

# COMMUNICATOR

*News for DCMA Professionals*

A close-up photograph of a hand stretching a one-dollar bill. The bill is held between the thumb and index finger, and is being pulled apart, making it appear wider and thinner. The background is a solid blue color.

Stretching the Money





# DIRECTOR'S MESSAGE

**O**ur agency is facing a funding challenge in fiscal year 2008 that will require some belt tightening at all levels of the organization. The senior leadership team has been working to put together a budget execution plan that will permit us to live within our funding guidance, but it will be challenging.

As you may have already heard, we needed to make significant reductions to portions of our training budget for the coming fiscal year. Also impacted were allocations for labor dollars (which governs the number of full-time employees we have working for the agency), travel, and supplies and materials.

A reduction of approximately 19 percent in our travel budget for the coming year will also present some special challenges. Our intent is that we will be able to leverage savings from our travel gain-sharing program and expand the use of our video-teleconferencing technology to offset the reductions. We will monitor this closely throughout the year and transfer funds from other areas if required to meet critical customer commitments. The budget reduction will also mean that we will limit

conferences and workshops. As an example, we have decided to have only one commanders' conference this coming fiscal year.

A reduction in labor dollars means that we will have a modest reduction in the number of employees in DCMA. We recently used tools like our voluntary early retirement authority and voluntary separation incentive payments for some of our employees who are in job series no longer in high demand to ensure we can rehire critical skills in key locations. Recognizing that we have a very high number of retirement-eligible employees, we are also shifting some labor dollars into hiring keystone interns to ensure that we develop our workforce of the future.

I also expect that our investment in performance-based management over the past few years will help assure that we have the right skills in place to meet our performance commitments to our customers. During the coming year, we will enhance our ability to develop and execute efficient and effective strategies for achieving our performance commitments by increasing the number of Lean/Six Sigma green belts and black belts

throughout our agency. Lean/Six Sigma should be a perfect complement to PBM. What PBM gives us is the assurance that the performance commitments reflect what's most important to our customers.

Lean/Six Sigma is a quality improvement program, an evolution of total quality management, that employs common analytical tools and methods and the logical steps in a process improvement approach to reduce costs and maximize performance.

My message to you is that we must be ever vigilant and prudent with how we spend the taxpayers' money to ensure that we can effectively accomplish our mission in the coming year. Each of you has an important role to play, and I know that you will continue to be creative in accomplishing the mission in the face of these fiscal constraints.

Warmly,

**Keith D. Ernst**  
Acting Director  
DCMA

**DCMA Acting Director**  
Keith D. Ernst

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(On the cover) Photo by Stewart McKenzie, BRTRC



# COMMUNICATOR

News for DCMA Professionals

## Say it Ain't So!

Dear Editor:

We keep hearing that performance-based management is critical to helping DCMA serve its customers in a constrained fiscal environment. We also hear that future personnel and budget allocations may well be based, in large measure, upon the metrics that we attain with PBM. Why did DCMA decide to implement PBM when nearly all of the military services and [the Department of Defense] — our primary customers — are implementing Lean/Six Sigma? Are the two similar? Are they compatible? Is it likely that we will get down the path of implementing PBM only to find ourselves directed by DoD to implement Lean/Six Sigma? I'm concerned that I am investing a lot of my labor in a lost cause that is going to go away and, like many other programs we've been obliged to undertake in the past, we'll dump it midstream for the fad du jour. Tell me it isn't so!

**Name Withheld by Request**

*The two methodologies are complementary. PBM can be thought of as a framework for ensuring the activities we perform are integral parts of strategies we've designed to satisfy our commitments to our customers. It's not a quality improvement program like Lean/Six Sigma. What PBM gives us is the assurance that the customers have validated what's important to them and that what we will do to help them achieve their outcomes is on target — what we have termed "performance commitments" under our PBM methodology. Lean/Six Sigma is an evolution of Total Quality Management and, as such, is similar to many other quality improvement approaches that employ common analytical tools and methods and the logical steps in a process improvement approach. While Lean/Six Sigma focuses on making your own processes more efficient and effective, we're concentrating on our contractors' processes because they are the primary factor in determining whether our customers get the right item, at the right time and price.*

## Fort Lee or Bust?

Dear Editor:

It is my understanding that DCMA's move to Fort Lee [Virginia] may be delayed because the facility into which we are supposed to move cannot be renovated on schedule. In fact, I understand that if everything goes perfectly with the renovation of our new home, we may still bump up against the deadline that Congress has imposed for us to be all moved in there. Is there a possibility that the move could be turned off because we can't get into our new home on schedule? I don't want to buy property in the Petersburg area — so that I can move with the agency — if it turns out that we're not going to end up going there. If we couldn't meet the schedule, what would happen? Would we stay here? Could we end up at Fort Belvoir? Would Congress waive the date but make us go anyway?

**Concerned at Headquarters**

*DCMA's Headquarters and International and Special Programs Divisions were scheduled to move in July 2010 based on the original plan. Due to a change in construction scheduling, the move has been rescheduled for the summer of 2011, and, yes, we will be close to bumping up against the September 2011 deadline. We have been assured, however, that this will not affect the decision of the Base Realignment and Closure Commission, approved by Congress and the president, to move these DCMA offices to Fort Lee. In order for DCMA Headquarters and the two divisions to remain at Metro Park in Alexandria, Va., or relocate to Fort Belvoir, Va., Congress would have to approve an amendment to the 2005 BRAC legislation. There is nothing to indicate that such an action would ever win approval. We will continue with our planning to move these offices, as required by law, by the BRAC deadline.*

*Communicator* welcomes feedback and unsolicited articles about DCMA programs, policies and personnel. Articles may be reprinted if credit is given to *Communicator* magazine and the author. Address correspondence to:  
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# Around DCMA



Calandro and Astronaut Lee Morin

## Calandro Receives Silver Snoopy Award

MAY 17 – Astronaut Lee Morin, right, acting on behalf of all astronauts, presented Ken Calandro, left, DCMA Marshall/Stennis Support Team, with a Silver Snoopy Award that was flown aboard the space shuttle's STS-101 mission. Calandro provided outstanding support working on the NASA external tank team in support of the Columbia accident investigation board. His dedication and expert knowledge in external tank processes and procedures led to a critical discovery during his review of procurement documents used to produce the aluminum casting of the nose cone spike assembly. The vendor did not perform a critical non-destructive testing inspection, and Calandro's discovery required the contractor to evaluate all documentation concerning the lot of 20 castings and to determine their installation status. The castings that were not X-rayed subsequently have been X-rayed. His findings ensured the safety of the astronauts and that all the contractual requirements for the shuttle program were met. (By Sharon Worgan, program analyst, DCMA Marshall/Stennis Support Center)

## DCMA Lockheed Martin Marietta Keystone Graduation

JUNE 12 – Nine DCMA Lockheed Martin Marietta Keystone Program employees participated in the first graduation ceremony ever held at Lockheed Martin, Marietta, Ga. Air Force Col. Nicole H. Plourde and Henrietta Snow wanted to recognize the achievements of Keystone graduates for all of their hard work over the past three years. Ralph Jennings, one of the graduates, addressed his fellow graduates, challenging them to continue their education and broaden their leadership development. The keynote speaker for the ceremony was Navy Capt. Joseph F. Manna, DCMA Atlanta commander. Manna spoke about commitment to public service and reminded the graduates that their career paths were ones they could be proud of because of the impact of their work at DCMA on the nation's security. The ceremony concluded with the graduates receiving their certificates and awards. The DCMA Lockheed Martin Marietta Keystone graduates, from left: Willis Peters, Winston Lacroix, Robert Bledsoe, Kevin Faris, Alicia R. Smith, Ralph Jennings, David Wolfinger and William Priester. (By Tracey Johnson, DCMA Lockheed Martin Marietta; photo by Sean Higgins, DCMA Lockheed Martin Marietta)



Keystone Program Graduates



Special Staff Wins "Director's Cup"

### DCMA Family Day

JUNE 21 – When the days of summer came upon us, DCMA Headquarters held its annual Family Day picnic. The picnic was held at Castle Park on Fort Belvoir, Va., next to the scenic Potomac River. DCMA employees and their families commented that they enjoyed a day of music, games and dancing while promoting connections between DCMA employees and their families. The event took a serious turn with some competitive sports activities. The participating teams represented DCMA's contract operations and customer relations directorate, international division, special staff and human resources. The special staff, led by Air Force Col. Jeffrey Brand, left, won the Director's Cup for winning the most events during the day's activities. Keith Ernst, right, DCMA acting director, presented the cup. (*Rumor has it that Brand is building an alarmed glass vault in which to display the prestigious award.* – Ed.) (By Julia Wyant, DCMA Public Affairs)

### Partnering with Congregations for an Energy Conservation Guide

JUNE – Darlene Seminko, a DCMA Atlanta administrative contracting officer, graduated from the U.S. Department of Agriculture Executive Leadership Program. Seminko, along with her team — known as "Lucky 13" — developed an easy-to-read, user-friendly, 17-page guide for publication to teach members of New Orleans, La., area congregations about the government's ENERGY STAR® Program. ENERGY STAR® is a joint program of the U.S. Environmental Protection Agency and the U.S. Department of Energy that helps citizens save money and protect the environment by promoting the use of energy-efficient products and practices. Lucky 13's guide is titled *Putting Energy into Stewardship*. Since most faith-based organizations in the hurricane-affected area are in need of rebuilding, there is an opportunity for them to obtain the benefits of becoming ENERGY STAR® partners. These benefits include: tax credits, lower energy costs, higher energy efficiency, minimized environmental impact and lower interest rates on loans for rebuilding. (By Darlene Seminko, DCMA Atlanta)



Team "Lucky 13" at work



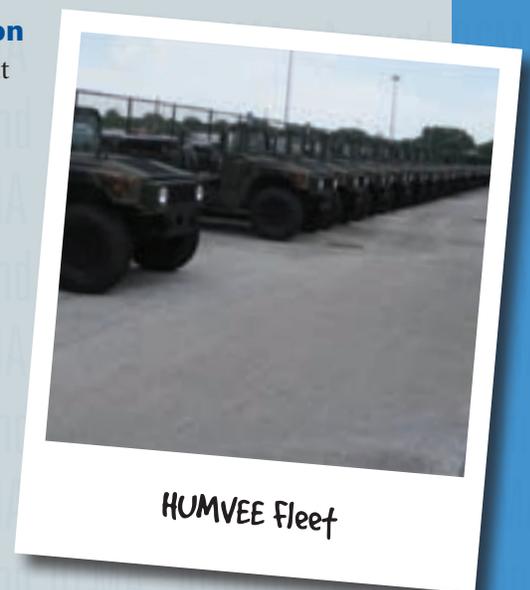
VH-71 Helicopter

## VH-71 Presidential Helicopter Test Aircraft Completes First Flight

JULY 3 – The VH-71 helicopter completed its first flight at AgustaWestland’s facility in Yeovil, U.K., marking a significant milestone in the development of the United States’ presidential aircraft. The future “Marine One” will be the world’s most technologically advanced helicopter, designed to safely and reliably transport the president, vice president, heads of state and other official parties both at home and abroad with mobile “oval office in the sky” capabilities. The designated test vehicle #2, built under contract to the U.S. Navy, was assembled and prepared at an AgustaWestland facility. It is the first test aircraft built specifically for the VH-71 presidential helicopters program. During the 40-minute flight, the AgustaWestland chief test pilot, Don Maclaine, and senior test pilot, Dick Trueman, performed general aircraft handling checks, tested flight characteristics at varying speeds up to 156 mph and evaluated the on-board avionics systems. Initial operational capability of the helicopter is scheduled for late 2009. “Seeing our first VH-71 test vehicle flying is an important stepping stone and an exciting event for the entire program, the culmination of a tremendous amount of work by the government and industry team,” said Doug Isleib, U.S. Navy program manager. The VH-71 industry team will build a fleet of presidential helicopters in two increments. Aircraft final assembly will be by Bell Helicopter, Texas, with missionization by Lockheed Martin Systems Integration – Owego, N.Y., the prime contractor and systems integrator for the program. (Article courtesy of Lockheed Martin Corporation; photo courtesy of AgustaWestland)

