Affairs Intern, DCMA Public Affairs*

**M**s. Vene Sandford has been a DCMA employee for 22 years, beginning her career as a quality assurance specialist intern at Defense Contract Administration Services Management Area, Santa Ana, Calif. She has worked at DCMA Lockheed Martin Denver (now known as DCMA Launch Vehicle Operations) for the past 18 years as a quality assurance specialist.

Ms. Sandford was honored by being recognized in Lockheed Martin's publication, *New Horizons*. She considers her job exciting: "I enjoy working with the intricacies of the design, manufacture, assembly and testing of Lockheed Martin Space System Company's launch vehicle."

Ms. Sandford is responsible for performing product surveillance of the Centaur vehicle, including the build up, testing and movements of the vehicle. "The Centaur receives extensive testing of major vehicle systems prior to delivery to launch sites," said Ms. Sandford. "I review contractual requirements and memoranda of agreement to gain an understanding of customer needs and expectations," added Ms. Sandford. "I also apply a risk management approach by monitoring, assessing and documenting risk." She has also evaluated the contractor's quality assurance program, systems and products for compliance to meet the contract requirements. "When warranted, I issue corrective action requests or continuous improvement opportunity reports."

Ms. Sandford is also responsible for attending scheduling and status meetings as well as interfacing with DCMA management and employees and contractor personnel.



**(Top)** Workers from Lockheed Martin load the upper stage of an Atlas V Centaur Rocket onto a flatbed truck at Vandenberg Air Force Base, Calif. Ms. Sandford performs product surveillance for the Atlas Centaur vehicle and helped prevent one from being shipped with a leak. (U.S. Air Force photo by Airman 1st Class Barry Loo)  
**(Above)** Ms. Vene Sandford, quality assurance specialist, DCMA Launch Vehicle Operations

# Three Agency Civilians Advance to Super Grades

by Mr. Dick Cole, Chief, DCMA Public Affairs

Two of the three Defense Contract Management Agency (DCMA) civilians inducted into the senior executive service (SES) Oct. 20 never expected to reach the civilian “super grades” when they began their civil service careers. Yet, Mr. Steve Bogusz and Mr. Dave Ricci reached this prestigious career summit and are eager to face new challenges. For Mr. Mitchell Howell, a recently retired Army colonel, his appointment to the SES was a logical extension of his 29-year Army career.

The SES — the men and women charged with leading the continuing transformation of government — share a broad perspective of government and a public service commitment grounded in the Constitution. The Civil Service Reform Act of 1978 established the

SES to provide a corps of executives selected for their leadership qualifications, not their technical expertise.

“My career goal was to seek progressively responsible positions where I thought there were important and interesting issues to be worked and where I had some ideas and believed I could make a positive difference,” said Mr. Ricci. “I honestly never focused on attaining a certain grade.”

Mr. Bogusz agreed: “My goal was to attain a position in public service where I felt I could make a positive influence and contribute to my community or nation.”

In particular, the tragedies of 9/11 did much to motivate Mr. Bogusz to be a leader in the civil service. “I lost a dear DCMA friend and colleague — Herb Homer — who was killed at the World Trade Center,” he said. “He was a great role model for anyone in civil service.” Mr. Bogusz also lost a Naval War College classmate, Navy Capt. Gerry DeConto, in the attack on the Pentagon. “The deaths of these two friends, and the traumatic events of 9/11, were a catalyst for me to reflect on how important our mission

**The Senior Executive Service — the men and women charged with leading the continuing transformation of government — share a broad perspective of government and a public service commitment grounded in the Constitution.**



(Above) Mr. Mitchell Howell, new executive director, Ground Systems & Munitions Division, has oversight of acquisition support services for more than 46,000 contracts valued at \$157 billion for the Department of Defense. (Photo by Mr. Sam Rousso, DCMA Public Affairs)

*Each of the new SES civilians prepared for their increased grade and responsibilities by performing their jobs to the best of their abilities, taking advantage of career broadening experiences, accepting challenging assignments and taking care of their customers.*

is at DCMA in support of America and our warriors. It helped me to strengthen an already strong commitment I had to ensuring our soldiers, sailors, Marines and airmen have the right equipment, weapons or parts they need to protect us,” he said.

For Mr. Howell, an alumnus of the U.S. Military Academy at West Point, “It was always my goal to perform public service at the highest level in accordance with my abilities. The different leadership scenarios, coupled with the education and training opportunities afforded me, made becoming a member of the SES a logical next step.”

Each of the new SES civilians prepared for their increased grade and responsibilities by performing their jobs to the best of their abilities, taking advantage of career-expanding experiences, accepting challenging assignments and taking care of their customers. In addition, all attended training that broadened their perspectives and added to their executive

skills whenever possible and had one or more individuals who made a positive impact on their careers and served as important mentors.

For Mr. Bogusz, Mr. Gerry Cawley, former deputy director of the DCMA East District, was that all-important mentor. “Gerry was a very dynamic and positive leader,” Mr. Bogusz said. “He used to tell us to ‘break the rules!’ Gerry didn’t mean for us to go out and violate laws or regulations, but what he really wanted was for us to execute our mission in an innovative manner that still served our customers.” Mr. Bogusz said that Mr. Cawley was the individual who taught him the benefits of taking risks and embracing change — “He was like a breath of fresh air to our organization and to me.” Mr. Bogusz described the characteristics of Mr. Cawley’s leadership style that he hopes to emulate: “empowering people — not just supervisors, but all people; motivating people and instilling in them a passion for their work.”

“I’ve been fortunate to have worked for a long string of absolutely wonderful supervisors from my very first one at DCMA Sikorsky right up to my present supervisor,” said Mr. Ricci. “All of them were successful leaders and most all were recognized as such with promotions — four of them, in fact, to the SES level.” Each had different styles and strengths, according to Mr. Ricci, and rather than emulate one specifically, he adopted certain attributes and refined specific skills he thought were keys to their success.

Mr. Howell credits several senior supervisors and mentors for helping him reach his



**(Above)** Mr. Dave Ricci (right), executive director for Program Support & Customer Relations, speaks with Air Force Col. Keith Weyenberg. (Photo by Mr. Dick Cole, DCMA Public Affairs)

*“My personal goal is to enhance our support to our primary and ultimate customers — the program executive offices and the service members on the front line — through increased knowledge, skills and abilities.” – Mr. Mitchell Howell*

new position. “Recently retired Deputy Undersecretary of the Army for Operations Research Walt Hollis; Army Gen. Paul Kern, commander of the Army Materiel Command and military acquisition deputy; and Dr. Robin Keese, director of the Human Research and Engineering section of the Army Research Lab all provided expert advice and counsel.”

Mr. Bogusz assumes the responsibilities as executive director, Naval Sea Systems Division, Boston, where he will manage more than 100,000 contracts valued at approximately \$100 billion for the Department of Defense, other federal agencies and foreign governments. “My immediate goal is to establish a solid working relationship with my Naval Sea Systems Command customers and the Naval Sea Systems Division leadership team,” he said.

Mr. Ricci will serve as executive director for Program Support & Customer Relations at the Agency headquarters, responsible for policy direction and deployment, training development, and mission support tool development for 8,000 Agency personnel working in contract administration, property, product assurance, engineering and customer relations.

His first priority is working with the office of the secretary of defense and the defense industry associations to resolve the specialty metals issue. Until recently, U.S. manufacturers providing goods to the federal government could not include such specialty metals as titanium procured from foreign sources in the products they manufacture under federal contracts. Recent changes to the law will change some of these requirements. “I think the flexibilities in the new law, coupled



with DCMA’s unique ability to engage with companies at the enterprise level, provide the opportunity for some creative solutions to alleviate the administrative burden associated with this issue,” said Mr. Ricci.

Mr. Howell will serve as executive director, Ground Systems & Munitions Division, with oversight of acquisition support services for more than 46,000 contracts valued at \$157 billion for the Department of Defense, other federal agencies and foreign governments. He is concentrating on establishing performance-based management and enterprise project subject matter expertise within his division. “My personal goal is to enhance our support to our primary and ultimate customers — the program executive offices and the service members on the front line — through increased knowledge, skills and abilities,” he concluded.

**(Above)** New Senior Executive Service inductee Mr. Steve Bogusz (left), executive director, Naval Sea Systems Division, speaks with staff members Mr. Mark Lecuyer, Naval Sea Systems Operations, and Ms. Cynthia Veasey, executive officer, DCMA Aeronautical Systems and Naval Sea Systems Divisions. (Photo by Ms. Ann Jensis-Dale, DCMA Public Affairs)

# A Noteworthy Reservist



by Mr. Sam Rousso, DCMA Public Affairs

**N**oteworthy” isn’t a word you hear much any more in these days of stimulus overload. But it’s a word that applies to many of the people you read about in the *Communicator* who are supporting our nation and its troops.

Air Force Col. Cliff Chi, a reservist on extended active duty, is the acting commander of the DCMA Santa Ana Raytheon Los Angeles office, an activity of DCMA’s Aeronautical Systems Division. According to Air Force Col. Gray K. Coyner, individual mobilization augmentee to the Agency director, Col. Chi was selected for several reasons. “He’s a natural self-starter, as

indicated by the highly successful business he started in the 1990s. As an Air Force Academy graduate (with a degree in engineering), he possesses strong technical skills. Most importantly, however, he is a strong leader.”

Col. Coyner says that Col. Chi has a number of admirable qualities. He “displays a great deal of humility and quiet assurance. It took me a long time to learn that he speaks fluent Mandarin Chinese and is a frequent traveler

to Asia to oversee manufacturing activities for his business. He is also quite the athlete — always working to better himself. I know that he has used his quiet tenacity and high standards to improve the contract management office’s [CMO’s] business practices and adjust his command’s focus on what is important to our customer.”

Col. Chi was promoted to his current rank Sept. 1. He also serves as the joint reserve team leader for the Agency’s Space & Missile Systems Division based in Carson, Calif. The colonel’s reserve status is noted only as a differentiator; reservists on active status have commanded CMOs several times in the Agency’s past.

DCMA Santa Ana Raytheon Los Angeles has 48 people on staff managing 21 major programs worth \$4.3 billion. “We provided value-added support to our military service customers, which has not only enhanced the reputation of our Agency, but has won our teams recognition from our customers,” said Col. Chi.

Support provided to the customer has included participation in the Air Force’s B-2 radar modernization program, which led to a successful first test flight for the advanced technology radar system. The staff has also increased monthly delivery rates for the advanced targeting forward-looking infrared (ATFLIR) system for the Navy’s F/A-18 aircraft fleet. Perhaps even more importantly, the CMO has worked with the contractor to streamline radar repair procedures, reducing the turnaround time from 210 days to 45.

Agency support has included deployment of performance-based management (PBM) initiatives, including design and delivery of a PBM-based workshop that has trained more than 250 employees across five field offices in the system.

