

# COMMUNICATOR

*News for DCMA Professionals*

## Leadership

(lē'dər-shīp)

*[the office or position of a guide;  
having a commanding authority or influence;  
the act or an instance of providing  
direction or guidance]*

- 1. the one in whom authority resides.*
- 2. the act of playing a role in defining important issues and influencing others regarding them.*
- 3. the capacity to lead, as in guide, with an eye to the future.*
- 4. authority or a commanding demeanor.*
- 5. one who assesses the circumstances and establishes a course of action.*
- 6. a group of leaders, as in: I met with the leadership of the District.*
- 7. initiative; the direction of performance to a given result.*



# *Integrity*

*[firm adherence to a code of moral values]*

*When the Pentagon and the Air Force wanted to lead an independent review of hundreds of contracts worth billions of dollars that had been awarded by convicted acquisition deputy Ms. Darleen Druyun, they turned to someone with impeccable integrity and the passion to ensure a complete and impartial investigation – DCMA's Deputy Director Mrs. Sallie Flavin.*



*Mrs. Sallie Flavin*

# Passion

*[intense, driving or overmastering feeling or conviction]*

*The allocation of contractors' funds to small business subcontractors was declining over a period of five years. Mr. Michael Wynne, undersecretary of Defense for Acquisition, Technology and Logistics, had a vision for the DoD to reach a record-setting allocation of \$42 billion in Defense contracts to small business firms. Under the direction of Ms. Barbara Little, DCMA's director of Small Business Programs, the Agency raised its performance assessment grade from an F to an A-. This comes as no surprise to those who know Ms. Little — her passion for her work is legendary.*



*Ms. Barbara Little*

# Vision

*[the act or power of imagination; unusual discernment or foresight]*

*When DCMA began its quest to become a performance-based organization, there were many unknowns in terms of how to transform the culture and day-to-day operations of the Agency. One contract management office commander had a vision of how to employ performance-based management (PBM) principles throughout his organization to achieve success — Air Force Col. Phil Chilson, DCMA Pacific. He wrote a PBM handbook for his people that established clear goals and objectives. His handbook is now being used throughout the Agency as a primer on PBM.*



*Col. Phil Chilson*

# Confidence

*[a feeling or consciousness of one's powers; the quality or state of being certain]*

*Gen. George S. Patton, one of America's greatest combat leaders, said: "One of the essentials of command is confidence; without it, a commander cannot truly lead." Anyone who knows Col. Neal Patterson, DCMA Maryland, understands that he is a commander in every sense of the word. As leader of one of the Agency's most mission-diverse contract management offices, Col. Patterson inspires his people to excel. Serving in numerous command and staff positions throughout his career, he credits his success to others who have given him the confidence and ability to meet any challenge. This photo mirrors that confidence.*



*Col. Neal Patterson*

# Determination

*[the act of deciding definitely and firmly; direction or tendency to a certain end]*

*When equipment was damaged by hostile fire, no established contractual process was in practice to repair or replace it. Because this equipment was mission-critical, Mr. Len Salazar, industrial property management specialist, DCMA West Headquarters, was determined to resolve this procedural impasse. By working relentlessly through several days and nights, this frequent volunteer for Contingency Contract Administrative Services (CCAS) overseas missions was able to create and implement a standard operating procedure that has now been exported to all deployed CCAS teams.*

*He also prompted the development of a new contract property management training course for DCMA.*



*Mr. Len Salazar*

# Inspiration

*[the action or power of moving the intellect or emotions; an inspiring agent or influence]*

*Despite physical challenges, Ms. Kimberly Ann Burks, Management Support Office clerk/receptionist at DCMA Lockheed Martin Fort Worth, takes on new responsibilities without hesitation and with an eagerness to learn. Her willingness to go well beyond what is expected is evidence of her courage and initiative. Her caring attitude and desire to achieve has inspired her team and demonstrates that leadership comes from all levels.*



*Ms. Kimberly Ann Burks*

# Leadership

*[the office or position of a guide; having a commanding authority or influence;  
the act or an instance of providing direction or guidance]*

*While planning and executing a host of initiatives from performance-based management to earned value management, Air Force Maj. Gen. Darryl A. Scott, DCMA director, has led the Agency from being process-oriented to being outcome-oriented in support of the warrior. Now with 60 percent of DCMA managers eligible for retirement over the next five to six years, Maj. Gen. Scott has focused on the challenge of knowledge transfer and developing leaders at every level. Leaders who will be vital to the sweeping transformations at hand for the Agency.*



*Maj. Gen. Darryl A. Scott*

# Leadership at DCMA



I'm proud to present this issue of *Communicator*, which focuses on a subject of paramount importance to our Agency — leadership. Anyone can be a leader. You do not have to be in a formal position of authority. You don't need duty titles like "commander," "deputy" or "division chief." Regardless of your place on the organization chart, you can be a leader if those around you value you as an individual and view what you're doing as important.



In this issue, we will examine leadership — what it is, why it is important to DCMA and how we are preparing our leaders of tomorrow. President Harry Truman said, "Leadership is the art of making people desire to do things they would not normally want to do." I think planted in there are the seeds of inspiration. To instill desire, you've got to inspire. Good leaders develop capable teams and confident team members. Leaders infuse teams with a sense of mission and a sense that their collective results are bigger than the sum of their individual contributions.

Good leaders are compassionate. Gen. William Livsey, former commander of U.S. Forces in Korea, said that if you don't love your people, you can't lead them. Leaders see their folks as God made them — people worthy of love, trust and having confidence placed in them. Leaders must believe that their role is to serve others and to help them become better, not just as employees, but as human beings. A successful leader helps others realize their full potential and achieve their aspirations. That means treating all people fairly, with dignity and respect.

Good leaders have vision — foresight and the ability to make sense of what the future likely will bring — and they can convey that to people in a way that motivates them to respond appropriately. The best leaders assimilate information, some of which may seem confusing or even conflicting, make courageous assumptions about what it portends and then build compelling images of the way ahead.

Leaders are problem solvers who see opportunities in difficulties. They must have a good mental tool set to use to assist and mentor others in problem solving. Most people react to problems on impulse; leaders respond with discipline and focus. True leaders inspire people to welcome and tackle challenges

and provide their folks with the tools and support needed for success.

Real leaders have integrity. If people don't trust you, it's inevitable that one day they won't follow you. Do not confuse integrity with righteousness. Some who call themselves leaders act as if they have to be right to have integrity. But none of us is smart enough to be right all the time. Integrity is doing what's right, even when it's not popular or easy. Integrity is also having the courage to admit when you're wrong and having the fortitude to make it right.

Leadership means putting both others and service before self. Leadership means persevering in hard times; making tough calls; standing for reason amid chaos; ensuring others get the credit they deserve; encouraging folks when they're down; celebrating them when they're up. Leadership is immensely rewarding in and of itself!

I've seen good leaders all around DCMA during my tour. Some have titles like "commander," "program integrator" or "team chief." Some don't — they just saw a need and stepped up to fill it, whether it's running a tiger team or an integrated program team, volunteering as a Combined Federal Campaign keyworker or looking after the morale and welfare of fellow workers. However, like most outfits, we don't have enough good leaders.

We're working hard in DCMA to provide our folks with opportunities to build, refine and sustain their leadership skills. Whether you are a management assistant, senior manager, a CMO commander or a Keystone intern, I encourage you to explore ways to cultivate, enhance and apply your leadership and communication skills. All of us, myself included, can take steps to become better, more effective leaders. I hope you'll find reading this issue of *Communicator* to be a big step in that direction!

God bless you and God bless America.

**Darryl A. Scott**  
Maj. Gen., USAF  
Director

**Editor's Note:**

In the Fall 2004/Winter 2005 issue of *Communicator*, the photo caption on page six incorrectly identified Ms. Ingrid (Meyerhofer) Harrison as being with DCMA's Contract Integrity Center (CIC). In fact, Quality Assurance Specialist Ms. Ingrid Harrison works at DCMAW-GVSG, Eaton Aerospace LLC, Los Angeles, Calif.

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**(On the cover and introductory pages)**

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# Developing Leaders at Every Level of the Agency

by Ms. Katherine Crawford, Staff Writer

*The Defense Contract Management Agency (DCMA) is in the process of transforming itself into a “leader-centered” organization. To achieve this transformation, Maj. Gen. Scott and Mrs. Flavin, DCMA’s director and deputy director, respectively, are extending leadership development training to people at every level of the Agency. The reasoning behind this idea is that at some point all people act in a leadership capacity regardless of level. This type of thinking represents a significant cultural change.*



**(Right)** Mr. Willie L. Foreman, workforce analyst, Workforce Development Division, is overseeing the leadership development programs at DCMA. (DCMA staff photo)

*DCMA is in the process of transforming itself into a “leader-centered” organization.*

**T**wo recent Agency assessments are helping to drive change. The first was an Organizational Assessment Survey compiled by the Office of Personnel Management that examined workforce views of management. DCMA is trying to design strategies to move the Agency forward and to increase employees’ sense that they are being treated fairly. Some of these strategies include: designing a mentoring system; providing cross-training opportunities to fill needed positions; encouraging retention; and including lower-graded employees in the communication process.

The second assessment is the Agency-wide Competency Assessment, which began in 2002 and continues today. This assessment was conducted by DCMA to measure its leadership and technical competencies and to identify gaps in workforce leadership skills. The findings indicated several “definitive gaps” among the leadership ranks in the areas of:

- change management
- coalition building

- creativity and innovation
- developing others
- entrepreneurship

The goal is to close these and other gaps, thereby building better leaders.

To address the gaps found in the two assessments, DCMA has initiated a series of leadership training activities that it plans to continue and expand. This is important because in the next five to six years, 60 percent of current managers will be eligible to retire so DCMA needs to begin developing new leaders in the organization now.

**DCMA needs to use overarching strategies to build new leaders in the organization.**

Mr. Willie L. Foreman, a workforce analyst in the Workforce Development Division at DCMA Headquarters, oversees the development and implementation of the leadership programs. Mr. Foreman believes that in order to focus on a leader-centered culture, the Agency needs to look at leadership somewhat differently than it has in the past. When looking at the idea of leadership “from a holistic perspective,” Mr. Foreman sees five



**Leadership Development Communities**

*... Maj. Gen. Scott and Mrs. Flavin are saying, “We need to start building leadership skills at the general workforce level.”*

communities. And of the five communities, he is primarily focused on the following four:

- **Senior Leaders (GS-14 & -15)**

The members of this group have management experience, so the challenge is to find and provide them with specialized training that might not be needed by members of the other levels.

- **Supervisors, Managers & Team Leaders (GS-9 through -13)**

These individuals have already been selected as leaders. Some are comfortable with these roles, some need additional development, mentoring or training. The challenge is to find growth opportunities that these people will find valuable.

- **Potential Leaders (GS-7 through -13)**

This group of leaders wants to be known to their managers so they can be mentored. They have a burning desire to become leaders and want to know what steps they need to take in order to achieve leadership positions.

- **General Workforce (GS-5 through -15)**

Individuals in the general workforce group may simply want to take a leadership or technical course here and there. The challenge is to find consensus about types of courses to offer.

The fifth community, which Mr. Foreman is not currently focusing on, is that of the senior executives.

According to Mr. Foreman, in the past, the top two levels received the majority of the training funding, “but General Scott and Mrs. Flavin are saying, ‘No, we need to start building leadership skills at the general workforce level.’” And if their views can be successfully implemented, “I think we can truly say that we are becoming a leader-centered culture because we’re providing everyone at every level of the Agency with leadership training.”

The supervisors, managers and team leaders themselves are an integral component of the Agency’s plans to build leaders. “If we are

successful in educating [this group] in their roles as mentors and coaches, inherently that’s going to drive more training down toward the bottom two levels, because they too will be growing managers. Every one of DCMA’s employees should be looked at as a potential manager,” explained Mr. Foreman. Supervisors, managers and team leaders need to carefully examine all employees’ Individual Development Plans, in which they determine their future training needs and identify areas for development.

In the past nine months, the Agency has offered the following opportunities for leadership development:

### **Cohort Program**

**Supervisors, Managers & Team Leaders** — Initiated by District West, the Cohort Program has been adopted for use Agency-wide. The program involves a series of five courses, delivered over a three- to four-month period. To build networking and camaraderie and foster a sense of community, attendees take all classes as a group.

For more information about this program, written from the perspective of a participant, see “Cohort V: A Leadership Model for All of DCMA” on page 18.

### **Field Trip to Gettysburg**

**Supervisors, Managers & Team Leaders** — Mr. Foreman is very proud of this particular program. As he says, “I’ve been at the Agency for 32 years, and last year was the first time we sponsored anything similar to a field trip for supervisory training.” The idea was to use the Battle of Gettysburg as a foundation for lessons learned from a leadership perspective. This fiscal year there will be another trip to Gettysburg, Pa., for 200 more supervisors and managers, and the plan is to provide this experience to all DCMA supervisors and managers.

*“If DCMA is serious about establishing a leadership-centered culture, then the Agency needs to recognize accomplishments in leadership.”*

### Supervisory Training

**Supervisors, Managers & Team Leaders** — DCMA has been working to provide supervisory training to all supervisors, and they are looking to the Graduate School, USDA (U.S. Department of Agriculture) to provide that training. As a starting point, this year there will be a minimum of four courses offered.

### Tier II Leadership Development Program

**Potential Leaders** — District East initiated this program in an effort to provide leadership training to individuals who had the desire to become leaders. Mr. Foreman’s group has taken the program and revamped it for Agency-wide use. The program, which would be required for all contract management offices (CMOs), will be locally instituted, managed and administered to give local management flexibility in addressing succession planning in their organizations. In addition, the local structure of the program should prove very cost-effective as travel costs will be minimized. Participants are expected to complete the program within three years (some may require less time and others additional time). Leaders will evaluate participants’ progress annually to ensure that they are provided with good learning opportunities and are in fact drawing from these experiences. By participating in the Tier II Leadership Development Program, employees position themselves for career opportunities throughout the Agency.

### Central Development Program

**General Workforce** — This program is comprised of a list of leadership opportunities, programs and courses that DCMA funds and any workforce member can apply for. The opportunities are not limited to the topic of leadership — for example, technical and computer classes are also offered.

### Recognizing Leadership

**All levels** — From Mr. Foreman’s perspective, “If DCMA is serious about establishing a leadership-centered culture and developing leadership competencies in our workforce, then the Agency needs to recognize accomplishments in leadership.” To do this, HR is working with the award committees to identify which awards could have leadership criteria built into them.

### Leadership Career Guide

**All levels** — The major initiative that DCMA is pursuing as part of the Competency Assessment is building a leadership career guide along with a series of functional career guides. Mr. Foreman is working with DCMA’s Information Technology department to post the career guides on the HR home page. The operating premise is that employees will be able to go to one site for all career guides and leadership development information and opportunities. Both employees and management will be able to use these guides to develop their individual career paths and therefore better plan their careers.

With this myriad of leadership development programs, Mr. Foreman and his team have an ambitious schedule ahead of them. Mr. Foreman recognizes that implementing the components of the overarching strategy of making DCMA a leader-centered organization will take time. As he reiterates, “All of this is part of the cultural change that needs to take place within this organization, and change will be slow. Studies show that it usually takes five to seven years for a cultural change to take place, so it’s not something where we’re going to see overnight results.” Mr. Foreman believes that the key to making the change a success is the support of senior management. “If these leadership programs are to be accepted as a value-added enterprise, senior management has to be seen as an integral component,” he says. “Management needs to say, ‘This is where we’re going, this is our vision,’ regarding leadership development in the Agency.”

# Mentor/Mentee: A Delicate Balance of Chemistry



by Mr. Tom Reilly, Administrative Contracting Officer, Burlington Team, DCMA Philadelphia; Ms. Kerri-Anne Roberts, Contract Administrator, Keystone Intern, DCMA Philadelphia; and Mr. Stuart Harrow, Chief, Burlington Team, DCMA Philadelphia

**A**fter years of striving to become a leaner organization, DCMA has been left with a leadership and knowledge gap between average-aged staffers in their 50s and recent hires. While the Agency benefits from such an experienced staff, the importance of the transfer of organizational knowledge looms large as this group begins to approach retirement. As DCMA strives to build its future workforce with the right people with the right skills, it is partnering with universities to recruit the best and the brightest future professionals. In order to be seen as an employer of choice, the Agency offers significant prospects to students through its Keystone Intern program. This mentoring program facilitates the transfer of organizational knowledge and acclimates its interns to the organization in general.

## THE MENTOR SPEAKS

**Mr. Tom Reilly, administrative contracting officer, Burlington Team, DCMA Philadelphia**

I have been in “the contract admin game” for over 175 years, an administrative contracting officer (ACO) for over 126 years.

