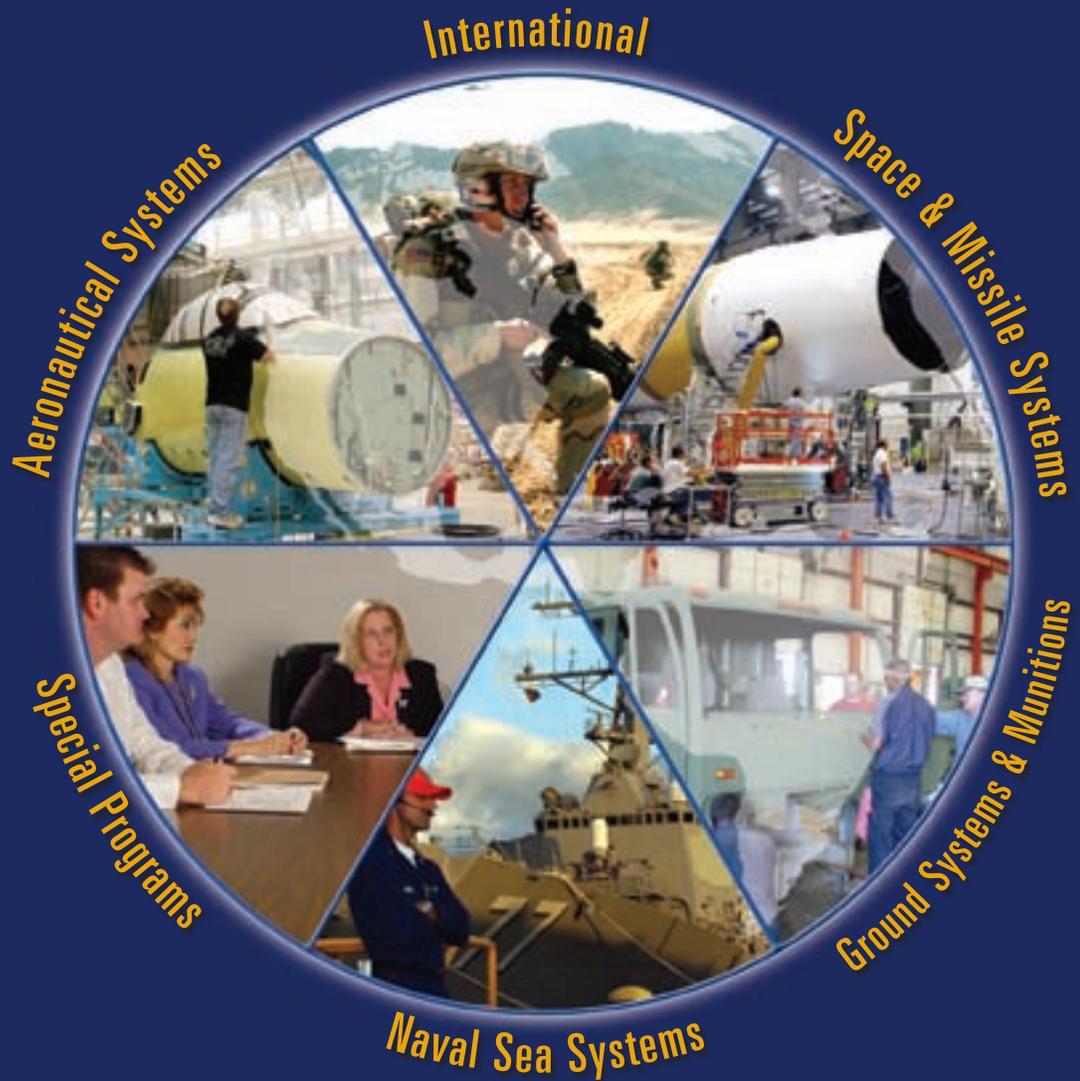


COMMUNICATOR

News for DCMA Professionals

Contract Management Offices— The Heart of DCMA



Inside

- **Customer Spotlight: Interview with The Honorable James I. Finley, Deputy Under Secretary of Defense (Acquisition and Technology)**
- **Aircraft Operations Training Seminar and Annual Awards**
- **Annual DCMA Military Awards**

Creating Successful Divisions

The previous issue of the *Communicator* focused on the Defense Contract Management Agency's (DCMA's) realignment from geographic Districts to product-based Divisions. What is the next step necessary to be fully successful in meeting and exceeding our customers' requirements and needs? What is the definition of a successful Division?



The established criteria for a successful Division begin with the DCMA-Customer Memorandum of Agreement (MOA) measures/standards for DCMA's value proposition with the customer. We work with our customers, receive their input and then address the areas where we will have an impact and influence contractor performance. The MOA defines success up front and identifies the targets around which we want to build a business.

Our goal for a successful Division is to take these MOAs and align what we do on a day-to-day basis with the outcomes. When you come to work every day you want to have an impact. Under the successful Divisions concept, MOAs will articulate where Agency employees need to focus.

An analogy I like to use is, who wants to come into work and write a report that no one reads? Who wants to come into work and provide a service that is not really important to the customer? I know I don't. When you come to work, you want to know that you are making a difference. That is the basis for our successful Divisions.

Mr. Bob Schmitt

Director, DCMA Aeronautical Systems and
Naval Sea Systems Divisions

DCMA realigned from a geographic organization to a customer product-based organization over the past year. The next step we need to take is defining success with our customers and determining how we can obtain that success. A successful Division needs to identify what is important to the customer. What are our customers' key issues?

The way we conducted business in the past was to make assumptions as to what the customer wanted. Now we conduct proactive discussions with our customers that clearly identify an objective to meet their expectations, asking, "What are the areas where I can have an impact?" and, "What contractor behavior do I need to influence?" These are the questions we will need to answer in order to be a truly successful Division of DCMA.

A successful Division will follow along the lines of performance-based management. It will have a customer-aligned, integrated strategy that will be applied through all levels of the organization. The Division will identify key measures and accomplishments that will be necessary for achieving success with customers.

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(On the cover, clockwise from top) A soldier from Company C, 3rd Battalion, 116th Infantry Regiment, 1st Brigade, 25th Infantry Division, calls for air support during an exercise near Bagram, Afghanistan. (U.S. Army photo); A GOES-N/Boeing Delta IV rocket in the Horizontal Integration Facility at Kennedy Space Center, Fla. (Photo courtesy of NASA Kennedy Space Center); Mr. Trent Telenko, DCMA quality assurance representative, performing an in-process inspection on an Army Family of Medium Tactical Vehicles (FMTV) national reset vehicle cab at DCMA Stewart & Stephenson Sealy (Texas). (DCMA staff photo); Gas Turbine System Mechanical 2nd Class Mario Ramirez, assigned to the Arleigh Burke-class guided missile destroyer USS Chafee (DDG 90), watches a group of simulated demonstrators during a civil disturbance scenario at Pearl Harbor, Hawaii. (U.S. Navy photo by Journalist Seaman Ryan C. McGinley); DCMA Aircraft Propulsion Operations - Kelly (Texas) employees, from left: Mr. Chris Keyes, Ms. Mary Jane Torres and Ms. June Gowen (DCMA staff photo); The cockpit of an F-18 being assembled at Boeing's production facility in St. Louis (Photo by Mr. Peter George, Boeing)

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NEWS FOR DCMA PROFESSIONALS



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Around DCMA



Food Items Collected

Over 2,000 Food Items Collected

JANUARY – The DCMA Detroit Equal Employment Opportunity Working Group's (EEOWG's) annual food drive collected 2,039 non-perishable food items, which were donated to Gleaners Community Food Bank of Detroit. The food drive is done each year in celebration of Martin Luther King Jr.'s birthday, and this year's drive was organized by EEOWG members Ms. Melissa Steinkamp (left), Mr. Corey L'Heureux (center) and Ms. Sarah Paccione (right). As in 2005, EEOWG made the food drive a competition among DCMA Detroit teams, and this year's winner was the Brigade Combat Team, with an average of 63.5 items collected per person. The efforts of the Technical Assessment Group and Team General Dynamics Land Systems were also noteworthy for their significant increases over last year, with 32.95 and 22.14 donated items per team member. Upon the event's conclusion, representatives from Gleaners Community Food Bank

collected the donated items and were overwhelmed by the extremely generous donation — they were not prepared to pick up so much food. DCMA Detroit's EEOWG takes great pride in its annual food drive, enjoying the experience of helping people in the community in the spirit of Martin Luther King Jr.'s vision. (by Mr. Corey L'Heureux, Ms. Melissa Steinkamp and Ms. Sarah Paccione, DCMA Detroit)

Teaming With Contractor Pays Big Dividends

JAN. 23 – Air Force Lt. Col. Ben Badami, DCMA Aircraft Integrated Maintenance Operations (AIMO) – Birmingham commander (front row, left), and Pemco Aeroplex, Inc. President Mr. Glenn Hess (front row, right), signed an updated Management Council Charter. By teaming with the contractor, members of DCMA AIMO – Birmingham have helped improve costs and efficiency for the Air Force KC-135 Program Depot Maintenance Program. Between 2004 and 2005, the dividends realized at Pemco have included a 32 percent reduction in flow days (from 368 to 251); a 71 percent reduction in defects (from 2.8 product quality deficiency reports per aircraft to 0.8); and a 74 percent reduction in lost, damaged and destroyed parts. Other employees involved in negotiating the agreement include (back row, from left): Ms. Debra Moulton, Business Operations team leader, AIMO – Birmingham; Mr. Joseph Carpe, deputy, AIMO – Birmingham; Mr. Vic Perkins, technical team leader, AIMO – Birmingham; Mr. Sam Porter, vice president Quality Systems, PEMCO; Mr. Ed Dunlap, vice president, KC-135 Programs, PEMCO; and Mr. Mike Taggart, vice president, Turboprop Programs, PEMCO. (by Ms. Debra Moulton, Business Operations team leader, DCMA AIMO – Birmingham)



Teaming With Contractor



Black History Program

DCMA Sikorsky’s Black History Program

FEB. 22 – “None of us got where we are by ourselves.” That was the message delivered by Professor Jeff Gaillard (left) of Central Connecticut State and Quinnipiac universities and the keynote speaker at DCMA Sikorsky’s Black History Program. The professor recited a list of leaders of all races who, together, have made this country what it is today. The program also included a film about the predominantly black crew of the destroyer escort *USS Mason* (DE 529), the only ship crewed by black sailors to see combat in World War II. During a record-breaking storm in the North Atlantic Ocean, the *Mason* escorted a convoy of merchant ships bound for England. The storm forced the convoy to break up, and the *Mason* was chosen to escort some ships. With land in sight, the *Mason*’s deck split. However, emergency repairs were made, and the *Mason* returned to escort duty. At the end of the program, Navy Capt. Dorothy J. Freer (with Prof. Gaillard at left),

DCMA Sikorsky commander, provided closing remarks. “We don’t get to where we are by the people who look just like ourselves,” Capt. Freer said. (by Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky; photo by Mr. Steve Kaufman, DCMA Sikorsky)

DCMA Boston Employee’s Daughter Wins Rotary Award

MARCH – DCMA Boston Industrial Specialist Mr. Ed Clavette’s daughter, Katherine (pictured with her dad at right), has been honored as an “Outstanding Youth” with a 2006 distinguished service award from the North Attleboro/Plainville [Mass.] Rotary Club. For the past several years, Katherine, a senior at North Attleboro High School, has organized a monthly coffee house to raise funds for various charities. Each month, with help from friends, Katherine coordinates the coffee house, selecting a charitable organization, scheduling the performers, hosting the event and doing post-event clean up. The coffee houses have proven to be an extremely effective method of fundraising. Because the entertainers perform free of charge and the coffee and baked goods are donated, the money collected from the admission fee and snacks can go entirely toward the chosen charity. To date, the coffee houses have raised over \$9,000.