Col. Chi has been at DCMA Santa Ana Raytheon Los Angeles since September 2004. His tour of duty there is scheduled to end

**Col. Chi is “a natural self-starter, as indicated by the highly successful business he started in the 1990s, [and] ... a strong leader.”**  
— Col. Gray Coyner

*“DCMA’s mission both stateside and overseas is challenging and directly supports the warfighter in many areas. Reservists know that this ... provides strong incentives to volunteer for duty not only once but, in many cases, for several long tours continuously.” – Col. Gray Coyner*

in February 2007. “What started as a six-month backfill as a program integrator has evolved into a great experience leading the organization,” he said.

Col. Coyner affirms the Agency currently has or soon will have as many as four reservists commanding CMOs. “This all portends a great deal of trust that Agency management has placed in our reserve program.” He noted that Agency-wide, there is an average of 25 reservists on active duty, supporting the global war on terrorism.

Col. Chi expressed gratitude to Ms. Leslie Gregg, DCMA Santa Ana director, Air Force Col. Marilyn Sabicer, joint reserve team leader, and the entire Santa Ana team for their support and guidance. “Having a great team with an abundance of knowledge, experience and heart” is what Col. Chi quickly believes has made the job so fulfilling. “Over time, you come to realize that you don’t know everything, and you must rely on the bright and seasoned professionals in the organization. To do that, you must be able to see the strengths in each person and match it with an organizational need. Team members should be made to take ownership and be accountable.”

Col. Coyner added, “DCMA’s mission both stateside and overseas is challenging and

directly supports the warfighter in many areas. Reservists know that this — combined with a very positive and progressive working environment — provides strong incentives to volunteer for duty not only once but, in many cases, for several long tours continuously.”

In Col. Chi’s civilian life, he has a wholesale sporting goods business specializing in roller hockey and other skating products. “We design the products, outsource the manufacturing and market them to retailers worldwide.” Col. Chi is also a certified fitness instructor. Not surprisingly, he says that “fitness is a great way to decompress and clear my mind after a tough day at the office.” He runs, lifts weights, bikes and plays some roller hockey.

In quiet time, the colonel likes to visit the Museum of Contemporary Art and other cultural attractions in southern California.



*(Above)* Air Force Col. Cliff Chi, acting commander of DCMA Santa Ana Raytheon Los Angeles, addresses an audience of DCMA Special Programs Division and contractor personnel during a milestone celebration. Col. Chi, a reservist on active duty, is scheduled to command the contract management office until February 2007.

# Career Field Certification — Creating an Agile Contracting Workforce

by Ms. Carolina M. Woods, Staff Writer

The Defense Acquisition Workforce Improvement Act (DAWIA), signed into law in November 1990, requires the secretary of defense to establish education and training standards, requirements and courses for the civilian and military acquisition workforce. Throughout the years following the implementation of DAWIA, there have been many changes to the education and training standards that reflect a changing acquisition environment. As such, the Department of Defense (DoD) developed

a series of educational programs for each career field geared toward certification in that field.

Certifications recognize the level to which a member of the DoD acquisition workforce has achieved functional and core acquisition competencies required by a career field. As described by Ms. Peg Janes, deputy director, contract financing and payment, “Implementing regulations describe the purpose of the DoD acquisition technology & logistics workforce education, training, and career development program, which is designed to

create a professional, agile and motivated workforce that consistently makes smart business decisions, acts in an ethical manner and delivers timely and affordable capabilities to the warfighter.”

For the Defense Contract Management Agency (DCMA), a series of changes currently being implemented to the certification requirements for the mission-critical contracting career field are designed to develop a “motivated and agile workforce of new contract business strategists,” Ms. Janes commented. The contracting career field includes the positions of contract specialist, contract termination specialist, contract administrator, administrative contracting officer, contract price/cost analyst, procurement analyst and termination contracting officer. As business advisors, contracting personnel create effective, efficient and proper business arrangements, have a strategic focus on acquisition and effectively leverage DoD spending to tax dollars to reflect customers’ needs. They are required to have knowledge of the legislation, policies, regulations and methods used in contracting, as well as knowledge of business and industry practices, sources of supply, cost factors, cost and price analysis techniques and general requirements characteristics.

Certification requirements for the career field are not new, and over the course of the last three years, the Defense Acquisition University has been transforming the contracting curriculum required for all three levels of certification to incorporate the new competencies required within the workforce. As Ms. Janes explained, “the new curriculum also continues the conversion from stove-piped to integrated training, where concepts are introduced and discussed in conjunction with the contracting process.”

**Certifications recognize the level to which a member of the DoD acquisition workforce has achieved functional and core acquisition competencies required by a career field.**

*“The new curriculum also continues the conversion from stove-piped to integrated training, where concepts are introduced and discussed in conjunction with the contracting process.” – Ms. Peg Janes*



In fiscal years 2005 and 2006, the new contracting career field Level I and Level III certification curricula and corresponding certification requirement changes were fielded. The curriculum for the Level II certification requirements was first fielded in October 2006 (fiscal year 2007). To facilitate the learning process, the revamped contracting curriculum utilizes existing technologies for some courses to bring the classroom to students via distance learning.

One of the main challenges that has stemmed from the changes to the contracting certification curriculum and requirements is recognizing that there may be instances where an individual has completed all of the prior Level II contracting courses but has not satisfied the two years of contracting experience required for Level II certification by the deadline of Sept. 30, 2006. To preclude people in this situation from having to

complete the new course curriculum, the defense procurement and acquisition policy director issued a memorandum on Sept. 13, 2006, granting a grace period for these employees to fulfill the experience requirement.



**(Top and Above Right)** Students at a defense acquisition certification course at Defense Acquisition University, Ft. Belvoir, Va. (Photos courtesy of Defense Acquisition University)

**(Previous Page, Background)** Defense Acquisition University at Ft. Belvoir, Va. (Photo by Mr. Patrick Maloney, U.S. Army)

*Individuals who have completed all prior training requirements as of Sept. 30, 2006, but who have yet to complete the two-year experience requirement will have until March 31, 2007, to do so.*

Under this provision, individuals who have completed all prior training requirements as of Sept. 30, 2006, but who have yet to complete the two-year experience requirement will have until March 31, 2007, to do so.

In the current dynamic and often complex acquisition environment, certification has become a major part of all major government

agencies' employee development programs, and DCMA is no exception. As highlighted by Ms. Janes, for the Agency, "certification in contracting helps to ensure that DCMA employees have the education, experience and training to administer increasingly complex contracts and the skills to conduct business professionally with their industry counterparts."

### Contracting Certification Levels I, II and III

Below are the certification standards and full curricula required for achieving Level I, Level II and Level III contracting certification as of Oct. 1, 2006.

#### Level I Certification Courses

- CON 100, Shaping Smart Business Arrangements (classroom, 4 days)
- CON 110, Mission Support Planning (distance learning)
- CON 111, Mission Planning Execution (distance learning)
- CON 112, Mission Performance Assessment (distance learning)
- CON 120, Mission Focused Contracting (classroom, 10 days)
- One elective\*

#### Level II Certification Courses

- CON 214, Business Decisions for Contracting (distance learning, 24 hours)
- CON 215, Intermediate Contracting for Mission Support (classroom, 8 days)
- CON 216, Legal Considerations in Contracting (distance learning, 30 hours)
- CON 217, Cost Analysis and Negotiation Techniques (distance learning, 40 hours)
- CON 218, Advanced Contracting for Mission Support (classroom, 9.5 days)
- Two electives\*

The prerequisite for these courses is completion of Level I courses.

#### Level III Certification Courses

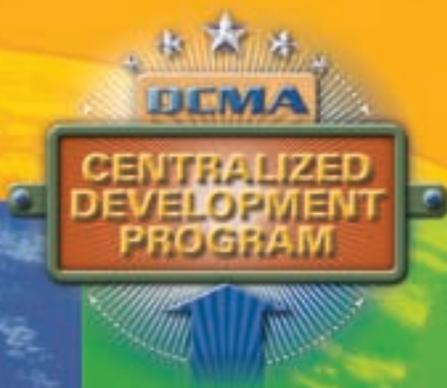
- CON 353, Advanced Business Solutions for Mission Support (classroom, 9.5 days)
- Two electives\*

The prerequisite for these courses is completion of Level II courses.

\* As agreed to by a supervisor, electives may include all training opportunities related to an employee's job or necessary for career development or for cross training. Electives may include no-cost distance learning or other training opportunities, assignment-specific courses funded by Defense Acquisition University/director, acquisition career management, or other training opportunities funded by a student's organization.

For more information on contracting career field certification, please visit the 2007 Defense Acquisition University academic catalog on Defense Acquisition University's Web site at <http://www.dau.mil/catalog>.

Source: *DAU Catalog*, 2007, Defense Acquisition University, 7 Nov. 2006, <<http://www.dau.mil/catalog>>.



## Program Elements

The DCMA Centralized Development Program (CDP) offers a variety of leadership, management, formal education and experiential development programs that provide a foundation for organizational excellence by cultivating a well-trained and educated workforce. Doing so enhances the knowledge, skills and abilities of DCMA participants in meeting and exceeding DCMA's customers' needs and expectations.

The CDP supports the vision and goals for the senior leadership team to: *Equip our employees with the competencies needed to provide extraordinary support to our customers.*

## Program Opportunities

For a complete description of all available developmental programs and application requirements, go to the CDP Web site at: [http://home.dcma.mil/dcma-hrw/Centralized\\_Dev\\_Pgms.htm](http://home.dcma.mil/dcma-hrw/Centralized_Dev_Pgms.htm).

## Eligibility

Eligibility varies by program. For eligibility criteria, refer to individual program descriptions on the CDP Web site at: [http://home.dcma.mil/dcma-hrw/Centralized\\_Dev\\_Pgms.htm](http://home.dcma.mil/dcma-hrw/Centralized_Dev_Pgms.htm).

## When and How Do I Apply?

A tasking memorandum is published yearly (August or September) requesting directors and commanders to nominate high-potential employees for CDP opportunities. The tasking memorandum outlines the process and requirements to apply for the different programs.

## Application Requirements

Applications are a shared responsibility between an applicant and his or her first-line supervisor. Interested employees should discuss opportunities with their supervisors. If a supervisor concurs, the employee lists the particular program on his or her individual development plan and prepares an application to be forwarded to the supervisor for endorsement.

Nominees must submit an application package that includes all the documents listed on the CDP application checklist and all documents listed under "Additional Application Requirements" in the program description on the CDP Web site at: [http://home.dcma.mil/dcma-hrw/Centralized\\_Dev\\_Pgms.htm](http://home.dcma.mil/dcma-hrw/Centralized_Dev_Pgms.htm).