## DCMA St. Petersburg Manages Fleet of HUMVEEs at Raytheon

SEPTEMBER – Some people can boast one HUMMER in their driveway — but how about more than 70 of them? The DCMA St. Petersburg staff at Raytheon in Largo, Fla., manages the modification, repair, maintenance, scheduling and shipment of more than 70 specially equipped high-mobility, multi-purpose wheeled vehicles better known as HUMVEEs. These particular HUMVEEs are equipped with trailers and one of two systems: the secure, mobile, anti-jam, reliable tactical terminal managed at Fort Monmouth, N.J., or the air traffic navigation, integration and coordination system/fixed-base, precision-approach radar (ATNAVICS/FBPAR) directed by air traffic control program managers in Huntsville, Ala. Both systems are force multipliers in southwest Asia directly supporting the warfighter. ATNAVICS is the world’s only fully autonomous, precision-approach control system transportable in a single C-130 aircraft. Working with a staff of three Florida Army National Guard mechanics, DCMA St. Petersburg employees Brenda Greene, DCMA logistics management specialist, and Robert Skrzyszowski, program integrator, manage these government-owned vehicles at Raytheon. They ensure that each vehicle receives the maintenance it requires so they may be redeployed on schedule. Technical inspections are performed on trailers every three months, and other tests are performed to ensure the performance of the complex electronic systems. DCMA St. Petersburg’s goal is to ensure optimal condition of all vehicles, generators and trailers. (By Melanie Kordana, Student Career Experience Program contracting trainee, DCMA St. Petersburg)



HUMVEE Fleet

# DCMA Witnesses Testify

**Greening and Tremper appeared at the June 12, 2007, Capitol Hill hearing, which focused on the merits and deficiencies of the DP-2 developmental program and on the prudence — or folly — of continued Congressional funding for it.**



At a Capitol Hill hearing, Marie Greening, DCMA Aeronautical Systems Division director, outlines DCMA's oversight role to members of a House science and technology subcommittee assessing the development of a vertical short takeoff and landing aircraft. (Photo courtesy of the U.S. House Committee on Science and Technology)

Appearing before a subcommittee of the U.S. House of Representatives, two Defense Contract Management Agency witnesses provided testimony on the experimental manned DP-2 aircraft, a vertical short takeoff and landing — V/STOL — aircraft with hover capability being developed with public funds by duPont Aerospace Company, El Cajon, Calif.

Testifying before the Subcommittee on Investigations and Oversight, Committee on Science and Technology, Marie Greening, executive director of DCMA Aeronautical Systems Division, and Air Force Lt. Col. Michael J. Tremper, the DCMA government flight representative (GFR) for the DP-2 Program, shared their insights and expertise with the 10-member panel, chaired by Rep. Brad Miller, D-N.C.

At the request of the chairman, Greening and Tremper appeared at the June 12, Capitol Hill hearing, which focused on the merits and deficiencies of the DP-2 developmental program and on the prudence — or folly — of continued Congressional funding for it. duPont Aerospace received its original funding for the program in 1988 with a legislative earmark of \$3 million. Since then, Congress has earmarked an additional \$60

million, yet the program's progress and documented results thus far are viewed by many as disappointing and short of the intended mark. Such perceptions were reinforced by the majority of the hearing's other witnesses, including John Kinzer of the Office of Naval Research, G. Warren Hall of the National Aeronautics and Space Administration and former Harrier test pilot, Dr. William Scheuren.

However, not all the witnesses painted such a dire picture. Rep. Duncan Hunter, R-Calif., former chairman of the House Armed Services Committee, defended the program, pointing out the military's continued need for short-takeoff and landing and hover capability, particularly on the battlefield and on irregular terrain. He also reminded the panel about the historically protracted nature of cutting-edge aircraft-development programs. "Anybody can be critical of a V/STOL program, because V/STOL is very hard to achieve," offered the 14-term congressman who represents the El Cajon area.

In the third and final segment of the hearing, DCMA's Greening and Tremper took their places at the witness table to address the subcommittee, which included Democrats Bart Gordon, Tenn., and Brian Baird, Wash., and Republicans

# Before Congressional Panel

*By Tom Gelli, Chief, DCMA Congressional Affairs*

James Sensenbrenner, Wis., Dana Rohrabacher, Calif., and Ralph Hall, Texas. Greening outlined DCMA's contract-management role and the GFR responsibilities carried out by Tremper, whom she introduced to the panel. Said Greening, a private pilot herself, "DCMA serves as the in-plant representative for military, federal and allied government buying agencies. The assurance of safe ground and flight operations at these defense plants is an important facet of the agency's GFR role."

Tremper, whose civilian job is flying Boeing 767s for Delta Airlines, opened his remarks with a prepared statement chronicling his oversight work on the DP-2 program. This work included a series of test analyses, safety reviews and compliance evaluations. Tremper offered no definitive judgment of the program, but did cite several procedural shortfalls and four mishaps that occurred during various liftoff and hover tests. "The program was found to be contractually non-compliant in many aspects of the operation, resulting in temporary withdrawal of approval for aircraft testing," stated Tremper. "However, subsequent inspections identified a considerable upward trend in program compliance with contractual requirements."

The hearing did little to endear the subcommittee's majority members



Appearing before the Investigations and Oversight panel of the House Committee on Science and Technology, Air Force Lt. Col. Michael Tremper, DCMA government flight representative, presents testimony on the DP-2 V/STOL aircraft development program. (Photo courtesy of the U.S. House Committee on Science and Technology)

to the program or to instill optimism that the 19-year-old project would be turning the corner anytime soon. In August, the House of Representatives opted to deny fiscal year 2008 funds

for the program, which Chairman Miller remarked had come to resemble a "hobby, not a serious research project." **C**



The experimental and controversial manned DP-2 aircraft being developed by duPont Aerospace Company, El Cajon, Calif. (Photo courtesy of Air Force Lt. Col. Michael Tremper, DCMA)



# A Successful Conference for DCMA's Group Leaders

*By Katherine H. Crawford, Staff Writer*

**G**roup leaders from the Defense Contract Management Agency met in Reno, Nev., July 16-19 for their annual conference. The event kicked off on a festive note with a reception Monday evening, July 16. The following three days were extremely busy, with sessions beginning early in the morning and continuing into the early evening with short breaks for coffee and lunch.

The conference included presentations and breakout sessions about a variety of hot agency topics and initiatives. Presentations included a director's message; updates from contract operations and customer relations, information technology, financial and business, and each of the six divisions; supplier issues and earned value management; acquisition law; ethical leadership; human resource

frequently asked questions; and closing remarks.

Breakout sessions included topics as diverse as forward-pricing rate agreements; performance-based management mission review team; the strategic plan for managing the contract management office product assurance certification program; sustainment support; Cognos/reporting management overview; the workforce shaping process; earned value management; "Extreme Makeover: Manufacturing and Production

**The question-and-answer format of the breakout sessions allowed for particularly lively discussions.**

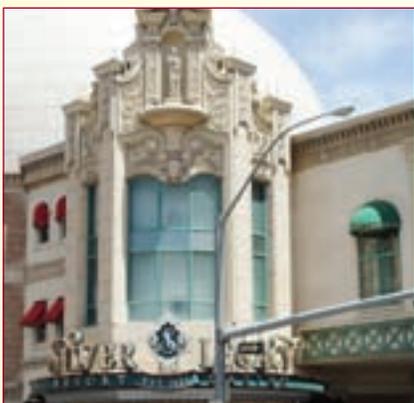
Workforce Edition;" and directors' perspectives for four of the six divisions.

The question-and-answer format of the breakout sessions allowed for particularly lively discussions. Certain topics evoked strong emotions and opinions from participating group leaders, who often held speakers accountable for answers and direction that they could take back to their organizations.

One of the most popular presentations was Ernst's director's message. Ernst began his remarks by thanking the assembled group leaders for their commitment to customers: "I think the customers really appreciate what you do on a day-to-day basis. ... We don't take the time to give you the accolades we should for the things that go well, and there's an awful lot that goes well every day, day after day, after day."

Throughout his presentation Ernst emphasized the importance of maintaining and intensifying the focus on customers, reminding group leaders that the agency needs to “... [shift]our focus to high-consequence work — not what we determine to be high consequence but what our customers determine to be high consequence.” He later reiterated, “If you’re a DCMA employee, your responsibility is to take the skills that we have and, in the best way, use them to accomplish the mission for the customer.”

Ernst also reminded the audience that performance-based management is a long-term initiative — the idea is here to stay. “I know sometimes people get frustrated with PBM, and they look at it as a way to justify resource cuts,” he told those assembled. “But the bottom line is we would be doing this whether we had 30,000 people or ... 2,000 people. Because it really is, very simply, a way for understanding what the customers need from us and then being able to identify what it is that DCMA can bring to the table to help them achieve what they need to achieve.” He urged group leaders to reinforce to their employees that “PBM is not a tool to help us cut more — these cuts



The Silver Legacy Resort and Casino, Reno, Nev., the venue for the 2007 Group Leaders’ Conference (Photo by Katherine Crawford, BRTRC)



Keith Ernst, DCMA acting director, addresses conference attendees. (Photo by Katherine Crawford, BRTRC)

have already happened. It’s a tool to help us manage accomplishing what is really important to our senior customers given the resource constraints that we have.”

Ernst concluded with an overview of various ongoing agency enterprises such as the creation of centers, earned value management, the “Tomorrow’s Leaders” initiative and the importance of the contingency contract administration services mission.

One of the conference highlights was guest speaker retired Air Force Col. Carl Wolz’s presentation on the international space station and the vision for space exploration, which followed a buffet lunch on July 18. Wolz, a NASA astronaut who currently works in the exploration systems mission directorate at NASA headquarters, is an engaging speaker who captured the audience’s attention and imagination.

The successful conference ended with Davies’ presenting DCMA conference planners Mary Bruno, DCMA Headquarters, and Deborah DeCoste, DCMA Boston, with certificates of appreciation

for their hard work. Davies then made closing remarks, reminding audience members about the importance of disseminating a consistent message across the agency, particularly with regard to important topics such ethics, accountability and PBM. Davies also underscored the importance of every team member to the agency’s success and the need to help individuals find their career passions. She concluded by thanking group leaders for their contributions to the agency, declaring that they represented the future of DCMA.

The early feedback from attendees is very positive. They found the presentations and breakout sessions extremely informative and enjoyed the opportunity to meet with peers. Even with the full work days, attendees found time for networking with colleagues in the evenings, as people met up in the hotel’s various establishments.

To view the Group Leaders’ Conference agenda and presentations, visit the Group Leaders’ Conference 2007 Web site at: <http://home.dcma.mil/registration/GLC/2007/generalinfo.cfm>. 

# DCMA Employee Assists Mi

*By Mark Woodbury, DCMA Public Affairs*

It wasn't when he heard a sound that reminded him of a "clap of thunder" or when it continued on for more than 30 seconds. It wasn't even when the building shook beneath his feet for approximately the same amount of time. It was when the sound of ambulances raced past the building and the sight of the collapsed bridge could be seen through the dust-filled air that he realized his years of training were about to be invaluable.

**It was when the sound of ambulances raced past the building and the sight of the collapsed bridge could be seen through the dust-filled air that he realized his years of training were about to be invaluable.**

David Teske, Defense Contract Management Agency Twin Cities operations team supervisor, has been a volunteer cardiopulmonary resuscitation instructor for the past 24 years. It was on the final day of teaching a CPR and automated external defibrillator refresher course at the American Red Cross building — just one block north of the scene — when the I-35W Bridge in Minneapolis, Minn., collapsed Aug. 1.

While trying to assess what had just happened, Teske said he was thrown into the severity of the situation when injured people began making their way to the Red Cross building located just one

block north of the site. He, and others in the building, immediately did exactly what they had trained for over many years. Teske said their first priority was to organize and set up first-aid stations where the injured could be assessed and treated.

Moments after the stations had been set up, the children and chaperones who were aboard a school bus when the bridge collapsed started to file in. Teske said, "We immediately determined the more seriously injured and began treatment on them." It was during this time that he determined two of the children were seriously injured — a



The I-35W Bridge, Minneapolis, Minn., after its collapse Aug. 1 (Photo courtesy of istockphoto.com)

# Minnesota Bridge Victims



David Teske, left, a 24-year instructor volunteer, teaches a CPR class at the Twin Cities American Red Cross Headquarters building in Minneapolis recently.

six-year-old girl who had apparent internal bleeding and a 10-year-old boy who had signs of a concussion. Teske decided he needed to watch over these two children personally to make sure their injuries didn't evolve into more serious complications.