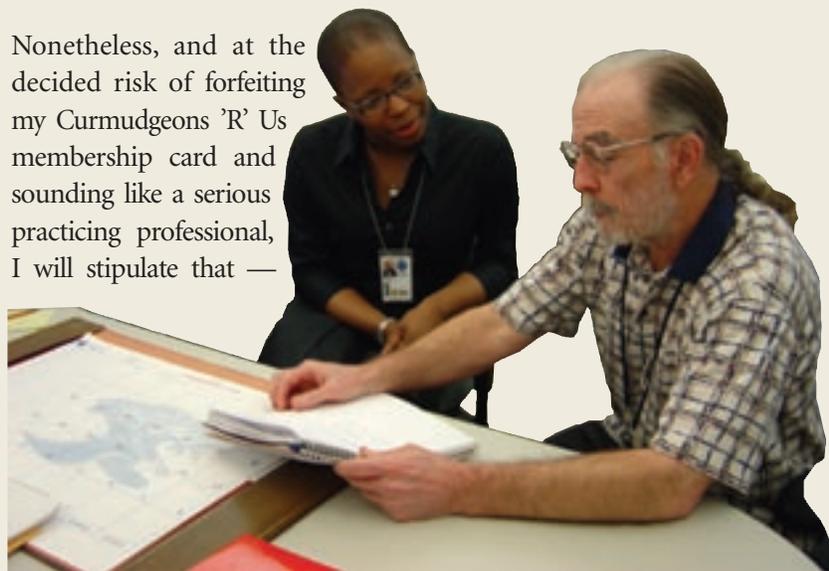
Excuse me, those figures were stated in dog years (which as any furry, wet-nosed, flea-challenged warranted individual knows is a perfectly understandable misstatement).

Allow me to rephrase: I have been in the “contract admin game” for 25 years, an ACO for over 18 of

those years. Other than the infrequent episode of messianic delusion, the occasional authority issue outbreak and a generalized distrust of humanity (characteristics that have served me admirably as an ACO), I remain, in my not-so-humble opinion, the apotheosis of the term “people person” (notwithstanding my wife’s reference to me as a prickly personality).

So on or about Nov. 1, 2004, when I was unilaterally designated as mentor to a Keystone Intern, Ms. Kerri-Anne Roberts, only marginally older than my warrant, it was not surprising that I did NOT immediately break into endless refrains of *Ode to Joy*. I did not think I would enjoy this endeavor at all because I, as a general rule, do not like surprises, and the arrival of and consequent responsibility for training of said intern was a literal and figurative surprise.

Nonetheless, and at the decided risk of forfeiting my Curmudgeons ‘R’ Us membership card and sounding like a serious practicing professional, I will stipulate that —



**(Right)** Mr. Tom Reilly and Ms. Kerri-Anne Roberts discuss a daily work plan. (Photo by Mr. Joseph Piazza, DCMA Philadelphia.)

*... based on three-plus months of the mentor/mentee experience, the daily dynamic has been challenging, energizing, stimulating and frequently fun.*

based on three-plus months of the mentor/mentee experience — the daily dynamic has been challenging, energizing, stimulating and frequently fun. The day-to-day training experience has also brought to the forefront (and to the frontal lobe) serious personal and professional issues that concern (and to some degree alarm) me as a committed — dare I say passionate (and I was passionate before it became fashionable) — contracting professional. These issues involve legacy, knowledge transfer and Agency viability/survivability.

### Legacy

Do I want my legacy to include, in addition to a solid reputation for reliability, integrity, *etc.*, the fostering of a solid professional? Yes.

The advent of the intern perforce caused me to confront/contemplate the issues of:

- personal comfort — Do I want to embrace the demands inherent in training the “new guy/gal”?
- personal legacy — Do I want my knowledge and business practices to survive (and ideally thrive) within the Agency in the person of Ms. Roberts (either metaphorically or literally)?

The short — and somewhat personally surprising — answer to both has been, “Yes.”

### Knowledge

Ah, knowledge transfer (NOT to be confused with that Olympian phrase ‘knowledge management’). Do I possess the remotest clue or most rudimentary skill in this transaction I call knowledge transfer? I don’t know. Only the passage of time (at least two

years) and the assessment of the intern’s skills tested under quotidian (to use a word that I like but have never before used) requirements will tell.

Knowledge transfer is that decidedly unscientific, extraordinarily labor-intensive (often times vexing) process of deconstructing 25 years of aggregated specialized (frequently arcane) knowledge; deconstructing and reconstituting/reconstructing as knowledge bytes, if you will, all the while creating context:

- What is a universal contracting principle?
- What is a mechanization of contract administrative services (MOCAS)-unique situation?
- And while we’re at it, what is MOCAS and why?

**The day-to-day training experience has also brought to the forefront ... serious personal and professional issues ... [of] legacy, knowledge transfer and Agency viability/survivability.**

### Agency Viability/Survivability

Agency viability — the 800-pound gorilla next to the fax machine that no one wants to acknowledge, let alone confront. Will the infusion of new blood, the mentoring, and the transfer of knowledge save the day?

The Agency’s viability will be determined by its ability/willingness to recruit/mentor a sufficient number of Kerri-Annes to avoid becoming a hollowed-out, nominal contracting entity. This is dangerous because the Agency is increasing the contracting-out trend and, at the end of the day, keeping

only the absolute essentials (the warranted contracting officers and the critical skills quality assurance representatives).



The DCMA Philadelphia Burlington Team. Seated, from left: Mr. Tom Reilly, Ms. Marjorie Rose and Ms. Jeannie Karpoff. Standing, from left: Army Col. Andy Mills, DCMA Philadelphia commander; Ms. Loretta Boyce; Mr. Stuart Harrow; Ms. Kerri-Anne Roberts; Mr. Paul Dickel; Ms. Rosemary Gillen; and Mr. Eddie V. Thorne Sr. (Photo by Mr. Joseph Piazza, DCMA Philadelphia.)

### THE MENTEE SPEAKS

Ms. Kerri-Anne Roberts, contract administrator, Keystone Intern, DCMA Philadelphia

I'm taking it day by day. Mr. Reilly keeps counting the days. When he talks to me, he often prefaces his sentences with, "In your seventy-something days here ..." I keep asking him, "Tom, are you counting up or down?"

There's an e-mail that Mr. Reilly sent me within my first four days on the job that I sometimes refer to if I'm feeling frustrated or unsure about my place at the Agency:

You now work for the Defense Contract Management Agency (DCMA), specifically DCMA Philadelphia. DCMA is a component agency within the Department of Defense (DoD). Line of authority runs as follows: president of U.S. to/through secretary/deputy secretary of Defense to/through under-secretary of Defense for Acquisition, Technology & Logistics [USD (AT&L)] to/through director of DCMA (Maj. Gen. Scott) to/through Col. Andy Mills. Broadly speaking, DCMA manages contracts awarded by military service procurement offices to commercial entities for "supplies and services."

Our broad task is to ensure that the "thing" (the supply or the service that we have contracted for) gets to (in terms of supplies) or supports (in terms of service contracts) the warrior (men/women in uniform anywhere everywhere in the world). Broadly speaking, we accomplish this mission by making sure that a "quality" (acceptable) supply/

service gets to that warrior in a timely fashion and that the commercial entity that produced the supply or rendered the service is paid the agreed upon price.

As I have told you about 105 times since you came in the door: in the performance of your contract administration duties your three primary "audiences/markets/constituencies" will be the customer (the procuring command issuing the contract); the contractor; and a data/metrics audience.

Customer and contractor are external. Data/metrics is internal (we "own" the contracts' data and contract admin. metrics and are responsible for data integrity and attendant performance).

The e-mail was a recap of what Mr. Reilly had told me on another occasion. I saved it because whenever I read it, it instills in me a sense of 'being here' in the organization.

For the most part, I am enjoying my internship at DCMA, and I am certainly learning a lot. There are many perks to working here, like the computer-based training applications [wink and smile]. Also, I get to read a lot of contracts.

Mr. Reilly has consistently cautioned me not to make an assumption WITHOUT having first read the source document (the contract), the contract modification or any other appropriate documents.

**I am enjoying my internship at DCMA, and I am certainly learning a lot.**

*Working with Mr. Reilly has made me realize that I am part of a knowledge transfer process.*

Every day is fun. The employees and my peers make the job interesting. I like to be competitive. I like to stand out from the crowd. It's just the way I am. I'm selfish. I don't want to share Mr. Reilly with the other interns. When my two and a half years are up, then I'll share.

Sometimes it's difficult to follow Mr. Reilly. I'm just a squirrel in his world trying to get a nut. But I'm nosey. I ask a lot of questions. He likes that. I ask him a lot of personal questions too. I know about his grandchildren. Sometimes I think this annoys him, but other times I think it tickles him a little that I care about his personal life outside of the office. What really meant a lot to me was when he and his wife said I could call if I ever needed anything. They're concerned about me.

Mr. Reilly likes the challenge of explaining things. There's a lot of positive energy. No two days are the same here — every day I learn. He's very responsive. He doesn't mind explaining things twice. For example, he won't say, "Didn't we cover that Thursday?" He's concerned about explaining things clearly. If he thinks he hasn't explained things clearly, he'll write a two- or three-page synopsis of what he said. Ms. Loretta Boyce (our contract administrator) suggested putting these notes in a binder for our next intern. I like the notes, and I like to pick his brain. It's like school: it gives me a syllabus for what we're doing.

Working with Mr. Reilly has made me realize that I am part of a knowledge transfer process. When I first arrived, Mr. Reilly gave me Joseph Heller's *Catch 22* to read. In the novel, one of the characters, Yossarian, was told that the flies in another character's eyes prevented him from seeing things as they really are. Mr. Reilly says that I too have flies in my eyes. He sees

**Mr. Reilly likes the challenge of explaining things. There's a lot of positive energy. No two days are the same here — every day I learn.**

my naïveté and awe at being new in the organization as being the "flies" that blind me from seeing things as they really are. But my naïveté and awe are slowly fading as I learn more and more about the Agency. From my short time at DCMA, here are some examples of lessons learned, minefields to avoid and thoughts on where the Agency might want to go:

#### **Lessons Learned**

- **Adaptability** — This is an older organization in terms of the age of the workforce and its lack of new employees, and being both a young and new employee is difficult at times. When I walked in the door on my first day, I found that the processes for getting me through Human Resources were not very clear — either to me or to my managers. The office was not used to bringing in new employees, an event which doesn't happen very often. I also found an organization that both welcomed me and, in some respects, felt threatened by me. I'm told that the average age of this CMO's workforce is 58. Many of them saw me as new blood and fresh energy. But some saw my college education and my career progression (GS-7/9/11) as something that they had not been able to attain.
- **Assimilation** — Being a recent college graduate entering the government sector requires some adjustments. It's a completely different world. I don't always feel that I have a definite direction; the path is not as clear as going through a degree program to graduation. Mr. Reilly has shared with me how he was trained over 20 years ago, when he came in with a class of 18 other interns and every day was accounted for. He still keeps in touch with one member of his class who became a deputy assistant

secretary of Defense. I've contrasted that with my internship. Many days I find myself on my own, relying on my own initiative to make the day productive. I picture Mr. Reilly's program as a hand that pulled the interns forward; my internship program places me in a position where I have to push myself forward.

- "Challenges or opportunities?" — The Keystone program is chaotic, but the challenge of not being able to take fundamental courses unveils an opportunity for on-the-job training and firsthand exposure.

### Minifields to Avoid

Don't get hung up on what's not available to you. Utilize what is!

For example, there may not be funds available for tuition reimbursement; or some of the courses on my Individual Development Plan may have long waiting lists. These are things that I can't change but I've got to work with, so I look at the training opportunities that are available, such as on-the-job training. Having a "best-fit" mentor certainly advocates that.

### Where do we Want to Go?

The Agency should:

- Learn and embrace the dynamics of the organization. Why? Because I'm just one of many new faces who will "be" the organization
- Increase emphasis on the youth of the organization
- Assign mentors — best-fit practice
- Create team orientations

My initial orientation focused on DoD and DCMA and its context within the larger acquisition community. I live with the Burlington Team, and I've gradually gotten an idea of what the team does and where I fit in. I would have liked an orientation at the beginning. I also would have felt more comfortable if my first exposure to the intern program would have been with peers of my own age, as opposed to being in a class of one.

So you can see from my list that I've already learned a lot from working with Mr. Reilly. I like Mr. Reilly, and Mr. Reilly likes me. We're kind of like cats and dogs — more like dogs and kittens. I'm the kitten, he's the dog. He's a big teddy bear. He doesn't want to admit it, but he is.

### THE MENTOR AND MENTEE SPEAK

As mentor and mentee, we have come to appreciate the special chemistry we share. This positive chemistry promotes effective knowledge transfer by allowing for candid feedback responses and making the effort (which is real, and taxing, and vexing at times) seem less like work. Such a relationship wouldn't work with negative chemistry; it would likely result in the new employee being left to his or her own devices (the pedagogical 'sink or swim' approach). Based on our experience, it seems that DCMA offices should guard against the law of random selection in determining who will be mentors. If the designated mentor doesn't want to engage in the process, then the recalcitrant mentor will not do so effectively, even if the individual remains the nominal mentor of record (the mentor, remember, has real work to do, and there is no "little something extra in the paycheck" for the training efforts). DCMA offices should also eliminate/minimize barriers to entry: MOCAS and all other appropriate applications should be accessible by the intern as quickly as possible to ease assimilation in the Agency.

On a personal level, both of us have undergone small transformations. The mentor has learned to be more paternal in the finest sense of the word, which means being "more patient, always alert to the fact that I am dealing with a kid — albeit a precocious one — and not a hard-shelled adult. Trust me: in my daily dealings I am protean, but paternal is NOT one of my usual jeweled aspects." In turn, the mentee has learned to look at every experience as a learning opportunity and understand that everything has some explanation, even if it's not obvious at first. The mentee wants to get to the point where she doesn't have flies in her eyes.

# Cohort V: A Leadership Model for All of DCMA



by DCMA Leadership Class — Cohort V (submitted by Mr. Stuart Harrow, Chief, Burlington Team, DCMA Philadelphia)



*Lead: to show the way to, or direct the course of, by going before or along with; conduct; guide; to mark the way for*

— *Webster's New World College Dictionary, 4th ed.*

**T**hursday morning, Dec. 9, 2004, a new training day began in Atlanta, Ga., for the 29 Defense Contract Management Agency (DCMA) supervisors and managers of Cohort V (a cohort is a united group of people sharing a common factor). Group members soon found that although they had much in common — they were among 900 supervisors and managers in DCMA — they were a very diverse group. Some approached the training eagerly — others were apprehensive; some grabbed the chance to attend — many did not want to be there and had come only at their bosses' requests; some were handpicked — others were a second choice. The members also had a range of backgrounds: from first-time, newly-promoted supervisors to those with over 30 years in supervision; from supervisors assigned to a team of five specialists to second-level managers supervising an office

of over 100 people; from DCMA members who began their civil service careers at DCMA and its predecessors to those recently joining DCMA after a military career.

Ms. Pat Roderick, human resources specialist from DCMA West in Carson City, Calif., said that in fiscal year 2004, each District was tasked with developing leadership training for its supervisors, managers and executives, and each District offered its own respective leadership training. Late in this fiscal year, DCMA decided to adopt the DCMA District West leadership training model for all DCMA Districts in a conscious effort to give DCMA supervisors the skills needed to help make DCMA “the employer of choice.” Despite budget cuts and shortfalls, this training has retained its funding and priority. Ms. Roderick has spent the last 20 years offering leadership training to DCMA. Her expertise and

**Ms. Pat Roderick and Ms. Leslie Gregg have achieved DCMA's vision of making the Agency a preferred employer.**

*(Above left)* Class participants summarize what they've learned by dramatizing a learning objective. (Photo by Mr. Scott Scruggs.) *(In the middle)* Cohort V participants Ms. Lena Unverrich, Mr. Mark Rushfeldt and Mr. Gary Curry spend an evening together outside class. (Photo by Mr. Scott Scruggs.) *(Above right)* Instructor Mr. Barry Burgland, Center for Creative Leadership, shares a light moment with Cohort V members Mr. Ed Graves, Mr. Robert Chen, Ms. Mary Pleticha, Mr. Ed Hendela, Ms. Brigitte Bryant and Ms. Janet Lopez. (Photo by Mr. Scott Scruggs.)



**(Left)** Many exercises draw on communication skills and problem solving. (Photo by Mr. Robert Chen, DCMA District West Headquarters.) **(Right)** This exercise, “put a straw through a potato,” demonstrated that what we thought was “impossible” turned out to be merely difficult. (Photo by Mr. Robert Chen, DCMA District West Headquarters.)

her work with a dedicated sponsor and leader, Ms. Leslie Gregg, former DCMA District West deputy director, have achieved DCMA’s vision of making the Agency a preferred employer. Following Ms. Roderick, the instructors announced their strictly enforced “no cell phone, pager and/or BlackBerry®” policy<sup>1</sup> during actual classroom learning and then gave a broad overview of the four parts of the curriculum:

- *The Leadership Challenge — Leading Through Change.* This session examined how people deal with change and included skills for initiating and sustaining change.
- *Emotional Intelligence as a Leadership Skill/360-Degree Assessment.* This session provided mechanisms for successfully achieving a balance between our personal and professional lives, thus enabling employees to perform to their maximum potential.
- *Coaching Skills for Federal Executives.* This course covered the difference between coaching and counseling and how to use coaching to help employees realize their potential, focus on their special skills and help others by example.
- *Building a Great Place for People to Work and Leaders Growing Leaders.* This training clarified the difference between viewing a job as “just a job/paycheck” and thinking, “I can’t wait to get to work today to see what challenges are there for me to tackle!” The course also provided methods for identifying people who are willing to accept both the informal and formal roles of



**(In the middle)** One Cohort member offered tips for retaining a positive outlook in “An Anti-Depression Kit.” Each member contributed freely from his or her life and work experiences. (Photo by Mr. Robert Chen, DCMA District West Headquarters.)