## Centralized Development Program at a Glance

- **Leadership and Management Development Programs and Courses**
  - Department of Defense
  - Center for Creative Leadership
  - Office of Personnel Management
  - U.S. Department of Agriculture Graduate School
  - Senior Executive Fellows Program, Harvard University (GS 14-15)
  - Darden Executive Education School of Business Administration, University of Virginia (GS 13-14)
- **Experiential Learning Assignments (long term — six months to one year)**
- **College Degree Programs**
- **Professional Military Education**
- **Other Courses**



# Opening the Door of Opportunity



# Military Personnel — Essential to DCMA's Role as a Combat Support Agency

by Ms. Dianne Ryder, Editor in Chief

*Army Lt. Col. Reginald Terry became the new military personnel director at the Defense Contract Management Agency (DCMA) Aug.*

*15, 2006. Recently, we asked him about his new responsibilities.*

"I manage military manpower, assignments, reassignments, evaluations, awards, decorations, training and readiness for all military personnel in DCMA," said Lt. Col. Terry. So, what does

all that mean? "Getting the right people in the right places at the right time and making sure that they are adequately trained and that all their personnel processing is done in a timely manner."

When Lt. Col. Terry assumed his new position, he looked for ways to improve operations. "My major customers are the DCMA director, the division directors and the individual service members," he said. "Number one [concern] is that they aren't always getting the military personnel they need." According

to Lt. Col. Terry, DCMA presently has only 82 percent of its military authorizations filled because of priority needs in the global war on terrorism. "Some people are not going to get a position filled," he said. "One thing we are working on is a prioritized listing for fills. If you're number 100 on a list of 100, it's readily apparent that you're not going to get your fill, so commanders can examine other options for accomplishing the mission."

"Number two," said Lt. Col. Terry, "our Military Online Personnel System [MOPS] database is not accurate. The first thing I did was to tell Mr. Ernst, 'We've got to clean up this database and get one that is 100 percent operational for our purposes.' So we're working with [information technology] to upgrade our system and clean up our database."

"Number three, we're going through a huge reorganization — we're now a center, so we own all the military personnel folks in both Boston and Carson [Calif.], but we need to make sure that we can effectively support every division out there."

"Another thing we're lacking, but getting a handle on, is tracking every action that comes in here — what and where it is and its status for the entire time it's here. We weren't doing this well, and some actions were processed late. We must fix this problem, and we're building

**DCMA presently has only 82 percent of its military authorizations filled because of priority needs in the global war on terrorism.**

*“We are a combat support agency. Our military personnel are essential to that support.”*

an automated system to help us get visibility of every action we do.”

“Something else that’s hot is processing awards for personnel returning from deployment. Some people were not getting awards for six months to a year following their return. That is not the way to care for our people. We’ve created a system for sending electronic versions of award nominations directly to our inbox. As soon as we get a thumbs up from the appropriate commanders, we can process them within 72 hours to one week.”

“The final piece that was not working well, but we’re trying to fix, is in and out processing,” continued Lt. Col. Terry. “Sometimes, people are assigned here and don’t know where they’re supposed to go for support. If people don’t complete a proper in or out processing, we can’t do the things we must do to support them. We owe it to our military personnel to make the process simple and to make it readily apparent where they are to go for support.”

I also addressed with Lt. Col. Terry the perception that DCMA is an undesirable military assignment because many service members seem to believe they will not be competitive for promotion.

“Promotions in DCMA have been equal to or exceeded the Air Force and Army rates, so it’s an erroneous perception,” he said. “I think many people see DCMA as a ‘dead-end assignment’ because most military personnel report here as O-4s, O-5s or O-6s. Many of them are retiring and have come to DCMA as a final assignment.”

“The story we need to tell is that we are competitive for promotions, but we’re not a

retirement home. We change that retirement home perception by not permitting military personnel to homestead here for multiple tours until retirement.”

Since it appears the number of military personnel assigned to DCMA is decreasing, we also asked Lt. Col. Terry if this meant the Agency will eventually lose its military presence.



“We are a combat support agency. Our military personnel are essential to that support. While our military presence has decreased, and I think it will decrease further, military members are essential to what we do. I don’t think we are the same agency without our military personnel. The reality is that agencies like DCMA will have fewer military personnel, but they will never go away entirely. I don’t think that’s an option.”

**(Above)** Army Lt. Col. Reginald Terry, DCMA's military personnel director, manages military manpower, assignments, reassignments, evaluations, awards, decorations, training and readiness for all military personnel at DCMA. (Photo by Ms. Julia Wyant, DCMA Public Affairs)

# Transforming the Way We Think and Lead: Our Participation in the Executive Leadership Development Program

by Ms. Brenda Allen-Curtis, DCMA Headquarters, and  
Mr. Steven Abramowitz, DCMA Atlanta

Secretary of Defense Caspar Weinberger established the Executive Leadership Development Program (ELDP) in 1985 to train future executive leaders. Under the leadership of Under Secretary of Defense for Personnel and Readiness David S. C. Chu and sponsorship of Navy Rear Adm. Richard Mauldin, director, operational plans and joint force development (J-7), joint chiefs of staff, ELDP marked 20 years of training future executives for leadership positions in the Department of Defense (DoD).

To deal with today's terrorist and state-based threats, DoD requires leaders with a broad understanding of DoD and the capabilities of our warfighters. They must be able to work with other U.S. agencies, allies, partners and non-governmental organizations and be capable of operations at home or abroad.

The year-long program exposes participants to the roles and missions of each of the armed services, the function of combatant commanders, the military departments' civilian leadership, security concerns, U.S. and allied military capabilities, theater training and preparation for war. Students learned through both traditional methods — lectures, receiving and giving briefings, reading books and writing papers — and, to a large extent, by doing. Exposure to the challenges facing the warfighters and senior decision makers as well as studying the constitutional basis for the employment of our military forces gave students a comprehensive understanding of the DoD mission they all support.

**Secretary of Defense  
Caspar Weinberger  
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executive leaders.**

For this year's ELDP class, 53 students — 46 civilians and seven military personnel — were competitively selected from 564 worldwide civilian and military applicants.



*(Above)* Ms. Brenda Allen-Curtis (second row, second from left) training with German Army soldiers with fellow ELDP 2006 members.

*The experience challenged students both physically and mentally as they honed their strategic and tactical cognitive abilities.*

Activities included participation in a seminar on East Asian security issues hosted by Georgetown University that provided a dialogue with regional experts from academic institutions, think tanks and foreign governments. To fully understand the challenges facing our warfighters, students had to do more than read, write briefs and debate processes. They had to march on the ground, sail on the seas and fly in the air with soldiers, Marines, sailors, airmen and Coast Guardsmen. And so they walked the battlefields of Waterloo, Belgium, and Gettysburg, Pa., and hiked the ridgeline in Korea where Task Force Smith became the first American unit to engage hostile North Korean forces in 1950.

The experience challenged students both physically and mentally as they honed their strategic and tactical cognitive abilities. It infused them with physical and moral courage while filling them with compassion for others — both characteristics of great leaders.

The most memorable deployment for Defense Contract Management Agency (DCMA) participant Ms. Brenda Allen-Curtis, contract management examiner, DCMA Virginia, were the travels to the Republic of South Korea and the Pacific Command. “At the United Nations Command and Combined Forces Command Korea, we met with Gen. Paik Sun Yup, the Republic of Korea’s first four-star general and a veteran of the Korean War. His discussion of the combined efforts of U.S. and [Republic of Korea] forces during the Korean War and his moving recollections of General of the Army Douglas MacArthur were remarkable.”

Students also attended the 64<sup>th</sup> commemoration of the Pearl Harbor attack,

where Chief of Naval Operations Adm. Michael Mullen honored those who fought and fell on Dec. 7, 1941. They found the experience of talking to some of the Pearl Harbor survivors both incredible and surreal.



“My fondest and lasting memories were those of our training in the field with the soldiers, sailors and airmen of our armed forces and our allies,” said Mr. Steven Abramowitz, industrial property management specialist, DCMA Atlanta. “You cannot fully appreciate the people you support on a daily basis until you have walked in their shoes and faced some of the challenges they go through daily. The program really does channel your focus on the fact that we as civilians support the warfighters, and we must understand and embrace the concept of ‘One Team, One Fight.’”

Students found that ELDP has transformed the way they think and approach their jobs by instilling one simple principle: They must continually work to improve their leadership skills so that they may effectively support the warfighters.

**(Above)** Mr. Steven Abramowitz (left) receives instruction on ship electrical systems on board the USS Lake Erie (CG 70) during a cruise while deployed to Pearl Harbor, Hawaii.

# DLAMP Key to DCMA's Succession Planning Strategy



by Ms. Ashley Wuytens and Ms. Michelle Brignac, Public Affairs Interns,  
DCMA Public Affairs

**T**hree Defense Contract Management Agency (DCMA) employees recently completed the Defense Leadership and Management Program (DLAMP) in Arlington, Va.

DLAMP is a leadership development program for senior Department of Defense (DoD) civilians that is a key element of DoD's succession planning strategy. DLAMP combines education and development in

order to mature a select group of highly skilled and capable senior civilian leaders that, in the future, will be able to manage DoD's workforce and programs through a joint perspective using the skills needed to envision and plan for the challenges that may arise.

Mr. Gordon R. England, deputy secretary of defense, attended the graduation ceremony. His personal leadership philosophy, summarized into 15 leadership principles, include the

importance of one's time, ethics, life-long learning, teamwork, dignity and respect. Mr. England stressed these principles to the group as essential for their future leadership roles.

Dr. Moonja Kim, Knowledge Management Center, DCMA; Ms. Lisa Marie Clark,

operations director, DCMA Aeronautical Systems Division; and Mr. John Cappiello, contract operations manager, Joint Strike Fighter team, DCMA Lockheed Martin, were among 77 participants recognized by Undersecretary of Defense for Personnel and Readiness David S. C. Chu.

"When DLAMP started in 1997," explained Dr. Kim, "they had an ambitious plan to provide essential training to enable people to become DoD leaders at the senior executive service level. The program had strenuous requirements, such as 10 graduate courses that had prerequisites, a one-year rotational assignment, professional military education [PME] and a capstone seminar." She continued, "So when I started, I was really excited to be in the program."

Ms. Clark agreed: "I really appreciated the opportunities that this program gave me. I highly recommend the program; it is more than day-to-day lessons, and it gave me a great sense of the big picture and the organization as a whole. [It] included national security, business acquisition and leadership classes to name a few. It provided an ideal environment for networking along with chances to apply the things learned on a daily basis while seeing it come together as a whole."

**DLAMP is a leadership development program for senior DoD civilians that is a key element of DoD's succession planning strategy.**

*“I have created relationships and friendships with people that I know will last. It is a great sense of accomplishment to go through such an enriching experience together.” – Ms. Lisa Marie Clark*

“The overall program was outstanding and very rewarding both personally and professionally,” said Mr. Cappiello. “From the time I entered the program until I graduated, there was a restructuring of the program; initially there was a requirement to complete an established 10 senior-level graduate courses from the DLAMP established curriculum of 29 courses. The courses were two-week courses (80 hours of classroom time) designed to incorporate both government and commercial ways of doing business and were taught at two main locations.”