After taking the remaining children's vital signs, controlling any bleeding and stabilizing shock, Teske and the other responders divided the children into groups of five to six, with a chaperone watching over the children for signs of any delayed injuries and trauma. To help the children

through the tragedy, Teske asked the children about their field trip to the wave pool earlier that day, made medical glove balloons, sang songs and raided the nearby snack machines with loose change gathered from everyone in the building.

About 30 to 40 minutes after the bridge collapse, emergency medical personnel made their way into the building and the on-scene doctors were able to prioritize transportation based on each victim's injuries. Once all the injured had been taken to other facilities for treatment, Teske was

asked to help set up the rescue and recovery command center used by local and federal agencies to coordinate the rescue and recovery operations at the bridge site. Teske then manned a phone early into the morning where he logged calls from people around the world offering any assistance they could. It was hours later when it was determined the call center needed to be relocated to a larger facility and Teske was told to, "go home and get some well-deserved rest."

Teske said, "It is days like this one that help you refocus your life and remind you what truly is important." After finding out about his actions that day, some of his colleagues have called him a hero. Teske, on the other hand, claims, "It was simply a matter of being at the right place at the right time to assist." 

**“It is days like this one that help you refocus your life and remind you what truly is important.”**  
— David Teske 

# Developing Effective Leader Managerial Performance

By Darlene Seminko, DCMA Atlanta

**E**ight Defense Contract Management Agency professionals were graduated from the U.S. Department of Agriculture Graduate School executive leadership program June 29 after being selected through the DCMA centralized development program.

The 10-month ELP is based upon a model for effective leadership and managerial performance and the five executive core qualifications the Office of Personnel Management has identified as characteristics required of successful government leaders and managers.

The program curriculum consists of four residential training sessions and other developmental components. The leadership training focuses on developing leadership competencies and understanding the characteristics of leadership through classroom instruction, simulations and seminars with best-practice leaders from the private and federal sectors. Each participant learns from individual needs assessments and designs a leadership plan that will serve as a roadmap for his or her development.

**An important lesson learned was that everyone has something valuable to contribute to the team.**  
— Kevin Rountree

During the orientation session, each person was assigned to a team with members from other government organizations. The more than 230 ELP participants who were selected from agencies across the federal government formed teams of seven to eight individuals based on agency, gender, location and grade level. Program participant Kevin Rountree, DCMA ATK Thiokol quality assurance specialist, said, “An important lesson learned was that everyone has something valuable to contribute to the team, and by assuring diversity was distributed throughout, the ELP leadership ensured success overall.”

Rountree explained another

important lesson learned through this group experience is that leaders need to understand that something as simple as age affects the way they lead. “With traditionalists, baby boomers, generation X and generation Y come different ideas about what is important to them (time off from work, flexible work schedules, maternity leave, grand titles, compensation that is on par with private industry) and what motivates them to achieve,” he explained. “The federal government needs to be open to new ways of compensation and flexible work schedules that take into account the generational differences that make up the current workforce. By doing these things the federal government will be the employer of choice and attract and retain the best and brightest new talent.”

During graduation week, each team developed and presented a one-hour briefing about a current leadership or policy issue in the federal government. Each ELP participant was required to complete one 60-day (plus one optional 30-day) developmental work assignment outside of his or her normal duty position.

# Partnership and Successful

The task was designed to provide exposure to different leadership and managerial experiences and perspectives.

Clay Chaffee, DCMA Atlanta contracts operations team supervisor, said, “The opportunity to work outside of [the Department of Defense] with the National Transportation Safety Board allowed me to push my personal boundaries and grow much more than I had anticipated.” He said the 60-day work assignment also expanded his horizons and allowed him to

**“The opportunity to work outside of [the Department of Defense] ... allowed me to push my personal boundaries and grow much more than I had anticipated. — Clay Chaffee”**



The recent executive leadership program graduates — front row, from left: Darlene Seminko, DCMA Atlanta; Lisa Pagliocchini, DCMA Huntsville; Christy Goodwin, DCMA Naval Special Emphasis Operations, Joplin, Mo.; Calvin Giles, DCMA Philadelphia; back row, from left: Gary Jacobson, DCMA Chicago; Clay Chaffee, DCMA Atlanta; Richard Lewis, DCMA ATK Launch Systems, Utah; Kevin Rountree, DCMA ATK Launch Systems, Utah

work in areas he usually would not have under normal circumstances.

Also as part of the program, employees were given the opportunity to shadow a federal manager or senior executive service employee. The group said by observing managers and executives in action, they gained exposure to different managerial duties, responsibilities and approaches and saw how to apply them to real-world situations. The employees wrapped up the program by writing a paper

discussing their experiences and how the program has impacted their career plans and goals.

After completing the program, DCMA graduates believe they have become more valuable leaders to the agency and are grateful for the opportunity to grow professionally. Lisa Pagliocchini, DCMA Huntsville computer engineer, added, “Just think — one day one of us might be the next director of the organization. We can say we knew that person when they were once a fledgling in the ELP.” **C**

# OUTSTANDING DCMA ACHIEVEMENTS

## Rieben Awarded NASA's Highest Honor for Quality and Safety

May 10, 2007



Arthur Rieben, fourth from left, with his NASA Quality and Safety Achievement Recognition Award, NASA's highest honor for quality and safety.

Arthur Rieben, a quality assurance specialist for DCMA Marshall/Stennis Support Center, attained NASA's highest honor for quality and safety, the Quality and Safety Achievement Recognition Award. According to Mike Smiles, director of NASA's Safety and Mission Assurance office at the John C. Stennis Space Center in Mississippi, this is the first time anyone from the center earned the agency-wide award. "We're very proud of Art for receiving this award, and we're proud for the center," Smiles said. "It's a significant award, and I hope it will motivate employees not only to work safely but to nominate and recognize people who do so."

Rieben traveled to NASA headquarters in Washington, D.C., for a ceremony, during which Shana Dale, NASA's deputy administrator, presented him with a monetary award and plaque. The award recognizes Rieben's

"exemplary performance, contributing to the efficiency, economy and effectiveness of [NASA] lifting device and equipment operations."

Each nominee was chosen by his or her center director and then evaluated by each center's Safety and Mission Assurance director. Rieben initially was nominated for the award by his team lead, Thelma Cox, whose recommendation outlined his "positive initiative and successful problem resolution of technical issues" relating to NASA's Lifting Device and Equipment team. The team assures the removal, transport and reinstallation of Space Shuttle main engines on and off the test stands and tests all support equipment.

In 2006, Rieben oversaw nearly 120 such operations without one instance of damage to the equipment or engines, nor any injury to personnel. He is considered an expert for resolving technical issues and provides exceptional leadership and attention to detail. "Art's really a top-notch employee," said DCMA team chief Herb Hostler. "He's industrious, dedicated and reliable. He does what he has been assigned to do and does it very well. It's fitting that he's being recognized for his work." Rieben is modest about his achievement: "I've been working with flight hardware since 1980. I've had a lot of memorable moments in my 35 years in aerospace. It's an honor just to be nominated for the prestigious QASAR Award, but being selected is right up there among the highlights of my career."

Also attending the ceremony were Air Force Col. Ray Harris, DCMA NASA Product Operations commander; Wayne Reynolds, DCMA Marshall/Stennis Support Center director; Thelma Cox, lead quality assurance specialist, Stennis Team; and Air Force Col. Jeffrey Brand, DCMA chief of staff.

— By Sharon Worgan, program analyst, DCMA NASA Product Operations

## Four Awards for Aircraft Propulsion Operations

May 11, 2007



From left: Kevin Bartol, Air Force Capt. Garrett Fisher and Claudia Wells (Photo by Carl Sampson, DCMA APO Pratt & Whitney)  
Not pictured: John Ulshoeffter

Four Defense Contract Management Agency Aircraft Propulsion Operations employees were awarded Connecticut Federal Executive Association's 2007 *Excellence in Government Awards*. Outstanding Connecticut federal employees in 15 award categories were announced and honored at the annual CFEA awards ceremony and luncheon. The *Excellence in Government Awards* program honors the "best of the best" in local federal service. Awards are issued primarily in recognition of exemplary job performance, remarkable contributions and outstanding coordination of federal and community programs.

The CFEA is a statewide organization of executives from federal agencies and departments located in Connecticut. CFEA membership includes the offices of Connecticut's congressional representatives, U.S. Postal Service, U.S. Coast Guard Academy, Veterans Administration healthcare system, federal prisons, DCMA and other Department of Defense components, U.S. Department of Housing and Urban Development, U.S. Small Business Administration and other civilian agencies. The CFEA *Excellence in Government Awards* are open to Connecticut's more than 20,000 federal employees. DCMA APO had nominees in 10 of the 15 award categories.

## DCMA APO's CFEA 2007 Award Winners Outstanding Diversity Contribution

**Claudia Wells, administrative contracting officer, DCMA APO Pratt & Whitney, and Equal Employment Opportunity coordinator**

Wells was recognized for consistently exceeding requirements for achieving the objective of furthering the principles of diversity. Wells, who has served on the DCMA Pratt & Whitney EEO committee for 15 years, has shown leadership, imagination, innovation and perseverance in her collateral duties as EEO coordinator.

**Professional Employee of the Year – Administrative  
Air Force Capt. Garrett Fisher, F119 engine program integrator, DCMA APO Pratt & Whitney**

Fisher was honored for his commitment to DCMA's mission of supporting the warfighter and his outstanding leadership, teamwork and exceptional customer service. With Fisher's leadership, the F119 program support team has consistently performed outstandingly in a performance-based management environment. Consequently, this team has received several recognitions from customers and aerospace associations.

## Distinguished Federal Supervisor

**Kevin Bartol, Contracts Operations Team supervisor, DCMA APO Pratt & Whitney**

Bartol received the award for his devotion to duty, integrity, supervisory vision and leadership skills. He has built a unique and supportive relationship with his employees, and his supervisory skills and commitment to employees have consistently resulted in a team that performs extremely well. The team also has been exceedingly productive with regard to achieving the agency's mission and performance-based management goals.

## Distinguished Federal Executive

**John Ulshoeffter, DCMA APO deputy commander**

Ulshoeffter was honored for his commitment to community and public service, devotion to duty and outstanding leadership in support of DCMA's mission and vision. His own vision and strong leadership led to the development of the product- or commodity-based contract management office concept. His vision was realized with the July 2004 establishment of the APO organization. His role in forming this innovative organizational model and its rapid progress gave the

agency confidence that a divisional restructuring along commodity lines could achieve higher levels of customer satisfaction and value to warfighters. Ulshoeffter became the Aeronautical System Division's contract operations support director in April 2007. He has been an active CFEA participant and supporter for several years, and he volunteers his time to community agencies that provide services to the elderly and the homeless.

— By Shirley B. Zachery, DCMA APO Pratt & Whitney

### **DCMA Texas Employee Receives Federal Executive Board Public Service Appreciation Award**

*May 24, 2007*



Interagency ADR committee members, seated, from left: Reta Oliver, A.J. Jones, Jerry Ann Foster, Melissa Putman and Linda Langston; standing, from left: Frank Martinez, William Bell, Kenneth Majewski and Emerson Lattimore; not shown: Sue Maxwell, Adeline Smyth and Michael Gonzales

DCMA Texas Attorney Kenneth Majewski, a member of the Interagency Alternate Dispute Resolution Committee, received a Public Service Appreciation Award from the Federal Executive Board at the Annual Salute to the Stars. The FEB's Interagency ADR Committee provides management for the Dallas/Fort Worth Shared Neutrals Program and oversight of a cadre of 79 skilled mediators from federal offices throughout north central Texas. Committee members receive Public Service Appreciation Awards for their

dedication to dispute resolution and service to the north Texas federal community. These mediation services are available to federal agencies upon request.