DCMA leaders, because leadership doesn’t always have a formal title.

The classes were designed to provide the tools needed to lead people to excellence. A quote in *The Leadership Challenge* by Mr. Jim Kouzes shows how this ultimately translates into great customer service: “This business is really about people. Our ability to deliver amazing customer service is all about people and making them feel motivated, empowered and trusted. They need to feel that they know what is at stake and how they make a difference. If we are not really committed to our own people, how can we expect them to be committed to our customers?” The class also used ideas from *Primal Leadership* by Mr. Daniel Goleman to bring

this focus on customers into sharp relief. One Cohort V member summed up the group’s experience in a rap, which he presented:

*While doin’ time at DCMA,  
 Heard primal leadership was the way.  
 Being self-aware, having empathy,  
 Improves relations, brings harmony.*

*Moving through this chapter of Cohort V,  
 Know we learned a lot — that ain’t no jive.*

*When you go home, good luck to all,  
 Learned a little something and had a ball!  
 Cha-ca-cha, cha-ca cha, cha-ca-cha-ca-cha ...*

<sup>1</sup> BlackBerry® is a registered trademark of the Research In Motion company.

*After the first two classes, all Cohort V members are eagerly awaiting the remainder of the course. They feel that ... the possibilities for positive outcomes could be endless.*

During the first set of classes, the diverse collection of 29 individuals slowly formed a unified group. Initially, few anticipated the kind of benefits they would receive, but by the end of the course every single person came away with a sense of self-awareness and determination to make things better both personally and professionally. Part of the program is “instrumentation,” where leadership styles, people skills, peer perceptions, decision-making preferences and emotional intelligence were measured.

**The best way to effect organizational culture change is through a focused training program, one cohort at a time.**

As the training progressed, assessment instruments were given but many were confused about their purpose. And then there was light. The program was building toward the day when each member would receive feedback: very personal, focused, relevant and sensitive. Each had the opportunity to meet with a professional “feedback giver” who knew more about the members than they thought possible, and their insights provided growth.

After the first two classes, all Cohort V members are eagerly awaiting the remainder of the

course. They feel that if they could change so significantly after only seven days, then after graduating from the training, the possibilities for positive outcomes could be endless.

The participants rated the training as very effective. Following are some of the enthusiastic comments from the participants regarding their experiences:

- “Intimidating. Enlightening.”
- “[I feel] fortunate that early in my career I got to take a class like this. It makes me realize the challenge I face.”
- “Advertised by three folks from my office as the best class they’ve had in 32 years.”
- “I’m starting to see a glimmer, that spark of hope that I had when I first started with the Agency.”

Through the training, members learned about themselves and became better leaders as a result. They now see more clearly that the best way to effect organizational culture change is through a focused training program, one cohort at a time. At this time over 120 DCMA leaders have been through this training. They have more to learn, more to share and more to offer DCMA and its employees, and they are working together to help make DCMA the employer of choice.

## COHORT PROGRAM

for: Supervisors, Managers & Team Leaders

Initiated by District West, the Cohort Program has been adopted for use Agency-wide. The program involves a series of five courses, delivered over a three- to four-month period. To build networking and camaraderie and foster a sense of community, attendees take all classes as a group. This program also serves to commingle the District East and District West workforces and bridge some of the gaps between the two. The goal is to initiate three to four more cohorts this fiscal year (Cohort VI began in February).

*(Opposite)* Navy Electrician’s Mate 3rd Class Christina Henke documents tag numbers of personal electrical devices aboard *USS Kitty Hawk*. As a component of the *Kitty Hawk*’s electrical safety program, all personal electrical devices plugged into the ship’s electrical system must be checked for safety and identified to be within standards. (U.S. Navy photo by Photographer’s Mate Airman Joseph R. Schmitt.)



# Ensuring Safety with Effective Leadership

by Mr. Stephen Broich, Certified  
Industrial Hygienist, DCMA-HRL, and  
Mr. Lloyd Roberts, DCMA Safety and  
Occupational Health Manager,  
DCMA Headquarters

In many organizations, people are often moved into leadership positions based on seniority, job skills, availability or demonstration of leadership potential. At the Defense Contract Management Agency (DCMA), we, as an organization, do not rely on the “sink or swim” philosophy. We provide our leaders, supervisors and employees many training opportunities, particularly when you consider the plethora of *SkillSoft* courses the Agency offers. The focus on building leaders sets DCMA apart from other organizations. Business schools today teach people to manage, but very few teach people how to lead. That’s a skill they expect students to bring with them. Assets, processes, products and production are managed; people are led. It’s the qualities and actions of a leader that we so often have to teach, and the DCMA leadership wants to reach out and ensure that the entire DCMA family is well-trained.

Like any other skill, leaders, supervisors, managers and employees can be taught how to eliminate or minimize the ways in which people injure themselves or cause property damage. Safety program management and loss control are learned assets. However, leadership and management practices alone are not sufficient to achieve outstanding safety performance; the entire Agency must be engaged and involved to the point where safety is part of the Agency’s culture.

## *Safety program management and loss control are learned assets.*

Ultimately, to achieve excellence in safety and make safety and health practices truly work, everyone must be empowered — management, supervisors, employees and contractors.

Participative, transformational leadership styles are needed at all levels of safety management, but at none are they more important than the supervisory level. Everyone in the workplace shares responsibility for safety and health, but without engaged supervisors, safety as a value in the organization is lost. Safety becomes just another task that must be completed. Management provides leadership by providing resources, motivation, priorities and accountability for ensuring that workers are healthy and safe. Effective leadership ensures that safety and health values and goals of management are shared among and emulated by members of an organization. For when employees see that the leaders in the organization place a high value on a safe and healthful workplace, comparable to other core values, workers are more likely to emphasize it in their own workplaces

and even while away from work. Workers who get hurt often say that they did so because they “made a dumb mistake.” But perhaps it wasn’t just another dumb mistake; rather it was a risk he or she just didn’t know about. That’s why training becomes important. As a leader you create the climate or culture as well as a safe work environment. Good leaders inspire people to excel at performing their jobs in a safe manner. Leadership proliferates by moving from involvement to empowering others to lead.

Naval Academy Prof. Karel Montor<sup>1</sup> coined the acronym FIRM, which is a description of the classic qualities of leadership:

**F**aith in seniors, subordinates and self.  
**I**ntegrity and Idealism.  
**R**espect for others and for self.  
**M**anners and Moderation.

FIRM leadership entails being an exemplary worker, neither creating nor exposing oneself to a hazard. It means expecting safe behavior from all involved. FIRM means setting the example. It means creating an overall climate where safety is regarded as a rightful value. Safety becomes a value when management puts it at the heart of organizational life and success. Safety management is not enough. Safety leadership and a safety and health management system are the orders of the day.

Mr. Max DePree<sup>2</sup> stated that the safety culture is positive when workers honestly believe that safety is a core value — when it is high on their priority lists and comparable to other organizational values. This perception can only be realized when workers believe that management is credible, when they live the words

of the policy statement on a daily basis and when financial decisions are made to protect people as well as to increase profits. To create an organizational safety culture requires behavioral change among leadership, middle management, supervisors and employees. Mr. DePree opens his book with the statement: “The first job of a leader is to define reality.” This may be the single most important action a supervisor can take regarding safety. Mr. DePree sees the process of leadership as a threefold concept:

1. Define reality: Where are we today?
2. Define the vision: Where do we want to be?
3. Define how we will get there.



Air Force Tech. Sgt. Greg Danet (left), chief of Weapons Safety, explains to Air Force Tech. Sgt. Steve McMillian, Operations Safety technician, the different stages of an Orbital Booster Vehicle at Vandenberg Air Force Base, Calif. (U.S. Air Force photo by Staff Sgt. Ronald Hill.)

<sup>1</sup> Montor, Karel. *Naval Leadership*. (Annapolis: Naval Institute Press, 1987) 365-73.

<sup>2</sup> DePree, Max. *Leadership Is An Art*. (New York: Dell, 1989).

*The new training library will assist supervisors in meeting their federal requirements through a large selection of over 100 safety and environmental courses.*

A reality check of the DCMA safety program revealed that we were falling short in developing a safety culture within the organization. We found that DCMA employees aren't always aware of the potential exposure to hazards they experience, and we lacked an effective means to teach them. We had a means to teach leadership and management techniques but not how to operate safely. DCMA wants a workforce that:

- is aware of potential health hazards
- knows how to assess and mitigate risks
- is aware that safety is a core value of management

To reach that vision, DCMA is now offering supervisors and employees a tool that will provide meaningful safety training.

The responsibility for meeting federally mandated safety training requirements falls squarely on the Agency's leaders, but the reality is that management is burdened with a myriad of other responsibilities, and time becomes a rare commodity. To address this problem, the DCMA Safety Team has recently fielded *SkillSoft's* GoTrain computer-based training (CBT) courses. This new training selection will assist supervisors in meeting their federal requirements through a large selection of over 100 safety and environmental courses. Collateral duty safety advocates are currently designated as the administrators for safety training. Based on experience and regulations, the DCMA Safety Team developed course curricula for all employees by job series. For instance, quality assurance (QA) personnel will naturally have more safety CBTs to complete than administrative support specialists because of the greater potential QAs have for exposure to hazards in manufacturing facilities.

Employees will be able to fine-tune their job series' curricula in discussion with their supervisors and safety personnel. Exemptions and equivalencies are available depending on the circumstances involved.

The system provides supervisors with automatic monthly status reports for their employees. And, in the future, DCMA plans to develop safety CBTs for top management, new employees, supervisors and collateral duty safety advocates.

DCMA is excited about these new CBT opportunities. Employees and supervisors have asked for training materials like this for years. It's now a reality, and we believe it will be a giant step in providing a culture that drives our safety performance. Working safely enhances our bottom line — to support the warrior. With proper teaching of effective management and leadership skills, safe performance can be learned. We ask for your acceptance by using these courses to educate yourself, and we thank you for your continued support of this important leadership initiative.

#### **Mr. Stephen Broich**

Mr. Broich is a graduate of Rutgers University (1975) with a B.S. degree in biology. He received an M.S. degree from Hood College in environmental science (1980). Mr. Broich retired after 23 years in the U.S. Army as a Major in the Medical Service Corps. He received his certification in the Comprehensive Practice of Industrial Hygiene in 1991, and he began work for DCMA that same year.

#### **Mr. Lloyd Roberts**

Mr. Roberts is a retired U.S. Army aviator, for both fixed and rotary wing aircraft, and has over 33 years of Aviation Safety and Safety and Occupational Health experience. Prior to becoming part of the DCMA family in September 2004, Mr. Roberts served as the safety director for the Army Intelligence and Security Command.

# Army Assumes Role as DCMA's HR Service Provider

by Ms. Katherine Crawford, Staff Writer



*The Defense Contract Management Agency recently changed Human Resource service providers from the Defense Logistics Agency's Customer Support Office — Columbus, Ohio, to the Army Civilian Human Resources Agency. The transition to the new provider was completed on April 3, 2005.*

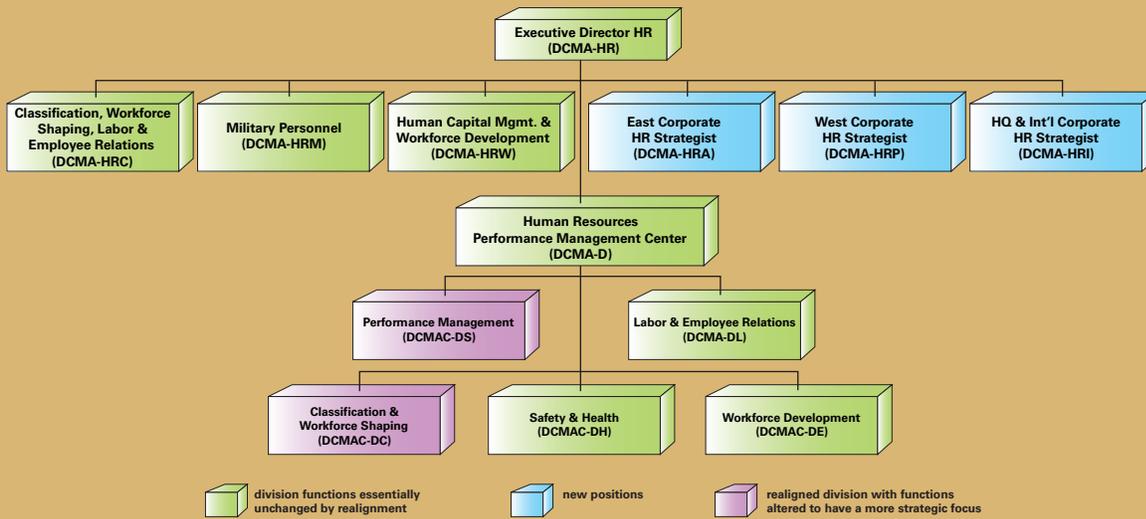
The impetus for the change came from a 2003 directive from the undersecretary of Defense for Acquisition, Technology and Logistics for all Defense agencies to consolidate Human Resources (HR) transactional processes. The consolidation, according to Maj. Gen. Darryl A. Scott, “is intended to strengthen and improve overall HR support.” Defense Contract Management Agency (DCMA) HR now focuses on strategic HR operations, while Army Civilian Human Resources Agency (CHRA) manages transactional operations (recruitment; position classification; and pay and benefits actions).

DCMA was looking to outsource, so a team of representatives from DCMA, the Defense Logistics Agency (DLA) and Army CHRA

looked at bids from other Department of Defense (DoD) entities willing and able to pick up those services and decided that Army CHRA would best benefit DCMA. In October 2004, DoD Civilian Personnel Management Services (CPMS) approved the realignment. After the approval, the team worked to iron out the many facets associated with the transition.

The Army provides services from two entities. The Southwest Civilian Personnel Operations Center (CPOC) in Fort Riley, Kan., serves DCMA Headquarters/Centers, DCMA East and DCMA International; the Army West CPOC, also located at Fort Riley, handles DCMA West. The Army Benefits Center – Civilian (ABC-C), Fort Riley, Kan., provides the same consolidated

*In terms of processes and procedures, working with the Army is very similar to working with DLA.*



benefits services (retirement, health, life insurance and others) to DCMA civilians that it provides to Army civilians.

In terms of processes and procedures, working with the Army is very similar to working with DLA. For example, both agencies use Resumix<sup>1</sup> for vacancy announcements and referrals, and both use the Defense Civilian Personnel Data System (DCPDS) for maintenance and recording of civilian personnel data records. However, the change avails DCMA HR of some new data tools. For example, the Army offers a portal to its service managers and supervisors to allow them to have at their fingertips automated reports and records of their organizational structure and all active and historic personnel actions submitted throughout the entire organization. The Army also offers a sophisticated, searchable position description library through the Fully Automated System for Classification (FASCLASS)<sup>2</sup> system that also provides detailed organizational data and is fed directly by DCPDS records.

**[DCMA HR] is “particularly excited about these automated tools and all of the analysis that it allows us to do.”**

Ms. Kathy Greenlaw, Human Resources, DCMA Headquarters, a member of the team of representatives who worked to accomplish the transition, is “particularly excited about these automated tools and all of the analysis that it allows us to do. The tools give us the ability to get a real-time handle on personnel actions and activities and allow us to do some significant forecasting in areas of our civilian personnel resources. This is extremely useful, particularly in view of the strategic focus on performance outcomes.”

In addition to the technological benefits that Army CHRA offers, Ms. Greenlaw and other team members enjoy a good working relationship with them. Though the Army civilian workforce is enormous, Army CHRA says that DCMA employees are just as important as everyone else. And so far it really feels that way to DCMA HR. Throughout the entire process there “hasn’t been even the slightest drop in enthusiasm,” according to Ms. Greenlaw.

<sup>1</sup> Resumix is specialized recruiting software that helps companies reduce the time and cost of hiring the most qualified applicants. It uses a powerful search engine to help recruiters easily and quickly identify the best candidates from an ever-increasing volume of resumes. Resumix’s customers include recruiters throughout industries including government, financial services, energy and academia. Yahoo acquired Resumix in 2002 and subsequently rebranded it as Yahoo! Resumix. Source: Yahoo! Resumix, *About Us*, 2004, Yahoo!, 16 Feb. 2005. <<http://resumix.yahoo.com/company.html>>.

<sup>2</sup> FASCLASS is a Web-based centralized database that allows its users to search, create and modify Army position descriptions. Source: Civilian Personnel Operations Center Management Agency, *FASCLASS User Manual*, U.S. Army, 16 Feb. 2005. <<http://cpsfc.belvoir.army.mil/fasclass/help/userManual.pdf>>.

# USS Virginia Commissioned as First of Class

by Ms. Mary Hogrefe, Program Integrator, DCMA Hartford



**O**n Oct. 23, 2004, the *USS Virginia* (SSN 774), the Navy's newest nuclear-powered fast attack submarine, was commissioned in Norfolk, Va. The celebration continued in Northampton, Mass., on Nov. 18, where one of the critical suppliers, Kollmorgen Corporation, acknowledged the support of the DCMA Hartford associates. Twenty-seven current and former DCMA Hartford employees were invited to attend. All had some involvement with the Photonics Mast Program (PMP). The celebration began with an historical synopsis of the development of the photonics mast and culminated with the commissioning of the *USS Virginia*.