Rotary Award

Marine Recognized by DCMA Bell Helicopter Textron

APRIL – Marine Corps Sgt. Robert E. Canales (center), son of Mr. Ben Canales (right), DCMA Bell Helicopter Textron on-site Contract Operations supervisor, was recognized for his service in Iraq at a small ceremony at the Bell Helicopter Textron facility in Amarillo, Texas, where the Bell/Boeing V-22 Osprey and Bell UH-1N upgrade and AH-1Z attack helicopters are produced for the Marine Corps. During the ceremony, Marine Corps Lt. Col. Marc McCoy (left), Flight Operations chief for DCMA Bell Helicopter, presented Sgt. Canales with a plaque and a Commander’s Coin



Marine Recognized

on behalf of the commandant of the Marine Corps, Gen. Michael W. Hagee, and a DCMA Bell Commander's Coin on behalf of Marine Corps Col. Nicholas Hall, DCMA Bell Helicopter commander. On March 10, Gen. Hagee was conducting a site visit at the plant when it was brought to his attention that Mr. Canales' son was injured in Iraq. Sgt. Canales was serving his second tour in Iraq as a scout sniper with the 1st Light Armored Reconnaissance Battalion when, on Jan. 4, 2006, the vehicle that he and his platoon were in was destroyed by an improvised explosive device. He suffered several serious injuries and was eventually shipped back stateside. Sgt. Canales has been awarded the Purple Heart, and he continues to make progress in his recovery. Upon becoming aware of Sgt. Canales' story, Gen. Hagee explained to Mr. Canales that he tries to meet and personally decorate every wounded Marine that he possibly can. Although he was unable to meet Mr. Canales' son, Gen. Hagee gave Mr. Canales a Commander's Coin and asked the proud father to give it to Sgt. Canales on his behalf. The ceremony was a symbol to all that the efforts and sacrifices of the men and women serving our country are not going unnoticed. It was also a great opportunity for DCMA and contractor personnel to meet one of the heroes of today's war as they build and deliver the technology that will be used by the heroes of tomorrow. (by Mr. Matthew Leonard, technical lead, Quality Assurance, DCMA Bell Helicopter Textron)

DCMA St. Petersburg Trainee is Golden Key Inductee

APRIL – DCMA St. Petersburg Student Career Experience Program contracting trainee and University of South Florida student Ms. Melanie Ann Kordana (right), was honored recently in an induction ceremony for the Golden Key International Honour Society. Golden Key is a nonprofit organization that provides academic recognition to college juniors and seniors in the top 15 percent of their classes, as well as leadership development opportunities, community service, career networking and scholarships. Membership into the Society is by invitation only and is available to students in all fields of study. There are more than 1.6 million members in 335 chapters in the United States, Australia, Canada, Malaysia, South Africa, New Zealand and the United Arab Emirates. "Our members are inspired and motivated not only to achieve exceptional academic accomplishments, but also to make a positive impact on our world through the Society's commitment to service," said Mr. Alexander D. Perwich, Golden Key's chief executive officer.



Golden Key Inductee



P-3 Program

Pemco P-3 Program is off to a Great Start

APRIL 4 – The first Navy P-3 aircraft (left) was delivered 16 days ahead of schedule, an outstanding beginning for the new contract at the Pemco Aeroplex facility in Birmingham, Ala. The contract was awarded on July 11, 2005, with the first P-3 arriving on Nov. 15, 2005. The aircraft's early release was not luck; it was due to the hard work, excellent teamwork and strong leadership demonstrated by both the Pemco Aeroplex and DCMA AIMO – Birmingham teams. Members of the DCMA AIMO – Birmingham P-3 team include, from left: Mr. Jack Smith, quality assurance specialist (QAS); Ms. Melissa Aaron, QAS; Mr. Reginald Johnson, QAS; Mr. Dan Holovac, industrial specialist; Mr. Vic Perkins, team leader; Mr. Daryl Hill, QAS;

Mr. Terrell Tillery, QAS; and Mr. Billy Mosley, QAS lead. During its stay at the Birmingham facility, the P-3 went through extensive depot maintenance, special structural inspections/repairs and selected avionics modifications, which will keep the aircraft operational and extend its service life. The P-3 is a vital component in the global war on terror, performing surveillance and control capabilities in support of maritime interdiction as well as anti-ship and anti-submarine missions. (by Air Force Tech. Sgt. Rafael Him, DCMA AIMO – Birmingham)

Partnering to Meet Future Challenges

APRIL 11 – In an expansion of its customer partnering initiatives, the DCMA Atlanta South Carolina Operations Team entered into a Business Enterprise Agreement with BAE Systems of Aiken, S.C. The agreement's objective is to seize opportunities to exceed mutual customers' expectations. The parties agreed to adopt shared ownership approaches for enterprise metrics, such as quality, cost, scheduling, process improvements and customer satisfaction. The shared vision also includes other key operating principles, such as working towards streamlining oversight activities based upon process certifications. The need for partnering was intensified due to significant increases in workload at the contractor's facility. Over the past year, the need for critical items to support the war effort, such as add-on armor suites and kits for M-1 tanks, M113 Armored Personnel Carriers and Bradley and Stryker Infantry Fighting Vehicles, resulted in a 30 percent increase in direct customer shipments and a 55 percent increase in personnel resources. Both organizations' teams believe that this agreement will set them on the right path of continued process improvements and increased confidence in product performance. Team members, sitting, from left: Mr. Jim Hinkey, BAE Systems divisional quality lead; Mr. Mike Eaton, BAE Systems Aiken plant manager; Mr. Tom Uva, DCMA Atlanta team leader; Mr. Mike Frye, DCMA Atlanta senior product assurance representative; standing, from left: Mr. Bill Danielson, DCMA Atlanta quality assurance representative; Mr. Harry Crowe, BAE Systems Aiken quality manager. (by Mr. Thomas Uva, Contract Operations supervisor, South Carolina Operations, DCMA Atlanta)



Partnering for the Future



\$3 Billion Lift

\$3 Billion Lift

APRIL 17 – Numerous acquisition officials attended a ceremonial contract signing at Sikorsky Aircraft in Stratford, Conn., to mark the U.S. Marines' selection of Sikorsky Aircraft for a \$3 billion development contract for a new heavy-lift replacement helicopter. The design of the new helicopter, the CH-53K, will be based on the existing CH-53E, with the same dimensions and cruising speed. However, the CH-53K equipment-carrying capacity will be increased. In Afghanistan and Iraq, CH-53Es supply troops on the ground and perform rescues. Sikorsky is expected to begin delivering the first of 156 helicopters in 2015. "This is a great opportunity for Sikorsky to write a new chapter in its heavy-lift aircraft history," said Navy Capt. Dorothy J. Freer (back row, left), DCMA Sikorsky commander. "We look forward to helping them develop a quality product, delivered on time and within budget." Signing the agreement were Assistant Secretary of the

Navy, Research, Development and Acquisition Dr. Delores M. Etter (front row, left) and Sikorsky Aircraft President Jeff Pino (front row, right). Also in attendance were (back row, from left): Mr. Bill Balderson, Deputy Assistant Secretary of the Navy for Aviation; U.S. Rep. Rob Simmons, 2nd Congressional District of Connecticut; Deputy Commandant for Marine Aviation Marine Corps Lt. Gen. John G. Castellaw; and Mr. Thomas Laux, program executive officer for Air Anti-Submarine Warfare, Assault & Special Mission Programs. (by Mr. Walt Zaborowski, contract administrator, DCMA Sikorsky; photo by Mr. Richard Zellner, Sikorsky Aircraft)



Boeing Facility Tour

Boeing F-18E/F Production Facility Tour

APRIL 24 – Ms. Lisa C. Clark (left), director, DCMA Aeronautical Systems Division, Operations Directorate, visited the Boeing aircraft production areas at Boeing’s St. Louis facility. DCMA Quality Assurance Specialist Mr. John Schaefer and Boeing employee Mr. Pat Leahy conducted the tour. Ms. Clark was given an overview of the F-18E/F production lines, including the wing shop, forward fuselage and final assembly areas. In the F-18 final assembly area, DCMA Quality Assurance Specialist Mr. John Prass joined the tour and coordinated the opportunity for Ms. Clark to sit in the crew station of an F-15. (by Mr. John Schaefer, quality assurance specialist, DCMA Boeing St. Louis, and Mr. John Prass, quality assurance specialist, DCMA Boeing St. Louis)

Local Girl Scouts Support the Troops

MAY 13 – In an effort to brighten the days for U.S. troops overseas, the San Diego-Imperial Council Girl Scouts sent them 192,667 boxes of cookies for this year’s Operation Thin Mint. The cookies were sent off at a ceremony on the *USS Midway*, a decommissioned aircraft carrier, in downtown San Diego. The event drew a crowd of more than 1,000 Girl Scouts and their families, as well as California Congressional Reps. Susan Davis and Bob Filner and officials from all branches of the military. Ms. Rachelle Munz, DCMA San Diego Communications and Ground Team supervisor and Girl Scout Troop 3359 leader, participated in the program with her daughter, a member of Troop 3359 (members of the Troop shown at right on the *USS Midway*). Operation Thin Mint began after 9/11, when military troops were increasingly deployed overseas. “The security was so tight that people were having a hard time sending mail to their troops and loved ones,” said Ms. Munz. “So the Girl Scouts of San Diego-Imperial County got together with the government in order to have the security of the boxes checked straight from the warehouse to the troops.” The program allows customers to donate the cost of a box of cookies to the Council, which then orders the cookies directly from the warehouse and sends the cookies to the troops. To date, Operation Thin Mint has sent over 630,000 boxes of cookies overseas. The Girl Scout troops also make and send cards, thanking the troops for their efforts. The U.S. Navy manages the program and assists with the distribution of the cookies to U.S. troops from all branches of the military. (by Ms. Ashley Wuytens, Office of Congressional and Public Affairs, DCMA Ground Systems & Munitions and Space & Missile Systems Divisions)



Girl Scouts Support Troops

Silver Snoopy Award Recipient



by Mr. Lynn Cooper, Supervisor, DCMA ATK Thiokol, and Ms. Ashley Wuytens, Public Affairs Intern, DCMA Ground Systems & Munitions and Space & Missile Systems Divisions

Mr. Rick Zundel, Defense Contract Management Agency (DCMA) ATK Thiokol earned value management systems (EVMS) monitor, was recognized by both NASA and DCMA with a Silver Snoopy award for his contribution to the NASA EVMS program. The award was presented by astronauts Marine Corps Lt. Col. Charles Owen Hobaugh and Dr. Richard M. Linnehan.

Mr. Zundel's assistance to the program office in acquiring the proper software to ensure a seamless transfer of data to the customer was greatly appreciated by both the NASA and DCMA offices, as it allowed NASA to make timely and effective program decisions. Mr. Zundel also played a key role in assisting the NASA Reusable Solid Rocket Motor program offices at Marshall Space Flight Center in Huntsville, Ala., and Johnson Space Center in Houston in getting their EVMS up and running.

The prestigious Silver Snoopy award was created in 1968 following a NASA study that revealed the agency's need to create a symbol to increase public awareness of and emphasize flight safety and mission success. The study showed one possibility: Snoopy. Not only had the *Peanuts* character already shown his flight awareness by flying atop his doghouse in many cartoons, but he also had the national acceptance the agency sought. When *Peanuts* author Charles Schulz was approached by NASA, he agreed to allow NASA to use Snoopy, but only if he could draw the astronaut.



Employees of NASA as well as employees from other government agencies and industry who distinguish themselves in their work by contributing to the success of human space flight missions are eligible to receive the Silver Snoopy. Nominations are submitted by an employee's peers or management, and award winners are selected in compliance with criteria that ensure that the number of recipients represents less than one percent of the space program workforce. Individuals selected to receive the Silver Snoopy award are given a Silver Snoopy pin, a letter of commendation and a certificate presented by a member of the astronaut corps.

DCMA congratulates Mr. Zundel on this prestigious customer acknowledgment of his contributions to the program's success.

Mr. Rick Zundel, DCMA ATK Thiokol EVMS monitor, was recognized by both NASA and DCMA with a Silver Snoopy award for his contribution to the NASA EVMS program.

(Above) Mr. Rick Zundel (left), DCMA ATK Thiokol EVMS monitor, receives his Silver Snoopy award pin from astronaut Marine Corps Lt. Col. Charles Owen Hobaugh.

Aircraft Operations Training Seminar 2006: America's Warfighters Depend on Us

by Ms. Ann Jensis-Dale, Congressional and Public Affairs Advisor, and Ms. Michelle Brignac, Public Affairs Student Intern, DCMA Aeronautical Systems and Naval Sea Systems Divisions

Defense Contract Management Agency (DCMA) Aircraft Operations (AO) recently held its annual Aircraft Operations Training Seminar (AOTS) in Reno, Nev. AOTS was attended by all DCMA AO personnel directly and indirectly responsible for the safe operation of government aircraft worldwide. These personnel from Headquarters, the Aeronautical Systems, International and Special Programs Divisions and contract management offices worldwide were provided a rare opportunity to gather in a central location to discuss issues facing AO and its ever-growing mission. The AOTS is a requirement for all DCMA AO military personnel, and the theme of this year's conference was "America's Warfighters Depend on Us." "Every aircrew, every safety officer, everyone in this room supports our Service members," stated Navy Capt. Dave Moroney, DCMA's executive director of Aircraft Operations, during his remarks.