— Courtesy of the Federal Executive Board

### **Meritorious Service and Joint Service Commendation Medals Presented**

*June 29, 2007*



From left: Air Force Maj. Kurt Chelf, Navy Capt. John Westerbeke and Air Force Capt. Giuseppe DiPietrantonio

Air Force Maj. Kurt Chelf, team leader, corporate operations team, DCMA Aircraft Propulsion Operations – GE Aviation, and Air Force Capt. Giuseppe DiPietrantonio, deputy program integrator, F136 Joint Strike Fighter Engine Program, DCMA Aircraft Propulsion Operations – GE Aviation, were recognized for their service by Navy Capt. John Westerbeke, DCMA Aircraft Propulsion Operations commander, during a recent ceremony at DCMA Aeronautical Systems Division's Aircraft Propulsion Operations – GE Aviation in Cincinnati, Ohio. Chelf was awarded the Meritorious Service Medal and DiPietrantonio was awarded the Joint Service Commendation Medal.

— Cheryl A. McClymonds, DCMA Aircraft Propulsion Operations

# Joining the Agency's Cohort Training Program

Article and photos by Dick Cole, Chief, DCMA Public Affairs

I hadn't been assigned to the Defense Contract Management Agency for very long when I got my first e-mail from my training coordinator about attending DCMA cohort training. "What the heck is that?" I remember asking myself. I couldn't even fathom what such a course might be about, so, I consulted my *Webster's Dictionary* for a clue.

*Webster's Dictionary* gave me the following clues concerning the content of the program:

**co•hort** [koh-hawrt]—*noun* [Origin: 1475-85; < MF *cohorte* < L *cohort-* (s. of *cohors*) farmyard, armed force (orig. from a particular place or camp), cohort, retinue, equiv. to *co-* *CO-* + *hort-* (akin to *hortus* garden); r. late ME *cohors* < L nom. sing. ]

1. A group or company: *She has a cohort of admirers.*
2. A companion or associate.
3. One of the ten divisions in an ancient Roman legion, numbering from 300 to 600 soldiers.
4. Any group of soldiers or warriors.

Perhaps I'm joining some auspicious group ... or serving as someone's companion. I doubt that I'll be an accomplice to any crimes. Perhaps it's going to be a guy thing, and they're getting a bunch of us together to watch sporting events.

5. An accomplice; abettor: *He got off with probation, but his cohorts got ten years apiece.*
6. A group of persons sharing a particular statistical or demographic characteristic.
7. *Biology.* An individual in a population of the same species.

— *Synonyms 2.* friend, comrade, fellow, chum, pal, buddy.

Well now, that's interesting. Perhaps I'm joining some auspicious group ... or serving as someone's companion. It's unlikely that I am reentering the military or associating with soldiers or warriors as those days have long since passed for me. I doubt that I'll be an accomplice to any crimes. As far as I know, I don't share much demographically with anyone at DCMA. Perhaps it's going to be a guy thing, and they're getting a bunch of us together to watch sporting events.

No, the dictionary isn't much help. I don't have a clue what this is all about, but it must be important! They're sending me there three times (either it's important, or they don't expect me to pass the first time and are ensuring I have enough sessions to successfully get through the course).

Well, I am happy to say that it wasn't the latter! Attending cohort is key to helping DCMA develop leaders for the challenging days ahead, and the agency believes so much in the program that



From left: Rebecca Davies, executive director of contract operations and customer relations, listens to the cohort's "burning question" briefing as Michelle Campbell, DCMA Tucson, and Gary Smallwood, DCMA International, look on.

it is attempting to send every supervisor to a cohort training session. So just what is it?

### Human Resources Management for Managers and Supervisors

The official title of the course is "Human Resources Management for Managers and Supervisors." So where does this "cohort" stuff fit in?

"That's the nickname given to the course because all of the attendees come from DCMA," said Dan Mielke, acting chief of workforce development. "Ah," I thought to myself. Not only do we share a particular demographic characteristic — we all come from the same agency — but we are also associates. "Now the cohort thing makes sense," I thought.

Mielke explained that of the 900 code supervisors or managers within DCMA, more than 700 have attended cohort. Each cohort class consists of a maximum of 30 people, so it will be awhile before all of the agency's managers and supervisors are cohort alumni.

The agency's goals for each cohort are many and include:

- Change DCMA's culture to emphasize flexibility, inclusiveness and development of people
- Establish high goals for DCMA personnel and help employees reach them without compromising the agency's values or people
- Communicate openly so that the agency thrives
- Find ways to contribute to any situation by not holding back actions or opinions and

**During this portion of our cohort experience each of us received an executive coach to discuss our career goals and desires, assist us in mapping out a career plan to take advantage of our strengths and help us realize our career goals.**

to publicly support decisions once made

- Address problems openly and directly, without fear of retribution, and lead discussions skillfully to encourage the free flow of information and ideas
- Learn from past mistakes and apply them to new situations
- *Carpe diem* — "seize the day"
- Challenge one another to innovate and take risks to support new and creative ideas
- Empower oneself and others to act as "champions of change"
- Foster a sense of urgency in making change happen and be on the lookout for new or better ways to operate
- Learn to create an organizational climate that rewards teamwork
- Practice team-building skills
- Learn skills to integrate new team members quickly and effectively
- Learn to take charge while including others and use good ideas, wherever they may come from.

I became part of cohort 26 (the 26th class since the program's inception) in May. I was the only member of the class to come from DCMA Headquarters. Most came from contract management offices around the U.S. and Europe or from one of the six product division headquarters.

### The Western Management Development Center

Each cohort is broken up into four parts, requiring three trips to the Office of Personnel Management's



The course includes many games and exercises to help illustrate important learning objectives. Dr. Maria Valdes demonstrates a special rug for a classroom team-building exercise, which sounds an alarm if students step in the wrong spot while trying to travel across it.

Western Management Development Center in Aurora, Colo., a southeastern suburb of Denver.

The first trip to WMDC covers “Leading Through Transformation: The Challenge of Change” for two days and “Emotional Intelligence as a Leadership Skill” for five days. In between the two classes is a weekend off, allowing attendees to do some sightseeing at nearby attractions including Pikes Peak — elevation 14,110 feet — the 31st highest peak out of 54 Colorado peaks. (It is also the farthest east of the big peaks in the Rocky Mountain chain.)

Civilian contractors teach the cohort classes. The first class was led by retired Army Col. Barry Berglund, who now serves as a lecturer and instructor specializing in change implementation. Through humor and a number

of interesting exercises and questionnaires, Berglund helped all of us in the class understand our personal needs during periods of change and how we deal with the challenges of leading transformation within DCMA.

Following our weekend off, we met a new group of instructors,



Retired Army Col. Barry Berglund helped the class understand personal needs during periods of change and discussed how to deal with the challenges of leading transformation in DCMA.

including Dr. Don Crist, Stephen Hoel, Linda Reinhardt and Marisol Konczal, for the “Emotional Intelligence as a Leadership Skill” portion of the training. Each of our instructors brought years of executive leadership coaching and academic training in leadership, emotional intelligence, facilitation and conflict management to the classroom. It was also during this portion of our cohort experience that each of us received an executive coach to discuss our career goals and desires, assist us in mapping out a career plan to take advantage of our strengths and help us realize our career goals.

### The Burning Question

One of the key assignments during this first visit to cohort occurs at the end of the emotional intelligence class. Each cohort receives a “burning question”

from a member of the agency's senior leadership team. For cohort 26, Rebecca Davies, executive director of contract operations and customer relations, was the SLT member who assigned the "burning question" — an opportunity to research and make recommendations concerning the resolution of a DCMA leadership or management problem. Each cohort briefs its findings to the SLT member assigning the project, and each group knows it could end up briefing the entire SLT on the cohort's findings.

Davies asked cohort 26 to examine what the agency did well and poorly during its recent implementation of performance-based management and in the functional realignment of the agency. She also asked the cohort to make recommendations for the management of similar projects in the future. Davies assigned the project to cohort 26

via a teleconference at the end of the group's first visit to the WMDC. For the remainder of the course, the cohort participants continued to work on preparing a report to Davies, including times when they were at their home duty stations.

### Learning to be Coaches and Mentors

The second trip to Denver occurred approximately one month after the first but lasted only three days. The second session covered "Coaching for Excellence: Maximizing the Development Process." Once again, the students met a new group of instructors including Glenn Brōme, Dr. Barbara Pollack and Dr. Maria Valdes.

"My favorite part of consulting and coaching is helping people solve problems by seeing things in a new way," said Dr. Pollack. "I believe when people become smarter about

**We all received the opportunity to learn from one another as well as from our instructors. I would really like our class to have a reunion and share how we put into practice the many things we were fortunate to learn from the instructors and one another.**  
— Marion Julian

understanding how they think and recognize what impact they have on others, they can be better learners." Dr. Pollack also offered that, with greater awareness, insight and curiosity about ways to approach challenges, people can be more adept at using their strengths: "They become better team members, leaders, and can significantly impact their organization."

During the second trip to WMDC, cohort 26 members learned how to be coaches and mentors and lead their subordinates and coworkers to greater achievement and self-fulfillment. As with the previous courses, the instructors used case studies, games, group challenges and humor to make their points and help the members of the cohort learn.



From left: Ginnie Collie, Marion Julian and Charles Snavely listen to the fine points of coaching employees.

## On the way to Becoming Cohort Alumni

The final session — “Leaders Growing Leaders” — follows the second session by a month and lasts five days. Brōme and Dr. Pollack returned to work with the group for this final session, and Dr. John Lybarger joined the team. Like most of the instructors in the cohort program, Dr. Lybarger also specializes in executive coaching and leadership training. “I most enjoy being involved with cohort because I believe DCMA’s senior leaders are committed to making DCMA one of the best places to work,” said Dr. Lybarger. “I am passionate about leading change and growing leaders in agencies that desire to be the best in class.”

In addition to exploring how to develop the agency’s future leaders, and about our roles as supervisors in that process, the cohort also spent considerable time wrapping



Dr. Maria Valdes taught feedback and coaching skills, creation of supportive work environments and teambuilding to the cohort students.



Dr. John Lybarger, second from right, and Glenn Brōme, far right, join students in building a “support web” during the last session of the course.

up the loose ends in preparing to brief Davies on our study of the “burning question” findings. The last day and one-half of the course was devoted entirely to providing a briefing to Davies, answering her questions and having the opportunity to get to know her better through informal interaction at dinner and a “fireside chat” during our last night in Aurora.

### Praise for the Cohort Program

All of the students departed cohort praising the program and being thankful that they were selected to attend. How did the students benefit from attending the program?

“I feel the benefit of the cohort program is getting to know the other participants,” said Steve Fischer of DCMA Los Angeles. “The energy generated and the dynamics produced by each class are dependent on the level of participation by each [cohort] member. The more

involved, the more dramatic the results and the learning experiences are for each of us.”

Marion Julian, director of the DCMA packaging division, agreed with Fischer: “This was a wonderful experience and I truly enjoyed everyone,” said Julian. “We all received the opportunity to learn from one another as well as from our instructors. I would really like our class to have a reunion and share how we put into practice the many things we were fortunate to learn from the instructors and one another.”

Brad Keim, a team leader from DCMA Lockheed Martin in Marietta, Ga., was near retirement but came to cohort anyway and is glad that he did. “Cohort 26 reinvigorated me not only with the subject matter taught in the classroom but with the awesome talent and energy I was exposed to by my brother and sister cohorts. This network will not fail.” 



*(Background Photo)* Stack of dollar bills  
(Photo courtesy of istockphoto.com)



# “Show me the Money!”

## Agency Plans Ways to Maintain key Programs During an Austere Year

By Dick Cole, Chief, DCMA Public Affairs

**A**n additional appropriation of \$17 million from the Department of Defense may make fiscal year 2008 a bit less painful for the Defense Contract Management Agency, but it is still going to be an “austere” year according to Jim Russell, executive director of the agency’s financial and budget directorate.

“It’s definitely going to be a really tough year for us, no doubt about it,” said Russell. “Even with some additional relief from Congress, fiscal year ’08 will be a challenge.”

Russell has been talking with commanders for several months about the challenges and working with them through the agency program objective memorandum process to formulate a solid budget strategy. “We have an executable strategy in place, but it calls for some pretty serious reductions in

labor dollars and in training and travel,” he said.

“We have an executable strategy in place, but it calls for some pretty serious reductions in labor dollars and in training and travel.”