“During the leadership seminars, we learned about what’s happening with the president’s management agenda from top-level government officials,” said Dr. Kim. “We had to

develop new ideas to be presented to the Office of Management and Budget [OMB]; various teams worked very hard, even though it was not going to be presented to OMB.”

Participants of the program must have an advanced degree from an accredited institution or an advanced degree through PME or an accredited institution while in the program. Participants must also attend senior-level PME at one of the senior service schools or the National Defense University as well as two courses in executive leadership.

“I completed six of the required 10 courses before the program changed due to budget constraints requiring only a graduate degree from an accredited university,” Mr. Cappiello



**(Above)** Mr. Keith D. Ernst, DCMA acting director, (far left) and Mr. Robert Schmitt, director, DCMA Aeronautical Systems Division (far right), congratulate the DCMA Defense Leadership and Management Program graduates Mr. John Cappiello, Ms. Lisa Marie Clark and Dr. Moonja Kim.

*“This program has given me a breadth and depth of understanding about senior-level DoD workings that I would have never been able to see without this program.” – Mr. John Cappiello*

said. “The DLAMP integrated courses were the best reality-related graduate courses I have ever taken. It feels great to have completed such a high-level DoD leadership program.”

“This program also instills a great camaraderie and kinship among its participants,” commented Ms. Clark. “I have created relationships and friendships with people that I know will last. It is a great sense of accomplishment to go through such an enriching experience together; it is an opportunity for an education that is hard to find anywhere else.”

“I had an excellent rotational assignment at the Department of the Navy for the chief information officer,” said Dr. Kim. “I worked as a special assistant to the deputy chief information officer for enterprise integration.”

Mr. Cappiello echoed their enthusiasm: “This program has given me a breadth and depth of understanding about senior-level DoD workings that I would have never been able to see without this program. I feel that I am a better-rounded individual and a better leader as a result of this program.”

DoD organizations nominate people to participate in DLAMP through an annual competitive selection process. Selectees must be permanent DoD civilian employees in grades GS-13 through GS-15 or their equivalent. The goal of

the program is to give potential future leaders a DoD perspective, knowledge of national security, understanding and trust of the military mission and opportunity to acquire strong leadership and management skills.

“I would encourage people to participate in DLAMP and take advantage of the opportunities for a developmental assignment and educational opportunity,” said Dr. Kim. “I think that incorporating varied assignments and educational opportunities into an overall development plan would strengthen readiness for senior leadership positions.”

“Having Mr. Keith Ernst and Mr. Bob Schmitt in attendance for our graduation ceremony also meant a lot knowing it was not easy for them to break away from their busy schedules,” said Ms. Clark. “I really can’t say enough about the program and am grateful to have been a part of [it].”

When asked about recommendations for future participants, Mr. Cappiello said, “My recommendation to the participants is when it is time to attend the PME portion of the program to attend one of the service schools in residence for 10 months rather than complete the requirements in two years by correspondence. It is very difficult to focus on and complete the PME while performing your current job duties.”

Mr. Cappiello concluded by saying, “Overall, the DLAMP program is an outstanding leadership program, and I highly recommend the program.”

**“I would encourage people to participate in DLAMP and take advantage of the opportunities for a developmental assignment and educational opportunity.”**

**– Dr. Moonja Kim**

# Mastering Global Logistics Abroad



by Ms. Karen Pennington, DCMA Johnson Space Center, Texas; Mr. Edward Bridges, DCMA Chicago; and Mr. Daniel Wilson, Picatinny Arsenal, N.J.

In August 2006, Defense Contract Management Agency (DCMA) employees Mr. Edward Bridges, director, tactical wheeled vehicles, DCMA Chicago; Mr. Daniel Wilson, customer liaison representative, Picatinny Arsenal, N.J.; and Ms. Karen Pennington, administrative contracting officer, NASA Product Operations, DCMA Johnson Space Center, Texas, embarked on the opportunity of a lifetime as they joined their master's of business administration (MBA) cohort in Bangkok, Thailand, to begin a two-week international study tour of Asia. The trip was part of the logistics and technology (LOGTECH) MBA curriculum, scheduled to take place after the completion of one year of online studies.

The LOGTECH MBA program is an approved DCMA centralized development program with the U.S. Army Materiel Command as executive agent. It is an innovative program primarily focused on military and corporate logistics. The Institute for Defense and Business (IDB) at the University of North Carolina's Kenan-Flagler School of Business manages the program with the

online portion provided by Indiana University's Kelley School of Business. The LOGTECH MBA integrates the experience of military officers, civilians and private industry in an academic environment.

One of the program's highlights is an international trip. After experiencing it firsthand, this trio of DCMA employees understands the program's benefits better than ever — as much as one can gain from book knowledge, there is no substitute for hands-on education.

In light of the program's goal of providing students with the opportunity to master global business, this tour included visits to various government, military, academic and international business sites. Fifteen MBA students, along with Mr. Van Noah, LOGTECH MBA director, Mr. William T. Powell Jr., president of IDB, and Dr. Clay Whybark, University of North Carolina professor, set out with a hunger for knowledge and Asian cuisine

In August 2006, three DCMA employees embarked on the opportunity of a lifetime as they joined their MBA cohort in Bangkok, Thailand, to begin a two-week international study tour of Asia.

(Above) A mural at Suvarnabhumi Airport, Bangkok, Thailand, designed to infuse Thai culture into the otherwise modern, Westernized airport terminal.

*Mr. Bridges, Mr. Wilson and Ms. Pennington found that as much as one can gain from book knowledge, there is no substitute for hands-on education.*

to observe logistical operations thousands of miles from home.

On the first stop of the tour, the group visited with Thai senators, the vice president of the Senate, deputy prime minister and vice chief of staff of the Royal Thai Army. This visit was of such significance that it appeared on the Bangkok evening news. The group heard about political challenges facing the country, where coups are a common occurrence. One issue that continually arose was the potential construction of a canal across Thailand's portion of the Kra Isthmus, a narrow landbridge connecting the Malay Peninsula with Asia's mainland. Such a canal would offer many benefits as well as challenges. A feasibility study on constructing the canal is underway with IDB's assistance.

The group also visited the largest airport terminal in the world presently under construction 19 miles outside of Bangkok.

Suvarnabhumi International Airport opened for international travel Sept. 28, replacing Don Muang Airport. The president of the Thailand airport authority led the students on a tour of the facility. The new terminal will ultimately serve 100 million passengers a year. Completing the terminal was no easy feat. The airport was in the planning stages for 40 years and under construction for over four, with multiple delays due to cost overruns, construction problems and political unrest. The airport project cost \$4.1 billion (U.S.) — an 80 percent increase from the original estimate. Suvarnabhumi was indeed a project manager's worst nightmare.

Students also heard from members of the Kenan Institute Asia regarding their endeavors to improve the quality of life and education in Thailand and from the Thai International Freight Forwarder Association (TIFFA) — one of the first companies to introduce radio frequency identification (RFID) technology



**(Above)** Navy Cmdr. Kevin Redman viewing operations at the Red Dragonfly shoe manufacturing facility in Shanghai, China, with a few other LOGTECH MBA students following close behind.

*“This trip was worth every dollar, baht, yuan or won spent.”*

*– Ms. Karen Pennington*

into Thailand. Using electronic data interchange, various shipping and customs documents are electronically stored and tracked using RFID. TIFFA coordinated with officials from the airport, customs and ports authority and implemented infrastructure at each point to enable real-time identification of the status of shipments. While implementing many technological advances, the students found it interesting that RFID readers are not in use at Suvarnabhumi Airport. The Thai government plans to install these readers at the airport later.

From Bangkok, the group headed to Shanghai, China, where they had the opportunity to ride the state-of-the-art Maglev (magnetic levitation) train. The Maglev reached a speed of 301 kilometers per hour, (187 mph) — twice as fast as Amtrak’s fastest commuter train. At another stop, Boeing Shanghai Aviation Services, a joint venture created less than one year ago between Thailand and China to establish an aviation maintenance facility, briefed the students. The MBA students also learned of the many challenges associated with foreign operations. The group then finished the China portion of the tour at the Shanghai Urban Planning Center, where they viewed models of the planned landscape of the future city.

In South Korea, the group visited Pohang Steel Company, a global steelmaker with \$26 billion in sales in 2005 turning iron ore, coal and limestone into various steel products using mechanized processes. The trip ended with a visit to the South Korean military attaché and two of the many universities in Seoul. The president of Kwangwoon University, Dr. Sang-Chul Lee, discussed the business structure used to achieve his goal of becoming the preeminent

information technology university in the world.

The cohort of students recognized, more than ever, that this international study tour was an added bonus to the already incredible opportunity of walking away with a LOGTECH MBA. Ms. Pennington said, “This trip was worth every dollar, baht, yuan or won spent.”

More information on the LOGTECH program is available at <http://www.logtech.org/logtech/default.aspx>.



**(Above)** From left: DCMA employees Mr. Ed Bridges, Ms. Karen Pennington and Mr. Daniel Wilson in the Shanghai Business Urban Planning Center in Shanghai, China.

# Tomorrow's Leaders



**O**n Sept. 11, the Defense Contract Management Agency (DCMA) announced the selection of 26 high-potential applicants for the Agency's new leadership initiative, "Tomorrow's Leaders." The program represents DCMA's effort toward preparing civilian employees for positions of increased responsibility. Members of the senior leadership team interviewed and evaluated each candidate's goals and job performance. These attributes are key selection criteria for selecting candidates for leadership positions throughout DCMA.

The employees selected in the first group include, front row, from left: Mr. George Slagle, DCMA Texas; Mr. Joseph Duran, DCMA Texas; Ms. Minerva Blanco, DCMA Americas; Ms. Vivian Hill, DCMA Atlanta; Dr. Moonja Kim, DCMA Headquarters; Ms. Myra Tate, DCMA Lockheed Martin Marietta; Ms. Rosemary Hamilton, Information Technology Customer Support Office, Boston; Mr. Brian Gerst, DCMA Northrop Grumman Baltimore; and Mr. Charles Kiessler, DCMA Headquarters; center row, from left: Ms. Tracey Johnson, DCMA Lockheed Martin Marietta; Mr. Neil Mintz, DCMA Long Island; Ms. Susan Farinacci, DCMA Syracuse; Ms. Lisa Haptonstall, DCMA Headquarters; Mr. Eldon Davenport, DCMA Lockheed Martin Denver; Mr. Michael Lowry, DCMA Space Satellite Operations, Sunnyvale, Calif.; Ms. Fadette Berthold, DCMA Boston; and Mr. Daryl Gunn, DCMA Aircraft Integrated Maintenance

The program represents DCMA's effort toward preparing civilian employees for positions of increased responsibility.