Over the course of three days, a variety of training lectures, seminars and meetings were conducted, and each training opportunity was full of vital information and guidance. Sessions covered many topics, including AO safety and specific safety incidents; policy and standardization; new policies and procedures; risk management; and a panel discussion by

Over the course of three days, a variety of training lectures, seminars and meetings were conducted, and each training opportunity was full of vital information and guidance.

members of the DCMA Office of the General Counsel, followed by the popular question and answer session with General Counsel members regarding contracts and the Defense Federal Acquisition Regulation Supplement Ground and Flight Risk clause.

Army Chief Warrant Officer 4 Pete Phillips and Army Lt. Col. Thomas Strauss, Department of Evaluations & Standardization (DES) representatives, provided a fascinating presentation that discussed wartime operations tempo and how it is affected by flight safety. During the presentation, the attendees discussed in detail actual DCMA flight or ground mishaps — what went wrong, how problems were corrected and lessons learned.

The seminar provided AO personnel with an invaluable opportunity to gather in one location and learn from one another face-to-face rather than through e-mail and over telephone lines. The seminar also acted as an ideal setting for the annual Aircraft Operations awards ceremony. The awards, listed on the following pages with information about each recipient, recognize both outstanding civilian and military personnel and their contributions not only to AO but, more importantly, to America's warfighters throughout the world.

Aircraft Operations Annual Awards

Contract Safety Specialist of the Year

Mr. Jeffrey L. Eickholt

DCMA Aircraft Integrated Maintenance Operations – Greenville (S.C.)



Mr. Eickholt is the contract safety specialist responsible for the oversight of the Lockheed Martin Aircraft Logistics Center and Stevens Aviation facilities. Aircraft Integrated Maintenance Operations (AIMO)

– Greenville supports U.S. Navy P-3 aircraft programmed depot maintenance, U.S. Air Force C-130 unscheduled depot maintenance and C-130 depot maintenance for several foreign nations. Mr. Eickholt developed a comprehensive safety surveillance tool that covers all 17 hangar facilities and tracks their compliance with over 130 different safety requirements. Mr. Eickholt routinely briefs his surveillance results to his contract management office's commander and Lockheed Martin's vice president at monthly corporate council meetings. The results of Mr. Eickholt's surveillance are used by both the Defense Contract Management Agency (DCMA) and Lockheed Martin to target follow-up surveillance for the subsequent 30-day period. Mr. Eickholt's surveillance tracking tool has been lauded by the DCMA Safety Center and AIMO – Aircraft Operations as a benchmark for the Agency!

Aviation Maintenance Manager of the Year

Air Force Master Sergeant Kenneth Spinler

DCMA Boeing Long Beach (Calif.)



MSgt. Spinler is an essential member of the Boeing Long Beach Aviation Program Team, overseeing one B-1B bomber and three C-17 cargo aircraft contracts totaling over \$3 billion annually. He

provides leadership and critical communication on all facets of aircraft engineering, production and modification. A true leader on the ramp, his supervision has ensured the delivery of 16 new-production and 12 modified C-17s, mission ready and ahead of schedule. MSgt. Spinler was also a vital member of the team assembled to recover a heavily damaged C-17 in the area of operational responsibility. He worked with Boeing and the Air Force Material Command en route maintenance to ensure the safe and successful recovery of a heavily damaged aircraft.



(Background) A C-17 Globemaster III comes to a stop after landing on the dirt runway at Fort Irwin, Calif. (U.S. Air Force photo by Tech. Sgt. Joe Zuccaro)

(Above) A C-5 lands for the Air Force Reserve's 445th Airlift Wing at Wright-Patterson Air Force Base, Ohio. DCMA Lockheed Martin Marietta's flight operations team executed an aggressive flying schedule for the C-5 program, performing 130 functional and developmental test sorties totaling more than 529.3 hours. (U.S. Air Force photo)

Government Flight Representative of the Year

Air Force Major Edward Alcocer

DCMA AIMO – Kelly (Texas)



Maj. Alcocer provides oversight at five geographically separated facilities over 400 miles apart that are run by various companies, maintaining over 100 aviation contracts valued in excess of \$13 billion. This equates to the largest and most diverse flying operation within the Aeronautical Systems Division and the third largest flying billet within all of DCMA. This year has resulted in 1,933 flying hours and 516 flights flown, all mishap-free and flown under Maj. Alcocer's direct oversight. This year 56 aircraft were delivered to the warfighter, far beyond the expectations, forecasts and projected schedules. This responsibility covers the Presidential fleet and over 30 other types of aircraft.

Individual Mobilization Augmentee of the Year

Air Force Reserve Lieutenant Colonel Paul Barger

DCMA Boeing Seattle (Wash.)



Lt. Col. Paul Barger is the primary government flight representative for Boeing's Airborne Warning and Control System (AWACS) program and multi-million dollar contracts for development, flight test and modification of all NATO, Saudi Arabian, Japanese, Australian and U.S. AWACS aircraft worldwide. He instituted an innovative pilot currency solution that will save resources and assure critical aircraft are delivered on time. Contractor pilots can now use simulators to help maintain currency, and the program will eventually save the government millions of dollars.

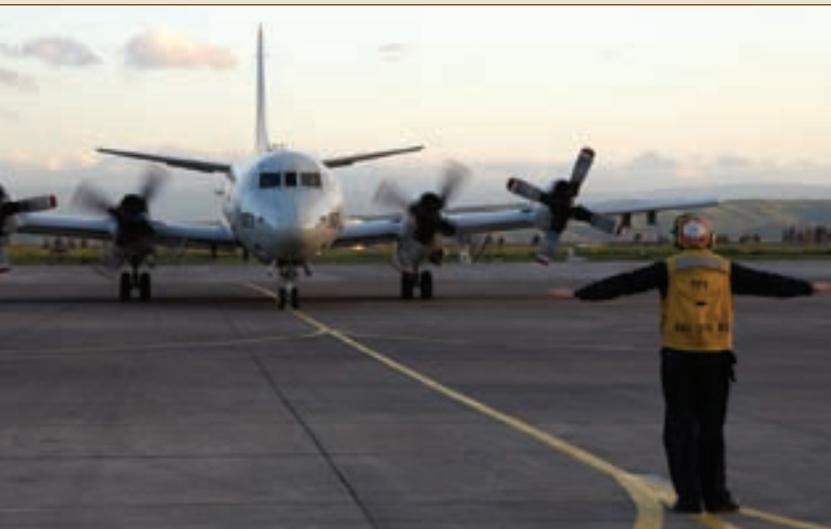
Chief of Flight Operations of the Year

Army Chief Warrant Officer 5 Peter Lautzenheiser

DCMA Boeing Mesa (Ariz.)



CWO5 Lautzenheiser has provided oversight for over 1,849 sorties and 1,755 flight hours for five different contractors this year. Individually, he has flown over 25 acceptance missions while also acting as



(Above) Aviation Technician Airman Justin Kirschbaum uses hand signals to taxi a P-3C Orion from the taxiway in Sigonella, Sicily. Mr. Jeffrey Eickholt, Contract Safety Specialist of the Year, DCMA AIMO – Greenville, supports U.S. Navy P-3 programmed depot maintenance. (U.S. Navy photo by Photographer's Mate Airman Jacqueline Hall)

a standardization instructor pilot, instrument examiner and maintenance test pilot, completing over 100 hours of flight time. He has maintained an active involvement with the contractor by flying surveillance flights with over 50 percent of the contractor production pilots.

Aviation Program Team of the Year **DCMA – AIMO St. Augustine (Fla.)**



DCMA AIMO – St. Augustine’s Aviation Program Team, located at Northrop Grumman’s St. Augustine Manufacturing Center, oversees a complex mix of active, reserve and international contracts. Their responsibilities range from the monitoring of the Swiss upgrade of excess F-5E/F Tigers to a U.S. Navy Reserve/U.S. Marine Corps Reserve configuration; through the re-winging, upgrading and testing of the EA-6B Prowler to the latest configuration; to the production of the latest variants of the E-2C Hawkeye. Mishap-free flight operations for the three series of aircraft totaled over 600 hours and 350 sorties and resulted in the delivery of 61 new and remanufactured aircraft to the fleet.



(Top left) From left: Navy Capt. Dave Moroney with members of the Aviation Program Team of the Year from DCMA – AIMO St. Augustine – Navy Adm. Robert Ibarra, Navy Lt. Matt Dodge, Navy Lt. Josh Greene, Navy Lt. Cmdr. Brian Kulley, Navy Cmdr. Phil Porter – and Mr Keith Ernst, DCMA acting director (DCMA staff photo)
(Top right) From left: Navy Capt. Dave Moroney with members of DCMA Lockheed Martin Marietta Flight Activity of the Year – Air Force Lt. Col. Jeffrey Blalock, Air Force MSgt. Richard Withrow, Air Force Maj. Paul Holst, Air Force Col. Nicole Plourde, Air Force Lt. Col. Eric Kreul, Air Force Senior MSgt. Jeffrey Benham, Air Force Maj. Mark Truchan – and Mr. Keith Ernst, DCMA acting director (DCMA staff photo)
(Above) A B-52 Stratofortress taxis during an alert exercise at Minot Air Force Base, N.D., March 6, 2006. Alert generation exercises are held to ensure the base can respond rapidly to national objectives. (U.S. Air Force photo by Staff Sgt. Jocelyn Rich)

Flight Activity of the Year **DCMA Lockheed Martin Marietta (Ga.)**

DCMA Lockheed Martin Marietta’s flight



operations team is one of the busiest within DCMA. They excelled at the acceptance and test support for four high-visibility aircraft programs: C-130J upgrade, C-5 Avionics Modernization Program, C-5 Reliability Enhancement Re-engineering Program and F/A-22 upgrade. During fiscal year 2005, DCMA Lockheed Martin Marietta flight operations oversaw 1,019.5 flying hours on 502 sorties, accepted/delivered 19 C-130Js and 25 F/A-22s, bringing more than \$4.5 billion in assets to the warfighter. The C-5 program also executed an aggressive flying schedule, performing 130 functional and developmental test sorties totaling more than 529.3 hours. The F/A-22 team’s forward thinking allowed the F/A-22 production line to incorporate major upgrade modifications. This saved Lockheed Martin Marietta 18 weeks and now has them on schedule despite the massive upgrades.

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 six 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 the latter two Districts subsequently were realigned into these four new 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.

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)

During Phase IIA, which was completed in April, approximately 6,000 employees were virtually moved within the Agency's various administrative systems.

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."

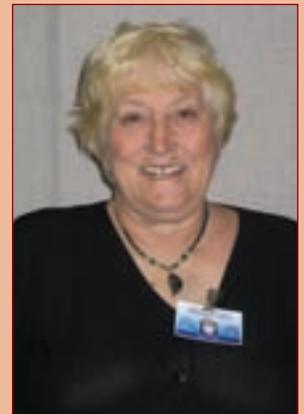
Consequently, Phase IIB, originally scheduled for April 30, was delayed by Mr. Hough and his team until June 25 to give everyone time to work out problems from Phase IIA and the May 28 realignment. Making all the necessary corrections to ensure the successful execution of Phase IIB is a major undertaking. "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)

DCMA and AFGE Council 170 — A Long-Lasting Partnership

by Ms. Carolina Woods, Staff Writer



The Defense Contract Management Agency (DCMA) and its labor union, Council 170 of the American Federation of Government Employees (AFGE), finalized and signed the long-awaited collective bargaining agreement on Jan. 11, 2006. The agreement, which officially went into effect on April 3, 2006, is in place for five years and applies to nearly 10,000 non-management DCMA employees eligible to be members of a “bargaining unit” — a group of employees represented by a labor union. AFGE Council 170, which comprises 31 AFGE locals within DCMA, signed the agreement on behalf of the bargaining unit as the designated representative.

The agreement is in place for five years and applies to nearly 10,000 non-management DCMA employees eligible to be members of a bargaining unit.

Prior to signing the new agreement, DCMA had three separate unions that operated within the Agency. Since each one of these unions had its own agreement and supplements, it became very cumbersome for Agency leaders, supervisors and union members to understand

and manage these separate agreements. The new Agency-wide collective bargaining agreement is a consolidation of the best clauses of the three pre-existing agreements in addition to other collective bargaining agreements and does not require any supplementation. The new agreement has helped streamline the responses to labor union issues facing the Agency, since all the necessary information has been standardized and can now be found in one place. “We looked at streamlining things [in terms of] time and money considerations because the union and the Agency split the costs of dealing with issues. It’s in everybody’s best interest to streamline it or make it go as quickly as possible,” DCMA’s Senior Associate General Counsel Ms. Carolyn Perry, Ethics and Personnel, explained. Mr. Tom Maahs, president of AFGE Council 170 and AFGE Local 2121, agrees with the importance of streamlining the process: “The Agency is no longer divided, one organization doing [things] one way and another organization doing [them] another. It has given us consistency.”