— Jim Russell

### The Training Budget

According to Russell, the availability of funds for training is the portion of the budget that concerns most DCMA employees. “We’re taking a much bigger reduction in our training budget than we’d like to, and the senior leadership team’s top priority is

to figure out a way to channel any additional funds that become available toward fully funding training,” he explained. “No doubt that will be a top consideration for any additional funds Congress may authorize for us.”

The agency can manage through the travel and supply funding issues, but training is the shortfall that causes the SLT the greatest concerns. “Our strategy is that we want to fund as much training early in the year as we can, and then any money that we can free up during the year, or get additionally during the year, we want to put toward training, first,” said Russell. “There are two ways that we think we may be able to add to that, so, our execution strategy is to ‘front-load’ as much training as possible early in the fiscal year.”

What are the two reasons that Russell’s team and the SLT believe they will have sufficient funds

**“Our strategy is that we want to fund as much training early in the year as we can, and then any money that we can free up during the year, or get additionally during the year, we want to put toward training, first.”**  
**— Jim Russell**

for training in '08? First, “There is a proposal today to add \$17 million to our budget for next year,” explained Russell. “Congress has expressed a willingness to help with a potential ‘plus-up’ to [the Defense Contract Audit Agency], DCMA and the DoD [inspector general]. I suspect it’s because they believe they may have cut these important surveillance organizations too much in a time of increasing workload,” he said. “A big chunk of what we would do with that money, if it doesn’t come with a lot of very specific restrictions in how we can spend it, would be to put it toward training first and toward additional staffing at organizations that we’ve identified where we think our customers may be at the greatest risk. But, we don’t have those dollars yet, so it’s a little early to start spending them.”

The other way that funds may become available for training is by a proposal sponsored by Defense Acquisition University to help underwrite the costs of training

the workforce of the future. “We are working very closely with Frank Anderson at the Defense Acquisition University on a combined acquisition workforce proposal,” Russell said, and explained that DAU is studying how DoD is grooming its future workforce.

They are preparing a proposal to go to Congress for “supplemental money to help do things that we normally do through our workforce development and training budget,” Russell said. “This includes such things as hiring keystone interns and training them, funding our Tomorrow’s Leaders initiative, and similar programs that help us prepare for the wave of retirements we will be facing in the coming years. What we want to do is get additional funding to cover those kinds of investments in our future so we can redirect current

mission dollars and put those back toward people and travel today.”

The SLT has also been looking at how human resources — the central managers of all training funds for the agency — is allocating training funds. The training funds managed by HR also include dollars to conduct conferences. “There are some innovative ways that we can find savings. We have some discretion, and we feel like we have some flexibility,” Russell said confidently.

“The major targets this year will be conferences and the more discretionary kinds of training,” Russell said. He explained that tuition assistance is one program that the SLT really wants to keep the funding in place for. “That’s one of those programs that seems to be a litmus test for our workforce on how much the



Financial Management and Budget Executive Director Jim Russell says fiscal year 2008 will be a “tough year.” (Photo by Julia Wyant, DCMA Public Affairs)

## Fiscal Facts

### Fiscal year 2008’s “austere” budget will result in several reductions for the agency:

- 47 percent reduction in training funds
- 19 percent reduction in travel funds
- 19 – 20 percent reduction in funds for supplies
- Labor dollar reduction that will cause a corresponding five percent “headcount” reduction

agency supports training — even for the people who don’t take advantage of it.” Russell was quick to add that DCMA will continue to provide tuition assistance, “but we may be forced to look for ways to reduce the total cost of tuition assistance as a program.”

### The Employee’s Perspective

So, how should we as employees look at the ’08 budget shortfall?

“I want people to take it seriously and avoid expenses that are not directly contributing to our ability to serve our customers. We really have to cut or postpone the ‘nice to haves’ and focus on the ‘need to haves.’ But, I also think we have a remarkable record of being prudent budget execution managers and knocking things off our unfunded lists,” replied Russell.

### Other Programs

What about the implementation of the national security personnel system — NSPS — or the move to

Fort Lee, Va. Will they be affected by the reduced ’08 budget? Will the funding shortage in ’08 affect either of these important programs?

“NSPS is supposed to be budget neutral to us. We’re not going to get any additional funds,” stated Russell. “Our concern, as we have watched other activities implement pay-for-performance systems, is that it hasn’t been. In fact, it has put upward pressure on their budget as the average cost of their workforce has increased faster than inflation. Since our top line is not increasing and we’re going to have to stay within that, if salary costs grow too quickly, the only way to manage that shortfall is to have fewer people.”

The funding for the move to Fort Lee comes from a completely different appropriation — base realignment and closure appropriations — that is specifically earmarked for that purpose and is managed separately. Therefore, the budget shortfall should not have any impact on the agency headquarters’ impending move.

“We’ve faced some tough budget years in the past, but I know our agency leadership is up to the challenge, and our workforce consistently finds innovative ideas that help us become more cost effective.”

— Jim Russell

### Facing the Future

Russell summed it all up: “The potential reduction in training is a big deal ... a really big deal. We’ll use more computer-based training, which should allow us to be more cost effective. We have made some serious reductions in our budget plan for ’08, but our execution strategy is solid, and we’re committed to meeting our commitments to our customers. We’ve faced some tough budget years in the past, but I know our agency leadership is up to the challenge, and our workforce consistently finds innovative ideas that help us become more cost effective.”

# CONTINGENCY CONTRACTING CORNER

## Voices From the Theater: Insiders' Perspectives of D

By *Carolina M. Woods, Staff Writer*

For most people, making the decision to go on a voluntary deployment to Iraq, Afghanistan or any other hot spot in the world is not easy. Sometimes family matters or concerns about the dangers associated with deploying can prevent one from making this type of commitment. Additionally, the extreme climate and long work days are not for the fainthearted. However, those who have embraced the opportunity to deploy with the Defense Contract Management Agency describe it as one of the most fulfilling experiences of their lives and a unique bonding

experience. I spoke with two DCMA employees who have gone through this experience to get their thoughts and perspectives on being deployed. These are their stories.

**Linda Wallace, DCMA Headquarters mission support officer and former DCMA Middle East mission support officer**

**C:** How many times have you been deployed?

**Linda Wallace:** Twice

**C:** Why did you choose to deploy?

**LW:** For the adventure of it. It was an opportunity to serve America in a real and tangible way and to experience the unknown in relative safety and without giving up my income.

**C:** In general, what is it like being deployed?

**LW:** Generally, it is a very positive experience. There are times of homesickness, and conditions can be austere — meals definitely aren't like at home. I found that as I allowed myself to adjust, those issues become less important fairly quickly. The opportunity to



Air Force Maj. Loreen Lisle, second from right, working as an administrative contracting officer for DCMA Iraq.



Lisle, sixth from left, with her DCMA Iraq colleagues.

# Deployment

experience a different culture, meet new people and put a face on our customers more than makes up for the difficulties. It is great to see that what we do makes a real difference for the military members who are protecting our freedom. They are in harm's way so we can remain safe at home, and their appreciation for what we do is immense — and immensely rewarding.

**C:** What were your greatest challenges?

**LW:** Language is definitely tricky. When I was in Hungary, I had much more contact with Hungarian

employees in the office and on the base than in other locations. We communicated with hand signs and [often] passed a Hungarian-English dictionary back and forth. It is difficult because the conversation changes each time ... so each time is a new beginning. I found communicating to be hard work.

In Djibouti, I think the weather was the biggest challenge. It was hot. By the time I left in early July, 140 degrees was pretty routine. It feels a lot like being in a huge hair dryer when the wind is blowing. I didn't know it could get that hot.

**“ I no longer see DCMA's mission as support to the military. We support Maj. Adams, Capt. Smith, Private 1st Class Roberts, Larry, Tom and Steve. What we do makes a real difference to the troops. — Linda Wallace ”**

**C:** What is your most memorable experience?

**LW:** There are several, but if I have to choose one, it would be volunteering at the girl's orphanage in Djibouti. A small group from the base went over every Friday

afternoon for a couple of hours. ... They liked for me to sing, and we sang almost every time I went. My friends very generously sent books, school supplies and personal items to give to them. It was a wonderful experience. I hope to visit Djibouti and the orphanage while I am in Kuwait.

**C:** How would you describe your overall experience?

**LW:** Overall, I wouldn't trade my deployments. I no longer see DCMA's mission as support to the military. We support Maj. Adams, Capt. Smith, Private 1st Class Roberts, Larry, Tom and Steve. What we do makes a real difference to the troops. I met people, saw things and did things that I would never have experienced sitting in an office in California or Virginia. I have lots of stories to tell my grandchildren.

**C:** What advice do you have for civilians who are thinking about doing a voluntary deployment?

**LW:** I recommend they talk to someone who has deployed — especially someone who has been where they want to go. Ask everything you can think of and correspond with someone who currently is deployed if that is an option. Every deployment is different, but that discussion will give them a better idea of what to expect. Talk it over with family

members and be sure they are supportive. I used a calling card that had a very low rate and could be refilled over the phone. That allowed me to stay in touch with family and friends. It made a world of difference. Finally, clear the decks as much as possible so you have less to deal with while deployed. If you don't already bank online, set that up before you deploy.

**Air Force Maj. Loreen Lisle, DCMA Headquarters contracting officer and former DCMA Iraq administrative contracting officer**

**Communicator:** How many times have you been deployed?

**Maj. Lisle:** Three times — two with the Air Force and one with DCMA.

**C:** What was your greatest challenge?

**ML:** With all the deployments — and I am pulling all of them together — [it was] communication because we had to deal with a lot of the local nationals, and there are barriers on the cultural side. ... Also, each time I get there I don't have all the corporate knowledge because the person I'm replacing is gone ... and as soon as I am up to speed it's time for me to go. So [due to] that lack of corporate knowledge you

have to be very aggressive to get what you want and make the right decisions.

**C:** What would you describe as your most memorable experience from your deployments to Iraq?

**ML:** My memorable [experience] wasn't a positive one, but it is memorable all the same. I lost a friend, and when you're in that environment ... you become very close. You might have not known [that person] in the States, but when you go over there you're family. ... Losing someone during my last rotation really brought it home for me ... that, truly, freedom is not free.

**C:** Given your experiences during your last rotation, if you were given the opportunity to go back would you go?

**ML:** Yes I would, and I do say this even being a mom. [Even though] it is really hard on the family ... I would because taking care of the personnel is the number-one priority. In the States sometimes I get to do a job putting on a contract [which] takes several months — six to seven months. When you are over there that is the mission. ... You see the soldiers there; you see what you are contributing to the big picture. That part is truly rewarding. **C**



# Getting the Numbers up

*Article and photos by Dianne Ryder, Editor in Chief*

In August 1999, the Veterans Entrepreneurship and Small Business Development Act became law, creating new assistance programs and expanding existing programs for veterans owning small businesses. The act added the service-disabled, veteran-owned small business (SDVOSB) category to the socioeconomic categories used by the government to track contract awards to small businesses. It also required all federal agencies to establish a goal of three percent of the total value of all prime contract and subcontract awards to

be awarded to SDVOSBs each fiscal year. Additionally, it required the Small Business Administration to report annually to Congress each federal agency's success at meeting this goal.

By December 2003, many federal agencies were still struggling to meet the three-percent goal, including the Defense Contract Management Agency. So, the act was amended to authorize contracting officers to award sole-source contracts to SDVOSBs. Although limited to \$5 million for manufacturing and \$3 million

**As part of the Department of Defense strategic plan, DCMA collaborated with six large defense prime contractors to increase contracting opportunities for veteran-owned small businesses.**



Mary Seabolt, assistant director, DCMA Small Business, at her desk at DCMA Headquarters in Alexandria, Va.

for non-manufacturing, the amendment allowed contracting officers to restrict competition and award contracts to qualified businesses in this category.

In October 2004, President Bush further strengthened opportunities for SDVOSBs to contract with the federal government through Executive Order 13360. This was a response to complaints from veterans organizations that the federal government had yet to reach the three-percent target goal. This order requires each federal agency to submit a five-year strategic plan to increase contracting

opportunities for veterans and to report annually on their progress. These plans and the agencies' progress are published annually.