Operations, Fort Walton Beach, Fla.; back row, from left: Mr. David Yelton, DCMA Texas; Mr. Joseph Brown, DCMA St. Petersburg; Mr. Victor Dias, DCMA Virginia; Mr. Jay Hutson, DCMA Northern Europe; Mr. David Fagan, DCMA Northrop Grumman Baltimore; Mr. Gerard Woodlief, DCMA Boeing Seattle; and Ms. Stacy Scantlebury, DCMA Atlanta; not pictured: Ms. Melinda Vernon, DCMA Dayton, and Mr. Todd Garret, DCMA Huntsville.

For information on the Tomorrow's Leaders initiative, refer to the Leadership Web page or contact Ms. Juanita Wheeler at (703) 428-0813 or [juanita.wheeler@dcma.mil](mailto:juanita.wheeler@dcma.mil).



**(Top)** The members of the Agency's first "Tomorrow's Leaders" class. (Photo by Ms. Dianne Ryder, DCMA Public Affairs)

**(Above)** Mr. Keith Ernst, DCMA acting director, addresses program participants. (Photo by Ms. Dianne Ryder, DCMA Public Affairs)

# Charting the Way Ahead

## Navy Special Emphasis Programs Operations Contract Management Office Holds First Conference



by Ms. Ann Jensis-Dale, DCMA Public Affairs

**T**he Defense Contract Management Agency's (DCMA) recently established Navy Special Emphasis Programs Operations Contract Management Office (NSEO CMO) hosted its first conference Sept. 12-14, 2006, at the Maritime Institute, Linthicum, Md.

The NSEO CMO, established as part of the Agency's realignment effort, provides improved customer support and ensures a dedicated, highly skilled workforce administers the Navy's critical safety items and special emphasis contracts. The CMO supports the initiatives and agreements defined in memoranda of agreement (MOA) with the Naval Sea Systems Command (NAVSEA) and the Naval Reactors Directorate.

DCMA Acting Director Mr. Keith Ernst, newly appointed Naval Sea Systems Division Executive Director Mr. Steven Bogusz, Aeronautical Division Executive Director Mr. Robert W. Schmitt and NSEO CMO Deputy Commander Mr. Robert Kennedy represented the agency and NSEO CMO senior leadership. The majority of the NSEO CMO group and team leaders were in attendance. Each of the NSEO CMO group leaders gave presentations on their hiring processes and initiatives underway to improve support to their customers. Ms. Mary Jane Costa, the senior technical advisor to the Naval Sea Systems Division, gave a presentation on DCMA and NAVSEA's teaming for success.

The DCMA and NAVSEA MOA signed Nov. 28, 2005, teams the organizations to improve the technical training of the NSEO CMO quality and technical workforce and to develop metrics measuring the effectiveness of DCMA's in-plant quality assurance oversight and supplier product quality for all Navy Special Emphasis Program (NSEP) and ship critical safety items.

NAVSEA and NSEP key customers attended the conference and gave presentations on a variety of topics including NAVSEA's competency alignment and Lean Six Sigma initiatives and how they view the NSEO CMO as an extension of NAVSEA's NSEO community. NAVSEA's senior leadership was represented by Mr. Pat Tamburrino, NAVSEA executive director; Mr. John Koury, NAVSEA technical representative – Pittsburgh; Navy Rear Adm. Kevin McCoy, NAVSEA ship design, integration and engineering; Mr. Elliot Branch, NAVSEA contracts; Mr. John Butler, NAVSEA director, supplier product quality; Navy Cmdr. Rick Seraiva, director, NAVSEA submarine safety and quality assurance; Mr. Dennis Moran, acquisition support product manager, Naval Sea Logistics Center – Detachment

**The NSEO CMO, established as part of the Agency's realignment effort, provides improved customer support and ensures a dedicated, highly skilled workforce administers the Navy's critical safety items and special emphasis contracts.**

*The major theme throughout all of the NSPE customer presentations was the criticality of the NSEP material and diminishing financial and personnel resources.*



Portsmouth; Mr. Dan Hohman, director, quality assurance Naval Inventory Control Point (NAVICP) Code 874; Mr. Harry Baker, director, Submarine Safety Certification Program and deep submergence systems quality assurance and program management division; and Ms. Judith Patno, supervisory contract administrator, NAVICP Code 873. Representatives of the Supervisors of Shipbuilding Conversion and Repair Newport News (Va.) and Groton (Conn.) attended and gave presentations on future workload at the shipyards and its impact on DCMA support at the field level.

The major theme throughout all of the NSPE customer presentations was the criticality of the NSEP material and diminishing financial

and personnel resources. To be successful in the future, NAVSEA and DCMA must team and execute their strategic plans to improve the quality of products delivered to the Navy.

Despite all of the formal presentations, there was still time for networking. On the final day for the quality and contracts group, impromptu discussions on improving teaming opportunities and establishing effective lines of communication occurred.

Funds permitting, the NSEO CMO will host another conference next spring.

**To be successful in the future, NAVSEA and DCMA must team and execute their strategic plans to improve the quality of products delivered to the Navy.**

**The CMO supports the initiatives and agreements defined in memoranda of agreement with the Naval Sea Systems Command and the Naval Reactors Directorate.**

*(Above)* Attendees of the first Navy Special Emphasis Programs Operations Contract Management Office. (Photo by Mr. Ira Sauber, Naval Special Emphasis Operations)

# Part of the Family — DCMA Syracuse Supports the Army's "Warlock Duke" Program

## An Interview with Mr. Edward Bair, U.S. Army Program Executive Officer Intelligence, Electronic Warfare & Sensors

by Ms. Lisandra LaShomb, DCMA Syracuse



**R**adio-controlled improvised explosive devices (RCIEDs) have killed or wounded a large number of Iraqi and U.S. personnel and have severely curtailed travel on Iraqi roads. It is a problem requiring an immediate solution, and the Program Executive Office for Intelligence, Electronic Warfare and Sensors (PEO IEW&S), in partnership with the Defense Contract Management Agency (DCMA), has set about finding it. One solution that is being developed by PEO IEW&S is "Warlock Duke," a system capable of jamming most RCIEDs.

To learn more about the way in which DCMA Syracuse worked with PEO IEW&S for the system's rapid deployment, I spoke with Mr. Edward Bair, program executive officer, IEW&S.

**Lisandra LaShomb:** In your opinion, how critical was the "Warlock Duke" program to the Army, the war effort, the Army's Communications and Electronics Command and the Department of Defense?

**"I consider DCMA an invaluable member of the acquisition team."**

**Edward Bair:** Extremely critical ... you can read in the press about improvised explosive devices, and the ability to combat them and deal with them is an absolute lifesaving issue from an Army, ground forces and coalition forces standpoint. It's absolutely essential.

**LL:** It appears you used DCMA as an independent source of information for the program — was this your plan from the beginning?

**EB:** Yes, I consider DCMA an invaluable member of the acquisition team. My view is

(Above) Mr. Edward Bair, program executive officer, IEW&S

*“The interpretations and assessments of DCMA Syracuse’s were invaluable to me because they were factual, they explained why they felt that way, you could follow them logically and you could make the determination from a risk.”*

that the more information I have, the better decisions I can make. Or the more information I have, the better I can help people get things done and expedite things. I have always considered DCMA a valuable member of the team. I’m not sure that DCMA has always lived up to my expectations; however, in this particular case, DCMA Syracuse more than lived up to my expectations by proactively getting engaged and being our eyes and ears on the ground.

**LL:** How accurate was the information DCMA Syracuse provided in reflecting the actual status of the program?

**EB:** I don’t believe it was a question of the accuracy of the data. I think there was a general common understanding of the data. I think there were differences in the interpretation of what the data meant and [its] relevance. I would characterize DCMA as leaning more toward the conservative side of the ‘show me, I’ll-believe-it-when-I-see-it — I’m-from-Missouri’ type view. As opposed to the program manager who is pressing like heck and willing to accept risk along the way and tending to gloss over some things or say, ‘Oh, we can get to that later.’ Together they perform a great balance for each other. But I don’t think there was ever an issue in terms of the accuracy of the data. The interpretations and assessments of DCMA Syracuse’s were invaluable to me because they were factual, they explained why they felt that way, you could follow them logically and you could make the determination from a risk. I mean, that’s what this is about: everybody agreeing on the data, so the accuracy ought to be there. If it isn’t, we have serious problems. The issue is managing the risk and taking prudent risks or understanding when you shouldn’t be taking prudent risks. In this particular partnership, I think DCMA Syracuse did an outstanding job.

**LL:** The supply chain is an integral part of the program where DCMA worked to meet on-time delivery. How critical do you feel DCMA was in helping you meet those on-time deliveries?

**EB:** Absolutely essential. I think when you talk about supply chain [and] accelerating a product to be successful, you have to attack the supply chain. All too often people attack the prime contractor. The prime contractor only controls some of what actually gets done, mostly the normal-end assembly and then the processes. If you look in the case of this program, we were totally dependent on some 22 supply chain vendors; if they couldn’t meet schedules, if they couldn’t produce the surge in quantities that we needed, we weren’t going to meet the schedule demands that were placed on us. I think DCMA in conjunction with the program manager’s office did a great job of getting out with the individual critical suppliers, being on site, assessing their processes [and] helping them work through and accomplish their jobs.

**LL:** Did you observe any communication problems between DCMA, the program management office and the supplier?

**EB:** Yes; in the beginning there were clear communication challenges, differences of opinion. But the key to that, as I mentioned when we talked about management, was getting down to the common data. There is no excuse if we can’t agree upon data status facts. ... I believe in the beginning there were miscommunications by people misinterpreting what was asked for or what they wanted as different ... and people had different views of how you go about accelerating things or how you approach things. It wasn’t until they all got in a room together and had little emotional sessions with each other to get over things,

*“My view is that when you’re one big, happy family, you’re all together in this. ... Even if it’s ugly, even if it’s bad, the family should all get together, rally around the flag, rise to the occasion and do what they think is in the best interests of the family.”*

which I think is probably normal in forging a team, [that things improved]. I mean, you’ve got to take disparate groups (whether it’s the program manager’s office, DCMA or suppliers) and get them in the same room, and there’s got to be a degree of building a trust and confidence in each other. ... Once they got to the understanding of common data and looking at common processes, they overcame this.

**LL:** How effective has DCMA been in responding to your concerns and issues throughout the program?

**EB:** Very effective, very responsive. I mean, there was no higher priority program for me — I think I made that abundantly clear — and to DCMA Syracuse’s credit, they responded and stepped up, and, at least from my standpoint, it seemed like it was their highest priority program. ... They were responsive or there when they needed to make things happen, providing assessments, overseeing processes, acceptances, [etc.]. My hat’s off to DCMA Syracuse. In this particular instance, they were extremely, extremely responsive and invaluable as a partner.

**LL:** When speaking about the personnel who worked on the program, you often refer to them as “one big, happy family.” Can you expand on that?