According to Ms. Perry, the most significant changes reflected in the new agreement include the number of dedicated union representatives in the Agency, which is now 16, the new grievance procedure and the new article on alternate dispute resolutions. “Streamlining the grievance process into two steps rather than three has made the grievance process much faster since now you pretty much know what is going to happen fairly early,” she said. The new article

Arbitrators can now identify problems or procedural defects that could cause a case to be dismissed.



on alternate dispute resolution allows issues to go in front of a third party prior to being presented in a formal hearing and changed the method of selecting arbitrators. Arbitrators can now identify problems or procedural defects that could cause a case to be dismissed. If an arbitrator's decision is that there is a procedural defect in a case and the case is dismissed, the procedure ends and there is no need to move forward with a formal hearing. As Ms. Perry pointed out, "This provision prevents a lot of resources being spent to present a case that might be procedurally flawed ... [because] the flaws are identified before going through the process."

A few of the most critical issues addressed by the new collective bargaining agreement include: physical exercise time, teleworking, travel and compensatory time and compressed work schedules. When the details of the agreement were still being discussed prior to finalization, exercise time became one of the key issues bargaining unit members requested the AFGE Council 170 negotiate on their behalf. The importance of this issue was further

emphasized during the first supervisors' training session. In fact, the idea of exercise time became so popular that it was also extended to non-bargaining unit employees. "Senior management decided that if this was good enough for the majority of the employees — there are probably 9,000 employees in the bargaining unit — the other 1,800 or so should have it, too," Ms. Perry explained.

There are other new policies that have been extended to non-bargaining unit employees, though the collective bargaining agreement applies to bargaining unit employees only. As the agreement stands, management personnel may join the union and take advantage of its benefits, but they cannot seek union representation should an issue arise. As Ms. Perry explained, "There is an administrative grievance procedure that applies to all non-bargaining unit employees, and that is what [management personnel] would have to use."

The AFGE Council 170 has been holding training seminars for supervisors and leaders to make them aware of what is included in the new agreement and each party's responsibilities. "[The training], in all sincerity, is to educate management and the union on the new agreement because there are some changes over what we had in our previous agreements," Mr. Maahs said. "We brought [supervisors and union representatives] in to demonstrate that this [agreement] was a joint effort by both labor and management, to present one face to everybody ... because this is our governing document for the next five

A few of the most critical issues addressed by the new collective bargaining agreement include: physical exercise time, teleworking, travel and compensatory time and compressed work schedules.

(Above) Mr. Tom Maahs, president of AFGE Council 170 and AFGE Local 2121, at DCMA Headquarters in Alexandria, Va. (DCMA staff photo)

The new collective bargaining agreement delineates the division of responsibilities in three different parts — for management, union representatives and bargaining unit employees.

years,” he added. Furthermore, supervisors and managers need to clearly understand what their responsibilities entail since all requests have to go through them. For example, “employees have to request permission for their leave, they have to request permission for their work schedules and they have to inform their supervisors that they want to talk to a union rep. These are things that were always there before, but they just seem to have fallen through or off the radar,” Mr. Maahs explained. “And when you’ve got constant change in the Agency ... [and] people moving around, people don’t know or lose sight of just exactly who’s responsible for what,” he continued. To remedy this problem, the new collective bargaining agreement delineates the division of responsibilities in three different parts — for management, union representatives and bargaining unit employees — and the training reinforced the criticality of understating this three-level approach. The training also focused on the importance

of communication. As Mr. Maahs reiterated, “We told them in training to communicate, communicate, communicate. Keep the lines of communication open, keep everybody informed, and when you do, most of your issues aren’t issues.”

It is crucial for employees, as members of a bargaining unit, to realize that all issues need to be dealt with through the union. All the information that employees need is included in the agreement, from requesting leave, to handling details and reassignments, to knowing their rights. As such, the primary and most important action bargaining unit employees need to take is to read the collective bargaining agreement and become familiar with the new processes. Understanding the agreement thoroughly will minimize the number of grievances and will allow bargaining unit employees

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“It has been a cultural change, an adjustment period for both union and management.”



to recognize violations, which will in turn expedite the grievance process.

So far, the new agreement has been successful, as the majority of employees have reacted favorably to the changes and new provisions. Part of this success is attributed to the negotiation team's thorough research of key issues and to the way in which they crafted the agreement to provide as much flexibility as possible to all parties involved. Employees are particularly pleased with the results regarding the exercise time and telework programs. For example, the Agency has agreed to provide 200 computers for employees who request to telework and are approved by their supervisors. However, it seems most people realize the agreement remains a work in progress and that there is a long road still ahead. “It has been a cultural change, an adjustment period for both union and management,” Ms. Perry commented, adding, “Issues that were previously negotiated at the local level are now handled at Headquarters because there is now one bargaining unit.” Representatives at the local levels do not have the same level of negotiation

authority they once had under the previous agreements. Similarly, this has also been an adjustment for commanders, whose authority to negotiate is now very limited. There are only approximately five issues that can be negotiated locally, and issues not approved for local negotiation must go through Headquarters and the Council for approval. Despite the challenges that are still present, the increased number of successful outcomes compared to the outcomes from the previous three agreements is a clear sign of everyone's willingness to work together to reach the best outcomes for all parties. As Ms. Perry remarked, “We own this agreement together ... it's not our agreement, and it's not the union's agreement — it is our agreement.”

In order to assist with the transition, DCMA Headquarters is compiling a series of training materials that will be available for employees to review. These resources include a computer-based training program that will allow employees to sit at their desks and review the key issues of the agreement and a list of frequently asked questions gathered at the supervisors' training sessions that will be available on the DCMA Web site. In addition, through the DCMA Web site, employees now have access to a videotaped two-day training session that took place in Los Angeles, Calif., and to the presentation materials that were used during the sessions. A downloadable version of the new collective bargaining agreement can be found on the DCMA Web site at: <http://home.dcma.mil/dcmam/RayTucson/AFGE/CBA%202006.pdf>. Further information, along with a list of DCMA offices and their corresponding locals, can be found on the DCMA Web site, which will be periodically updated to reflect new information as it becomes available.

(Above) DCMA's Senior Associate General Counsel Ms. Carolyn Perry, Ethics and Personnel (DCMA staff photo)

Fiscal Year 2007 Planning, Programming and Budgeting Workshop

by Ms. Katherine Crawford, Staff Writer

The Defense Contract Management Agency's (DCMA's) Strategic Planning and Programming Directorate recently held its annual "Planning, Programming and Budgeting Workshop" for fiscal year 2007. The approximately 140 employees in attendance were primarily performance improvement officers, planners and budgeteers who work, on a daily basis, with planning and budgeting tools.

The theme of this year's workshop, "Resourcing in a Performance-Based Management [PBM] Environment," was chosen by the Agency's planning team, which meets regularly throughout the year. The workshop, held in Springfield, Va., March 28-30, included guest speakers, presentations by senior leaders and three breakout sessions: "Enterprise Planner Hands-On Demo," "PowerPlay on the Web/Metrics Manager Training" and "Human Capital Strategic Planning and Resourcing Planning." Topics discussed focused on PBM, resourcing and customer focus. Other topics included the upcoming Program Objective Memorandum (POM), the budgeting process for the Department of Defense (DoD), which is also used by DCMA; the Agency's realignment; and DoD's new National Security Personnel System (NSPS).

The objective of the workshop was to help guide the planners, budgeteers and performance

improvement officers in resourcing in a PBM environment, focusing on the tools that are available to help them accomplish that goal. This theme has also been reinforced at individual contract management offices through training that guides employees in using the tools for resourcing to best satisfy customer outcomes. "That's really what PBM is all about," said Ms. Li Lammert, lead strategic planning analyst, Strategic Planning and Programming Division and this year's workshop manager, "and it's the place that we've had the most trouble. Our Agency has been cut in half in the last 10 years, and yet our workload — number of contracts, the amount of money and the programs we're involved in — has stayed the same or gotten bigger, so we really have to prioritize resources."

According to Ms. Lammert, the tools and resources available are often explained to the commanders, but "the word doesn't always translate down appropriately." With this in mind, the workshop was designed to take the information commanders had seen at the October 2005 Commanders' Conference, "down to the next level, keeping it intact as much as possible so that the message remained the same," explained Ms. Lammert. The workshop focused on the three primary Agency resource allocation tools: Enterprise Planner; the Performance, Labor and Accounting System (PLAS); and Metrics Manager, a tool that measures performance against customer-desired outcomes. Overall, the workshop was very successful in meeting its objectives. Ms.

**Topics discussed
focused on PBM,
resourcing and
customer focus.**

“For us to pull the event together and have everyone walk out and say, ‘I feel a little better than when I walked in,’ — that’s a good workshop.”



Lammert and her team distributed a post-workshop survey, and 87 percent of attendees felt that the workshop met its objective and contained relevant and useful information. “These are great results, especially with that many people and the fact that we’re an agency in flux with the realignment,” Ms. Lammert said with pride. “For us to pull the event together and have everyone walk out and say, ‘I feel a little better than when I walked in,’ — that’s a good workshop.” In particular, the “PowerPlay and Metrics Manager” breakout session was a workshop highlight. The briefings from DCMA leadership, Mr. Keith Ernst, acting director, and Ms. Rebecca Davies, Program Support and Customer Relations executive director, were also very well received, as was the guest speaker for NSPS.

From a planning perspective, one of the workshop’s primary lessons learned was the need to reincorporate a training session that had been offered in past years, an “after-hours, ‘I’m-new-to-the-process’ seminar,” as Ms. Lammert described it. In the past, this training session provided an opportunity to get everyone up to the same basic knowledge level. “There’s an expectation of a knowledge level at this

workshop, and it turns out that there are a lot of people who don’t come in with that level of understanding to begin with. You know the feeling — you start something brand new and you’re at a loss, and everyone else knows what he or she is doing,” Ms. Lammert elaborated. Many attendees noted on their post-event evaluation forms that they would like to see this type of seminar return for next year’s workshop.

The overarching success of this year’s workshop was somewhat of a relief for Ms. Lammert, as this was the first year she has run the event. She is extremely grateful to her planning team members, whom she describes as “awesome.” Ms. Lammert added, “They’re an amazing group of people from all over the country, including a representative from the DCMA Americas office in Ottawa, Canada, who come together a number of times per year and manage to put together a workshop for 140 or 150 people and pull it off every year, despite whatever’s going on. It’s just the most amazing group of people that I could work with.” The team members, all volunteers, are extremely dedicated and form a remarkably cohesive group. Members of the core planning team include: Mr. Michael Barbera; Ms. Wallis Berrios; Ms. Lucy Daris; Ms. Cheryl Gelazus; Mr. Richard Horne; Ms. Donne Howell; Ms. Jackie Johnson; Ms. Jennifer Kyle; Mr. Charles Lakowski; Ms. Susan Li; Mr. Thomas McGauley; Mr. Michael Morrissey; Ms. Brigitte Norman; Mr. Dan Reilly; Ms. Kylie Robertson-Mackay; Ms. Doris Sciara; Ms. Chris Smigiel; Ms. Stephanie Strohbeck; Ms. Christine Stuhl-McMahon; Ms. Lynn Thorpe; Ms. Lisa Wolfe; and Mr. Chuck Zelenka.

Ms. Lammert and her “awesome” planning team soon will begin preparing for the fiscal year 2008 workshop, which they hope will be just as successful as this year’s.

(Above) Ms. Li Lammert, lead strategic planning analyst, Strategic Planning and Programming Division, addresses attendees of the May 2006 Commanders’ Conference in Houston, Texas. (DCMA staff photo)

DCMA Science, Math and Technology Role Models Honored

by Ms. Carol LaVigueur, Administrative Contracting Officer, DCMA BAE Systems

With President George W. Bush's proclamation of March 2006 as Women's History Month, the Department of Defense (DoD) celebrated by honoring 121 military and civilian female role models working in science, math and technology (STEM) disciplines within several DoD agencies. Of the 121 DoD women selected for this honor, 17 were from the Defense Contract Management Agency (DCMA). The ceremony took place on March 21, 2006, at the Women's Memorial at Arlington National Cemetery in Arlington, Va.

Each of the honored STEM role models was first nominated by her respective command and then selected by the Office of the Under Secretary of Defense (Equal Opportunity). The nomination and subsequent selection of these role models reinforced this year's Women's History Month

theme, "Women: Builders of Communities and Dreams," and was based on demonstration of unparalleled leadership and excellence that set the standard for the DoD workforce. Each role model received a commemorative coin to mark the occasion.