As part of the Department of Defense strategic plan, DCMA collaborated with six large defense prime contractors — Lockheed Martin Corporation, The Boeing Company, Raytheon, Northrop Grumman Air Combat Systems, General Electric Aircraft Engines and Textron Systems Corporation — to increase contracting opportunities for veteran-owned small businesses. “We met with them, and they agreed to work with us to increase subcontracting

with SDVOSBs,” said Mary Seabolt, assistant director, DCMA Small Business. “They shared information with us and with each other on such things as SDVOSB supplier lists.”

DCMA reviewed subcontracting spending data to determine where these prime contractors were awarding large subcontracting dollars, and to whom, and compared that with the other contractors to see if there were areas where they could increase subcontracting with SDVOSBs. Using all this information, DCMA was able to negotiate higher goals in the contractors' annual plans. Seabolt noted that “although

**DCMA's prime contracting numbers have increased from 0.1 percent in fiscal year 2003 to 1.5 percent.**

subcontracting has been the primary focus of the DCMA Small Business office, we are also engaged with the DCMA procurement center on providing contracting opportunities for SDVOSBs.”

30% goal



The DoD strategic plan is updated every year; the third-year plan was signed June 2007 by Dr. James Finley, Office of the Secretary of Defense deputy under secretary of defense for acquisition, technology and logistics, and Anthony Martoccia, director of DoD's Office of Small Business Programs.

Although the goal remains three percent, the federal government is still short of that goal. In fiscal year 2006, DoD awarded less than one percent of its prime and subcontracting contracts to veteran-owned small businesses; however, DCMA's SDVOSB prime contracting numbers have increased from 0.1 percent in fiscal year 2003 to 1.5 percent. Still, according to Seabolt, "recently, there have been several letters from Kenneth Krieg [former under secretary of defense, AT&L], Shay Assad [director, defense procurement and acquisition policy], and Tony Martoccia emphasizing that we must get our numbers up."

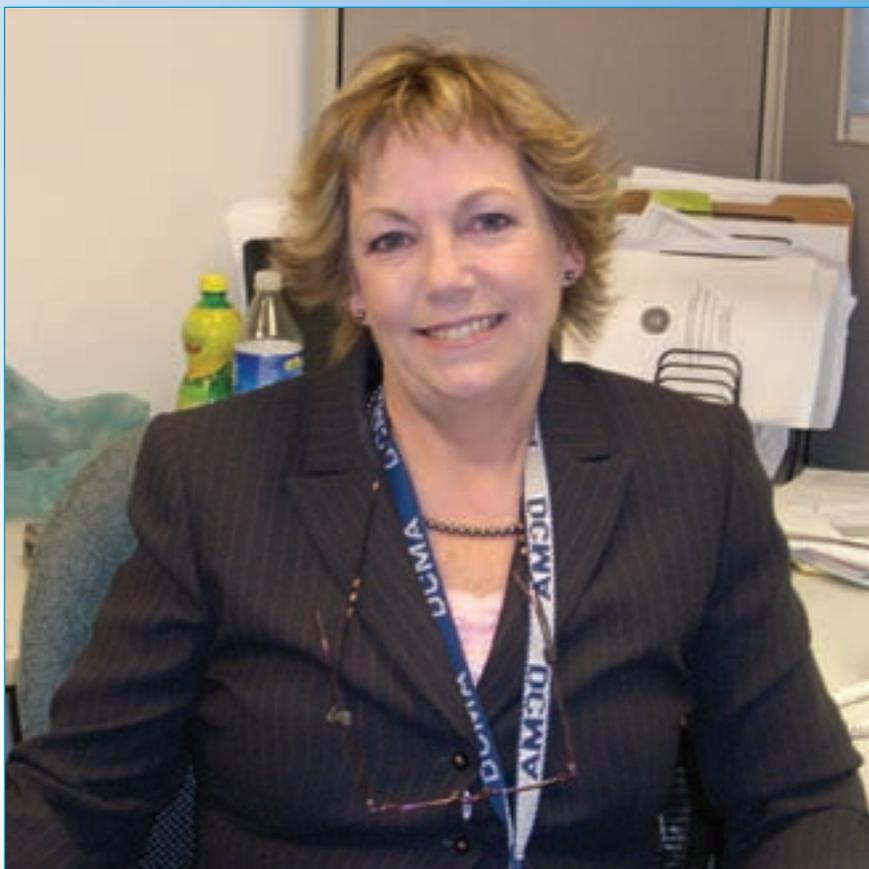
Recently, there have been several letters from Kenneth Krieg, Shay Assad and Tony Martoccia emphasizing that we must get our numbers up.  
— Mary Seabolt

Assisting in getting the numbers up is Joyce Grudzinski, chief of the DCMA procurement center. All contract requirements exceeding \$10,000 must be coordinated with Seabolt. Grudzinski reviews all requirements and determines what can be set aside for SDVOSBs. "There have to be at least two SDVOSB companies that we know can do the work before we can set it aside," she said.

Recently, the General Services Administration awarded an SDVOSB government-wide acquisition contract to 44 SDVOSBs for information technology purchases. Use of this contract vehicle streamlines DCMA's procurement process, saves time and results in DCMA getting credit for SDVOSB awards.

No surprise then that DCMA's primary focus has been on awards for information technology services and hardware purchases. "Our biggest customer is IT. I work with the IT director to identify requirements that can be awarded to SDVOSBs," Grudzinski said. "We currently have two [requests for quotation] to be posted to the GSA veterans' schedule very soon that will put us very close to our goal," she added. By fiscal year's end, Grudzinski said she feels "very confident" that DCMA will meet the three percent requirement.

Both Seabolt and Grudzinski are very enthusiastic about DCMA's future dealings with SDVOSBs, each declaring their commitment to working with veterans. **C**



Joyce Grudzinski, DCMA Procurement Center chief

# Mentoring Allows Employees to Pass Along Knowledge

By Mark Woodbury, Associate Editor

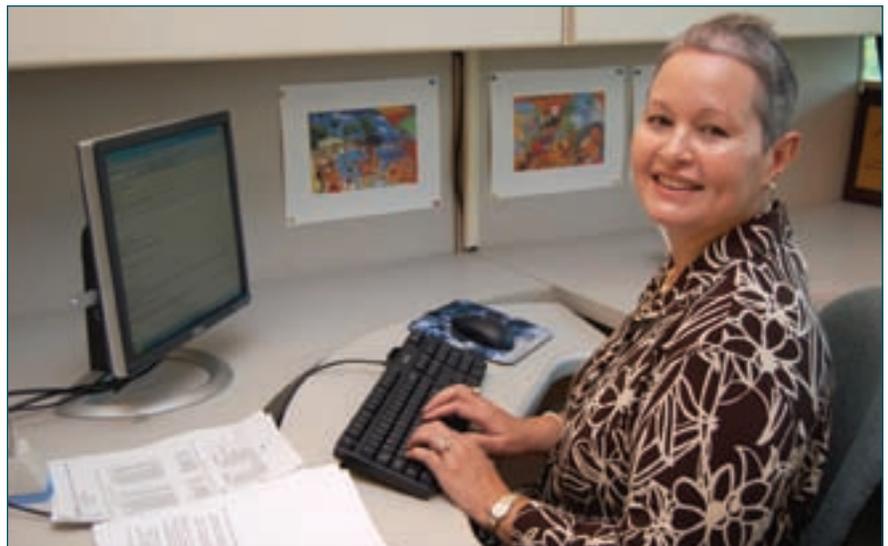
It was Albert Pine, American author, who said, “What we have done for ourselves alone dies with us. What we have done for others ... remains and is immortal.”

With 75 percent of Defense Contract Management Agency employees eligible for retirement within the next five years, the agency has a pressing need to pass these employees’ knowledge to others.

**“What we have done for ourselves alone dies with us. What we have done for others ... remains and is immortal.”**  
**— Albert Pine**

Wallis Berrios, DCMA Human Resources workforce specialist, is the person overseeing a program that will assist the agency in accomplishing this goal while also developing well-rounded future employees. “The informal mentoring program accomplishes many agency

goals. Passing along knowledge to newer employees is just one of them,” said Berrios. “With so many people eligible to leave the agency soon, it is imperative to try and capture their insight and knowledge before they go.”



Wallis Berrios, DCMA human resources workforce specialist, oversees a program to pass on the knowledge of retiring employees while also developing well-rounded future employees. (Photo by Mark Woodbury, DCMA Public Affairs)

**I encourage protégés to have as many mentors as needed to assist them in accomplishing their short- and long-term career goals.**  
— Wallis Berrios

To capture this knowledge, Berrios is encouraging employees looking to retire within the next five years to become a mentor to another DCMA employee. Berrios says this is not an exclusive offer, however, and encourages employees at various stages of their careers to participate in the program — be it as mentor or protégé.

Unlike formal mentoring programs that place every participant into the same program, regardless of their circumstances, an informal mentoring program, says Angela Bailey, human resources executive director, “allows employees to establish mentoring relationships based more on what the two individuals think will work best for them, rather than a prescribed set of procedures and processes that may or may not work.”

According to Berrios, there is a common misconception among protégés within the program that they can have only one mentor. “It is hard to find one person that has every attribute the protégé wants and needs to better themselves,” she adds. “This is why I encourage protégés to have as many mentors

as needed to assist them in accomplishing their short- and long-term career goals.”

During her time with the program, Berrios has had a chance to hear some success stories. One protégé said the informal nature of the program allows her the flexibility she needed to complete her formal work training while still getting the mentoring she needed on various issues. Another protégé said she had considered leaving DCMA, but because of her mentor, she was able to gain insight into the opportunities available to her within the agency, which motivated her to stay.

Bailey said the program can open doors for people, not so much to get a promotion, but by understanding the big picture — such as the direction of the agency — or little things, like how a person balances work with his or her children’s ball games.

David Wilson, DCMA Bell Helicopter industrial specialist and long-time mentor within the program, feels everyone should, and can, get something out of the program — whether as a protégé or mentor. “Mentoring is for everyone,” he said. “A person is not fully successful unless another person has benefited from your knowledge and success.”

For complete information on the informal mentoring program, employees can go to DCMA’s intranet home page — <http://home.dcma.mil> — and click on the informal mentoring program link under “What’s Hot.” 

### Role of the mentor:

- Provide advice and guidance about career development opportunities
- Encourage development to the fullest, both personally and professionally
- Assist a protégé with developing and charting his or her career path
- Share insights on broad DCMA missions and functions and an awareness of the programs and activities that fall within the scope of the mentor’s responsibility
- Provide suggestions about activities and information that would benefit the growth of the employee, to include reading materials, pertinent Web sites and participation in professional groups
- Recommend pursuits that will help develop specific areas in the employee’s professional advancement (e.g., written or oral communication skills)

### Role of the protégé:

- Seek out and select a mentor
- Define career goals and be ready to present them to the mentor
- Research available career management and professional development material in anticipation of dialogue with mentors
- Utilize the relationship to the fullest by honestly declaring strengths and weaknesses and requesting guidance on strengthening specific areas
- Focus on listening and learning, then on using the information to enhance performance

(Source: DCMA Informal Mentoring Guide)

# DCMA Annual Military Awards

**P**lease join me in congratulating the Defense Contract Management Agency's 2006 Annual Military Awards winners. Their outstanding accomplishments, dedication to the agency's mission and service to our nation are truly worthy of this recognition. These winners include both active duty and Reserve Individual Mobilization Augmentee members.

This year's competition presented the boards with a challenge — having two equally superior field grade officers executing DCMA's mission resulted in a deadlock tie. Therefore, it was my decision to award both of these respected nominees with the title of "Field Grade Officer of the Year," delineating them by their vastly differing areas of mission excellence.

We will formally recognize each of our winners at our annual awards dinner to be scheduled in conjunction with our Fall Commanders' Conference. Again, congratulations to all... and thank you for your tremendous efforts!

— Keith Ernst, DCMA acting director

## **Air Force Lt. Col. Lloyd Blackmon – Field Grade Officer of the Year – Systems Support**

Lt. Col. Blackmon aggressively executed more than 1,000 reusable solid rocket motor inspections that resulted in three successful NASA Space Shuttle launches in 2006. Logging over 1,800 travel miles in Iraq, Blackmon cemented relationships with Multi-National Force – Iraq customers and increased vital contractor logistics support oversight by 37 percent. He spearheaded an initiative to close 11 forward operating bases and increased the use of air transport for cargo by 56 percent to decrease the need for dangerous ground convoy shipments. Blackmon directed changes to instill discipline in critical contractor processes at a high-risk rocket plant. He teamed with NASA to fix Space Shuttle booster separation motors that decreased the orbiter foreign object damage risk. He pushed hard to close 11 Iraq forward operating bases by utilizing existing assets, saving \$5 million. He is an active member of the National Contract Management Association and was selected to brief a local chapter on Iraq contracting.