The PMP, 25 years in the making, is the navigational system for submarines. A photonic mast consists of arrays of high-resolution cameras that capture and send visual images to flat-panel displays in the control room.<sup>1</sup> Each submarine is now equipped with two Kollmorgen AN/BVS-1 photonic masts, rather than optical

periscopes. Sensors mounted on the non-hull penetrating photonic mast are linked to color television, monochrome high-definition television, thermal imaging and eyesafe laser rangefinders. The mast is the Universal Modular Mast developed by Kollmorgen and its Italian subsidiary, Calzoni.

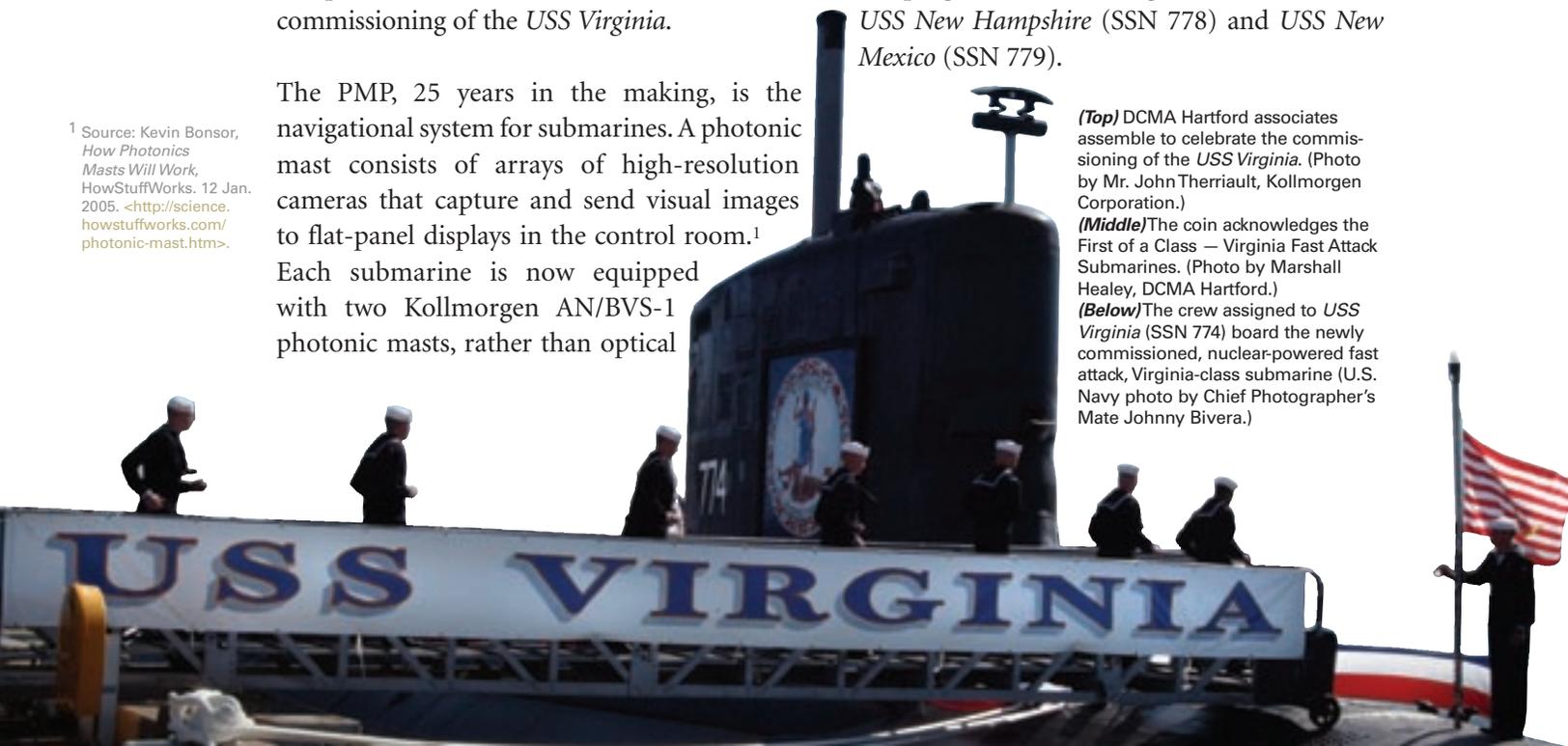
In recognition of their efforts in working with the contractor and providing their customer, Naval Sea Systems Command (NAVSEA), with a state-of-the-art system, DCMA Hartford employees received Commissioning Day Coins. Work continues on this program with funding for the submarines *USS New Hampshire* (SSN 778) and *USS New Mexico* (SSN 779).



**(Top)** DCMA Hartford associates assemble to celebrate the commissioning of the *USS Virginia*. (Photo by Mr. John Therriault, Kollmorgen Corporation.)

**(Middle)** The coin acknowledges the First of a Class — Virginia Fast Attack Submarines. (Photo by Marshall Healey, DCMA Hartford.)

**(Below)** The crew assigned to *USS Virginia* (SSN 774) board the newly commissioned, nuclear-powered fast attack, Virginia-class submarine (U.S. Navy photo by Chief Photographer's Mate Johnny Bivera.)



<sup>1</sup> Source: Kevin Bonsor, *How Photonics Masts Will Work*, HowStuffWorks. 12 Jan. 2005. <<http://science.howstuffworks.com/photonic-mast.htm>>.

# Spring Training Challenge @ DCMA

by Ms. Katherine Crawford, Staff Writer

*Virtual Fitness @ DCMA, a component of the Work/Life program, recently sponsored the Spring Training Fitness Challenge. There were 541 participants in this 12-week physical activity and health education incentive program. Fitness challenges occur throughout the year with the goal of helping participants become more active while learning up-to-date information about heart health, nutrition and stress management. Agency Wellness/Fitness Coordinator Mr. Shawn Nickle manages this and other fitness programs.*

Participants earned Spring Training Fitness Challenge award points when they logged their daily physical activities in Motivation®, a Web-based software program.<sup>1</sup> (Motivation® accounts can be accessed at <http://dcma.motivate.cc/Default.aspx>.) During the fitness challenges, participants can earn points in the Motivation system by completing the following activities:

- **Logging all physical activities in the “Activity Log” section of Motivation** (points vary)

The “Activity Log” section of the Motivation Web site allows participants to enter information into a calendar that tracks their various physical activities. Motivation then automatically calculates the amount of calories the activity burned and the number of incentive points earned. Point amounts vary depending on the type, intensity and duration of the physical activity.

- **Completing the weekly health/fitness quizzes in the “Incentive Program Wellness Tasks” section of Motivation** (10 points for each quiz; 120 points total)

Participants can learn more about physical fitness and earn points by taking the weekly health/fitness quizzes. The quiz packs, which can be obtained from the fitness points of contact (POCs) at DCMA offices, consist of an information sheet on a particular health/wellness topic and a corresponding five-question quiz with multiple-choice and true/false questions. A new quiz pack is distributed each week, thus participants can earn up to 120 points for completing each week’s quiz. The weekly quiz topics are related to monthly themes: for example, March was National Nutrition Month and April was Stress Awareness Month. The goal of the quizzes is to increase participants’ knowledge bases on these topics, thereby taking another step toward permanently implementing healthy lifestyle behaviors.

<sup>1</sup> Motivation is a registered trademark of BSDI®.

**(Right)** Mr. Shawn Nickle, DCMA’s wellness/fitness coordinator. (DCMA staff photo)



*The goal of the program is to become more active while learning about heart health, nutrition and stress management.*



• **Completing the Comprehensive Lifestyle Assessments in the “Incentive Program Wellness Tasks” section of Motivation\*** (20 points)<sup>1</sup>

The Comprehensive Lifestyle Assessment is an electronic questionnaire that assesses various health-related behaviors and provides analysis based on a participant’s answers. The assessment analysis includes one’s prospects for a healthy lifestyle and steps that can be taken to improve one’s quality of life.

• **Completing the Personal Nutrition Assessment in Motivation** (20 points)

The Personal Nutrition Assessment electronic questionnaire assesses a participant’s food intake, compares it with the standards set by the American Dietetic Association and recommends eating habit adjustments that could be made for optimal nutrition.

Depending on the number of points earned over the course of the 12-week fitness challenge, participants may achieve one of three fitness levels: Silver Slugger (300-599 points); Gold Glove (600-899 points); or Triple Crown (900+). Each achievement level

has a prize, or Virtual Fitness “incentive item.” Prizes include a soft, stress-relief baseball, a water bottle and a T-shirt.

**Additional Information**

For more information about this and other programs, contact your organization’s fitness POC. A listing of each CMO’s fitness POC is posted on the Virtual Fitness Web page: <http://home.dcma.mil/dcma-HR/fitness.htm>. Click on the “Quick Reference” section on the right side of the page.



If you do not know who your CMO fitness POC is, contact:

**Shawn Nickle**

Agency Wellness/Fitness Coordinator  
 (703) 428-0455 (phone)  
 (703) 428-1973 (fax)  
 Shawn.Nickle.ctr@dcma.mil

*Look for upcoming fitness challenges – information will be available in the next couple of months.*

**Mr. Shawn Nickle**

Mr. Nickle attended the University of Maryland at College Park and graduated with a Bachelor of Science in kinesiology in May 2002. Before coming to DCMA, he worked as a wellness/fitness consultant in the Ronald Reagan Building Fitness Center in Washington, D.C., which serves employees of the Environmental Protection Agency, the Department of Homeland Security and the Agency for International Development.

Achievement Levels and Virtual Fitness Incentive Items			
Total Points	Achievement Level	Recommended Fitness Level	Incentives
300 - 599	Silver Slugger	Beginner	Stress-relief Baseball
600 - 899	Gold Glove	Intermediate	Stress-relief Baseball & Water Bottle
900 and up	Triple Crown	Advanced	Stress-relief Baseball, Water Bottle & T-Shirt

**(Top Right)** The stress-relief baseball and water bottle could be won by earning between 600 and 899 points. (DCMA staff photo)  
**(Lower Left)** The two different styles of Virtual Fitness T-shirts, part of the Triple Crown incentive pack. (DCMA staff photo)

<sup>1</sup> Motivation is a registered trademark of BSDI®.

*The Motivation® system is a Web-based software program ... that DCMA employees can use to log and track their physical activities.*

## Motivation® DCMA's Virtual Fitness Tracking Program

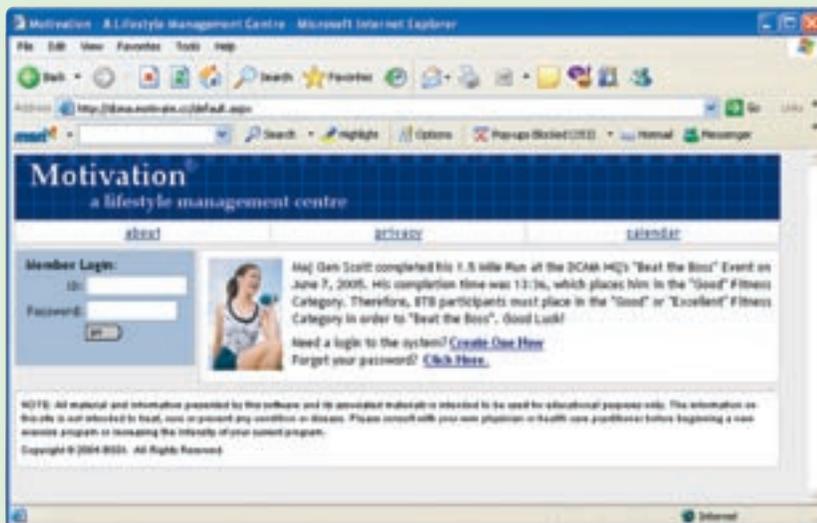
The Motivation system<sup>1</sup> is a Web-based software program developed by BSDI (<http://www.bsdifitness.com>) that DCMA employees can use to log and track their physical activities/exercise; participate in fitness incentive programs; access health and fitness articles; take health assessments; record blood pressure and weight and track them over time; etc. There are currently 2,816 DCMA employees using the Motivation program.

The Motivation Web page can be found at: <http://dcma.motivate.cc/Default.aspx> and the page is also linked to the Virtual Fitness Web page on the DCMA Intranet (<http://home.dcma.mil/dcma-HR/fitness.htm>). This page can be used to create a new account and access existing accounts.

The Motivation database is available at any time, but it is only during a fitness challenge that points can be redeemed for prizes. Points earned before and after dates of fitness challenge cannot be used toward prizes.

### Did you know?

DCMA offers a civilian reimbursement program for employees who would like to join a gym but have no Department of Defense or government fitness centers nearby. Employees can be reimbursed up to \$16.75 per month towards the cost of their private gym memberships. Employees must visit the gym an average of two times per week and log all visits in their Motivation site account.



<sup>1</sup> Motivation is a registered trademark of BSDI®.

(Above) The login screen of the Web-based Motivation® software, which all DCMA employees can access. (Image courtesy of BSDI.)

# Civilian Employees Back to School on DCMA Sabbatical



by Ms. Katherine Crawford, Staff Writer

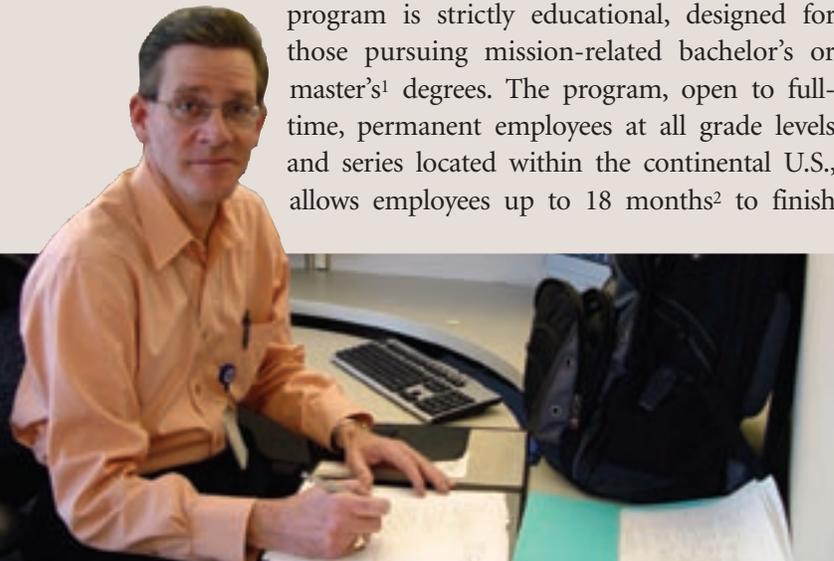
In January 2005, the Executive Development Board (EDB) approved 13 employees for participation in DCMA's new Sabbatical Program. The program generated much employee interest, and for fiscal year 2005 (FY05) there were 81 applicants. "Ultimately, there were a lot of great applications, but we just didn't have the money to support more of them this year," stated Mr. Steve Uehling, chief of the Workforce Development Division. The employees were selected from across the Agency and represented 10 different career series and career grades ranging from GS-7 to -14.

Unlike sabbaticals at other institutions, this program is strictly educational, designed for those pursuing mission-related bachelor's or master's<sup>1</sup> degrees. The program, open to full-time, permanent employees at all grade levels and series located within the continental U.S., allows employees up to 18 months<sup>2</sup> to finish

**The program allows employees up to 18 months to finish their degrees.**

their degrees, either part time or full time at an accredited college or university. Ms. Julie Floyd of Workforce Development believes that DCMA's program is unique. "I don't know how many agencies are doing anything like this. I think it is a very advantageous, innovative and long-sighted approach that we're taking."

Unlike the tuition assistance program, which pays employees up to \$250 per semester credit hour for mission-related course requests, the Sabbatical Program is highly selective. Applicants must complete an extensive application package. All applications are then evaluated by a Senior Executive Service panel chaired by the Agency deputy director, Mrs. Sallie Flavin, "which gives you an idea of how important this program is to senior management," said Mr. Uehling. According to Mr. Uehling, "the selection criterion that is foremost is cost — cost of the tuition and the cost of the time the employee will be spending out of the office. Thus an applicant who is only going to be out of the office six months full time or an applicant who is only going to be out of the office part time for 12 months has an advantage over someone who's going to be gone full time for 18 months." Focusing on cost enables the Agency to accommodate many requests within a limited budget. Employees who asked for more than 18 months were not considered for the program. "The 18-month period is firm, and you have to be



Sabbatical Program participant Mr. Chuck Kiessling, management analyst, DCMAC-F. (DCMA staff photo)

*This program is strictly educational, designed for those pursuing mission-related bachelor's or master's degrees.*



**(Left)** Sabbatical Program participant Ms. Heidi Taylor, DCMA Raytheon Tucson. (DCMA staff photo) **(Right)** Sabbatical Program participant Ms. Carolyn Justice, contracting officer, DCMA Dayton. (DCMA staff photo)

strongly committed to finishing the degree in this period,” added Ms. Floyd.

Another of the selection criterion is an applicant’s academic record, which might be a predictor of how well he or she will do in the program. Ms. Floyd reveals that “there were some people who were very honest and said, ‘I may not have done as well in college as I could have because I didn’t take it as seriously, but now I realize how important it is.’” Adds Mr. Uehling, “So if you went to school 20 years ago and didn’t do well, it wasn’t held against you.” Other selection criteria include the post-utilization plan, in which employees outline how they will apply what they learn to their careers and what the advantages are to the organization, letters of recommendation, supervisory endorsement and school location. Employees are strongly encouraged to apply to schools within their local commuting areas. An employee may propose a non-local school with the understanding that there is no reimbursement for travel or temporary duty (TDY) expenses.