The keynote speakers for the event are accomplished role models themselves who have served as inspiration to many DoD women. These distinguished guests included Army Brig. Gen. Belinda Pinckney, principal deputy director, Defense Finance and Accounting Service; Air Force Brig. Gen. K. C. McClain, commander, Sexual Assault, Prevention and Response Office; and Deputy Under Secretary of Defense (Advanced Systems & Concepts) Ms. Sue C. Payton, Office of Under Secretary of Defense (Acquisition, Technology and Logistics).

A reception followed the ceremony, which included over 300 middle and high school students from the Close-Up Foundation's Youth group. The students attended the reception as part of a one-week visit to our Nation's capital to network and interface with the STEM role models and to learn about and discuss career, recruitment and employment options within DoD. Those honored at the ceremony were not only chosen as role models within their respective commands but also were afforded the unique opportunity to serve as a source of inspiration and guidance to the students. Congratulations to these worthy role models!



(Above) Award recipients, front row from left: Ms. Grace Kawonczyk; Ms. Lisa Maenza; Ms. Lam B. Ta; Ms. Rebecca Davies; Ms. Kim Pham; Ms. Stephanie Rocha; Ms. Armeda Ryder; Ms. Cathy C. Siefert; and Ms. Lisa Pagliocchini; back row, from left: Ms. Annette M. Love; Ms. Debbie Murray; Ms. Julie A. Nesbit; Ms. Martha Walker; Ms. Sharron Watts-Shepard; Air Force Lt. Col. Latishie L. Wodetzki; and Air Force Maj. Jocelyn R. Swayze (DCMA staff photo) Not pictured: Ms. Angel Perez

Those honored at the ceremony were not only chosen as role models within their respective commands but also were afforded the unique opportunity to serve as a source of inspiration and guidance.

The award recipients from DCMA were as follows:

Ms. Grace Kawonczyk

DCMA BAE Systems, Nashua, N.H.

Ms. Yvonne Kimball

DCMA APO – Pratt and Whitney,
East Hartford, Conn.

Ms. Ellen Leidy

DCMA Cleveland, Cleveland, Ohio

Ms. Annette M. Love

DCMA Lockheed Martin Space Systems,
Sunnyvale, Calif.

Ms. Lisa Maenza

DCMA AIMO – Bethpage, Bethpage, Fla.

Ms. Debbie Murray

DCMA Southern Europe, Wiesbaden, Germany

Ms. Julie A. Nesbit

DCMA Virginia, Manassas, Va.

Ms. Lisa Pagliocchini

DCMA Virginia, Manassas, Va.

Ms. Angel Perez

DCMA Raytheon Tucson, Tucson, Ariz.

Ms. Kim Pham

DCMA Boeing Space & Communications,
Seal Beach, Calif.

Ms. Stephanie Rocha

DCMA Boeing Long Beach, Long Beach, Calif.

Ms. Armeda Ryder

DCMA Virginia, Manassas, Va.

Ms. Cathy C. Siefert

DCMA Lockheed Martin Fort Worth,
Fort Worth, Texas

Air Force Maj. Jocelyn R. Swayze

DCMA Palmdale, El Segundo, Calif.

Ms. Lam B. Ta

DCMA Philadelphia, Philadelphia, Pa.

Ms. Martha Walker

DCMA Virginia, Manassas, Va.

Air Force Lt. Col. Latishie L. Wodetzki

DCMA Palmdale, Palmdale, Calif.



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(Right from top to bottom) Ms. Yvonne Kimball; Ms. Ellen Leidy (DCMA staff photos)

DCMA AIMO – Birmingham Lends a Helping Hand

by Tech. Sgt. Rafael Him, U.S. Air Force, Test Flight Systems Evaluator and KC-135 Boom Operator, DCMA AIMO – Birmingham

Hurricane Katrina was one of the largest natural disasters in American history. Thousands of families were displaced and their homes and belongings lost. Among the many Americans who quickly came to the aid of the Katrina victims were the employees of the Defense

Contract Management Agency (DCMA) Aircraft Integrated Maintenance Operations (AIMO) – Birmingham in Alabama. The DCMA AIMO – Birmingham Sunshine Committee partnered with the Birmingham Baptist Association to provide assistance to one of the displaced families. The Beach family, who

The Beach family, who escaped the fury of Hurricane Katrina but lost most of their personal possessions, is now a part of the DCMA AIMO – Birmingham family.

escaped the fury of Hurricane Katrina but lost most of their personal possessions, is now a part of the DCMA AIMO – Birmingham family. Working together, the DCMA AIMO – Birmingham team was able to help replace some of the Beach family's lost items so they can have a new start.

Following is the Beach family's story in their own words:

We thought we would go through our normal routine (leave New Orleans for about three days and then return). What many of us did not know was that some of us would not have a home to return to. We never thought we would experience what we are going through. ... Then there was the agony of not knowing when, or if, we would see family members and friends again.

[We] ended up in Fultondale, Ala., ... [and] it was weeks before we were able to go back to New Orleans. Sometime around the beginning of October, we were told our home had over six feet of water and that we lost everything in the house. We realized it was time to start looking for a place to live. We found an apartment in the Gardendale area, but we were in need of many things. After praying about the situation, I received a call from Mr. Branum of Fultondale First Baptist Church. He told me to contact Ms. Debra Lawson at DCMA [AIMO – Birmingham] and to tell her who I was and where I was from. DCMA blessed



my family with many things that were needed for our apartment. The people at DCMA, the Postal Office Annex, Fultondale High School, and many others, have allowed my family to start over.

Even though we lost the material things that we have accumulated over the years, our family is blessed. We have our lives when there were so many lives lost. People have accepted us with open arms. It's good to know that we still have loving and caring people in the world today.

“The people at DCMA ... and many others, have allowed my family to start over.”

My family and I say thank you, thank you and thank you once again.

The members of DCMA AIMO – Birmingham are proud to have represented the entire DCMA community by doing their part in the Hurricane Katrina relief effort and helping a family in need.

(Above) The DCMA AIMO – Birmingham Sunshine Committee partnered with the Birmingham Baptist Association to provide assistance to the hurricane-displaced Beach family. Back row, from left: Ms. Pat McGuirk, DCMA AIMO – Birmingham; Ms. Lillie Ware, Beach family member; and Ms. Donna Austin, DCMA AIMO – Birmingham. Front row – members of the Beach family, from left: Ms. Theresa Tyree, Ms. Debra Lawson, Ms. Bronnicia Beach and Ms. Monique Beach. (DCMA staff photo)

DCMA Commanders Meet in Houston



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

“Enterprise Alignment & Execution: Customers, Performance and Human Capital” was the theme for the Defense Contract Management Agency’s (DCMA’s) Spring Commanders’ Conference in Houston, Texas, May 8-12. Contract management office (CMO) commanders and staff representatives from DCMA Headquarters and Divisions were in attendance. In his opening remarks, Mr. Keith Ernst, DCMA acting director, reviewed the Agency’s progress in adopting performance-based management and moving to a new product-based organization. He underscored the importance of focusing on customer needs as the means for measuring DCMA’s success. Mr. Ernst emphasized: “This is not about reorganization, it’s about realigning to improve our enterprise-wide support to our customers.” The details and timelines of these actions can be found on the realignment page of the DCMA internal Web site at: <http://home.dcmamil/dcma-dsl/realignment.htm>.

The conference included presentations, panel discussions and workshops that covered a wide range of subjects. The commanders of DCMA Lockheed Martin Fort Worth, Hartford, Chicago and Detroit provided operational overview briefings about their activities. Other workshops focused on earned value management, the new collective bargaining agreement, the Missile Defense Agency delegation model, and performance measurement and management.

Mr. Robert Schmitt, director of the new Aeronautical Systems and Naval Sea Systems Divisions in Boston, shared his criteria for a successful Division. He said the first step was to “define and execute a customer outreach strategy that results in the development, analysis and distribution of customer intelligence throughout the Divisional entity.” He also cited the need to “develop and execute integrated operational strategies that enable the enterprise to meet customer/DCMA memoranda of agreement performance standards.”

Ms. Patricia Kirk-McAlpine, director of the Space & Missile Systems and Ground Systems & Munitions Divisions, announced that the concepts of operations for these new Divisions were now posted on the realignment Web page. She summarized the results of a recent survey that indicated 98 percent of DCMA’s customers are aware of the services the Agency provides. Customers commented favorably on DCMA’s communication with them, source selection support and the “honest broker” perspective. Ms. Kirk-McAlpine also cited several challenges that DCMA must overcome, including obtaining more resources for software surveillance and focusing support based on customer needs.

Navy Capt. Walter Melton, International Division commander, and Mr. Ronald Youngs, Special Programs Division acting director, each provided attendees with an update on their respective organizations. Capt. Melton identified the continuing challenge of meeting the personnel requirements for overseas contingency contracting administration services and called on CMO commanders to encourage their employees to consider volunteering for these important assignments. Mr. Youngs outlined the organization and mission of the Special Programs Division that was publicly acknowledged last August. He underscored the Division’s top priority, which remains “protecting customers’ information and data.”

Mr. Ernst underscored the importance of focusing on customer needs as the means for measuring DCMA’s success.

Highlighting the conference was the presentation of DCMA’s Annual Military Awards at a banquet on the evening of May 10. Joining Mr. Ernst in presenting the awards was the Honorable James I. Finley, Deputy Under Secretary of Defense for Acquisition and Technology.

To view the Commanders’ Conference agenda and links to the respective PowerPoint slides, go to: http://home.dcmamil/command/commanders_conf_spr06_agenda.htm.

Annual DCMA Military Awards



The Defense Contract Management Agency's (DCMA's) 2005 Annual Military Award winners were formally recognized at the Annual Military Awards Dinner on May 10, 2006, in Houston, Texas. These "Best in Service" winners include both active duty and Reserve members. Their outstanding accomplishments, dedication to the Agency's mission and service to our Nation are truly worthy of this recognition.

Field Grade Officer of the Year

Best in Service and Top Performer (U.S. Army)

Lieutenant Colonel Kelvin R. Wood

*Commander, DCMA General Dynamics Pittsfield (Mass.)
Deputy Commander, DCMA Iraq*

Lt. Col. Wood demonstrated superior wartime leadership and acquisition professionalism while serving at both DCMA General Dynamics (GD) Pittsfield and DCMA Iraq. During his post as commander of personnel at DCMA GD Pittsfield and DCMA GD Burlington, Lt. Col. Wood and his team impressed Trident submarine program managers by delivering outstanding customer service, which resulted in unprecedented results. He exceeded all major customer and Agency metrics and drove timely resolution of complex overhead rates. Lt. Col. Wood also expedited delivery of over 29,000 body armor sets and over 1,000 upgraded helmets in 2005. In Iraq, he was directly responsible for the execution of Contingency Contract Administration Services for the \$5.8 billion Logistics Civilian Augmentation Program III. He also personally facilitated the construction of multiple building projects and key infrastructure items, improving the quality of life for thousands of military and civilian personnel. Lt. Col. Wood has earned the complete trust and confidence

from superiors and subordinates alike by demonstrating leadership, decisiveness and sound judgment.

Best in Service (U.S. Navy)

Lieutenant Commander Casey C. Burns

*Acquisition Systems Integration Officer, DCMA BAE Systems (N.H.)
Administrative Contracting Officer, DCMA Northern Iraq*

Lt. Cmdr. Burns made outstanding contributions toward enhancing the work environment for colleagues at both DCMA BAE Systems and DCMA Northern Iraq. He was deployed to DCMA Northern Iraq from March – August 2005, and during this assignment his efforts to resolve problems and expedite work improved troop morale and readiness. Upon his return to DCMA BAE Systems in September 2005, Lt. Cmdr. Burns was assigned to the Joint Strike Fighter aircraft and Future Combat Systems programs. He has been instrumental in fostering the implementation of performance-based management techniques to monitor these major programs. In addition, he continued his outstanding performance as family support officer for all of DCMA Boston. His personal experience gives him a particular sensitivity to the needs of deployed members and their families. Lt. Cmdr. Burns continuously exemplifies the leadership, loyalty and dedication of a model military officer.



(Left, from top to bottom) Army Lt. Col. Kelvin R. Wood; Navy Lt. Cmdr. Casey C. Burns. (DCMA staff photos)

Best in Service (U.S. Air Force)**Major Ronald P. Holst**

C-130J Chief Evaluator Acceptance Pilot; Unit Safety Officer; and Alternate Government Flight Representative, DCMA Lockheed Martin Marietta (Ga.)