## **Army Maj. Vaneada S. Terrell – Field Grade Officer of the Year – Theater Support**

Maj. Terrell demonstrated superb leadership while leading her team to manage the seamless flow of DCMA service members in and out of theater. A strategic thinker, she implemented processes that reduced personnel processing time by 40 percent. Terrell's insightful analyses of each deployment order provided invaluable feedback to both field commanders and the DCMA International staff about needed changes. She also trailblazed the meaningful integration of performance-based management concepts into the day-to-day execution of her team's duties. Selflessly leading by example despite her heavy workload, Terrell volunteered to work with the Humanitarian Operations Center in Kuwait, supporting a Multi-National Force – Iraq initiative to provide medical treatment, transportation and aid to sick Iraqi children. She also acted as senior military advisor to the contract management office's commander. Terrell did the work of two field grade officers for three months until her deputy arrived and then trained him. On her days off, she volunteers to work with the Humanitarian Operations Center

as an information technology support representative.

**Air Force Capt. Paul J. Ferguson – Company Grade Officer of the Year**



Capt. Ferguson volunteered for a deployment to Kuwait to oversee Army airfield operations, seaport fire and emergency services, theater transportation, theater retrograde operations and Iraqi Umm Qasr deep-water port operations contracts valued at more than \$850 million. As program integrator for the F-22 aircraft, he expertly devised and implemented a comprehensive performance-based plan to deliver results for his Air Force customers. Leading a team of 10 quality assurance professionals performing more than 500 audits, he ensured contractor compliance with contract requirements. He managed U.S. Central Command's bulk fuel operation, providing 125 million gallons of fuel to Iraq, which fueled 85 percent of

coalition combat vehicles. Ferguson uncovered contractor improprieties and took appropriate corrective actions that resulted in a savings of \$1.5 million. He met top Air Force priorities and delivered 16 F-22 wings on time and below cost with three zero-defect jets. Ferguson assists his community by mentoring underprivileged youths in math, science and the arts. He is also a volunteer tax advisor for military personnel.

**Army Sgt. 1st Class Jason W. Sheer – Senior Noncommissioned Officer of the Year**

Sgt. 1st Class Sheer displayed outstanding leadership as a senior aviation maintenance manager. As the leader of acquisition professionals, maintainers and warfighters, he provided expert surveillance on contracts valued at more than \$750 million. He ensured contract safety compliance at five locations throughout a tri-state region, personally safeguarding programs valued at \$9 billion. Moreover, Sheer monitors aircraft repair, remanufacture, service and movement, ensuring 100 percent accountability of tools and ground support equipment. He established stringent, but achievable, performance standards associated with contractor performance and

delivery. He facilitated on-time delivery of more than 50 rotary wing aircraft to warfighters and provided an unprecedented level of ground operations surveillance for numerous acquisition category II and III programs. Sheer is also advisor to the unit commander and chief of flight operations on all aspects of program ground/flight safety. He serves his community by holiday visits to more than 50 veterans of a Phoenix nursing home and by coaching young athletes in local football league and arranging numerous educational events at the Boeing Mesa, Ariz., facility.

**Navy Petty Officer 1st Class Jonathan G. Patnaude – Junior Noncommissioned Officer of the Year**



Petty Officer 1st Class Patnaude displayed outstanding leadership, teamwork and dedication while serving as the executive assistant to the DCMA Pacific commander. He excelled at coordinating and

supervising command-level administrative actions, operational calendars, command visits, and military administrative and personnel actions for the contract management office and its six field commands. Patnaude improved the organization, privacy and security of information on the command server. He also edited and published a bimonthly report that enhanced awareness of contractual and operational issues and served as a direct liaison to administrative contracting officers supporting Operation Enduring Freedom – Philippines. Throughout all of this, he continued to provide significant quality assurance support to DCMA Japan while fulfilling all his new duties. Patnaude ensured timely release of four F/A-18 aircraft to Carrier Air Wing Five aboard USS *Kitty Hawk*. His community interests range from leading a local Japanese cycling club to volunteering as a cardiopulmonary resuscitation and first aid instructor at the Red Cross. Off duty he attends the University of Maryland, maintaining a 4.0 grade point average.

**Navy Lt. Cmdr. Greg G. Russell – Best in Service (U.S. Navy) – Field Grade Officer of the Year**

Lt. Cmdr. Russell distinguished himself as administrative contracting officer and deputy of operations for DCMA Aircraft Integrated Maintenance Operations Bethpage, N.Y. He led the business support team in the reduction of unfinalized contract actions by 47 percent. Russell's leadership of the \$21 million littoral combat ship integration contract management team resulted in numerous contract management improvements. As the executive officer for all military concerns, he mentored both military and civilian subordinates on meeting customer goals with limited resources. Russell coordinated DCMA Bethpage's fiscal year 2008 budget submission and ensured resource requirements were accurate. He assists his community by mentoring church members relocating to New York City, helping them become familiar with their new surroundings and locate housing. Russell also researched information about how a local Republican Club could best assist disabled veterans returning from Iraq and briefed the club on his findings.

**Navy Lt. Christopher M. Sylvester – Best in Service (U.S. Navy) – Company Grade Officer**



Lt. Sylvester designed a multipurpose personnel database tailored to aircraft operations, which facilitated management of personnel in key positions and forecasted gaps in contract surveillance. He coordinated personnel management of 60 Navy and Marine aviators at more than 15 contractor sites. He served on two aircraft operations inspections and objectively measured aircraft operating risk at contractor facilities. Sylvester served as deputy on a quality assurance team, validating critical safety item checks for six aircraft types, and provided exceptional service as aide-de-camp to the DCMA director. He performed prime work preparing for Joint Contracting Command – Iraq Commander Air Force Maj. Gen. Darryl A. Scott's deployment and

Naval Aviation Enterprise speech. Sylvester also took time to rebuild a local church's Web site to assist them in their community outreach program.

**Marine Corps Gunnery Sgt. William T. McKelvey – Best in Service (U.S. Marine Corps)**

Gunnery Sgt. McKelvey's management and leadership helped provide exceptional oversight of CH-53 aircraft programmed depot-level maintenance worth more than \$20 million. He aggressively maintained a production flow schedule that ensured timely delivery of 12 aircraft following a 125 percent increase in requirements. His maintenance prowess set the pace for CH-53 upgrades while saving \$650,000. McKelvey obtained complete federal regulatory compliance for the depot maintenance program and its execution. He provided vital oversight for a \$20.1 million CH-53 contract at the largest depot facility for U.S. aircraft in the Pacific Command. He managed two weapon system programs and streamlined redundant processes. He acts as airfield manager for all inbound U.S. aircraft and pushes for 100 percent safety on the job. McKelvey was selected as senior NCO mentor for 30 troops at Chinhae Naval Base, Korea, where

he provides guidance and career counseling. He also took the lead in multi-service physical fitness fun-runs to promote wellness and spearheaded a 2006 Toys for Tots drive supporting children at Pusan's International School.

**Air Force Master Sgt. Todd D. Lawson – Best in Service (U.S. Air Force) – Senior Noncommissioned Officer**

Master Sgt. Lawson demonstrated outstanding leadership and dedication to the DCMA contingency contracting administrative services mission during a six-month deployment supporting Operation Iraqi Freedom and as an information technology specialist with DCMA Northern Europe. In the war zone, he provided unparalleled support to the warfighter. While assigned to DCMA Northern Europe, he provided critical network support and was a key member of the information technology team. Lawson replaced the entire DCMA Northern Europe data center's outdated infrastructure and created a new network operating system image for DCMA Northern Europe's annual 33 percent computer replacement. He volunteered to document various DCMA networks throughout Northern and Southern Europe

where his efforts proved critical during network certification and accreditation updates. Lawson also maneuvered existing assets to support the Yeovil, England, office supporting the \$6 billion VH-71 presidential helicopter program. In addition to his many accomplishments, he managed all facilities, vehicle maintenance and quality of life requirements for DCMA Iraq headquarters personnel. He serves his community by assisting at high school regional cross-country, softball and football events.

**Air Force Tech. Sgt. Larry J. Robbins – Best in Service (U.S. Air Force) – Junior Noncommissioned Officer**

Tech. Sgt. Robbins displayed outstanding leadership and dedication as an aviation maintenance manager at DCMA Korea by overseeing the safe execution of aviation contracts valued at \$250 million at the Department of Defense's largest international aircraft depot facility. He regularly briefs aircrews from all four branches of the U.S. military and ensures safety for more than 550 flight operations flown on nine different types of aircraft. In addition to Tech. Sgt. Robbins' many accomplishments, he coordinated 230 operational

test flights on post-maintenance aircraft resulting in 380 critical, mishap-free hours. He also found deficiency with a contractor's flight line refueling procedure and stopped improper fuel draining operations. Robbins continuously applies his operational maintenance expertise, serving as the communications link between aircrews and support agencies during functional test flight operations. His community involvement includes coordinating a bike ride for charity — the proceeds going toward fighting childhood cancer — volunteering numerous hours to coach a youth baseball team, organizing mountain bike rides for members of DCMA Korea and organizing a softball game between DCMA and Korean Air.



### **Air Force Reserve Maj. Barney Dudas – IMA Junior Noncommissioned Officer of the Year**



Maj. Dudas mobilized and backfilled for the DCMA St. Louis commander, who was deployed to Kuwait, from June 2006 to January 2007. During his time as commander, Dudas developed justifications for critical fill positions at DCMA St. Louis. These justifications were then used by the Chicago contract management office director to secure the positions that provided contracting personnel to meet customer inspection and delivery requirements. During this time, he also acted as the DCMA Chicago contract management office's continuity of operations plan manager, Keystone coordinator and antiterrorism officer. Dudas implemented program-based management on both acquisition category II and III programs with schedule A

and B critical characteristics on ammunition and aircraft depot contracts. Contributing to an Operation Iraqi Freedom critical ammunition requirement, he was able to meet an urgent Army request to expedite a 400 percent increase in ammunition. Dudas's community service includes acting as the DCMA St. Louis Combined Federal Campaign coordinator, volunteering with the Boy Scouts of America and participating as a member of his church's worship team.

### **Air Force Reserve Capt. Michelle Marie T. Faucher – IMA Company Grade Officer of the Year**



Capt. Faucher established an informative Web site for the Aeronautical Systems and Naval Sea Systems Divisions' Reservists. She supported the Air Force Research Lab's participation in a Red Flag Exercise. During the extended medical absence of the

incumbent, Faucher volunteered to fill a key position. She also developed and implemented Aeronautical Systems and Naval Sea System Divisions' Reservist home page, enabling Reservists to access up-to-date information about division Reserve leadership, recruitment, available Reserve positions and deployment eligibility and qualifications. Faucher's involvement with the community involves volunteering as a teacher's aide with Destination Imagination, serving as a Red Cross lifeguard and water safety instructor to children in her community, and planning, organizing, and narrating a ceremony honoring a fallen service member. She is also a volunteer teacher in her church.

**Air Force Reserve Senior Master Sgt. Pamela S. Francis – Senior Noncommissioned Officer of the Year**

Senior Master Sgt. Francis led a team of five contract administrators on 125 contracts valued at more than \$2 billion at DCMA Harris, Palm Bay, Fla. Included among the team's contracts are two complex national defense programs — Advanced Extremely High Frequency Navy Multiband Terminal and the Joint Strike Fighter. At DCMA Bell Helicopter,

she issued an order supporting Operation Iraqi Freedom from receipt of proposal through negotiation in less than one week. Francis not only volunteered to support Operation Enduring Freedom by performing two backfill assignments during this period, but she also provided outstanding administrative contracting officer support to DCMA Harris. She demonstrated contracting knowledge and experience equivalent to a field grade officer or GS-13 civilian and was the sole administrative contracting officer from February – August 2006. She led the team in closing 35 contracts valued at more than \$550 million while closing all overage contracts. Her community service includes sending numerous care packages to Iraq and Afghanistan during the holiday season, volunteering as a Disabled American Veteran volunteer and assisting at social gatherings for local veterans.