If accepted into the program, employees are required to sign a Continuing Service Agreement and a Mobility Agreement. The Continuing Service Agreement requires that an

employee serve with the federal government for three times the length of time the government agency invested in him or her. For example, someone who is enrolled in the program for one year must work for the federal government for three years after completing the program. A Mobility Agreement states that management retains the right to move someone to a different position and/or location in the Agency upon one’s return from the sabbatical. People sometimes hesitate about this, but Ms. Floyd points out that the government is “making a substantial investment in the enrollees and thus it is not unreasonable to assume that they would require this type of agreement.”

Because one must be able to complete the degree within 18 consecutive months, the program is most beneficial to those who are close to completing their degrees. Those who, as Ms. Floyd says, “have been slogging along in the tuition assistance program, taking classes here and there, are now able to go full time and get that degree finished.” A few enrollees in the program are going to finish in less than a year by going full time and taking a full course load, where it might have taken them several years just following tuition assistance. “A lot of people have been very happy about that fact — it’s like a dream come true,” she noted.

While enrolled, employees must maintain a B average. If the grading system is “pass/fail,” a grade of “pass” must be achieved. Failure to maintain the required grade point average will result in an employee’s withdrawal from the program and return to work. Proof of grades must be submitted to supervisors within 60 calendar days of course completion. Employees who fail to maintain the required grade average or withdraw from the program without prior approval or notification through

**“...the selection criterion that is foremost is ... cost of the tuition and ... the time the employee will be spending out of the office.”**



Sabbatical Program participant Ms. Karen Urschel, engineer, DCMAE-OCTD. (DCMA staff photo)

## *The Sabbatical Program is highly selective.*

For those employees interested in applying for the Sabbatical Program, or those who were not selected this year, Mr. Uehling strongly encourages utilization of the tuition assistance program. “It gives you a big advantage: the closer you are to graduating, the less costly your degree is and the less time you will spend out of the office. Both of these factors make you more competitive.”

In the future, the Agency is looking to further leverage the program to suit workforce needs. “General Scott wants next year’s program to focus more on technical education,” reported Mr. Uehling. “So there will likely be special consideration next year for those employees seeking technical degrees.”

Point of contact for further information:

**Mary Lou Stauffer**

Workforce Development

DCMA-HRW

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marylou.stauffer@dcma.mil

their chain-of-command will be required to reimburse the government.

Employees may complete the program either full time or part time, and this year several employees are doing a combination of both, depending on when their classes are available. There are also one or two people taking a combination of online and classroom courses, so that is an option allowed by the Agency. It is important to note that for an employee to attend school full time, the employee must attend at least the minimum number of credits identified by the educational institution as being in full-time status. Typically, the number of credits for full-time status is 12 or 13 per semester, but this number can vary by school. Also, because employees remain on the DCMA payroll for the duration of the program, during school breaks they must return to work at their duty stations unless engaged in completion of school projects, research or assigned homework.

<sup>1</sup> Associate degrees are not part of the program because they do not count toward minimum educational standards, as established by the government for positions. Additionally, doctorate degrees are not included in this program.

<sup>2</sup> Exception: Applicants for Executive Level MBA programs have up to 24 months to complete their degree programs since most of these programs are conducted during non-duty hours and may require two years to complete.

## Current Sabbatical Program Participants and Their Degree Programs

**Mr. James Allen**, industrial specialist, DCMA Industrial Analysis Center, *Bachelor of Science in management information systems*

**Ms. Jennifer Allen**, contract specialist, DCMA Denver, *Master of Business Administration*

**Ms. Alicia Cyr**, information technology specialist, DCMA-IT, *Bachelor of Arts in business management*

**Mr. Anthony Fiaschetti**, industrial property management specialist, DCMA Maryland, *Master of Business Administration with a concentration in acquisition*

**Mr. Scott Gunter**, management support group chief, DCMA Denver, *Master of Business Administration*

**Ms. Carolyn Justice**, contracting officer, DCMA Dayton, *Bachelor of Science in business management with a concentration in organizational leadership*

**Mr. Charles Kiessling**, management analyst, DCMAC-F, *Bachelor of Science in computer information systems*

**Ms. Melissa Loretan**, management assistant, DCMA General Dynamics ATP Burlington, Vt., *Bachelor of Science in professional studies in business*

**Ms. Patsy Oburn**, industrial specialist, DCMA Combat Support Center, HQ, *Bachelor of Professional Studies in leadership and management*

**Mr. David Rugg**, contract management examiner, DCMA

Mission Review Team, *Bachelor of Arts in organizational management and communication*

**Ms. Heidi Taylor**, quality assurance specialist, DCMA Raytheon Tucson, *Master of Business Administration with a concentration in industrial management*

**Mr. Stephen Turdo**, industry analyst, DCMA Industrial Analysis Center, *Bachelor of Science in business administration, management*

**Ms. Karen Urschel**, engineer, DCMAE-OCTD, *Master of Science in management*

**Mr. Brian Wood**, information technology specialist, DCMA Denver, *Master of Science in computer information technology with a concentration in network engineering*

## What the Program Participants Have to Say ...

"The main goal I hope to achieve with the Sabbatical Program is to earn my master's degree in business administration. I am a contract administrator, and I believe that having this degree would help me to be more competitive for future opportunities. Within the next five to 10 years a majority of the federal workforce is retiring. I am one of a new breed — I came in with the Keystone Intern program in 2001. There are a lot of changes that will be made during my tenure at DCMA, and I believe I can contribute to DCMA's continuous success in supporting our warrior. The Sabbatical Program is great so far, and it really has helped reduce the substantial costs of going to school. I just wish we had a program like this before."

— **Ms. Jennifer Allen, contract specialist,**  
DCMA Salt Lake City

"The DCMA Sabbatical Program is one of the best opportunities I have ever had! I entered the program this quarter without a degree. By the end of next quarter I will have completed an associate degree in computer information systems, and I will have a bachelor's degree in computer information systems by June 2006. Without the Sabbatical Program I would have spent years attempting to obtain a degree. The knowledge and experience I gain will enable me to help DCMA continue to move into the future as the employer of choice!"

— **Mr. Chuck Kiessling, management analyst,**  
DCMA Business Information Center (DCMAC-F)

"I am absolutely thrilled and honored to have been selected for this opportunity. I hope that DCMA continues to offer the program in the future. In addition to obtaining an organizational management and communication degree, I have three personal improvement goals that I hope to achieve through the program:

- Improve my ability to facilitate and lead groups/ teams
- Improve my supervisory skills
- Expand my network of professional contacts to help me achieve the first two goals

When I return, I will be better equipped to help DCMA achieve its goals and objectives."

— **Mr. David Rugg, contract management examiner,**  
DCMA Mission Review Team

"I am extremely grateful for the opportunity to be a student in the DCMA Sabbatical Program. This program has allowed me the time and resources to further my education. Due to the significant amount of travel required by my job, I never was able to enroll in classes before. I was careful to select a program of study that I hoped would be beneficial, and I have hit the jackpot. I have only been a student for six weeks now, but what I have learned already is immeasurable. The benefits I am receiving through the Master of Science in management (MSM) will help me become

a stronger employee, and I will be able to apply what I've learned to benefit the Agency."

— **Ms. Karen Urschel, engineer, DCMAE-OCTD**

"While I was fortunate to have had the experience and education necessary to have been 'grandfathered' into the requirements of my current 1102 position, I have always regretted not finishing my college degree. I am extremely grateful to have been given this opportunity to devote my full attention toward doing so at this stage in my career. The accelerated program I am enrolled in is designed for adults who possess a significant combination of completed courses and work experience in the business administration profession.

"It was quite an adjustment to make after so many years, however, I am finding that I very much enjoy being back in the classroom learning new things. One class in particular, 'Fundamentals of Management,' is very enlightening because it covers the planning strategies and organizational transformations being made within DCMA over the last several years. It is nice to understand why we have made some of the changes, and it provides a good perspective on the challenges we are all facing in today's dynamic environment.

"Some of the classes will present subjects I've never explored, and I'm eager to see where that leads me. The pace of the program is very intense, and I spend much more time than I imagined would be required, but it's well worth it as I prepare for the future. I know that all of my education experiences over the coming year will be of great benefit to me once I return to work."

— **Ms. Carolyn Justice, contracting officer,**  
DCMA Dayton

"I attend the University of Phoenix's Master of Business Administration (MBA) program for the purpose of meeting the Defense Acquisition Workforce Improvement Act level three education requirements for the General Schedule (GS) 1101 job series. A master's degree in business administration is preferred but not required. By earning my MBA I will be more competitive for career advancement in the GS-1101 job series. My career goal is to switch job series from GS-341 to GS-1101, and an MBA will be helpful and assist in meeting educational requirements.

"The Sabbatical program is very helpful because it allows me to take one day a week to complete homework, which is usually writing a paper or completing a group assignment. I am currently scheduled to graduate in June 2005."

— **Scott Gunter, management support group chief,**  
DCMA Denver

# QAR's Son Signed by N.Y. Mets

by Mr. John Wilson, DCMA Northern California, and Mr. Brian McNease,  
DCMA West Public Affairs

The New York Mets recently signed Mr. Matthew Durkin, son of DCMA Northern California Quality Assurance Representative Mr. William Durkin, in the second round of the Major League Baseball draft (44<sup>th</sup> pick overall). Matthew, a right-handed pitcher out of San José State University (SJSU), became only the second Spartan to be drafted in the second round. Mr. Mark Langston was the first when he was drafted by the Seattle Mariners in 1981. He went on to win over 170 games in the big leagues and was named to the All-Star team on four occasions. Mr. Durkin also has the potential for greatness in Major League Baseball.

Mr. Durkin had an outstanding career during his three years at SJSU. He was a two-time All-WAC (Western Athletic Conference) selection, and he was chosen WAC Player of the Week seven times. He was named the Louisville Slugger National Player of the Week by the *Collegiate Baseball Newspaper* after he recorded a career-high 15 strikeouts against Santa Clara on March 7, 2003. Mr. Durkin also struck out more than 10 batters in each of nine games while pitching for SJSU. He was named the team's Most Valuable Pitcher and holds the record for being the most winning freshman pitcher in SJSU history, with an 11-3 record.

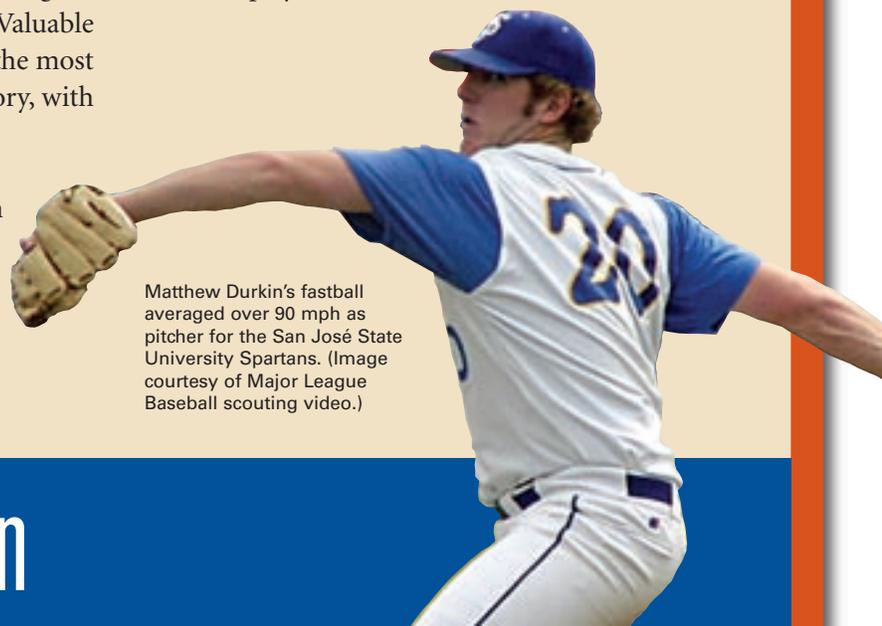
Matthew's parents, Mr. William Durkin and Mrs. Kathy Durkin, joined their son and Mets executives in signing ceremonies and activities at Shea Stadium in New York. Before joining



the Mets, Mr. Durkin was scheduled to play fall ball in an instructional league in Florida; however, due to the hurricanes, the instructional league's games were cancelled. As such, Mr. Durkin reported directly to the Mets' training camp in Port St. Lucie, Fla.

After a successful spring training, Mr. Durkin was assigned to the Mets' Class A affiliate in Hagerstown, Md. Mr. William Durkin said his son is highly motivated and worked hard in preparation for spring training. The Mets' first spring training home game took place on March 3 against the St. Louis Cardinals. Their first regular season home game was on April 11 against the Houston Astros.

In addition to his own athletic skills, Mr. Durkin has the right people taking care of him. His agent, Mr. Scott Boras, is also agent to superstars Mr. Alex Rodriguez and Mr. Carlos Beltran and worked out an \$800,000 signing bonus and two baseball card deals for the young star. You can bet the employees at DCMA Northern California will be rooting for Matthew, except maybe when the Mets play the Giants!



Matthew Durkin's fastball averaged over 90 mph as pitcher for the San José State University Spartans. (Image courtesy of Major League Baseball scouting video.)

## Matthew Durkin

# DCMA Chicago Officers Train Like the St. Louis Rams



by Lt. Cmdr. Ed Graves, U.S. Navy, DCMA St. Louis

**M**r. Todd Niemeyer, assistant director of operations at the Edward Jones Dome in St. Louis, Mo., (home of the St. Louis Rams football team) recently provided outstanding support to the Defense Contract Management Agency (DCMA) and, by extension, the warriors. On Jan. 18, 2005, officers from DCMA Chicago gathered offsite at a conference in St. Louis. As planned, they assembled for their monthly physical training, but inclement weather prevented them from performing their usual outdoor run. Being able to conduct the physical training sessions is extremely important because

**... due to Mr. Niemeyer's kindness and willingness to act on very short notice, Air Force Lt. Col. Wade McVey ... was able to arrange for physical training at the Edward Jones Dome.**

many of the military staff are frequently deployed to the Middle East on short order and are therefore required to maintain a very high level of personal physical fitness. Fortunately, due to Mr. Niemeyer's kindness and willingness to act on very short notice, Air Force Lt. Col. Wade McVey, DCMA St. Louis commander, was able to arrange for physical training at the Edward Jones Dome.

Thanks to Mr. Niemeyer, the training event was very successful. Prior to the commencement of physical training, Lt. Col. McVey presented



*Left to right, standing: Navy Lt. Erik Rangel; Air Force Maj. Mike Freestone; Army Lt. Col. Wade McVey; Army Lt. Col. Sean O'Day. Left to right, kneeling: Ms. Susan Hooks; Navy Lt. Cmdr. Ed Graves; Air Force Col. Jeffrey Smith; Army Lt. Col. Chris Seacord. (Photo by event participant Army Maj. Miro Skrodzki.)*

Mr. Niemeyer with a command coin in acknowledgment of his assistance. After the training session Mr. Niemeyer allowed the members of DCMA Chicago to have group photos taken with the Rams' team logo.

According to Air Force Col. Jeffrey Smith, DCMA Chicago commander, "Mr. Niemeyer demonstrated his support, and expressed the support of all those associated with the Edward Jones Dome, for his country, the men and women in uniform and all those who work diligently in the defense of our freedoms." Col. Smith then stated that Mr. Niemeyer's "actions reflected the highest level of commitment and patriotism we can expect from any of our citizens, and he directly contributed to the high morale of our military officers. The warriors and members of the DCMA community are deeply appreciative."

# A Taste of Home — San Antonio Style

by Ms. Ashley Wuytens, Staff Writer, DCMA West Headquarters

*With 22 of their colleagues deployed to provide Contingency Contract Administration Services (CCAS) in Kuwait, Bosnia, Afghanistan and Iraq, DCMA San Antonio employees are very experienced when it comes to sending care packages overseas.*

Messages from the deployed employees discuss items that they miss from home, including the Mexican food that's so popular in San Antonio, Texas. Since there are limitations on what can be shipped, care packages include nonperishable items such as beef jerky, pork rinds, canned *menudo* (a type of soup) and jars of homemade salsa. Not only is the salsa a San Antonio favorite — everyone in San Antonio knows that salsa is good on anything! — but “nothing says ‘we care’ like a homemade gift,” according to Mr. Carlos Flores, quality assurance representative, DCMA San Antonio.

After being made, the salsa goes through the canning process and is put into jars. The jars are then placed in a deep pot of boiling water. The high temperature destroys potentially harmful microorganisms and enzymes and removes air from the jar, forming a partial vacuum that seals the jar and prevents other microorganisms from entering.<sup>1</sup> The jars are wrapped in plastic wrap and put into resealable plastic bags so that if a jar breaks, the salsa will not be all over everything else in the care package.

When the care packages are complete, they are sent to DCMA San Antonio's deployed team members. “I will always cherish the special sentiments of [the] cards, homemade salsa and cookies that I have received,” said Ms. Maria Solis-Kotzur, a DCMA San Antonio employee currently deployed to Kuwait.