Maj. Holst displayed outstanding leadership as alternate government flight representative; flight safety officer and C-130J aircraft acceptance pilot; assistant chief of flight operations; and chief of standards/evaluation and training at DCMA Lockheed Martin Marietta. He was directly responsible for the safe operation of four high-visibility programs: C-130J and F-22 aircraft, C-5 aircraft avionics modernization and C-5 reliability enhancement and re-engineering. Maj. Holst ensured the safe and efficient progress of contracts valued at over \$77 billion and was a major contributor in every aspect of flight operations. His 325 C-130J combat hours with the Italian Air Force made him a perfect spokesman for the challenges and successes of the C-130J program. He also provided vital chase aircraft support for F-22A acceptance and delivery flights, and his efforts ensured full F-22A support with no schedule delays or other mission impacts. Maj. Holst is a pillar in the community with a tremendous concern for the welfare of others.

Individual Mobilization Augmentee (IMA) Field Grade Officer of the Year

Best in Service and Top Performer (U.S. Army Reserve)

Lieutenant Colonel Joseph M. Reyes

*Administrative Contracting Officer, DCMA Dallas (Texas)
Administrative Contracting Officer, DCMA Northern Iraq*

Lt. Col. Reyes supported an international coalition force of over 28,000 troops while deployed to DCMA Northern Iraq, the International Zone and the Logistics Service Area Anaconda at Balad Air Base during Operations Enduring Freedom and Iraqi Freedom. As the senior administrative contracting officer for the Logistics Civil Augmentation Program Task Order 89, he became the critical link between combat forces and contractor personnel, ensuring a seamless transition of authority from combat units to contractor support. Lt. Col. Reyes also served as acting team chief for DCMA Dallas' Contingency Contract Administration Services Reserve Team #4, coordinating and executing the

unit's training plan during fiscal year 2005. The team conducted over 400 contract audits, saving over \$10 million during closeout procedures. The team provided support to DCMA Lockheed Martin Grand Prairie (Texas); DCMA Harris Melbourne (Fla.); DCMA Lockheed Martin Marietta (Ga.); and DCMA Boeing Seal Beach (Calif.).

Best in Service (U.S. Air Force Reserve)**Lieutenant Colonel Cyril F. Rourke**

*Reserve Assistant to the Chief of Staff, DCMA Aeronautical Systems and Naval Sea Systems Divisions (Mass.)
In-Country Director, Kuwait Contracting,
Camp Arifjan, Kuwait*

Lt. Col. Rourke was activated to support Operations Enduring and Iraqi Freedom while serving at DCMA Aeronautical Systems and Naval Sea Systems Divisions Headquarters. While deployed, he was responsible for maximizing the efficiency of five operational and life support task orders in Iraq, Afghanistan and Kuwait, guaranteeing contractor compliance with seaport requirements and leading the effort to operate and maintain a strategic logistics hub for transporting containerized cargo and equipment. Lt. Col. Rourke also managed a task order for Camp Arifjan, Kuwait, providing critical life support to troops and ensuring contractor delivery of selected combat support and service functions to the local base camps. He had oversight of two operational task orders and was responsible for bringing the first mobile lab for the Army Oil Analysis Program into Iraq. Additionally, he provided vital warfighter requirements, such as contractor control tower coverage, flight following, aircraft refueling, hangar and building maintenance and power generation.

Company Grade Officer of the Year

Best in Service (U.S. Navy)**Lieutenant Mark Angelo**

*Aviation Safety Officer and Foreign Object Debris Officer,
DCMA Sikorsky (Conn.)
Government Flight Representative,
DCMA Hartford (Conn.)*

Lt. Angelo has demonstrated outstanding leadership, technical ability and commitment to customer service. His careful oversight during these assignments led to a



(Right, from top to bottom) Air Force Maj. Ronald P. Holst; Army Reserve Lt. Col. Joseph M. Reyes; U.S. Air Force Reserve Lt. Col. Cyril F. Rourke; Navy Lt. Mark Angelo. (DCMA staff photos)

flawless record of zero ground or flight mishaps during high-tempo government and contractor flight operations in nine different models and series of aircraft, involving over 1,000 flight hours and 918 mission sorties to include high-risk developmental flight testing. Lt. Angelo established a true culture of safety awareness by coordinating two comprehensive safety standdowns and conducting monthly aircrew safety training and weekly safety audits. As the command's foreign object debris (FOD) officer, he took decisive action to correct an unfavorable trend in the level of FOD. In direct support of customer outcomes, he flew over 110 flight hours while flight accepting and delivering 20 aircraft and providing standardization training to other unit pilots. Lt. Angelo's diligence has inspired coworkers and significantly reduced risk and cost.

**Best in Service and Top Performer
(U.S. Air Force)**

Captain Ryan M. Colburn

*F-22 Program Integrator, DCMA Boeing Seattle (Wash.)
Quality Assurance Representative,
Camp LeMonier, Djibouti*

Capt. Colburn demonstrated outstanding leadership at both DCMA Boeing Seattle and Camp LeMonier, Djibouti. While deployed, he created a stellar team of 15 contingency quality service representatives, was lauded by the Marine Corps for flawless operations in 35 highly technical service areas and established a Continuous Improvement Opportunity Program, implementing over 28 initiatives. Capt. Colburn directed quality actions for \$3.5 million in construction projects and developed and executed plans securing a surplus modular dining facility, saving \$1.3 million and nine months of construction. As program integrator for F-22 aircraft, Capt. Colburn brilliantly led his program support team in performance-based management. He ensured laser focus on quality assurance during a 28-day Boeing strike and updated customers daily, receiving accolades from the DCMA director. Capt. Colburn also perfected hand-to-hand combat techniques with 18 Marines, taught English to 15 Djiboutian military personnel and participated in a medical humanitarian mission.



(Left, from top to bottom) Air Force Capt. Ryan M. Colburn; Navy Reserve Lt. Rodney M. Bonner; Army SFC Jerry L. Damron II. (DCMA staff photos)

**IMA Company Grade Officer of
the Year**

**Best in Service and Top Performer
(U.S. Navy Reserve)**

Lieutenant Rodney M. Bonner

Administrative Contracting Officer, DCMA Maryland

Lt. Bonner provided exceptionally meritorious service while serving as training officer and administrative contracting officer for the DCMA Contingency Contract Administration Services Team East. His accomplishments include: spearheading efforts to establish an improved integrated training program for Reserve personnel focused on reducing the length of time required to complete Defense Acquisition Workforce Improvement Act (DAWIA) qualifications for mobilization; creating awareness of Internet-based training; and developing an automated database for tracking all required DAWIA training requirements for over 20 Reservists. During his assignment, Lt. Bonner also performed contributory support annual training at DCMA Northrop Grumman Baltimore. He applied his level III contracting skills to assist DCMA Northrop Grumman Baltimore in resolving outstanding contractual issues and establishing objectives for negotiating final indirect rates for fiscal year 2002. Lt. Bonner is a military and community role model. He is an avid runner and is actively involved in community and charitable outreach programs.

**Senior Noncommissioned Officer
of the Year**

Best in Service (U.S. Army)

Sergeant 1st Class Jerry L. Damron II

*Ground Government Flight Representative,
DCMA Dayton (Ohio)*

SFC Damron increased office efficiency immeasurably at DCMA Dayton through streamlining office processes, initiating computer programs that provide faster access to user-friendly data and instituting and maintaining a control log that tracks monthly reports from over 50 sites worldwide. He also conducted contractor field team (CFT) workshops, co-authored the CFT Aircraft Operations Inspection Checklist and supervised development of a CFT Web site. He led an aviation program team review of all service representatives and routinely advised team members

and contractors on Army Aviation maintenance issues. SFC Damron, a Distinguished Honor Graduate of the Army's Advanced Non-commissioned Officer Course, is pursuing a degree in business management and is an Army Aviation Association of America Award recipient for the highest overall academic average. He is extremely involved with his community, contributing to Dayton's food bank and Goodwill Industries causes.

Best in Service (U.S. Navy)

Chief Petty Officer Stephan D. Henline

Deficiency Report Program Manager, DCMA Boeing St. Louis (Mo.)

CPO Henline distinguished himself in overseeing quality support and assurance in support of the Fleet. He has received, investigated and completed 47 product quality deficiency reports (PQDRs) and 25 Supply Deficiency Reports (SDRs) and has processed nine aviation deficiency reports to address 53 deficiencies. CPO Henline serves as the single point of contact for the F/A-18 aircraft government-furnished equipment deficiency program and directly supports DCMA goals toward customer-based outcomes. He reformed the PQDR program and assisted in developing customer-based joint metrics to reduce cycle time by 25 percent. Additionally, he established a weekly database comparison, eliminating missing PQDR/SDR records for 100 percent file reconciliation between DCMA and Boeing and redefined contract management office internal metrics. CPO Henline has undertaken significant self-improvement efforts, including taking courses toward an associate degree in business administration and completing numerous additional training programs.

Best in Service (U.S. Marine Corps)

Gunnery Sergeant Edwin Clemons

Fleet Liaison and Deficiency Report Program Manager, DCMA Boeing St. Louis (Mo.)

GYSgt. Clemons displayed outstanding leadership and provided exceptional support to the U.S. Marine Corps, Navy and Air Force weapons program offices by working with Boeing, its vendors and customers to ensure quality material and timely documentation, effecting a cycle time reduction that impacted Fleet readiness and increased part availability. To support DCMA Boeing St. Louis' mission readiness, he established an internal product quality, shipping and aviation

deficiency reporting database used by program teams. This database helped track subcontractor product quality and facilitate necessary engineering or procedural changes in aviation material used on the F/A-18, T-45 and AV-8B aircraft and the Joint Helmet Mounted Cueing System, which enables pilots to accurately direct (cue) onboard weapons against enemy aircraft while performing maneuvers. GYSgt. Clemons also successfully coordinated a major community project by collecting unwrapped Christmas gifts for the U.S. Marine Corps Reserve Toys for Tots Program.

Best in Service and Top Performer (U.S. Air Force)

Master Sergeant Nathan M. Moore

Aviation Maintenance Manager, DCMA Lockheed Martin Marietta (Ga.)

MSgt. Moore's outstanding leadership and dedication have been instrumental to DCMA Lockheed Martin Marietta's success. He is the resident expert on the highly visible C-130J/F-22A aircraft production and C-5 aircraft modernization programs. He ensured 100 percent on-time flight testing/delivery for these aircraft valued at over \$4.5 billion to the warfighter. He also provided Lockheed Martin with technical expertise for over 53 maintenance procedures, directly streamlining the technical support data for use in the field. He has teamed with Lockheed Martin senior leadership in developing a Cleco fastener control process on the C-5 program, lauded as a recommendation for an industry "benchmark." (Clecos are a type of temporary fastener that hold together parts prior to drilling or riveting.) Always a representative of the customer, MSgt. Moore is a key player of the Lockheed Martin Marietta foreign object debris (FOD) directorate. He teamed with senior management to develop a "FOD Stops Now" campaign. This two-day event produced immediate results by heightening employee awareness.

IMA Senior Noncommissioned Officer of the Year

Best in Service and Top Performer (U.S. Navy Reserve)

Senior Chief Petty Officer Dorothy A. Moore

Command Senior Chief and Quality Assurance Representative, DCMA Maryland Operations Officer, DCMA Southern Iraq



(Right, from top to bottom) Navy CPO Stephan D. Henline; Marine Corps GYSgt. Edwin Clemons; Air Force MSgt. Nathan M. Moore; Navy Reserve Chief Dorothy A. Moore. (DCMA staff photos)

During Chief Moore's deployment in support of Operation Iraqi Freedom, she was responsible for supporting 19 military and civilian personnel who directly supported more than 50,000 military and contractor personnel executing the LOGCAP contract for 20 forward operating bases. During her time overseas, Chief Moore spearheaded weekly fitness classes to boost morale and relieve combat stress, improved customer support and established solid business partnerships with combat units. She continuously provided logistical and operations expertise and sound advice to the commander on issues ranging from intelligence to operations and logistics. She also assisted in distributing humanitarian aid to less fortunate Iraqi citizens. This type of community involvement demonstrates the hard work, unwavering dedication to duty and support that Chief Moore has provided to her fellow soldiers and the Iraqi citizens. In February 2006, after returning to DCMA Maryland, Chief Moore was promoted to Chief Warrant Officer.

Best in Service (U.S. Air Force Reserve)

Master Sergeant James Carroll

Aviation Maintenance Manager, DCMA Lockheed Martin Marietta (Ga.)

MSgt. Carroll became the resident expert in the nationally significant C-130J and F-22A aircraft acquisition programs. He helped deliver 19 C-130J and 25 F-22A aircraft, valued at over \$4.5 billion, in 2005. He ensured 100 percent on-time flight test and delivery rating to the warfighter. Behind the scenes, MSgt. Carroll's technical report writing was equally remarkable, and he provided Lockheed Martin with the technical expertise for over 50 separate maintenance procedures. His self-motivation also led to successful completion of the Senior Non-Commissioned Officer Academy correspondence course, where he achieved a 92 percent passing grade, and his extensive two-year ministerial study culminated with his ordination as pastor. A well-rounded leader in his family and community, MSgt. Carroll's unquestionable military bearing and personal achievement set the standard for the Agency and the Nation.