**Air Force Reserve Staff Sgt. Michael Breeden – Noncommissioned Officer of the Year**

Staff Sgt. Breeden had an immediate impact on ensuring mission requirements were met on the KC-135, C-130 and P-3 depot maintenance programs. He wrote a flight line inspection checklist

for all three aircraft and developed a safety of flight checklist for the P-3 program, both of which have helped avoid any potential delays and correct problems prior to flight takeoff. Breeden coordinated with both contractor and flight line personnel on safety of flight product audits to be performed on aircraft prior to acceptance or functional check flights and ensured proper inspections were completed prior to aircraft launch. He also performed maintenance inspection of aircraft for preflight and functional check flights and initiated and wrote corrective action requests against defects found during product audits. Breeden demonstrates an outstanding attitude and ability to resolve issues before they grow into problems. His community service includes donating \$2,000 worth of furniture and clothes to charities in support of Hurricane Katrina relief and supporting a local hockey team by donating several hours to charity events, raising \$25,000 for the community. 



# DCMA Division Director Vis

By Randy Haynes, DCMA Huntsville

Nestled among the foothills of the Appalachian Mountains in central Alabama is an installation known as the Anniston Army Depot. Among other things, the depot is home to the *Stryker* interim armored vehicle's new production and repair facilities. The new production, performed by General Dynamics Land Systems, has been ongoing for four years. The repair mission, known as the combat power regeneration, is performed by Anniston Army Depot and only began nine months ago. This program returns battle-damaged *Strykers* directly to the

warfighters engaged in Operation Iraqi Freedom.

Defense Contract Management Agency's involvement with the repair mission is unique since the agency is providing quality surveillance for the Anniston Army Depot workforce rather than a defense contractor. The *Stryker* project manager reimburses DCMA for its efforts with the repair program.

For those who have not heard of the *Stryker*, here is a little background. The eight-wheeled *Stryker* interim armored vehicle was designed to bridge

the gap between the legacy forces and the new range of technologically advanced vehicles of the future combat systems. It is a light armored vehicle that is transportable by C-130 aircraft.

**Col. Raulerson assured Howell that he and his staff understood and supported DCMA's role in the Combat Power Regeneration mission.**



DCMA Huntsville employees get a group picture with their division's boss, Mitchell Howell. Front row, from left: Gary Jessen, Mark Register, Randy Haynes and Stephen Smith; back row, from left: Mike Wallace, Kermit Shaw, Garlin Gilchrist, Duane Dembinski, Mitchell Howell, Army Col. Dan Gallagher, Stephen Holloway, Randy Sawlsville, Dan Weeks, James Smith, William Wood and Deanna Patton.

# its *Stryker* Facilities



Stephen Smith, left, DCMA Huntsville, is presented with a director's coin for his dedication to duty by DCMA Ground Systems and Munitions Division Executive Director Mitchell Howell, right.



DCMA Huntsville employee Gary Jessen, left, is presented with a director's coin for his dedication to duty by DCMA Ground Systems and Munitions Division Executive Director Mitchell Howell, right.

The vehicle is produced in several variants, including an infantry carrier, a medical evacuation vehicle and a platform for numerous weapons systems. The *Stryker* interim armored vehicle had a rough beginning amid claims that the vehicle had many design flaws that would hamper its operation in combat. However, the *Stryker* has proven to be a viable weapons system and is very popular among the warfighters.

On May 9, Mitchell A. Howell, executive director of DCMA's recently established Ground Systems and Munitions Division, made a much-anticipated visit to the *Stryker* program facilities. Howell met with Army Col.

Alexander Raulerson, Anniston Army Depot commander, to discuss DCMA's support to the *Stryker* combat power regeneration mission. During this meeting, Raulerson assured Howell that he and his staff understood and supported DCMA's role in the combat power regeneration mission. Next, Howell had an opportunity to tour the *Stryker* facilities and meet the local DCMA employees who are part of the Huntsville, Ala., contract management office.

During his visit, Howell was briefed on the latest program undertaken at the depot, the *Cougar*-class mine resistant ambush protected vehicle. The

MRAP vehicle incorporates a V-hull bottomed crew capsule designed to increase survivability against improvised explosive device attacks. Howell pledged his support and informed the contract management office commander, Army Col. Dan Gallagher, that the MRAP vehicles should be considered the highest priority defense acquisition program, according to the secretary of defense.

While there, Howell also presented DCMA Huntsville employees Gary Jessen and Stephen Smith with a coveted director's coin for their dedication to duty. **C**

# Medal of Honor A



Retired Army Lt. Col. Crandall shows what he thinks about the AH-64D *Apache Longbow* after he lands from an exciting flight. (Photo by Mike Goettings)



The DCMA Boeing Mesa staff — front row, from left: John Williams, Army Chief Warrant Officer 5 Edward Ollila, David Middendorf, Nick Salgado and John Graham; back row, from left: Larry Brown, Army Chief Warrant Officer 4 Brian McFadden, Patrick Harris, Army Lt. Col. David Kazmarski, John Edwards, Pete Wagner, Larry Phelps, Jenny McLain, E. Michael Huffman, Teresa Schneider, retired Lt. Col. Bruce C. Crandall, Al Winn, Chuck Allen, Obi Jones, Travis Williams and Gary Bishop

# Medal of Honor Recipient Crandall Flies Again at DCMA Boeing Mesa

By Nick Salgado, Priscilla Rodriguez and David Middendorf, DCMA Boeing Mesa

After soaring through the Arizona desert skies for a little more than an hour, retired Army Lt. Col. Bruce C. Crandall landed an AH-64D *Apache Longbow* helicopter in front of a ceremonial crowd assembled to greet the Medal of Honor recipient at Defense Contract Management Agency Boeing Mesa, Ariz., facility's flight line June 27.

Crandall, 74, returned to the Boeing Mesa plant, where he had been employed with the public works department after retiring from the Army. In commemoration of his return, he was asked to be a guest pilot in an *Apache Longbow* — part of a new shipment to be deployed by the Army.

**(Background Photo)** The AH-64D *Apache Longbow* is one of the world's most versatile and survivable fighter helicopters. (Photo by Mike Goettings)

Crandall once said that the Bell UH-1 "Huey" helicopter was "the best helicopter ever built." After his flight in the *Apache Longbow*, he had a change of heart, saying, "It's the difference between driving a Volkswagen and driving a Maserati."

Equipped with integrated digital avionics, an advanced weapons system and T700-GE-701C engines, the *Apache Longbow* is one of the world's most versatile attack helicopters. The helicopter is capable of flying 182 mph, carrying a 30 mm M230 chain gun and a mixture of missiles and rockets on its stub-wing pylons.

Crandall received the Medal of Honor for his bravery in the Vietnam War while flying a UH-1 "Huey" helicopter during the Battle of Ia Drang — the first major battle involving the United States. During this battle, Crandall dodged his "Huey" in and out of enemy fire to deliver supplies to troops on the ground. Crandall went above and beyond the call of duty when he made multiple trips back and forth in order to evacuate more than 70

wounded soldiers. This battle was portrayed in the book *We Were Soldiers Once ... And Young* and later in the movie "We Were Soldiers." Actor Greg Kinnear portrayed Crandall in the film.

Whether it was to witness Crandall's flying display or for the chance to shake a true hero's hand, many attendees of the ceremonial flight said they wouldn't have traded the experience for anything in the world.

Crandall is one of the most recent recipients of the Medal of Honor — the highest military honor the president of the United States can present to a service member. He was presented the medal Feb. 26 by President George W. Bush at the White House. **C**

**The *Apache Longbow* is one of the world's most versatile attack helicopters, capable of flying 182 mph, carrying a 30 mm M230 chain gun and a mixture of missiles and rockets.**

# DCMA Employee's Dream Co

By Mark Woodbury, Associate Editor

A Defense Contract Management Agency Boeing Mesa, Ariz., quality assurance representative had a long-time dream come true after receiving an incentive ride in a modified Air Force T-38C trainer aircraft recently.

Gary Borman, a 20-year Air Force retiree, said when he first heard there was a possibility for an incentive ride in a supersonic airplane his first thought was that he would “give it [his] best shot.”

He immediately submitted the required paperwork through

his command to the Air Force Materiel Command. From that point on, Borman said all he could do was “hold [his] breath.”

A few oxygen-deprived days later, Borman received word the paperwork was approved. “I was nearly speechless,” he said. “Not often does a ‘ground-pounder’ get the opportunity to fly in a high-performance trainer aircraft.”

After receiving the approval notification, Borman experienced the five “longest days of [his] life” before he had a flight date.

The night before the flight, Borman went to bed a little earlier than usual. Excitement getting the best of him,

Borman said, “I lay in bed, eyes wide-open, like a kid before a big event, eliminating any benefit to an early bedtime.”

When the big day finally came, Borman said the flight was nothing short of breathtaking. “The responsiveness of the aircraft is unbelievable.”

During the flight, the pilot — a former F-16 pilot who has flown in Iraq — performed several different mock bomb runs so Borman could get an idea of what tactics are used in different scenarios. Borman said throughout the flight the aircraft performed superbly.



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Borman said the 55-minute flight flashed by in an instant for him, but he is excited he can now say he has been a 'quasi-pilot' for at least a few minutes. "I can only say that this was a dream come true for me," he said.

After experiencing g-force stresses for the first time, Borman said, "My hat is off to the pilots for the physical stresses they endure — even on a light training mission like this one."

Would Borman take the opportunity for another flight? He said, "I'd be there again tomorrow."

Borman began his civil service career in 1986, after his service with the Air Force, and has been assigned at the Mesa, Ariz., facility since. 

**(Background Photo)** AT-38C aircraft (U.S. Air Force photo)

## T-38C Avionics Upgrade Program

The T-38C Avionics Upgrade Program has modified over 450 Air Force T-38 trainer aircraft with new avionics suites. Original manufacture of these aircraft dates back to 1963 through 1970, but because they simulate the performance of the Air Force modern fighter aircraft, the T-38C has been upgraded throughout its life span and is considered by many as the number-one supersonic trainer aircraft in the Air Force inventory.

The AUP began production in May 2000, and Borman was the first quality assurance representative assigned to the program. Working with the

program office and Air Force pilots, he established the government quality program for surveillance, verification and validation of contractor processes and products. He and other assigned quality assurance representatives have been the liaisons between the Air Force program office and the final customer — the Air Education and Training Command. Their duties have been varied — some of the primary duties included witnessing safety of flight installations and operational checks. The program has been highly successful and the end user, AETC, has been very pleased with the AUP modification.



Gary Borman, right, with T-38 pilot Air Force Reserve Lt. Col. Donald Merritt, left. Merritt is operations officer for the 420th Flight Test Flight unit at Mesa's Williams Gateway Airport. (Photo by Air Force Lt. Col. Thomas Saxon, 420th Flight Test Flight commander)

## T-38 Fact Sheet

### Mission

The T-38A Talon is a twin-engine, high-altitude, supersonic jet trainer used in a variety of roles because of its design, economy of operations, ease of maintenance, high performance and exceptional safety record. The Air Force Air Education and Training Command is the primary user of the T-38 for joint specialized undergraduate pilot training. The Air Combat Command, Air Force Materiel Command and NASA also use the T-38 for various roles.

### Features

The T-38 has swept wings, a streamlined fuselage and tricycle landing gear with a steerable nose wheel. Two independent hydraulic systems power the ailerons, rudder and other flight control surfaces. Critical aircraft components are waist high and can be reached easily by maintenance crews.

The T-38C incorporates a "glass cockpit" with integrated avionics displays, head-up display and an electronic "no drop bomb" scoring system. The AT-38B has a gun sight and practice bomb dispenser.

The T-38 needs as little as 2,300 feet (695.2 meters) of runway to take off and can climb from sea level to nearly 30,000 feet (9,068 meters) in one minute. T-38s modified by the propulsion modernization program have approximately 19 percent more thrust, reducing takeoff distance by 9 percent.

The instructor and student sit in tandem on rocket-powered ejection seats in a pressurized, air-conditioned cockpit.

Source: Air Force Link, *T-38 Talon*, 2006, U.S. Air Force, 8 Aug. 2007, <<http://www.af.mil/factsheets/factsheet.asp?fsID=126>>.



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