**EB:** My view is that when you’re one big, happy family, you’re all together in this. ... I’m fortunate that I have three kids and my wife. ... I often think back to the personal experience of the screaming, shouting, yelling and complaining in the house of teenagers,

college kids and mom and dad and battles over who’s in control, who’s not in control, what the rules are, ‘I don’t want any rules’ ... and all these things. But at the end of the day, we were all going in a common direction. When I talk about [us being] one big family, that allows for differences of opinion [and] arguments.



[When among] family, that is the time to kind of let everything down, get everything on the table and get everything out in front of each other. Even if it’s ugly, even if it’s bad, the family should all get together, rally around the flag, rise to the occasion and do what they think is in the best interests of the family. And I truly believe that’s what this team did. It’s not, ‘What does the person who’s in charge of the team think about you?’ It’s not, ‘What does the boss of the boss who’s not even on the team think of you?’ It’s, ‘What is the trust level, what’s the confidence level, what’s the respect level that you have from your peers on the team?’ If you’re not a team player, everybody on the team will see that, and you’ll be a pariah, and they will very quickly cut you out. However, if you’re in there rolling up your sleeves, helping one another and backing up

**(Above)** DCMA Syracuse program support team — back row, from left: Mr. Robert Graham, Mr. Paul Chayka and Mr. Kevin Reagan; front row, from left: Army Lt. Col. Floyd Smith, Ms. Mary Walker, Ms. Chere Dunphy and Mr. Steve Roberts.

*"I think it's a great partnership with DCMA, but you've got to engage, you've got to invest time with them, you've got to be part of the family."*

each other, they'll very quickly see that as well. That's what forges the bonds necessary for a successful, cohesive unit. One of the greatest attributes of the military is the ability of a unit to act as one. When they go into a mission, whatever that mission is, they are acting as a unit, not 20 or 20,000 individuals hanging out doing their own thing. They all have their own responsibilities, and they're backing each other up along the way. Everyone's always there to help each other and do what is necessary.

**LL:** As a program executive officer, do you see DCMA as a valuable partner in the acquisition management life cycle?

**EB:** Yes, I see them as a valuable partner. ... Partnerships don't happen by signatures on paper — [they] happen by investing in them and working together. The foundation of an effective partnership is not a piece of paper — [it] is trust and confidence and respect for each other; you've got to engage [one another]. I think too often, historically, program managers don't engage DCMA necessarily

or DCMA doesn't engage the program managers. It's a two-way street. ... DCMA's role was to be there, on the ground in the contractors' facilities, to provide independent U.S. government oversight, or insight ... for those contractor facilities that they have responsibilities for. We don't need to duplicate that. That would be inefficient. We need to embrace [DCMA's mission] and utilize that. That's part of building an effective partnership. I think it's a great partnership with DCMA, but you've got to engage, you've got to invest time with them, you've got to be part of the family.

*For more information about the Warlock Duke program, see the article "Making the Impossible a Reality" on page 50 of the summer 2006 issue of Communicator.*



**(Above)** From left: Mr. Edward Bair and Ms. Lisandra LaShomb, office automation assistant, DCMA Syracuse

# Through the Portal



by Ms. Katherine H. Crawford, Staff Writer

*Approximately one year ago, the Information Technology Customer Service Organization (ITCSO) at the Defense Contract Management Agency (DCMA) rolled out the Enterprise/Workspace Portal. Since its debut, the portal has offered a customized workspace for employees and increased opportunities for collaboration. Despite these benefits, many employees remain unclear about the portal's capabilities and technicalities. To learn more about the portal, I spoke with Mr. Gary Moorman, DCMA portal program manager, Mr. Matt Cowan, DCMA portal developer, and Mr. Jacob Haynes, DCMA information technology (IT) software acquisition director.*

**Q:** What is the Workspace Portal, and where can it be found?

**Gary Moorman:** People have many different ideas of what the portal is. Some think it's a Web site or a Web page, some a collaborative tool, others a way of bringing together systems for common access. The reality is that it's all of these things — there are tools, Web access and infrastructure items. It's one-stop shopping.

There used to be two versions of the portal: one that you could access through the Intranet and one that you could access by clicking on the eTools icon on your desktop that existed side-by-side with the Internet. In early October, both were unified to integrate fully with the Internet, and entering through either will get you to the same place.

**Q:** What is the objective and what are the capabilities of the Workspace Portal?

**GM:** Several years ago, requirements came from DCMA's senior leadership team for a workspace that would facilitate collaboration and be powerful enough for the 10,000 Agency employees plus double that number of outside users [without] high maintenance costs.

**Matt Cowan:** The portal allows users to:

- Manage documents (file check-in/check-out) with version control;
- Access message threads and discussion threads;
- View Agency announcements;
- View and create task lists;
- View and create calendars for group projects;
- Access Microsoft Publisher and subsequently create documents and mechanisms for their approval and limit viewable content to specific users/groups as needed;

**Since its debut, the portal has offered a customized workspace for employees and increased opportunities for collaboration.**

*“The portal allows community administrators to create a collaborative environment for their teams to engage in knowledge sharing, share documents, work in an integrated environment and view tasks for the day.” – Mr. Matt Cowan*

- Access Macromedia Studio to create dynamic data tables;
- Access My Page, where users can build personal pages with customized content;
- Access Adobe Breeze to set up Internet meetings and post meeting material documents
- Access Content Canvas in which community administrators can design Web pages using [the computer programming Hyper Text Markup Language (HTML)].

**Jacob Haynes:** All of these features and programs cause the portal to become a work multiplier.

**Q:** What are some concrete examples of the ways in which the portal helps employees?

**MC:** The portal allows community administrators to create a collaborative environment for their teams to engage in knowledge sharing, share documents, work in an integrated environment and view tasks for the day.

**GM:** Users can open the portal and customize it, which is easy to do after going through the basic training all employees received. The vision for the portal is that of

a self-manageable system where community administrators can do most of the basic maintenance for their pages.

**Q:** What are some of the best attributes of the portal?

**MC:** I really like the document check-in/check-out capability that allows for version control because each iteration of the document is saved — IT uses this feature a lot. Because the portal is accessible everywhere [via the Intranet], people can save documents to their portal space instead of thumb drives. Saving documents to the portal allows them to be accessed from anywhere at any time through a secure site.

**Q:** What are some of the weakest attributes of the portal?

**MC:** The communities that are set up on the portal are autonomous, and this can become a challenge because individual users may [have access] to particular sites and documents that their coworkers do not due to the security and access rights that have been set up, which creates confusion. Consequently, 90 percent of help desk tickets are security related as people have questions about what they can and can't access and why. And some community administrators are great at setting up pages and others aren't, and this can cause difficulties for users as well.

**Q:** Recently, there have been changes/modifications to the portal — what are some of these changes, and why are they being made?

**GM:** The big change that took place recently was the merging of the eTools suite of applications with the Workspace Portal site, which was very smooth and resulted in only two help desk tickets. The portal is logged into

*(Above)* From left: DCMAIT-Acquisition employees Mr. Gary Moorman, portal program manager, and Mr. Matt Cowan, portal developer (Photo by Ms. Katherine Crawford, BRTRC)

*“We have been concentrating on making the portal as customizable as possible for individual users. The next phase of portal development will give them even more tools for collaboration and access to data from other systems such as eTools.”*

– Mr. Gary Moorman

approximately 10,000 times a day, so two requests for help is an extremely small percentage of daily use.

**MC:** The portal is a constantly changing environment because we are always modifying it, and there are always new [applications] being rolled out. Right now we’re looking at ways to allow the migration of shared drive files to the portal.

**Q:** Is IT taking any steps to make the portal more user-friendly?

**MC:** We’re taking a lot of the user feedback into account and tracking help desk tickets to see what types of issues users are encountering.

**GM:** We need to have a centralized location to gather requirements to make sure users aren’t duplicating efforts, with different users in different communities setting up the same types of programs. We also need to prioritize requirements and examine all community resources to ensure that they’re being best utilized. These steps are necessary to provide the best support possible to help customers, and we’re working on implementing them.

**Q:** Prior to its roll out, the Workspace Portal was touted as benefiting customers by making information more readily available to them — what has been the feedback from customers?

**GM:** We have been concentrating on making the portal as customizable as possible for individual users. The next phase of portal development will give them even more tools for collaboration and access to data from other systems such as eTools.

**MC:** We have received lots of positive feedback about the portal, and we’re finding that people

are really enjoying having a personalized space in which to work, and the number of requests to add applications to the portal is increasing. For example, we’ve had many requests to add [Microsoft] Access databases to the portal for various groups, but there are a lot of technological challenges with adding databases — you can’t just take a database with all of its data files and stick it on the portal.

**Q:** Why is there a separate log in for the Workspace Portal?

**MC:** We are in the initial testing phases for CAC [common access card] recognition for the portal, and this should be in place by the end of the year. Once this feature is operable, when users log into their computers they will be taken to their customized portal space without having to enter a separate username and password.

**Q:** Is there anything else about the portal that you want to mention?

**MC:** We would like to see the number of community administrators increase and have them begin to mentor others.

**JH:** I’d like to thank Matt and Gary for leading the changes to the portal, which have been seamless, and say that we’re looking forward to even higher usage. I’d also like people to know that we’re open to recommendations for continuously upgrading the portal to maximize its abilities to help users do their jobs and, ultimately, support customers.

**“We have received lots of positive feedback about the portal, and we’re finding that people are really enjoying having a personalized space in which to work, and the number of requests to add applications to the portal is increasing.”**  
– Mr. Matt Cowan

# Reaching Out for a Common Goal: Recruiting for a Diverse Workforce



By Ms. Dianne Ryder, Editor in Chief

*Recently, I sat down with Ms. Loretta Haley, director, DCMA Equal Employment Office (EEO) mission support center; Ms. Anita Boush, DCMA equal employment manager; and Ms. Rosemary Waddon, DCMA*

*Human Resources (HR) specialist to talk about some of the joint outreach programs EEO and HR are working on.*

**Dianne Ryder:** Tell me about some of the joint outreach efforts.

**Loretta Haley:** Since the establishment of the EEO Mission Support Center, we have had more of an opportunity to work hand in hand with HR to try to bring to fruition some of our consolidated EEO and service-oriented initiatives. As we examined the center's

infrastructure, we looked to see what areas we needed to concentrate our efforts in to make ourselves more visible to our customers internally and, at the same time, try to draw in applicants to help make our workforce more diverse.

As a result, we have established structured workgroups in the EEO community to address those areas where we need to make improvements or heighten awareness. Some of those areas were in outreach, marketing, recruiting and training — everything that would enable us to work collectively with HR toward meeting human capital goals within the Agency's integrated recruitment plan (of which we are an integral part).