In addition to the salsa and other food items, DCMA San Antonio employees frequently exchange e-mails with their deployed colleagues, giving updates on work, promotions, new additions to families, illnesses — day-to-day news to keep them feeling in touch with home. “Our support of our CCAS employees is a real team effort with everyone in

DCMA San Antonio pitching in,” said Ms. Susan Jackson, commander of one of DCMA San Antonio's streamlined contract management offices (CMOs). “We make sure our colleagues know we're thinking of them [because] they've sacrificed so much for us. We have a large bulletin board where we post all the pictures sent by our deployed teammates. It keeps them

(Above) Image from *The Ball Blue Book®: The Guide to Home Canning and Freezing*.

<sup>1</sup> *The Ball Blue Book®: The Guide to Home Canning and Freezing*, 31<sup>st</sup> ed. Muncie, Ind: Ball Corporation, 1985, p. 2

*“Our support of our CCAS deployees is a real team effort.”*



in our thoughts and prayers.” Those deployed are grateful for the efforts of the CMO employees. “I truly appreciate all the kind words of encouragement and support from everyone back home,” said Ms. Solis-Kotzur. In response, the deployed employees send pictures of their home bases, the countryside, local people and historic locations. They also describe scary situations, heartfelt experiences and rewarding work.

Mr. Steven Bratz, Ms. Teresa Izarraras, Mr. Flores, Mr. Danny Garcia, Mr. Omar Garza, Mr. Roman de Luna, Maj. Jenise Bentle, Mr. Luis Barcenes and Ms. Solis-Kotzur, who have been deployed to various locations, have all thanked their DCMA San Antonio friends for sending

care packages their way, especially this San Antonio “taste of home.” Receiving the packages “reassures me that my CMO supports my decision in being here and supporting the warrior,” said Ms. Solis-Kotzur. “It’s nice to know you can volunteer for the DCMA CCAS Program and your CMO will stand by you.”

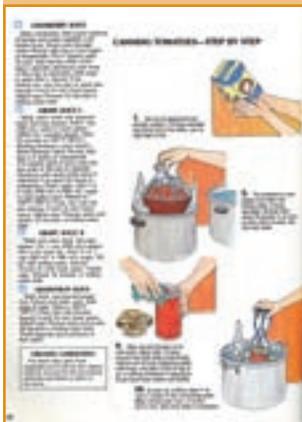
**Suggested reading**

Lee, Freddy (DCMA San Antonio). “This Time the DCMA Customer Had a Name I Knew.” *WestWord* (Summer 2004): 18. <[http://home.dcmdw.dcma.mil/command/public\\_affairs/westword.html](http://home.dcmdw.dcma.mil/command/public_affairs/westword.html)>.



*(Top left)* CCAS deployees Ms. Maria Solis-Kotzur, Mr. Steve Bratz and Army Maj. Jenise Bentle show Christmas items sent by their CMOs. (DCMA Kelly Air Force Base staff photo) *(Top Right)* Mr. Carlos Flores, DCMA San Antonio quality assurance representative, in Kuwait with items that he received in his care package. (DCMA staff photo)

**A Taste of Home Salsa Recipe**



- 5 lbs. tomatoes, blanched, cored, skinned and diced
- ¼ cup diced jalapeno peppers
- ¼ cup diced serrano peppers
- 2 large white onions, diced
- 4 cloves garlic, diced
- 1 cup cilantro, chopped
- 2 tablespoons salt
- 2 teaspoons black pepper
- 4 teaspoons cumin
- ½ cup lemon juice



Combine ingredients and bring to a boil. Spoon into sterilized glass jars. Wipe mouth and top of jars to remove any drops of salsa. Screw the lids and rims on tightly and fully submerge jars in a bath of hot, not boiling, water. Water should cover tops of jars by at

least 1-2 inches (add more water if necessary). Put cover on pot. Bring water to a boil. Process jars at a gentle but steady boil for 45 minutes for quart-sized jars, 35 minutes for pint-sized jars. Remove jars and stand several inches apart and out of drafts. Allow to cool for about 12 hours.<sup>1</sup>

<sup>1</sup> *The Ball Blue Book®: The Guide to Home Canning and Freezing*. 31<sup>st</sup> ed. Muncie, Ind: Ball Corporation, 1985. pp. 20-21

# Two Employees Earn Long-Awaited Diplomas



by Ms. Katherine Crawford, Staff Writer

*At the end of a long day, homework is the last task any working professional would want to do. Yet for DCMA employees Ms. Mary Khan and Ms. Kathy Stephens, squeezing study time into evenings and weekends has been a fact of life for over a decade. This spring, after many years of balancing work and school, both women earned their bachelor's degrees. I sat down with them to discuss their incredible achievements as well as the difficulties of pursuing a degree while working full time.*

**M**s. Khan is a financial analyst at the DCMA Financial Liaison Office, located at DCMA Headquarters in Alexandria, Va. She graduated with a Bachelor of Science degree in accounting from George Mason University in Fairfax, Va. Ms. Stephens is a management analyst at DCMA Security, also at DCMA Headquarters. She graduated with a Bachelor of Arts degree in English from the University of Mary Washington in Fredericksburg, Va.

**Q:** How long did it take you to earn your degree?

**MK:** It took me 11½ years as a part-time student to earn 118 credit hours. I audited my first class at George Mason University in the fall of 1979, and over the next two years I acquired 30 credit hours. I returned to school in the fall of 1995, and last semester I participated in my last class.

**KS:** Off and on I worked on it for 22 years with a five-year break in there. I started at 18, and I got sick and ended up in the hospital. It took me about five years to work up the gumption [to return], and I was just doing it for something to do, taking classes I thought

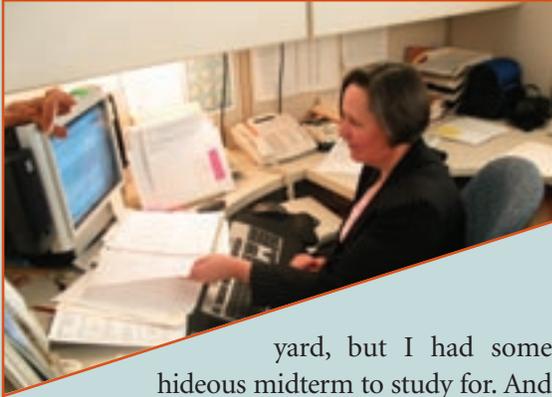
would be fun, like history and economics. A few years later I thought, "I'm not that far from an associate degree."... I graduated from Germanna Community College in 1999 and then went to Mary Washington, and I was at Mary Washington for six years. Traditionally I took two classes a semester, because that's about all the homework I could do while working full time.

**Q:** Did you have to make any particular sacrifices in order to go back to school?

**KS:** Well, yes. I paid for most of it on my own, and tuition nearly doubled since I started at Mary Washington. But I paid my last tuition bill three months ago!

I'd say that most of my sacrifices were time-related. I had to pass on family functions or things with friends because I had 12-15 hours of homework to do every weekend. ... The worst part was Thanksgiving, because I had major papers due the week after Thanksgiving for years. That's where it was tough, when I wanted to be doing Christmas stuff and I still had final exams and a paper to write. Or in the spring, I'd be ready to get out and play in the

*“I had to pass on family functions or things with friends because I had ... homework to do every weekend.”*



yard, but I had some hideous midterm to study for. And I do want to travel. ... There are a lot of places I'd like to go.

**MK:** Prior to returning to college in 1995, I was involved in many activities that I enjoyed. I was a volunteer at my local church, teaching a first-grade religion class; a water safety instructor, teaching swimming to adults and children; and an adapted aquatics instructor, teaching swimming to children with disabilities. However, when school began that fall I had to discontinue my volunteer work at my local church and my water safety instructor position. I continued to be an adapted aquatics instructor for two years until I decided to take two classes per semester in the fall of 1997, and then I had to give that up, too.

**Q:** What made you decide to go back to school?

**MK:** In 1995 my former supervisor suggested I include a college course on my individual development plan (IDP). At that time, I had no plans to return to college, because I was busy working two part-time jobs to help pay the college expenses of my three children. Nevertheless, this opportunity commenced my 9½ years of study.

**KS:** I was bored. I was doing a clerk/typist job and writing form letters. I was good at it, and I was efficient, but it wasn't enough.

**(Above)** Ms. Mary Khan, financial analyst, DCMA Financial Liaison Office, graduated this spring with a Bachelor of Science degree in accounting from George Mason University. (DCMA staff photo)

**Q:** Over the course of earning your degree, did you have any particularly positive experiences that stand out?

**MK:** When I returned to college in 1995 it just felt good to be back in the academic environment, and it seemed as though each professor was as great a teacher as the previous one. There are two professors who stand out in my mind, though. The first was my professor for my statistical analysis for management class. I told her that I liked calculus but that it had been 14 years since I'd taken it. She laughed and said, "If you liked calculus, you'll do well in this class." She was so encouraging that I was determined to do well, and I got an A. The second was an accounting professor I had in 2001. He had worked for many years at the American Institute of Certified Public Accountants, and he strongly emphasized the importance of integrity in the accounting profession.

It's also incredibly rewarding when something that I learned at school can be applied to my work here at DCMA. In my managerial accounting class I was impressed with Motorola's high error-free rate that improved efficiency and reduced costs. This prompted me to prevent errors when entering accounting data into the financial management system. And thanks to an auditing professor who stated that multiple small balances add up and become material over time, I conscientiously solved negative unliquidated obligations and cleared unliquidated obligations.

**KS:** Taking the day classes two semesters ago was the most fun I'd had in a long time, and I had been getting so close to burning out. At night it's a ghost town; you don't really see anybody

**“The worst part was Thanksgiving, because I had major papers due the week after Thanksgiving for years.”**

*“When I returned to college ... it just felt good to be back in the academic environment.”*

in the hallways. In the daytime, it reminded me of being in high school again because there were kids everywhere. It felt more like you were a part of a community. I would have liked to have taken another day class last semester, but the ones I wanted were at noon, and what do I do with that? The campus is an hour away from here; it wouldn't have worked with my schedule.

In terms of academics, I have been invited to join the Phi Beta Kappa Society [an honor society with the mission of fostering and recognizing excellence in the liberal arts and sciences], and I'm also a member of the National Society of Collegiate Scholars.

**Q:** Did you have any negative experiences or difficulties with any of your classes or with the university?

**MK:** My most difficult semester was when I took three accounting classes, special topics in accounting, tax accounting and accounting theory, and my GPA slipped a little.

**“... each semester was a new adventure with a different professor, new subject matter and an unknown outcome.”**

**KS:** My most negative experience was when the outgoing head of the English department, whom I had as an advisor one semester because mine was out on sabbatical, told me I'd never get an English degree going at night. He basically told me I would quit [before I completed a degree]. ... I'm glad I wasn't 24 years old when he told me that — it would have broken my heart. There is an adult-only program for people who are over 25, but I didn't do that. I went into the regular B.A. program.

**Q:** What, besides a degree, have you gained by returning to school?

**KS:** A very strong sense of time management — you don't have much choice — and organization. People laugh at me because I'm extremely organized, but if you're not you forget things. ... Also, it gives you a strong work ethic. You really have to want to do it, to do it this way.



**MK:** George Mason University enriched my life because each semester was a new adventure with a different professor, new subject matter and an unknown outcome. Each class I participated in was challenging. From this perspective, I've learned to accept challenges and accomplish what I set out to do. For example, to prepare myself for mandatory group presentations in upper-level business classes, I joined DCMA Toastmasters for one year and greatly benefited from the speaking roles I was assigned every other week. Also, I became a member of Beta Alpha Psi [national honors fraternity for financial information professionals] and learned about the professional lives of accountants in the private sector from weekly presentations given by accountants and auditors, who were primarily George Mason University alumni.

**Q:** Do you have any advice for others returning to school after having been in the workforce for many years?

**KS:** I think you've got to have a strong routine. ... I think you've got to have a real focus for it, you have to really want it.

**MK:** Time management is very important. It really helps to annotate homework assignments, exams, projects and family obligations on a calendar and plan accordingly.

**(Above)** Ms. Kathy Stephens, management analyst, DCMA Security, graduated this spring with a Bachelor of Arts degree in English from the University of Mary Washington.

*“... I haven’t had a vacation in years because I’ve been paying for school.”*

In terms of class preparation, read the assigned chapter before class, as this facilitates understanding. As you read, make notes. If your professor provides printed slides of his or her presentations, make notes on the printed slides to get a more in-depth explanation of each bullet. These noted slides are invaluable as study aids at exam time.

Also, if you get a low grade on a midterm exam don’t get discouraged. Work harder for the next exam.

**Q:** Do you plan to continue with your education for a master’s or doctorate degree?

**KS:** Oh gosh, no! If I did something like that, it’d probably be after I retire. You know, honestly, I haven’t had a vacation in years because I’ve been paying for school, and you can’t do that when you’re tying up a lot of money with education. If I went back it would probably be for a master’s because Mary Washington is a teaching school, and I could work on a master’s in education there. ... I might get bored enough, but it’s going to be a while from now. ... Germanna [Community College] is about a half mile from where my new house is, and they do landscaping classes and stuff like that that I thought would be fun. I already looked at some of those, but I thought, “Maybe not this year.”

**MK:** Currently, I’m looking forward to leisure time to do the things I enjoy and catch up on things I’ve neglected over the years. Later, I may participate in a review CPA class and take the CPA exam.

**Q:** Do you have any hobbies or are you involved with any community activities or groups?

**MK:** Last year I participated in five hours of training for the Volunteer Income Tax Assistance program sponsored by the Internal

Revenue Service. I enjoyed working as a volunteer assisting people in completing their taxes. Last semester I volunteered as a tutor at the Beta Alpha Psi tutoring sessions for accounting majors and relearned accounting concepts while assisting students with their homework.

**KS:** I like to landscape and putter in the yard. I have a brand new house with no landscaping, so I’m starting from the bottom up. ... I used to grow veggies, but, again, school kind of squashes that because you don’t really have time to keep at it. But I was thinking of a veggie garden the other day, and I might have to do that now that I’m out of school. And I used to like to read ... and it’ll be so much fun to read now that I’m not on a deadline.

**Q:** Any other thoughts on your recent graduation?

**KS:** I’m very grateful for the encouragement I received from those around me. I couldn’t have done this without the total support of my family, especially my mom. She is my biggest cheerleader. Whenever I thought I couldn’t do it anymore, she kept me going. Also, my current supervisor, Ms. Becky Allen, director, DCMA Security, has been extremely supportive. She has not only expressed her respect for my continuing education but she allowed me to flex my schedule so I could take the day classes I needed to be able to graduate.

As a final note, I graduated three days before my 40<sup>th</sup> birthday — that was a big party. That was always the big family joke: My mom would say how she’d like me to graduate before she died, and I’d say, “I’d like to graduate before I die.” ... I wanted to graduate by 40, so I just came in under the wire, three days ahead of schedule.

**“... I’m looking forward to leisure time to do the things I enjoy and catch up on things I’ve neglected over the years.”**

# DCMA Headquarters/Center Employees of the 4<sup>th</sup> and 1<sup>st</sup> Quarters

by Ms. Donna Lopez, Human Resources Specialist, DCMA Headquarters



## Security Specialist Selected as DCMA Employee of the Quarter for 4<sup>th</sup> Quarter 2004

Congratulations to Mr. Larry Phillips, security specialist, DCMA Headquarters

Security Office (DSS), for being selected as the DCMA Headquarters/Center Employee of the Quarter for the fourth quarter FY04. Mr. Phillips was awarded a Director's Coin and an On-the-Spot Cash Award for his outstanding accomplishments.

Mr. Phillips' proactive approach to addressing potential problems before they can affect the safety and security of Metro Park are of significant note. He worked with the DCMA Information Technology team to ensure that the *Security, Big Dog Style* video was available to all personnel within the Agency. Mr. Phillips also prepared the first draft of the *Security Newsletter*. His approach and preparation of the initial draft gave the DSS leadership many ideas and possible directions for the creative development of the video.

Mr. Phillips also coordinated and conducted a highly complex hostage scenario evacuation drill. This drill is just one example of the ever-evolving innovations that he has developed with DCMA to further protect and prepare the Headquarters workforce. He also conducted research, initiated orders and ensured the distribution of the "Shelter-In-Place" kits. This important acquisition provided employees with



(Left) Mr. Larry Phillips, security specialist, DCMA Headquarters Security Office (Photo by Mr. Larry Ruggeri.) (Right) Ms. Mary Lou Stauffer, human resources specialist, DCMAC-DE (Photo by Mr. Larry Ruggeri.)

these valuable, potentially life-saving kits.

Mr. Phillips is a well-rounded individual, excelling in both his professional and personal endeavors. Thanks for a job well done!

## Human Resources Specialist Selected as DCMA Employee of the Quarter for 1<sup>st</sup> Quarter 2005

Congratulations to Ms. Mary Lou Stauffer, human resources (HR) specialist, DCMAC-DE, selected as the DCMA Headquarters/Center Employee of the Quarter for the first quarter FY05. Ms. Stauffer was awarded a Director's Coin and an On-the-Spot Award for her outstanding accomplishments.