(Left, from top to bottom) Air Force Reserve MSgt. James Carroll; Army SSgt. Luis R. Rodriguez; Navy PO1 Eric A. Herdan. (DCMA staff photos)

Junior Noncommissioned Officer of the Year

Best in Service and Top Performer (U.S. Army)

Staff Sergeant Luis R. Rodriguez

Aviation Maintenance Manager and Industrial Specialist, DCMA Korea

SSgt. Rodriguez proved invaluable at flawlessly managing and coordinating maintenance procedures on contracts valued at over \$6 million in support of programs for the CH-47, UH-60, HH-60 and RC-12 aircraft. His leadership in the scheduling and production flow for more than 30 aircraft drove success in meeting an extremely challenging end-user schedule requirement. SSgt. Rodriguez excelled as the acting government flight representative during several functional check flights and deliveries. Through his tenacious efforts and coordination with the Aviation and Missile Command commanding general and the Air Force joint-service customer, he successfully obtained parts for Army crash-damaged UH-60 helicopters. SSgt. Rodriguez has also assisted junior soldiers in professional development through one-on-one mentoring and career counseling; supported the Korean Army units with physical fitness; and actively volunteered for the U.S. Marine Corps annual Toy for Tots program.

Best in Service (U.S. Navy)

Petty Officer 1st Class Eric A. Herdan

Aviation Logs and Records Petty Officer, DCMA Sikorsky Aircraft (Conn.)

PO1 Herdan distinguished himself by being personally responsible for the accuracy and quality of all Navy aircraft logbooks and historical records and providing direct oversight of 10 contractor quality assurance and log/records personnel. The results of his efforts were clearly evident in that there were zero deficiency reports from Fleet squadrons relating to aircraft logbooks and historical records following the training. Additionally, PO1 Herdan expertly managed the writing and releasing all official Navy maintenance message traffic. His professionalism, diligence and attention to detail set an example for others to follow and directly contributed to the customer's outcomes by ensuring quality aircraft were delivered on time in support of the Fleet. PO1 Herdan reflects great credit upon himself, the Navy and the Department of Defense.

Best in Service (U.S. Marine Corps)**Staff Sergeant Howell L. Simms***V-22 Crew Chief and Aviation Maintenance Manager, DCMA Bell Helicopter (Texas)*

SSgt. Simms has demonstrated superior performance in both of his positions at DCMA Bell Helicopter. As crew chief, he flew 100.2 hours, supporting acceptance test flights and follow-on deliveries of 17 Marine Corps MV-22 and two Air Force CV-22 aircraft. While conducting 19 ready-for-flight inspections on the aircraft, he personally identified 257 discrepancies, saving more than 550 maintenance hours for both the Marine Corps and Air Force. Staff Sgt. Simms' expertise was invaluable in two in-field recoveries, where precautionary emergency landings were conducted. Additionally, he was instrumental to the V-22 program's successes, which obtained the full-rate production milestone. As aviation maintenance manager, he was influential in the contractor's adaptation of new foreign object debris control, training and explosive storage programs to ensure complete ground operating procedures, while protecting over \$1 billion in government assets. SSgt. Simms also maintains a 4.0 grade point average in studies toward a bachelor's degree.

Best in Service (U.S. Air Force)**Technical Sergeant Rafael A. Him II***Functional Check Flight Program Manager, DCMA AIMO – Birmingham (Ala.)*

TSgt. Him led the way in technical innovation on the Pemco Aeroplex KC-135 aircraft programmed depot maintenance flight test facility and flew more than 24 test flights on non-airworthy aircraft after they were rebuilt. While performing flight duties, TSgt. Him experienced three potentially catastrophic in-flight emergencies and demonstrated outstanding crew resource management skills. In addition, TSgt. Him worked with the contractors on an in-flight checklist that reduced the number of re-flies and saved the Air Force and Department of Defense an estimated \$15,000 per aircraft. TSgt. Him also developed procedures to reduce re-flies due to boom and crew entry door malfunctions, generating additional cost savings and reducing depot aircraft flow days. Despite a demanding work schedule, TSgt. Him is pursuing a master's degree in air warfare and is an active leader in the community.

(Right, from top to bottom) Marine Corps SSgt. Howell L. Simms; Air Force TSgt. Rafael A. Him II; Navy Reserve PO2 Manuel W. Cooper; Air Force Reserve SSgt. Latosha McCoy. (DCMA staff photos)

IMA Junior Noncommissioned Officer of the Year**Best in Service (U.S. Navy Reserve)****Petty Officer 2nd Class Manuel W. Cooper***Quality Assurance Representative, DCMA Baltimore (Md.)*

During the past year, PO2 Cooper has demonstrated superior leadership, professional abilities and technical skills that contributed significantly to the Contingency Contract Administration Services Team East and DCMA Baltimore missions. He made significant progress towards Defense Acquisition Workforce Improvement Act Level I certification for quality assurance and completed the "Fundamentals of Systems Acquisition Management" course. He also completed several DCMA weekend drill training classes provided by the DCMA staff, such as status of funds; disbursement and obligation audit techniques; and Defense Federal Acquisition Regulations Supplement Part 242—Contract Administration and Audit Services. While attending the Naval Reserve Supply Workshop in Salt Lake City, Utah, in April 2005 and the DCMA East District Reserve Workshop in August 2005, PO2 Cooper successfully met DCMA contracting professionals and networked with DCMA officers and enlisted personnel while learning about the latest events in acquisition, the mission in Iraq and combat support operations of DCMA.

Best in Service and Top Performer (U.S. Air Force Reserve)**Staff Sergeant Latosha McCoy***Contract Administrator, DCMA AIMO – Greenville (N.C.) Operations Non-Commissioned Officer In-Charge, Camp Victory, Baghdad, Iraq*

In both of her assignments, at DCMA AIMO – Greenville and Camp Victory, SSgt. McCoy distinguished herself, displaying outstanding professional skill. Her leadership and contracting expertise were directly responsible for expediting the disposal of two Navy P-3 Orion aircraft and contract closeout of over \$2.2 million in repair funding. In addition, as non-commissioned officer in charge, SSgt. McCoy expertly managed \$1.5 billion for the Logistics Civilian Augmentation Program, supporting one of the largest Army award fee boards in history. In addition, SSgt. McCoy is involved as a "sister" with the Big Brothers/Big Sisters program and has served as a volunteer at church, tutoring local youth and raising money for Hurricane Katrina relief. The distinctive accomplishments of SSgt. McCoy reflect great credit upon herself, DCMA and the United States Air Force Reserve.



"Sergeant Scuba"

by Maj. Mark Johnson, U.S. Air Force, C-5 Deputy Group Chief,
DCMA Lockheed Martin Marietta

Mr. James Gilchrist of Defense Contract Management Agency (DCMA) Lockheed Martin Marietta has a second job — and another identity. When he's not at DCMA, he transforms into "Sergeant Scuba" as locals and coworkers have come to know him.

When he's not at DCMA, he transforms into "Sergeant Scuba" as locals and coworkers have come to know him.

diving. He is a member of the National Association of Black Scuba Divers and, on many occasions, has volunteered his services at other aquariums, diving with members of other teams. Just like most fish, he enjoys being within a school of others like him, so he offers scuba diving lessons at his home.

Mr. Gilchrist has been with DCMA since 2004 and works as a quality assurance representative with the C-5 modernization program. On weekdays he performs quality surveillance of the Air Force's C-5 cargo aircraft as part of an ongoing program at the Lockheed Martin facility in Marietta, Ga. C-5 Operations Group Chief, Mr. Kenneth Pates, is proud to have Mr. Gilchrist as a member of his team and has planned an event to honor Mr. Gilchrist with some personalized memorabilia.

To see Mr. Gilchrist in his role as "Sergeant Scuba," be sure to visit Georgia's latest main attraction, the Georgia Aquarium at Pemberton Place. This new tourist attraction, comprising over 500,000 square feet divided into six themed areas, has over 100,000 fish and eight million gallons of water. You don't want to miss "Sergeant Scuba's" underwater world!

For further information, visit the Georgia Aquarium's Web site: <http://www.georgiaaquarium.org>.

At night and on weekends, Mr. Gilchrist volunteers as one of the main divers at downtown Atlanta's new Georgia Aquarium, which is now the world's largest aquarium. He works with 45 other divers (12 of whom are also volunteers), enjoying the benefit of being part of the Georgia Aquarium dive team.

Diving is, without a doubt, an integral part of Mr. Gilchrist's lifestyle, as he has been doing it for over 18 years. He often uses the Navy's popular recruiting phrase, "It's not just a job, it's an adventure!" when referring to

(Background) Mr. James Gilchrist, DCMA Lockheed Martin Marietta quality assurance representative and avid scuba diver, underwater with a shark.

(Left) Mr. James Gilchrist of DCMA Lockheed Martin Marietta performing quality assurance functions in an Air Force C-5 cargo aircraft. (DCMA staff photo)

DCMA Engineer Runs First Boston Marathon



Ten thousand people lined up in the second wave of starters, crammed together on the narrow main street, eagerly awaiting the signal to go forward with all the pent-up energy and anxiety from months of arduous preparation and anticipation. The weather was perfect, a clear day in the low 50s with nary a breeze.

This was the 110th running of the Boston Marathon, on Patriot's Day, April 17, 2006. The elite runners and the first wave started at noon, the current star athletes being fast distance runners from around the world. They were all legs and lungs, with indomitable wills and pain thresholds that were off the charts. Starting deep within the second wave of runners was a Defense Contract Management Agency (DCMA) employee who trained for months

and tried for years to qualify for this most historic and prestigious road race.

Mr. Steve Sweeney, a senior engineer from DCMA Pittsfield, was running in his fifth marathon in almost four years. Mr. Sweeney qualified in October 2005 and, like many other qualifiers from the northern climes, spent the winter months training outside with tempo runs, speed intervals and the crucial 20-mile long runs. Mr. Sweeney finished the race in 4:07:23 and was greeted by members of his supportive family. He met many interesting

athletes at the celebrity-packed Expo before the race and along the way, including a visually impaired runner and Vietnam veteran, an ultramarathoner and a woman from Germany who was also running in her first "Boston." They all had their own stories of trials and triumphs that led to the well-earned start in Hopkinton.

Set in the pavement at Copley Square near the finish line, the Boston Marathon Centennial Monument is inscribed with a line from Tennyson: "To strive, to seek, to find, and not to yield." Runners of all ages, nationalities and physical limitations pushed their hearts, minds and bodies to undiscovered limits to reach for and run in this thrilling celebration of life. One DCMA engineer accepted the challenge, endured the event and strove to the finish in what is considered the grandest marathon of all.

Ten thousand people lined up in the second wave of starters, eagerly awaiting the signal to go forward with all the pent-up energy and anxiety from months of arduous preparation and anticipation.



(Above) Mr. Steve Sweeney, DCMA Pittsfield senior engineer, en route to the finish line of the Boston Marathon. (Photo courtesy of Marathonfoto.com)

Ms. Patricia Kirk-McAlpine Wins Presidential Rank Award



by Mr. Sam Rousso, Congressional and Public Affairs Advisor, DCMA
Ground Systems & Munitions and Space & Missile Systems Divisions

People get awards every day. They get awards for specific acts, for work during a particular year, or on a specific day. However, on April 20, Ms. Patricia Kirk-McAlpine, director of the Defense Contract Management Agency (DCMA)

Ground Systems & Munitions and Space & Missile Systems Divisions, both headquartered in Carson, Calif., was presented an uncommon award for an uncommon body of work that spanned more than five years.

Ms. Kirk-McAlpine, a member of the Senior Executive Service, was presented a Presidential Rank Award by her former employer, the Air Force, for work she accomplished while director of contracting at the Air Force Space and Missile Systems Center in El Segundo, Calif.

The Presidential Rank Awards recognize career Senior Executive Service and senior professional employees who exemplify the highest level of integrity, leadership and personal conduct and who have demonstrated exceptional performance over an extended period of time.

The process of evaluation and review of the awards spans at least six months and often longer. Ms. Kirk-McAlpine was submitted for the award long before she accepted her current position with DCMA.

A total of 15 men and women were honored at the ceremony, which was held at the Women

in Military Service for America Memorial in Arlington National Cemetery. Secretary of the Air Force Michael W. Wynne and Air Force Vice Chief of Staff Gen. John D.W. Corley cohosted the event.