All of those areas naturally coincide with HR initiatives, so we wanted to ensure that we brought up any issues that we knew had come up through our community to bounce that off HR. For example, our training workgroup discovered some EEO training discrepancies posted in the HR [Web] portal; so we made contact with Clo Taylor, the director of the Workforce Development Center, and she corrected the problem immediately. The result: improved service to our customers and improved processes, so the workgroups *are* working. It also gives us an opportunity to participate in training that HR may be conducting but we have an interest in from an EEO perspective — a practice that has led

**“Since the establishment of the EEO Mission Support Center, we have had more of an opportunity to work hand in hand with HR to try to bring to fruition some of our consolidated EEO and service-oriented initiatives.”**  
– Ms. Loretta Haley

*“Before, the EEO offices individually reported to the district directors, so people were off doing their own things. ... It was just impossible for us in the policy stance to keep a grip on what was going on across the Agency.” – Ms. Loretta Haley*

to several joint ventures. An example of this is when Anita Boush and Cecilia Anderson [HR] teamed up in mid-August to conduct training in Baltimore, Md., for the Special Programs Division diversity council.

**Anita Boush:** A couple of the initiatives that deserve recognition are the Asian federal career advancement summit held May 2006 in Washington, D.C., where EEO and HR collaborated to set up and man an outreach/marketing booth at the summit. The summit, the first of its kind [and] sponsored by the Department of Labor, was developed to resolve shortages of Asian Pacific Americans in senior executive and management positions. It focused on providing management insights, skills training and other career opportunities to help Asian Pacific American government

employees maximize their potential. DCMA was among many federal agencies that participated in the exhibits, which allowed agencies the opportunity to conduct outreach to over 800 Asian Pacific American federal employees, distribute information about DCMA’s programs and initiatives and recruit and promote DCMA’s employment/development programs. EEO and HR also collaborated on a very similar outreach effort at the Tuskegee Airmen convention in Phoenix, Ariz., in August 2006, where there was an opportunity to meet more than 1,000 convention attendees. The convention brought together seven aerospace organizations focused on exposing minority youths to aviation and aerospace technology to motivate them to become aviators in the future. We collected more than 50 résumés for consideration from



From left: Ms. Anita Boush, Ms. Rosemary Waddon and Ms. Loretta Haley discuss some of their joint initiatives. (Photo by Ms. Dianne Ryder, DCMA Public Affairs)

*The collaboration between this office and HR “has always been done on a policy level, but it didn’t trickle down to the operational level.” – Ms. Anita Boush*

federal civilian employees as well as active-duty military personnel seeking post-retirement employment with DCMA.

**DR:** This synergistic relationship with HR seems like a “no-brainer” — is there a reason this wasn’t happening before the establishment of the center?

**LH:** It’s not that it wasn’t happening before *at all*, it’s just that when we came together as a result of the realignment and established our overarching goals for the center collectively it came to our attention that we could make some improvements. Before, the EEO offices individually reported to the district directors, so people were off doing their own things. We had (and still have) a small policy office with three individuals. It was just impossible for us in the policy stance to keep a grip on what was going on across the Agency.

**AB:** I’d like to add that [the collaboration between this office and HR] has always been done on a policy level, but it didn’t trickle down to the operational level. It wasn’t until the realignment of the center that we were able to get that structure from an operational standpoint.

**LH:** Now everything we do as a center, we do collectively — we strive for uniformity, consistency in approaches in

dealing with our customers and assurance that the senior leadership knows through awareness and face-to-face visits that the center is here and of the services we provide. For example, before, there was no uniformity in how EEO training was taking place — in one location you may have had EEO staff actually conducting the training, in other locations, you had EEO staff using collateral duty special emphasis program managers going out doing training and at some entities you had contractors doing the training — there was no consistency. So the establishment of the center really is helping to improve the visibility of available services to our customers across the board in all areas; training is only one example. I think that’s what the difference is: it’s not that it hadn’t been happening, it’s just that there wasn’t any uniformity or consistency — no correlation in the timeliness in which things got done, none of that ... the dots just weren’t connecting.

**DR:** So how did you go about “tightening up the process” and making sure everyone got on the same page?

**LH:** Everything that we do, I try to make it a collaborative effort across the center. We have three equal employment managers [EEMs] for the different sites — one for headquarters, one for Boston and one for Carson [Calif.]. If I, as the center director, do not communicate with the entire center staff, I communicate with my EEMs constantly so we stay in sync about what we’ve done or we need to do in a particular area on any given day. On the other hand, the whole center staff developed our overarching goals, mission and vision. We had a teleconference and everyone was in on it, so there’s an element of cohesiveness. That is how we formed the workgroups. It’s essential that

**“Now everything we do as a center, we do collectively — we strive for uniformity, consistency in approaches in dealing with our customers and assurance that the senior leadership knows through awareness and face-to-face visits that the center is here and of the services we provide.”**

**– Ms. Loretta Haley**

*“It’s essential that the workgroups actually work — that execution takes place — because their success impacts the entire Agency.” – Ms. Loretta Haley*

the workgroups actually *work* — that execution takes place — because their success impacts the entire Agency.

**DR:** Are you using the newly established EEO Web site as a tool to advertise your outreach efforts?

**LH:** Absolutely we are. On our services across the board, events that are coming up, any specific topics that we know of, issues that need to get out to the community at large. It’s a wonderful Web site! We encourage you to visit us at <http://home.dcma.mil/cntr-dcmaco/index.htm>.

**DR:** Obviously a benefit to DCMA as a result of this collaboration is the ability to recruit a more diverse workforce, but is it too early to accurately measure the success rate of these efforts?

**LH:** In so far as changing the numbers, yes, it’s a little too early.

**AB:** But you know, it also benefits the Agency with respect to streamlining, standardizing and consolidating the processes — everybody is getting the same information. It is extremely valuable ... because with the Agency’s realignment there may have been a completely different process in one organization on how to request, for example, a reasonable accommodation [for a disabled employee]. Now, no matter where you are in the Agency, you’re going to get the same information, and that’s very beneficial.

**LH:** That’s right. It’s also another example of how collaboration works in that EEO, HR, general counsel and other stakeholders, such as information technology and facilities,

have come together to develop a uniform set of guidelines for requesting reasonable accommodation.

**AB:** I think that it’s going to be so beneficial to the Agency because it will reduce the Agency’s liability as well as expedite processes.

**Rosemary Waddon:** In addition to minimizing the requests, it’ll help employees know the processes so they’re not talking to 10 different people, and it’ll improve productivity.

**DR:** How do EEO and HR coordinate on the *Hire a Hero* program?

**RW:** We’re out recruiting — we’ve been to a couple events just recently. We went to the Army facilities in San Antonio and Augusta, Ga., where we talked to disabled veterans and collected their résumés. In addition, we have visited and continue to visit Walter Reed Medical Center in Washington, D.C. Upcoming events for *Hire a Hero* include visiting Norfolk, Va., to recruit disabled Naval veterans.

And regarding other recruitment programs, on Nov. 2, we went to the University of Virginia for the diversity career day, and we just did a job fair at Morgan State University, which is a historically black college, and also at Virginia State University for our Keystone Program. We also went to the University of Mary Washington and just got back from the University of California, Los Angeles. We have even more events coming up — spring will really be our big recruitment time, since most students graduate in the spring.

*“Now, no matter where you are in the Agency, you’re going to get the same information.”*  
– Ms. Anita Boush

# Government Property Management Changes to the FAR — Closer Than You Might Think



by Mr. John Kesler, Ms. Kim Embrey and Mr. Eric Saindon,  
DCMA Contract Property

**Thanks to a highly skilled and dedicated group of government professionals, government property housed at contractor facilities is protected against damage and abuse, thereby ultimately benefiting every taxpaying American citizen.**

If you have ever wondered how the government keeps track of all its property, particularly government property housed in contractors' facilities, you are not alone. Although managing these resources might seem like a daunting task, thanks to a

highly skilled and dedicated group of government professionals, government property housed at contractor facilities is protected against damage and abuse, thereby ultimately benefiting every taxpaying American citizen.

The goal of any government property management or contracts program is to ensure that government property is acquired, used and/or maintained by contractors in accordance with contractual requirements. Similarly, the Defense Contract Management Agency's (DCMA) property administration process is designed to provide customers with assurance that government property in the custody of contractors is accounted for,

controlled, protected, preserved, maintained and used only as authorized in accordance with regulatory and contractual requirements. This

requires an organized and concerted effort to manage challenges, priorities and improvement actions and obtain the necessary level of performance to best support operations.

The importance of these programs is evident by their inclusion in the Department of Defense's financial improvement and audit readiness initiative and the high priority given to them by the office of the secretary of defense. In addition, a total rewrite of the Federal Acquisition Regulation (FAR) Part 45 [Government Property] and FAR Subparts 52-245 have recently cleared the civilian agency acquisition council and the defense acquisition regulation council and been sent to the office of federal procurement policy for review prior to publication.

The most significant changes to FAR Part 45 deal with contractors' adherence to rules and regulations controlling the management of government-owned property. Contractors are required to have property control systems in place to establish accountability for all government property in their possession and in the possession of their subcontractors. The rewrite is intended to provide government property administrators and contractors with a better understanding of how to manage these resources.

*The new rule will allow government and contractor personnel to streamline the property management process by shifting the management of property in contractors' possession from a prescriptive regulation-based system to a process-oriented framework where contractors can continue to use their own systems.*

The new rule will allow government and contractor personnel to streamline the property management process by shifting the management of property in contractors' possession from a prescriptive regulation-based system — that is, the government mandates which property management system contractors implement — to a process-oriented framework where contractors can continue to use their own systems. Thus, contractors will now be required to have self-assessment programs for government property under their control. These programs will ensure effective and efficient operations and empower property professionals to make decisions by applying guiding principles, risk management techniques and sound business judgment.

The policy changes will also:

- Integrate voluntary consensus standards and industry-leading best practices into the property management process;
- Establish a framework by which performance outcomes can provide the parameters needed to strive for the best value for the government;
- Incorporate principle-based standards that allow for lean approaches and greater flexibility, efficiency and customer satisfaction;
- Limit the amount of government property furnished to contractors;
- Leverage new technology;



**(Above)** From left: Ms. Kim Embrey, industrial property management specialist (IPMS); Mr. Eric Saindon, deputy director, DCMA Contract Property; and Mr. John Kesler, IPMS, in Mr. Saindon's office at DCMA Headquarters in Alexandria, Va. (DCMA staff photo)

*The regulations will eliminate obsolete requirements, update and clarify government policy and shift the focus from process to result, striving to improve quality, price and performance.*

- Encourage the use of agreed-upon property management plans and value streams and minimize administrative costs by eliminating non-value-added expenditures.

The new rule also seeks to simplify terminology by eliminating conflicting terms used by both property management and financial accounting with different definitions to help ease administrative burdens and thereby ensure compliance.

Although the new rule's application is resource neutral — it was not designed to account for staffing needs — it will require government PAs to acquire additional technical knowledge to understand and evaluate the implementation of voluntary consensus standards as well as commercial-based property management qualitative processes used by contractors such as Six Sigma and International Organization for Standardization (ISO) and lean processes. This will entail continuous training for DCMA's 225 PAs to stay abreast of systems updates. The Agency offered its property management workforce courses on ISO 9000 and Six Sigma in fiscal year 2005 and is planning to offer additional training in fiscal year 2008. Training is crucial since, currently, a DCMA PA can be assigned 20-30 contractors, involving hundreds of contracts, which means simultaneously dealing with multiple systems.

