

Realignment Update

by Ms. Katherine Crawford, Staff Writer

The Defense Contract Management Agency (DCMA) continued the transformation of its organizational structure from geographic-based Districts to product-related Divisions — Aeronautical Systems, Ground Systems & Munitions, Naval Sea Systems and Space & Missile Systems — with the former International and Special Programs Districts becoming Divisions.

May 28 marked the passage of a highly anticipated milestone in the Agency's realignment process: the stand up of four of the new Divisions. On this date the International and Special Programs Districts became Divisions, the former East District became the Aeronautical and Naval Divisions and the former West District became the Space and Ground Divisions. The employees of these two Districts subsequently were realigned into these four new Divisions.

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In terms of electronic systems, Mr. Dave Hough, Plans and Policy Division director and the Realignment Integrated Product Team leader, divided the 'movement' of personnel into two steps. First, on May 28, they 'moved' all Division staff under either Aeronautical Systems or Ground Systems & Munitions. "As of that day, artificially, if you had looked at everybody in any of the systems, everybody would have been in Aero or Ground," Mr. Hough explained. On June 25, Phase IIB will be enacted, which involves

'moving,' systems-wise, some employees out of the Aeronautical and into the Naval Division, and some from Ground Systems will be moved into Space & Missile so that all six Divisions are fully operational.

Separating the stand up of the Divisions on May 28 from the movement of the associated contract management offices on June 25 is one way of ensuring the successful implementation of Phase IIB. By having the systems for the first two new Divisions up and running prior to adding the second two, Mr. Hough and others involved in the realignment have approximately one month to, as he described, "make sure everything in the financial and personnel systems flows correctly so that money goes from the big pot to your paycheck. The idea is to try it out with 200 people rather than 4,000." The extra time will allow the realignment team to try out the systems and correct any problems. At that point, with all of the Division staff and structure in place, "when we do the Phase IIB general order on June 25, it will be a matter of just putting everybody into the right box. Then we're finally, finally done with the current realignment," Mr. Hough said.

Having sufficient time to work out problems with the various systems is extremely important, as Mr. Hough learned during Phase IIA. During



(Above) Mr. Dave Hough, Plans and Policy Division director, DCMA Headquarters (DCMA staff photo)

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this phase, which was completed in April, approximately 6,000 employees were virtually moved within the Agency's various administrative systems. The move was successful, with only 185 employees — less than two percent — not placed in the correct system. "Those of us who work on this thought, 'This is pretty fantastic,'" said Mr. Hough. "Ultimately, we caught the errors, and all the systems worked. However, we learned a valuable lesson — don't process amendments within 30 days of the effective date of a general order of this magnitude."

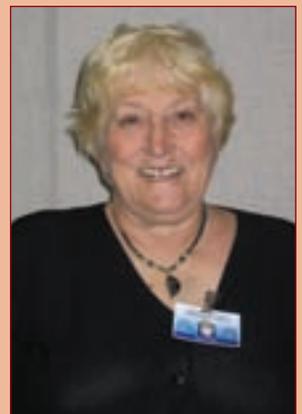
Consequently, Phase IIB, originally scheduled for April 30, was delayed by Mr. Hough and his team until June 25 to give everyone time to work out problems from Phase IIA and the May 28 realignment. Making all the necessary corrections to ensure the successful execution of Phase IIB is a major undertaking. "There are just so many systems — we're talking about approximately 60 — that have to be corrected," Mr. Hough explained. "Some of it's just going in manually to the administrative systems and making the changes." Mr. Hough is very appreciative of the employees in DCMA's Directorates of Financial & Business Operations (FB), Information Technology and Human Resources as well as the Agency's external service providers, the Army Civilian Human Resources

Agency and the Defense Finance Accounting Service, who have helped to rectify the errors encountered and prevent future ones. "These people have really done a yeoman's job," he said.

Overall, the realignment process has gone smoothly for a project of such magnitude.

Since the completion of Phase IIA, there have been relatively few complaints. "Immediately afterward there was the crying and gnashing of teeth... [because] it takes about a week and a half after the effective date for all the people to end up in the systems where they belong," Mr. Hough revealed. He added, "The biggest concern was the timekeeping systems, and up until the Thursday before the close of that pay period we had employees still not visible to their supervisors. Ever since all of these little glitches were worked out, it's been pretty much, 'Well, we're OK!'"

Mr. Hough attributes the Agency's successful realignment to the hard work of the realignment team, to whom he is extremely appreciative. As he explained, "This is not, by any stretch of the imagination, any of our full-time jobs, and we've been in this, full time, for about a year." He expressed gratitude to Ms. Vicki Paskanik, Ms. Keah Shields, Ms. Noreen Cassaro, Mr. Leo Brehm, Ms. Ruby Trujillo, Mr. Roger Nelson, Mr. Farid Hammad, Ms. Debbie Umscheid, Mr. Tom McDonnell and Ms. Lisa St. Peter. "This group of folks has just been great, and [the realignment] could not have happened without them. I would work with them anytime, anywhere, because they've really made it happen," Mr. Hough concluded.



(Clockwise from top right) Members of the realignment team: DCMA Space & Missile Systems Division's Ms. Keah Shields, contract business manager, in her office in Carson, Calif.; Ms. Noreen Cassaro, DCMA Center – Contractor Purchasing System Review Division; Financial and Business Directorate's Ms. Ruby Trujillo; Mr. Roger Nelson, Information Technology contractor at DCMA Headquarters (DCMA staff photos)