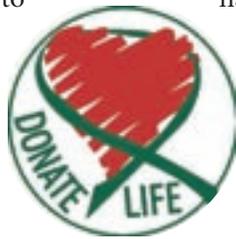
Under the HR reorganization in October, the Agency training budget was centralized in the Workforce Development Division. Responsibility for Agency-wide training courses and conference registrations shifted to Ms. Stauffer. She assisted in all aspects of completing, reviewing and processing course and conference registrations and travel orders. She responded to numerous phone calls and e-mailed questions and concerns about individual travel orders. In addition to these added responsibilities, Ms. Stauffer continued to provide all training coordinator needs for DCMA HQ and Center personnel. Ms. Stauffer goes above and beyond the call of duty to provide for the training needs of all DCMA

# Austin Employee Donates Vital Organ to Sister



by Ms. Ashley Wuytens, Staff Writer, DCMA West Headquarters

**W**hen Mr. Henry McElreath, a software engineer for DCMA Austin, found out that he would be a perfect match to donate a kidney to his only sister, Valerie, he immediately decided to go ahead and do it. But he learned there is more to donating a kidney than having the surgery.



Mr. McElreath's sacrifice changed his sister's life. Prior to her surgery, she had been receiving dialysis for years. When her name came up on the list to receive a kidney, Mr. McElreath thought that he should see if their kidneys would be compatible. According to the United Network for Organ Sharing, more than 85,000 people are currently on the waiting list to receive an organ and more than 6,000 people die each year while waiting.

Before the donation could take place both he and his sister had to go through various tests to ensure compatibility. It took about six months to find out for sure whether they would be a perfect match. A battery of tests is critical to determine whether the recipient's body will be able to receive an organ without rejecting it.

"I strongly recommend being a donor," said Mr. McElreath. "As long as you are healthy and lead a normal lifestyle there is no reason why you cannot be one. There are no long-term drawbacks, and it's a wonderful feeling to know that you're helping someone to maintain a normal lifestyle. I encourage anyone to explore the possibility of becoming a donor."

**"It's a wonderful feeling to know that you're helping someone to maintain a normal lifestyle."**

The surgery was scheduled for Aug. 17, 2004, at Johns Hopkins Hospital in Maryland. Mr. McElreath's surgery lasted five hours, while his sister's lasted six and a half hours. After surgery, Mr. McElreath experienced some pain in his stomach area when sitting up, which was caused by the internal organs resettling into the empty cavity left by the removed kidney. Mr. McElreath remained in the hospital for five days and Ms. McElreath for nine.

Mr. McElreath returned to work Sept. 28. The doctors told him to take it easy for at least six weeks after the surgery and then listen to what his body told him to do. Ms. McElreath returned home to Georgia and went back to work on Oct. 1.

*A federal employee may use up to 30 days of paid leave each calendar year to serve as an organ donor. An employee may use up to seven days of paid leave each calendar year to serve as a bone-marrow donor. Leave for organ and bone marrow donation is a separate category of leave that is in addition to annual and sick leave. (Ref. 5 U.S.C. 6327)*

*For more information about organ donation and becoming a donor, visit the U.S. Department of Health and Human Services' "Donate Life" Web site at <http://www.organdonor.gov>.*

# DCMA Lockheed Martin Denver Saves Navy \$16 Million per Year

by Mr. Matt Jackson, DCMA Lockheed Martin Denver

The DCMA Divisional Administrative Contracting Officer (DACO) Team for Lockheed Martin Space Systems Company (LMSSC) is adamant that, “When someone is trying to give you the money, you find a way to make it happen.” By keeping this principle and the Agency’s goal to “deliver great customer care” in mind at all times, the DACO Team, comprised of Mr. Matt Jackson, Mr. Don Knott and Ms. Lisa Woodley from DCMA Lockheed Martin (LM) Denver and Mr. Mark Hellmer of DCMA LM Sunnyvale, is saving the Navy approximately \$16 million per year. The cost-saving measures went into effect in 2004 and could result in savings of at least \$400 million over the next 25 years.

The arrangements for the cost-saving plan began in August 2003, when the contractor proposed a reimbursement to the Fleet Ballistic Missile program due to an inequitable allocation of overhead costs to a government-owned facility. At the outset, various government entities from three different agencies told the DCMA DACO team that the reimbursement couldn’t be done, citing potential violations of fiscal law. However, the team was determined to “find a way to make [the reimbursements] happen.”

From September 2003 to February 2004, the team

worked to identify a legal accounting practice through which LMSSC could provide the Navy with its just compensation. Eventually, a special allocation methodology was proposed and adopted, passing legal muster along the way.

On March 8, 2004, DCMA and LMSSC signed the first of three advance agreements providing for these extraordinary savings. On March 12, 2004, Rear Adm. Charles B. Young, director of the Navy’s Strategic Systems Programs, praised DCMA LM Denver’s Mr. Knott by citing his “work in identifying a legal venue through which a specific contractor could provide the Navy with its rightful recompense ...” Maj. Gen. Darryl A. Scott, DCMA director, also extended his appreciation to Mr. Knott and the rest of the team for their “relentless hard work.”

On June 1, Mr. Jackson and the contractor signed the second advance agreement for insurance costs, and on July 22, Mr. Hellmer signed the agreement addressing the IR&D allocations. With the last agreement in place and the staggering scope of \$16 million in savings starting to sink in, Mr. Elliot Marcus, the Navy’s deputy head of Contracts for Strategic Systems Programs, stated, “The DCMA Lockheed Martin DACO Team’s recognition that inequitable costs were being charged to the Navy’s Fleet Ballistic Missile program, coupled with their use of innovative contracting techniques to remedy the situation, is greatly appreciated and deserving of special recognition.”

The fleet ballistic missile submarine *USS Georgia* arrives at Naval Station Norfolk, Va., for refueling and conversion to a guided missile submarine. (U.S. Navy photo by Journalist Seaman Andy Zask.)

# Biennial Review Shows DCMA Is Better than Ever

by Maj. Gen. Darryl Scott, U.S. Air Force, Director, DCMA



*The recently released 2003-2004 Biennial Review of the Defense Contract Management Agency (DCMA) reveals that DCMA is serving its customers better than ever and is increasingly being viewed as an indispensable partner.*

Customers rate the Agency highly in effectiveness, efficiency, economy, responsiveness and coordination and voice strong support for DCMA to continue offering acquisition management products and services. Presently, 98 percent of our customers consider our products and services important to their organizations, whereas in 2002,

only 84 percent valued these same products and services. In addition, 96 percent of our customers foresee a continuing need for DCMA; a significant improvement from the 82 percent reported in 2002. It is also noteworthy that only 24 percent of our customers indicate DCMA products and services are available from another source, and a mere eight percent of our military

**(Above)** Members of DCMA Boeing Philadelphia's "Team Chinook" in front of one of their helicopters. Team Chinook has provided excellent customer support by working with contractors to find efficiencies resulting in cost reductions and shortened production time. From left: Mr. Herman Richardson, Boeing; Army Chief Warrant Officer 4 Jim Krueger; Army Master Sgt. Jim Kennick; Army Maj. Pete Ross; Army Chief Warrant Officer 4 Rob Morriss; Army Lt. Col. Mark Ballew; Army Chief Warrant Officer 5 John Smolka; Mr. Bill Gliem; Mr. Kenny Drummond, Boeing; Mr. Al Doreste; Mr. Frank Tipold; Mr. Bob Lawson; Mr. Bernie Rehill, Boeing; Mr. Karl Meixner (Photo by Mr. Larry Ruggeri.)

*The improvements ... are a result of our ongoing transformation initiatives to become a more customer-centered culture.*

**High marks  
in customer  
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by operational  
employees ... with  
total commitment  
to meeting  
customer needs.**

customers indicate they could do a better job providing these same products and services to their own organizations.

The improvements reflected in the 2003-2004 survey are a result of our ongoing transformation initiatives to become a more customer-centered culture. In addition to our contracting and technical expertise, DCMA possesses knowledge, information and insight that cut across multiple industries, contractors, disciplines, product lines and

processes. For example, in 2003 DCMA led the Department of Defense's (DoD) efforts to enhance electronic invoicing, receipt/acceptance and contractor payment by deploying Wide Area Work Flow (WAWF). As a result, electronic invoices cost \$28 less to process than paper invoices and speed payment time from 60 days to 24.8 days, saving millions of dollars in transaction costs and interest payments annually. Effective September 2004, the WAWF system also began processing progress payments, resulting in significantly reduced reject rates and cycle time to payment.

Although no significant problems are reported in the survey, our customers did suggest that DCMA consider increasing staffing levels, striving to better understand their requirements and improving overall communication. The Agency is committed to each of these recommendations. We are in the process of assessing our entire workforce to ensure we have the right people, with the right skill sets, in the right place, at the right time to adequately support our customers. Our internal recruitment campaign hires 200 entry-level people annually for training in core competency functional specialties and makes every effort to place these individuals at critical sites within the Agency. In

addition, the District offices have the authority to assign staff temporarily to fill short-term critical needs. We recognize the need to be better aligned with our customers and to be more focused on their desired outcomes, which is the reason our organization is transitioning to performance-based management.

At every level within the organization, we are focusing on:

- identifying desired customer outcomes
- assessing lines of service to meet these goals
- determining appropriate metrics to measure our performance

In addition, we are implementing a customer engagement strategy for the Agency. This customer engagement strategy is intended to foster teaming and open lines of communication within DCMA — between our Headquarters, Districts and field sites. This strategy also focuses on expanding interfaces and communication between DCMA and our external customers, including the Office of the Secretary of Defense and the numerous DoD and National Aeronautics and Space Administration buying activities. We are exploring ways to better support our customer liaison representatives who are collocated with each buying activity to facilitate communication with the program executive officers and program managers and to ensure customer requirements and expectations are being successfully achieved.

The findings of the Biennial Review Survey are directly linked to DCMA's transformation and strategic planning. DCMA transformation efforts focus on developing a customer-centered culture and on performance measures that are defined by customer success requirements. DCMA's strategic plan contains four critical goals:

- enable DCMA people to excel
- deliver great customer care
- improve support to acquisition life-cycle processes

*At every level within the organization, we are focusing on identifying desired customer outcomes ...*

- improve financial management through performance and budget integration

The Review's findings are reflective of the emphasis DCMA places on measuring the success of our ability to support our customers. Overall ratings indicate that, for the most part, we are successful in these efforts. There is room, however, for added focus on engaging with our customers in order to communicate our performance standards and allow our customers to determine their own success criteria.

Additionally, there is room for expansion of performance-based management, which is the foundation of the Agency's strategic plan. Presently, we are changing the structure of our strategic plan to address multiple years, whereas in the past we only addressed the current year. Beginning with headquarters in fiscal year 2005 and then going Agency-wide in fiscal year 2006, the strategic plan will cover the Program Objective Memorandum years with current year execution being identified in measurable and quantifiable terms and milestones identified for future years.

High marks in customer satisfaction reflect excellent performance by operational employees who perform their daily activities with total commitment to meeting customer needs. However, sometimes we need to revisit and modify our core competency practices. We recently chartered an integrated product team to ascertain the needs and expectations of our customers regarding product assurance. Results of interviews indicate that our customers consider quality assurance service to be vital to their success throughout a program or product life cycle. Our customers did express concern over several recent quality lapses. As a result, we will reinvigorate this core competency with emphasis on developing and documenting surveillance plans to meet customer needs; performing surveillance to

mitigate risks; ensuring suppliers meet all contractual requirements; and providing predictive analysis mitigation strategies. Simply put, we need to provide assurance that suppliers' products work right out of the box for as long as required. We need to work with contractors to prevent quality lapses and inform customers right away if problems occur. In order to improve core competency practices across the Agency, we recently modified our instructions to remove perceived barriers and allow tailoring of Agency guidance so our personnel can be creative and innovative in meeting the needs and expectations of our customers.

The Biennial Review process works well in its present format and is important for helping DCMA achieve its mission as effectively and efficiently as possible. The Review's ratings and comments propel us on our journey toward being an indispensable partner, providing military and civilian agency customers with flexible and responsive acquisition life-cycle solutions.

**(Right)** Mr. Joe Longo, quality assurance representative, DCMA Roseville, takes angle measurements of an armor plate using a calibrated compass instrument. Members of DCMA Roseville and DCMA Phoenix provided life-saving combat support by reinspecting and resolving discrepancies in vehicle armor protection kits. (DCMA staff photo)



# Earned Value Management — Where Are We Going from Here? Part II



by Mr. Terry Jones, Staff Writer

*In the first installment, we examined a new clause being added to the Federal Acquisition Regulation, mandating Earned Value Management throughout all federal government high-dollar and high-risk programs and how it may affect the Department of Defense. In this second installment, we will review the recent changes to the Department's Earned Value Management policy and how the Earned Value community is wrestling with issues such as third party verification — and where DCMA may play a role.*

**E**arned Value Management (EVM) is a methodology for determining cost, technical and schedule performance of complex programs or projects by comparing work that is planned with work that is accomplished in terms of dollar value assigned to the work. It has been a cornerstone of Department of Defense (DoD) acquisition practices since the mid-1960s. The current DoD EVM application thresholds date from the mid-1990s. This, as well as other factors, led DoD to undertake an initiative to reexamine its application and use of EVM to determine if changes were needed. Among these other factors were government and industry issues concerning inconsistency in the application of EVM; process and technology advancements; and recent Office of Management and Budget

(OMB) initiatives that revised the definition for major capital acquisitions and mandated the use of EVM to manage them. In fact, far-reaching EVM policy additions to the Federal Acquisition Regulation (FAR) were presented for public comment in March 2005. With today's demands for greater accountability in government and the worldwide movement to adopt EVM for complex projects, major waves are cresting in what has traditionally been a calm body of water.

*(Right)* Lockheed Martin X-35, Joint Strike Fighter during flight testing at Edwards Air Force Base, Calif. (U.S. Air Force photo)



*Some agencies are working with DCMA to certify their contractors as EVM-compliant.*

According to Ms. Debbie Tomsic, a senior Acquisition Management program analyst in the Office of the Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L) and the DoD focal point for EVM, the revised DoD EVM policy was developed by the Office of the Secretary of Defense (OSD) in consultation with the DoD stakeholders via the EVM Working Group (military services, defense and intelligence agencies, including DCMA and the Defense Acquisition University). The revision was also coordinated with OMB. Industry input was obtained through the National Defense Industrial Association (NDIA). NDIA is an international association representing 1,100 corporations and 29,000 individuals who sell goods and services to the federal government. The policy changes include new application thresholds to guide military and department program managers on when to use EVM on their projects.

The undersecretary of Defense for AT&L signed a memorandum on March 7, 2005, effecting the new EVM application thresholds and other policy changes (see the OSD EVM Web site at <http://www.acq.osd.mil/pm/>). These changes are not retroactive but must be

implemented on applicable contracts that are awarded based on solicitations or requests for proposals issued on or after April 7, 2005. “Under the previous policy, ‘full blown’ EVM was required on cost or incentive contracts that exceed \$73 million RDT&E [research, development, testing and evaluation] and \$315 million procurement and O&M [operations and maintenance],” Ms.

**EVM ... has been a cornerstone of Department of Defense acquisition practices since the mid-1960s.**

Tomsic said. “At the lower end, any cost or incentive contracts above \$6.3 million required cost/schedule status reporting [CSSR] — a less stringent requirement for the application of EVM that is eliminated with the policy changes.”

The revised policy lowers the upper threshold to \$50 million and raises the lower threshold to \$20 million (in then-year dollars) and no longer differentiates between development and procurement. “So, the revised policy requires

that EVM be implemented on any cost or incentive contracts valued at or above \$20 million. That means complying with the ANSI [American National Standards Institute] Standard<sup>1</sup>, conducting integrated baseline reviews and reporting on cost and schedule performance,” Ms. Tomsic said. “In addition, cost or incentive contracts valued at or above \$50 million have the added requirement for an EVM system that not only complies with the ANSI Standard but has also been formally validated and accepted by the cognizant contracting officer,” she added. The application of EVM on cost or incentive contracts valued at less than \$20 million is a risk-based decision left to the discretion of the program manager based on a thorough cost-benefit analysis.

Cost and schedule reporting requirements have also changed under the revised policy. According to Ms. Tomsic, a contract performance report (CPR) (previously designated as a cost performance report) and an integrated master schedule (IMS) are required for cost or incentive contracts valued at or above \$20 million. However, CPR and IMS reporting may be tailored for cost or incentive contracts valued at less than \$50 million. “The CSSR has essentially been replaced with a “tailorable” CPR, which is

<sup>1</sup> ANSI stands for the American National Standards Institute, a private, non-profit organization that coordinates the U.S. voluntary standardization and conformity assessment system and establishes the standards for EVM certification. The compliance standard is a set of 32 criteria.

*“What DCMA brings to the table is consistency and repeatability.”*

now required for contracts valued at \$20 million or above but less than \$50 million,” she said. Guidance on tailoring reporting can be found in the DoD *Earned Value Management Implementation Guide* located on the DCMA EVM Web site.

The Department’s policy on applying EVM on firm-fixed price (FFP) contracts remains unchanged with the exception of an added justification requirement. According to Ms. Tomsic, EVM continues to be discouraged on FFP efforts, regardless of dollar value. “In extraordinary cases where cost/schedule visibility is deemed appropriate, the policy still allows for a waiver from the Milestone Decision Authority. However, waiver requests must now include a business case analysis that provides rationale for why a cost- or fixed-price incentive contract was not an appropriate contracting vehicle,” she said.