Despite the many changes, it is important to emphasize that under the new rule, government PAs will continue performing a majority of their current activities. For instance, they will still review and periodically audit property accountability and management systems; process “relief of responsibility”

requests from contractors for loss, damage and destruction of government property; and grant “relief of responsibility” for losses and make recommendations for holding contractors liable.

From the Agency's perspective, the new rule prioritizes customer outcomes and allows DCMA to build critical, product-specific technical skills. It also allows field offices to provide focused support and better evaluate further alignments, which will yield noticeable cost savings over time. Additionally, the new rule is consistent with the mission-oriented goals of the acquisition community since it incorporates life-cycle process and performance-based management by providing a meaningful regulatory framework with the straightforward requirements for property management based on commercial practices. The regulations will eliminate obsolete requirements, update and clarify government policy and shift the focus from process to result, striving to improve quality, price and performance. PAs and contractor property managers should feel comfortable with the majority of the contractual requirements since these requirements have been in place for decades and are now seen as a contractual requirement. This change reflects the importance of their applicability and validity — they have now been validated through use by both government and industry.

*The authors would like to acknowledge Dr. Doug Goetz, professor of government contract and property management, Defense Acquisition University, for his editorial assistance during the compilation of this article.*

# Show Me the Money: FB Reorganizes



by Ms. Katherine H. Crawford, Staff Writer

**T**he objective of Defense Contract Management Agency Financial & Business Operations (DCMA-FB) is to allocate sufficient funds to cover customer commitments and the Agency's objectives. To do this with greater efficiency and effectiveness, FB is reorganizing into a leaner and more centralized organization.

DCMA-FB acts as business manager for the Agency and undertakes broad tasks such as establishing the Agency's strategic plan, communicating this vision throughout the Agency and ensuring that financial processes are geared toward achieving the objectives outlined in the plan. The strategic plan articulates Agency goals and delineates specific activities and strategies for their achievement. Mr. Jim Russell, DCMA-FB executive director, and the entire FB community are then responsible for assuring that the Agency plan is fully resourced, that those resources are fully executed as planned and that DCMA ultimately achieves the objectives in the plan as intended.

Within DCMA, typically, headquarters works with office of the secretary of defense staff to quantify and obtain required resources that are then sub-allocated to the divisions to manage the day-to-day aspects of executing the budget. The primary goal of the FB reorganization is to ensure that contract management offices (CMOs) have sufficient resources to meet the most critical requirements of our customers.

To facilitate the proper allocation and execution of resources, FB will charter three centers — the Business Information Center (BIC), Financial Liaison Center and the Planning and Budgeting Center. The center concept is designed to

improve support to the product divisions, strengthen internal financial process controls and ensure that resources are leveraged to meet identified customer outcomes.

While not a new center, the BIC is changing its focus to provide more on-site analytical support to the product divisions. It is primarily involved in helping DCMA identify, plan for and resource to meet customer commitments. On Oct. 1, 2006, the newly reorganized BIC began operations, the reorganization having been executed with the goal of "putting resources as close to the customer constituency base as possible, preferably collocated with the customer," remarked Mr. Bob White, BIC director.

"Our philosophy is to provide fully dedicated people to a set customer constituency, and in this case it is the alignment with the product divisions." By moving headquarters vacancies to the field, Mr. White was able to reallocate personnel to enable a fully dedicated BIC analyst for each of the four product divisions prior to Oct. 1.

The Financial Liaison Center, led by Ms. Rowe Campbell, is involved with the more traditional accounting technology issues and the mechanics of accounting for how DCMA spends money, including payroll functions and the financial accounting system.

"It's really the day-to-day processes of the steps that it takes to go from a budget to actually spending and accounting for all funds," Mr.

**DCMA-FB allocates sufficient funds to cover customer commitments and the Agency's objectives. To do this with greater efficiency and effectiveness, FB is reorganizing into a leaner and more centralized organization.**

*“FB will have to provide matrix support in order to be viable.”*

*– Mr. Jim Russell*



Russell explained, “and it’s very important to have a common processes here, perhaps more important than anyplace else in FB. Our goal is to ensure that our internal processes, financial systems and management controls will stand up to the highest level of scrutiny and ensure that our customers and the American taxpayers are well served.”

The new Planning and Budgeting Center will ensure that DCMA is able to operationalize its strategic plan by resourcing for it at the local levels and managing the overall budget execution process. This center became operational Oct. 30 and is directed by Mr.

Gary Antaya. The center will work closely with both headquarters resource managers and division operational staffs to ensure that Agency resources are directed toward highest impact customer requirements. The center will provide direct support to all field CMOs as well as planning and financial management advice to division directors and their operational staffs.

The latter center was established primarily because of the increase from four districts to six divisions. “In today’s resource-constrained environment, we simply can’t increase the size and cost of the overall FB staff, so we had to figure out how we were going to support two additional product divisions within the current resource structure,” explained Ms. Linda Poleo, director of the Headquarters Budgeting Division. “One of the concepts is that the Planning and Budgeting Center will have a small group of financial professionals that would be dedicated to each of the product divisions and will draw matrixed support from the larger component of people in the combined center.” Added Mr. Herlihy, director of Strategic Planning, Programming and Analysis at DCMA Headquarters, “That’s a unique aspect of the center’s design. This center’s creation will also ensure better integration of the planning and budgeting functions at the field level and a better understanding of the potential resource trades and their impacts across budget categories.”

All three centers will also further increase FB’s effectiveness by facilitating DCMA’s “war room” resourcing concept, which brings together key decision makers and stakeholders from operations, customer relations, human resources and FB personnel to make more customer-focused and informed resource prioritization decisions. Decisions reached in this forum will then guide customer engagement strategies, local hiring actions to support customer commitments and budget allocation decisions. Planning and Budgeting Center personnel will then ensure that these performance-based decisions are properly resourced and executed.

In addition to increasing efficiency and effectiveness, there are also many other factors

*(Top)* Mr. Jim Russell, executive director, DCMA Financial & Business Operations, in his office at DCMA Headquarters in Alexandria, Va. (Photo by Ms. Carolina Woods, BRTRC)

*(Above)* Mr. Stephen Herlihy, director, Strategic Planning, Programming and Analysis Division, in his office at DCMA Headquarters. (Photo by Ms. Katherine Crawford, BRTRC)

*“Our plans are viewed very favorably but, you know, you’ve got to prove it, you’ve got to make it happen.” – Mr. Jim Russell*

behind the reorganization. The first has to do with personnel resources. As a result of the Agency’s recent realignment, FB doesn’t have the resources to staff each division in the same way that the district offices were staffed. “FB will have to provide matrix support in order to be viable,” said Mr. Russell, adding, “We’re one deep right now in most areas on the current district FB staffs, and we’re not going to be able to afford to hire additional people to replicate these positions.”

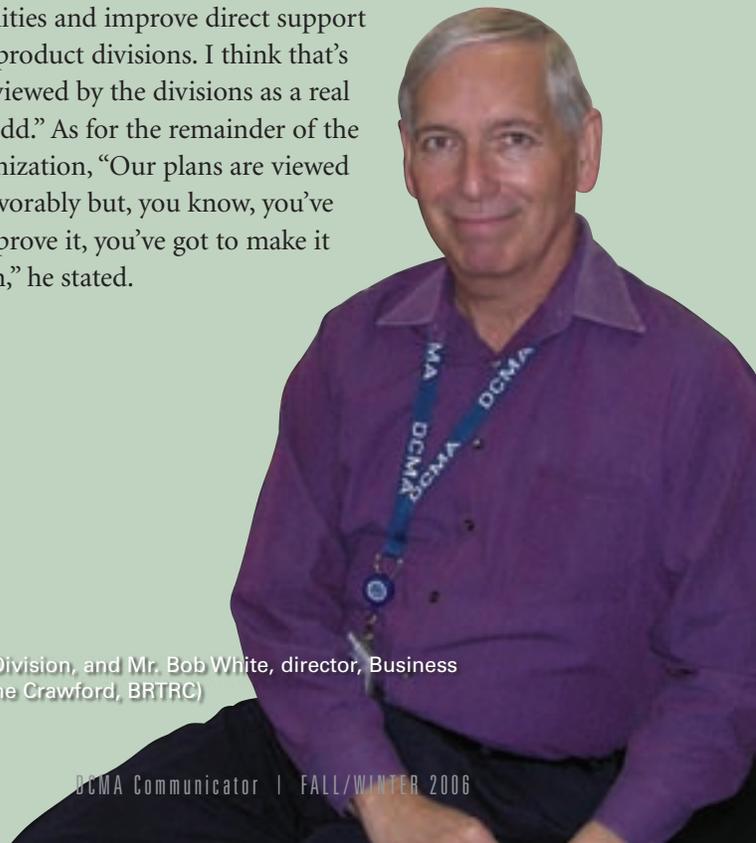
FB is also focusing on restructuring and strengthening the Agency’s financial management processes and controls to become better and more accountable managers of government funding. The goal is to achieve “a clean accounting opinion, where an outside accounting firm can certify that our systems, procedures and management practices clearly assure that our customers, stakeholders and the American taxpayers get the full value of the limited resources they entrust to us to provide acquisition support,” described Mr. Russell.

Finally, the FB center concept is designed to strengthen the professional and analytical skills of the entire FB staff. “Understanding the crucial linkage between customer outcomes, DCMA engagement strategies and the resulting resource requirements requires a much higher level of analysis than typical budget management,” according to Mr. Russell. Rather than the government concentrating mostly on accountability for spending money for

intended purposes, the president’s management agenda is shifting the focus to ensuring that these funds achieve the outcomes for which they were intended. “This is a huge step forward not only for DCMA but for the entire federal government and a chance for us to show the true value we bring to our customers,” he added.

From a customer’s perspective, the changes that result from the reorganization will need to be “transparent,” noted Mr. Russell and Ms. Poleo. However, behind the scenes, Mr. Russell believes the reorganization will streamline the points of contact for both DCMA employees and customers, which should improve communication. He views the reorganization as an opportunity for employees to improve their skills and become better adapted to the new performance-based environment and for FB to improve the way it provides service for the Agency.

Though it’s early in the reorganization, Mr. Russell is confident about the outcome based on what is being done at the BIC where they are “really trying to strengthen analytical capabilities and improve direct support to the product divisions. I think that’s being viewed by the divisions as a real value add.” As for the remainder of the reorganization, “Our plans are viewed very favorably but, you know, you’ve got to prove it, you’ve got to make it happen,” he stated.



*(Above)* From left: Ms. Linda Poleo, director, Planning and Budget Division, and Mr. Bob White, director, Business Information Center, at DCMA Headquarters. (Photos by Ms. Katherine Crawford, BRTRC)



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