#### **Civilian Agencies Turn to DCMA for EVM Assistance**

Even though the changes to the FAR are perhaps months away, many government agencies have already been scrambling to figure out what the changes mean and what they will have to do to be compliant. “A lot of them are coming to DoD, asking us for assistance or for lessons learned,” Ms. Tomsic said. Some agencies are working with DCMA to certify their contractors as EVM-compliant. Organizations such as the National Aeronautics and Space Administration (NASA), the Department of Energy (DOE) and various intelligence agencies are asking DCMA on a fee-for-service basis to certify their contractors as EVM-compliant.

**EVM is a methodology for determining cost, technical and schedule performance of complex programs ... by comparing work that is planned with work that is accomplished in terms of dollar value.**

Last year, DOE retained DCMA to lead its EVM compliance review and certification on projects such as Yucca Mountain. DOE officials are happy with the arrangement, according to Mr. David M. Treacy, DOE director of EVM. “What DCMA brings to the table is consistency and repeatability. They have achieved a consistency when doing these compliance reviews that you are not going to get anywhere else,” Mr. Treacy said. In fact, he would like to see DCMA’s role as executive agent for EV extend across the entire federal government. “The reason I want that across government is that I want a common framework,” he said. “I want to be able to say that when a contractor works for Energy, Defense or NASA, their system has been certified as compliant and

that they are indeed using it. If you have this common framework, all contractors will know what to expect from the federal agencies. DCMA, in my opinion, is the only agency with the credentials that are meaningful.”

Senior Defense and military service EVM officials agree that DCMA does not have the resources to take on the executive agent role for the entire government, and some question whether it should. Ms. Eleanor Haupt is the Air Force EVM focal point at the Aeronautical Systems Command, Wright Patterson Air Force Base (AFB), Ohio. She is also the immediate past president of the Project Management Institute’s College of Performance Management (PMI-CPM), an organization that focuses on the needs of project management professionals throughout the world. “Speaking as the past president of the PMI-CPM, I believe that DCMA can certainly be the focal point for

*“... other civil agencies need to look to DCMA for leadership.”*

DoD EV activities,” Ms. Haupt said. “They also support DOE, NASA and the intelligence agencies. But they simply do not have the resources to be able to support all the other federal agencies. I am very much an advocate for third-party certification and believe that it is a stepping stone to a larger goal of having an international standard for EV.”

Private companies with people qualified to evaluate another company’s EV system would perform third-party certifications. But who would check the checkers? “That is a very good question,” Ms. Haupt said. “I think the answer

Mr. Wayne Abba also recognizes DCMA’s capabilities for providing EVM certification. Mr. Abba is the person who wrote the memorandum that abolished the tri-service committee that previously oversaw EV and appointed the Defense Contract Management Command (predecessor to DCMA) to become the EV executive agent for DoD. At the time he was the senior program analyst for Contract Performance Management in the OSD. Today he is a private consultant in the EV community and a past president of PMI-CPM. “DCMA has been acting as the fee-for-service provider for NASA and DOE, and the other civil agencies need to look to DCMA for leadership,” Mr. Abba said. “But

DCMA is going to be hard-pressed to provide the resources.” He believes that the need to manage programs in a consistent manner has gone well beyond DoD. “You have the Drug Enforcement Administration, the FBI, the IRS and the intelligence agencies,” Mr. Abba said. “If they go off on their own, there is a large concern in industry that we will end up with a ‘Tower of Babel.’ Everyone who thinks he or she can spell ‘Earned Value’ will become an expert. If it ever gets to the point where there is an independent or third-party certification process, DCMA, in my opinion, has to be the key arbiter of who does that and what that means. It is an enormous issue.”

#### **So, Where do we go From Here?**

According to Mr. Abba, EV is finally moving into the mainstream of government business. “It has always operated around the fringes, but it is really starting to move forward, especially with OMB putting EV into the FAR,” he said.

**“DCMA, in my opinion, is the only agency with the credentials that are meaningful.”**

is that there would be some self-policing in the near term. But, it is going to end up being based on the company’s reputation. One company I know that is pursuing this has set up a very rigorous verification process for its certifiers.” Another expert, Ms. Susan Wood, agrees that there should be specific measures for certification. Ms. Wood is the EVM focal point at the Air Force Air Armament Center in Eglin AFB, Fla., and she is to bombs and missiles what Ms. Haupt is to airframes. “Whether it is a third-party certification or DCMA, the certification should be against the exact same criteria — the ANSI Standard,” Ms. Wood said. She added that she doesn’t have a problem with DCMA validating and certifying contractor EVM systems, nor does she have a problem with third-party certifiers as long as they use the ANSI criteria.

**(Above)** The naval variant of the Joint Strike Fighter, X-35C arrives at Naval Air Station Patuxent River, Md. (U.S. Navy photo by Mr. Vernon Pugh.)

*“... we now have to map out the right model for EV to go forward in an environment that is being strongly influenced by OMB.”*

“That is probably the most significant thing that has happened in years because it will make EV a real mainstream activity. From my perspective, we now have to map out the right model for EV to go forward in an environment that is being strongly influenced by OMB.”

Should that model entail DCMA becoming the executive agent for EV for the entire federal government, or should it use third-party certifiers with DCMA functioning with others in an oversight role? “I don’t know of many folks who are completely averse to the idea of self-validation or third-party validation,” Ms. Tomsic said. “After all, the ANSI Standard is an industry standard. But there are a lot of concerns about how that might happen and how it will be monitored, or policed.” Mr. Treacy believes that third-party companies are certainly capable of doing assessments, but they should not perform certifications. “Although assessment and certification are similar, we should not allow them to use the term ‘certification,’ otherwise it loses its meaning. Then it becomes what Wayne Abba is talking about, a ‘Tower of Babel.’” Ms. Wood believes that the government will have to determine what is acceptable if it allows third-party certifiers, and she believes DCMA should have a role in establishing that criteria. “But they may not have all of the expertise they need either,” she said. “What DCMA could do is pull a team together from the experts that are left within the different services. They have done that before.” But, she also believes that third-party certification is inevitable. “Who is the government to say that Company A can’t get certified from Company B over here, who is

making it their business to do certifications? It is not a government standard that we are getting validated. Whoever does it, DCMA or third-party, the process has to be consistent,” Ms. Wood said.

In addition to OMB mandating EV throughout the federal government, technology is improving the EV software, and contractors are taking the initiative to go after EV of their own volition. Mr. Abba’s former employer, Dekker, Ltd., has created “an EV tool that would be affordable and accessible to anybody,” he said. “We built something around Microsoft® Project<sup>1</sup> that is just terrific. This is actually changing their business model from a high-end tool to a high-volume, low-dollar tool.” Another company, Computer Sciences Corporation (CSC), never had a contract requiring a formal EV validation. However, they have decided to adopt the industry standard across their federal sector and seek government validation. “DCMA provided observers to make sure that the CSC self-assessment is something that the government can agree with,” Mr. Abba said.

**“There are some really remarkable things happening in [the EV] area, and there are really good people in government and industry who are committed to doing the right thing.”**

There is an old Chinese proverb, “May you live in interesting times.” This certainly applies to Earned Value. “There are some really remarkable things happening in this area, and there are really good people in government and industry who are committed to doing the right thing,” Mr. Abba said. “And the taxpayers are going to save tons of money.” This is certainly a subject about which we will be hearing much in the future.

<sup>1</sup> Microsoft® Project is a registered trademark owned by the Microsoft Corporation in the United States and/or other countries.

# A View from the Top: Ops Director Discusses the Future of Knowledge Management



Interview with Mr. Robert W. (Bob) Schmitt, Executive Director, Contract Management Operations, DCMA Headquarters by Dr. Moonja Kim, Knowledge Management Center, DCMA Headquarters

*Knowledge Management (KM) recently aligned with the Contract Management Operations Directorate in what was a strategic decision to gain additional leverage for fulfilling performance management objectives. Dr. Moonja Kim of the*

*Knowledge Management Center at DCMA Headquarters sat down with colleague Mr. Robert Schmitt, executive director, Contract Management Operations, to discuss the realignment and other initiatives taking place regarding KM.*



Knowledge Management experts Mr. Robert Schmitt and Dr. Moonja Kim. (DCMA staff photo)

*“The role of CoPs is to enable people with common interests, challenges and responsibilities to communicate with one another.”*

Over the last several months, the level of energy put into KM and Communities of Practice (CoPs) within DCMA has increased as more employees recognize the impact CoP can have within their areas of specialization. Between October 2003 and October 2004 the total number of CoP members grew threefold, from 5,624 to 16,633. Due to this increased interest in KM initiatives and DCMA Director Maj. Gen. Darryl A. Scott’s strong support, the Knowledge Management Center (KMC) is currently providing instruction on the roles of KM training. KM training updates can be found at *Konnexions*, the KM e-Newsletter at [http://home.dcma.mil/cntr-dcmac-q/Konnexions/KM\\_training.htm](http://home.dcma.mil/cntr-dcmac-q/Konnexions/KM_training.htm).

***MK: Is Knowledge Management Center (KMC) going to work differently after moving to OC?***

RWS: I view the move as a strategic decision to take KM and put it in Operations as an effort to really gain leverage and alignment with where we are going related to performance management. Will KMC operate differently on a day-to-day basis? Probably not, but within a strategic context, it will be different. I actually viewed it as an opportunity to help me transform Operations and the view of Headquarters Operations as knowledge managers.

***MK: In your opinion, what is the key to making KM successful in DCMA?***

RWS: If we can demonstrate that KM is a valuable tool and that it is a strategy that will really benefit people, then KM will be successful. People look for better ways of doing business, so it’s more like a self-selecting approach. You will use something if it’s helpful to you. If someone else expects you to use it but you cannot understand where it’s going to make you successful, it becomes an activity without direction and purpose, and most people will

think it’s a waste of time. We will know we have achieved success by the types of activities that are exhibited. In other words, are our Communities of Practice (CoPs) vibrant? Are there good after-action reports being written and acted upon? Are there good closed feedback loops being established that change behavior? Success will be when we see these activities as the normal course of business, not as special events.

***MK: What do you see as the role of CoPs at DCMA? Do you have some suggestions for energizing CoPs?***

RWS: The role of CoPs is to enable people with common interests, challenges and responsibilities to communicate with one another — to become a virtual network. Virtual communities are online, automated groups that are facilitated through the use of tools, such as video teleconferencing and other lines of communication. Their roles are to communicate, learn and provide feedback, solutions, alternatives and guidance. CoPs become energized when the people engaged in them start to see value.

***MK: Current CoPs do not physically get together. Do you think face-to-face meetings would energize the communities?***

RWS: Face-to-face meetings are great. However, we can only have a few conferences and workshops due to budgetary constraints. But I think in the long run what you want to create is a CoP that is with you each day and becomes an immediate resource for you. That resource becomes a sounding board and a place to get additional guidance. Ultimately, we can have some face-to-face events with communities, but what we are really trying to do with CoPs is let people know that someplace within the Agency there is someone doing a job very similar to theirs, and

***“It’s really about how we create the understanding that KM is an ideal way for answering day-to-day issues.”***

*“My objective is to have the ability to maintain an enterprise portal that we can customize to the individual.”*

there is something they can learn from others today without waiting for the next conference.

**MK: What is your expectation of the Virtual Workspace Portal, which will be deployed sometime in FY05?**

RWS: When you want to support someone based on what he or she needs to do on a daily basis, the more you can tailor your support to that individual, the better off you are. My objective is to have the ability to maintain an enterprise portal that we can customize to the individual. In fact, when we submitted the KM requirements to the Information Technology personnel, our objective was to provide the right information to the right person at the right time — when you need it, nothing before and nothing after. The current Web strategy, how we organize our information, is critical. Let me use an analogy. It is the difference between having a person standing in front of a library and you telling that person that the information he or she needs is somewhere in that building versus presenting that person with the specific information he or she needs in a manner that does not create information overload.

There are two aspects of KM: presentation and capture. Up until the present, we spent a lot of time presenting and organizing information, probably because of our background as a highly centralized organization. But we need to start capturing and sharing information that is occurring on a daily basis at the point of execution. CoPs provide ways to capture and share the information, and our electronic librarian can help in organizing the information. The library function will be really helpful in effectiveness and efficiency. Right now we have lots of information spread over many different

locations, and we don't have the ability to get the information where and when we need it because of the configuration and maintenance.

**MK: Maj. Gen. Scott said that a part of what he wants KM to do is to help people understand the wealth of knowledge that we've got in this organization and organize that knowledge to serve the customer and deliver on the customers' outcomes. Do you have some suggestions for how to go about doing this?**

**CoPs provide ways to capture and share the information, and our electronic librarian can help in organizing the information.**

RWS: Maj. Gen. Scott talked about the untapped knowledge of the organization. One of the strategies for making the knowledge known is understanding the various dimensions of our knowledge and organizing information based on these various dimensions. For instance, one dimension may be commodity, which could get the people who deal with electronics or avionics together. Another dimension could be a particular corporation, such as a contract management office working with Boeing or Lockheed Martin. As we start viewing our business along these dimensions there may be hints as to where we have natural interests and natural communities with resident information that is being locally generated but has applicability to other parts of the organization. It's really about how we create the understanding that KM is an ideal way for answering day-to-day issues. For example, we want to answer the person who says, “Here is my problem — is there anyone who has confronted the same problem? Is there any solution?” I think if we strategically focus on how to tap into what the Agency knows — and act as an enterprise-wide organization — the quality of employees' performances should dramatically improve. So the important issue is, “How do I create this organizational understanding and

*“I think in the long run what you want to create is a CoP that is with you each day and becomes an immediate resource for you.”*

## Knowledge Management Center’s (KMC’s) Objectives for FY05

**A**fter the KMC moved to the Operations Directorate, KMC personnel developed an FY05 KM implementation plan. This plan includes the following four objectives and required activities for each objective:

- Provide the ability to use Communities of Practice (CoPs) on functional challenges that drive performance and customer outcomes
- Review and revise KM documents into a single source for CoPs information
- Deploy training to KM advocates and supervisors
- Open program CoPs (for example, the FA/22 Raptor program) to explore performance improvements to program-specific customer challenges
- Support the use of Blackboard and Masterfile, the establishment of new CoPs and the sustainment of existing CoPs
- Establish an environment that generates and uses lessons learned and successful practices
- Establish standard CoP content areas to permit easy submission and access to information
- Establish a within-community award for submission of performance innovations, which will be awarded by the CoPs KM advocate
- Conduct an annual Knowledge Sharing Conference
- Provide access to general references and job-related information, including connections to “Ask an Expert” and e-library
- Establish a standard CoP template to simplify navigation and reduce search time
- Establish standard small and medium enterprise (SME) contact information format within each CoP
- Develop taxonomies for the digital library that will include functional aspects of the DCMA mission and customer support
- Establish META tag guidelines for posting of information to the digital library
- Set up digital library and assure access by all
- Provide for knowledge retention — the capability to capture, store and retrieve the right information, at the right time and in the right amount
- Develop an approach and interview questions to capture retiring employees’ job knowledge and make the results available to junior employees
- Establish methodologies and guidelines for archiving and cataloging functional collaboration information for use by all community members, especially new employees

The KMC’s Information Technology Center is continuing its effort to purchase an advanced KM tool, and expected deployment is late FY05. The KMC hopes to establish a pilot project when the new tool is available, complete with user and administrative training. Additional information will be provided as it becomes known.

*“I think we should consider the broader base of the total learning organization.”*

presence, and how do I tap into it enterprise-wide?” Even though we are a decentralized organization with activities all over the world, we are not truly alone. What we need is to create the understanding and the ability to reach out and touch the enterprise. When you can start creating the culture that encourages that and start creating tools that enable people to reach out to others, then you make the individuals as smart as the Agency. That is what we should strive for.

**MK: Maj. Gen. Scott mentioned a simple way that Peterson Air Force Base implemented KM. Do you have more ideas on how to implement KM at DCMA?**

**RWS:** I think we should consider the broader base of the total learning organization. In some cases, ‘KM’ and ‘learning organization’ can be synonymous. With an understanding that we are in the knowledge business and knowledge resides in all parts of an organization, our strategy should be to look at creative ways to extract the knowledge from those individuals or from experiences and share it. Fundamentals of KM are really about collecting the knowledge, validating it by evaluating whether it is applicable or not and then distributing it.

**Mr. Robert W. Schmitt**

Mr. Schmitt is the executive director, Contract Management Operations. He is responsible for developing and implementing operational policies and procedures for the Agency that span the acquisition life cycle. His responsibilities extend from supporting major programs to improving operational readiness functions. Key areas under Mr. Schmitt’s responsibility include Supplier Risk Management, Engineering, Earned Value Management System, Quality Assurance, Production, Business and Financial Systems and Critical Infrastructure Protection.

**Dr. Moonja Kim**

Dr. Kim is a member of the KMC staff and publishes *Konnexions*, the KM e-Newsletter, located at <http://home.dcma.mil/cntr-dcmac-q/Konnexions/index.htm>. She also supports *Communicator* articles related to KM at DCMA and performs other duties for KMC, such as supporting various CoPs providing KM training, etc.

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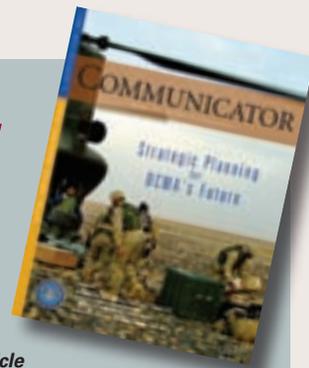
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