Ms. Kirk-McAlpine was recognized for her leadership, which contributed to an unprecedented 41 consecutive successful military space launches over a five-year period. As part of that effort, her initiatives in contracting procedures contributed to cutting very large amounts of red tape — and tens of millions of dollars — from the contracting process.

Perhaps her most significant initiative was the development of the “PK [Contracting Directorate] University” at the Space and Missile Systems Center. Ms. Kirk-McAlpine is very proud of the University. “Our most important asset was human capital,” she said. “Our incoming Air Force officers were young and inexperienced, and we had to ensure the contracting workforce of the future. So we developed a curriculum that taught those officers on the fly.”

Over time, the University was shaped into four schools — the Buyers’ Institute, Procuring Contracting Officer (PCO) Preparatory School, Contingency Contracting Administration Services (CCAS) Boot Camp and the School of Pricing. The CCAS curriculum teaches contracting in the field, the type of work done by deployed DCMA contracting officers. “Students were taught everything from leasing to how to shoot,” she said. Due to the needs of the government, some

Ms. Kirk-McAlpine was presented an uncommon award for an uncommon body of work that spanned more than five years.

In addition to her numerous contributions to the Nation's defense while in the workplace, Ms. Kirk-McAlpine has many contributions to America's well-being outside the office.



Air Force and Navy personnel are now being trained to fight on the ground. From the time the university was established until Ms. Kirk-McAlpine left in the fall of 2005, more than 400 people had graduated, more than half of them newly warranted contracting officers.

Another series of initiatives concerned developing alliances with the Air Force's contracting partners, including DCMA and the Defense Contract Audit Agency (DCAA). One of these initiatives led to the signing of an agreement between the Space and Missile Center (SMC) and the former DCMA West District (now the Agency's Space & Missile Systems and Ground Systems & Munitions Divisions) that allows for exchange assignments of up to 90 days for DCMA's and SMC's contracting interns.

Ms. Kirk-McAlpine was also instrumental in ensuring that DCMA's and DCAA's customer liaison representatives have seats and participate in SMC senior staff meetings and program deliberations. According to her former boss, Air Force Lt. Gen. Brian A. Arnold, then-commander of SMC, "She has built a strong coalition of support to the space programs with these agencies. ... This has resulted in the early involvement by these agencies and

corresponding increased responsiveness in providing key support to all space programs. The result is a significant reduction in the time program offices receive proposal evaluations and audits from these agencies, from 45 days to an average of less than two weeks." Results depend to a large extent "on the customer liaison representatives' personalities," Ms. Kirk-McAlpine said. "They have to be aggressive and proactive. They have to engage the customer and keep the door open."

In addition to her numerous contributions to the Nation's defense while in the workplace, Ms. Kirk-McAlpine has many contributions to America's well-being outside the office. She has served as a cabinet member of the Combined Federal Campaign, executive member of the Greater Los Angeles Federal Executive Board and advisory board member for Habitat for Humanity of Greater Los Angeles, where her leadership resulted in the construction of 125 homes for inner-city families in need.

With her current duties, which often include traveling 20 or more days a month, how does she find the energy to work in the community? "I believe that the cost of freedom isn't free. We all ought to find a way to give back to the community and the Nation. Besides, I get so much personal satisfaction from it; I find it energizing."

President George W. Bush, who signed the award certificate, is quoted in the ceremony's program. Speaking of all the award winners, he said, "Their work covers a tremendous range of issues, yet they share some things in common: an outstanding work ethic, commitment to public service and pride in a job well done." A job well done, indeed. Congratulations, Ms. Kirk-McAlpine.

(Above) Ms. Patricia Kirk-McAlpine, DCMA Ground Systems & Munitions and Space & Missile Systems Divisions director, was honored with the Presidential Rank Award for work she accomplished while director of contracting at the Air Force Space and Missile Systems Center. The award was presented by Secretary of the Air Force Michael W. Wynne (left) and Air Force Vice Chief of Staff Gen. John D.W. Corley.

A Lifesaving Event at DCMA Sikorsky

by Mr. Walt Zaborowski, Contract Administrator, DCMA Sikorsky



Defense Contract Management Agency (DCMA) Sikorsky Program Integrator Mr. Willoughby Lloyd, cup of tea in hand, waited in the cafeteria line with 10-15 other people at approximately 6:30 a.m. on Jan. 31, 2006. Suddenly, the sound of chairs and a table clattering drew Mr. Lloyd's attention, and he saw a man lying on the floor.

He left his place in line and got closer to the unmoving man, whose face had an ominous blue tone. As one person yelled, "Call 911!" Mr. Lloyd heard another shout, "Does anyone know

CPR?" No one reacted directly to the stricken man, until Mr. Lloyd began clearing a space around him to take the man's pulse. Unable to feel a pulse, Mr. Lloyd moved the man's head back to clear his airway. He considered mouth-to-mouth resuscitation but opted against it because he saw blood and instead proceeded to do a

chest compression on the man. Mr. Lloyd heard the man gasp for air, but it appeared he still had a blockage in his airway. Mr. Lloyd then lifted the man's chin to clear the airway and did two subsequent chest compressions; however, the man still appeared unresponsive. Mr. Lloyd did another chest compression, and this time the man opened his eyes and began breathing laboriously. At that moment an emergency medical crew from Sikorsky Aircraft in Stratford, Conn., arrived at the scene and took over. They treated and stabilized the man before transporting him to the hospital.

Mr. Lloyd later learned that the man he assisted is Mr. Harold Hale, 59, a third-shift Sikorsky assembler from Ansonia, Conn., who was stricken with a massive heart attack. Mr. Hale had to undergo surgery for the installation of a defibrillator/pacemaker and, as of Feb. 16, was recovering at home. In a telephone interview, Mr. Hale said that he owed his life to Mr. Lloyd and to the people from the Sikorsky Fire Department and Bridgeport Hospital.

Mr. Lloyd did another chest compression, and this time the man opened his eyes and began breathing laboriously.

(Above) Mr. Willoughby Lloyd (back row, second from left), DCMA Sikorsky program integrator, with members of the Sikorsky Aircraft Fire Department (DCMA staff photo)

“Willoughby took the training he received and ran with it. He stepped up when he needed to, and, thanks to him, Mr. Hale is around today.”



Lt. Russell Tortora of the Sikorsky Aircraft Corporation (SAC) Fire Department said, “Willoughby’s intervention was an integral part of this guy surviving. No doubt about it.” Lt. Tortora estimated that it took three to five minutes for the fire department to respond, and this lapse in time could have led to serious injury or even death. Lt. Tortora said that when the SAC Fire Department arrived on the scene, Mr. Lloyd was already administering cardiopulmonary resuscitation to Mr. Hale. SAC personnel then successfully used an automated external defibrillator to restart the man’s heart, and he was transported to the hospital. Lt. Tortora has worked at Sikorsky for 24 years and could not recall a successful CPR incident during this time. Mr. Lloyd said he was trained in CPR 15 years ago and had recently completed a two-week refresher course at Fort McCoy, Wisc., where he was preparing for a Contingency Contract Administration Services assignment. The training “helped me to react,” Mr. Lloyd said. “You cannot think,” you just have to act, he added. “If you don’t do it, somebody dies or is incapacitated for the rest of their life.” In addition to his training, Mr. Lloyd was a fire department volunteer in his native Colombia.

(Top) Mr. Willoughby Lloyd (2nd from right), DCMA Sikorsky program integrator, looks over the Sikorsky Rescue Award that he received on March 1 for performing lifesaving CPR. With him, from left: Mr. Joseph Perkins, Sikorsky Aircraft security director; Mr. John Wakefield, Sikorsky chief of health and safety; and Mr. Anthony Dynderski, Sikorsky Fire Department chief. Igor Sikorsky established the award in the 1950s, and approximately 31,000 rescuers have been honored since 1965. (Photo by Mr. Steven Kaufman, DCMA Sikorsky)

(Above) Mr. Willoughby Lloyd (left), DCMA Sikorsky program integrator, speaks with a cashier in the cafeteria at Sikorsky Aircraft, where he saved Mr. Hale’s life. (DCMA staff photo)

Mr. Lloyd has been a program integrator for the Navy’s MH-60R (Romeo) helicopter program since December 2004. Prior to this assignment, he spent two years as a quality assurance specialist in Israel. Mr. Lloyd joined the government in the early 1980s as a quality assurance representative for Defense Contract Administration Services. He joined DCMA Sikorsky in 1986, when the Agency was known as the Naval Plant Representative Office.

On Feb. 6, the SAC Fire Department honored Mr. Lloyd for his lifesaving effort, recognizing him in a ceremony and with a commemorative pin. Navy Capt. Dorothy J. Freer, DCMA Sikorsky commander, applauded her employee’s quick reaction: “Willoughby took the training he received and ran with it. He stepped up when he needed to, and, thanks to him, Mr. Hale is around today.”

“Life is a great adventure, and it is really a gift,” Mr. Lloyd said in an interview after his lifesaving event. Describing himself as having a “tremendous” interest in religions of the world, Mr. Lloyd expressed his desire to “do the best I can do in my time here.” Mr. Hale, his wife and son certainly received a precious gift from Mr. Lloyd.



Governing DoD's Procurement and Acquisition Process:

An Interview With the Honorable James I. Finley, Deputy Under Secretary of Defense (Acquisition and Technology)

In February 2006, the Honorable James I. Finley was confirmed by the U.S. Senate as the new Deputy Under Secretary of Defense for Acquisition and Technology (A&T). Mr. Finley is responsible for advising the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) on matters relating to acquisition and the integration and protection of technology. He is responsible for policies and procedures governing Department of Defense (DoD) procurement and acquisition processes, including overseeing the Defense Contract Management Agency (DCMA).

Prior to joining DoD, Mr. Finley spent over 30 years in the private sector. With a Bachelor of Science in electrical engineering and a Master of Business Administration, he has held a variety of operational and management positions with General Electric, Singer, Lear Siegler, United Technologies and General Dynamics, where he was a corporate officer, president of Information Systems and chair of the Business Development Council. His business experience spans air, land, sea and space programs for DoD, and he has been recognized for his leadership skills with numerous performance awards, including the Boeing Gold Certification Award, Honeywell Preferred Supplier Award, Northrop Grumman Blue Achievement, Lockheed Martin Best In Class Rating, Defense Security Service "Outstanding" Achievement Award and the George Westinghouse Award.

Communicator (C): Please provide our readers with a brief overview of your duties and responsibilities as Deputy Under Secretary of Defense (A&T).

James Finley: I am responsible for advising our Secretary of Defense, Mr. Donald Rumsfeld, and our Under Secretary of Defense (AT&L), Mr. Ken Krieg, on a wide range of matters related to acquisition and technology. Under my purview are Defense Systems, Defense Procurement, Industrial Policy, Small Business Programs, the Defense Acquisition University and, of course, DCMA. Coming

“My experience in industry provided me with the opportunity to develop my leadership skills and effect change. What I see in [DoD] is no different from my industry experience — just on a grander scale.”

from industry, I am very impressed with the quality of people we have in [DoD] and A&T in particular.

C: You have held a wide range of senior positions in the private sector — in what ways do these experiences impact and shape your current role?

JF: My experience in industry provided me with the opportunity to develop my leadership skills and effect change. What I see in [DoD] is no different from my industry experience — just on a grander scale. My private sector experience, therefore, coupled with the level of talent that our people have, gives me great confidence that we will be able to make lasting improvements to [DoD]’s acquisition process.

C: What do you hope to accomplish in your new position — what are your goals?

JF: I am still learning about our organization. I have a 90-Day Plan and am on track, formulating my goals as part of that plan. In general, I fully support Mr. Krieg’s six goals — strategic and tactical acquisition excellence; knowledge-enabled Joint logistics; selective technology dominance; cost-effective capability/capacity available to meet strategic objectives; improved governance and decision processes; an agile, capable and ethical workforce — and plan to take our organization to the next level, improve our acquisition processes, develop our people and ensure our staff provides value-added oversight.

C: As a Deputy Under Secretary of Defense, what steps are you taking to develop and retain

a high-caliber workforce capable of achieving mission success?

JF: I am listening and learning about the many ongoing initiatives to develop and retain our workforce. DCMA has moved to performance-based management systems for personnel and will be learning more about that initiative. Also, Mr. Frank Anderson is developing a Human Capital Strategic Plan for the acquisition workforce in support of Mr. Krieg’s highest priority, a Human Capital Strategic Plan. I fully support all of these efforts, including [DoD]’s efforts to implement the new National Security Personnel System. My steps will be outlined in my goals as a product of my 90-Day Plan.

C: Several members of Congress have claimed that the Defense acquisition process is broken and must be reformed. What changes do you foresee in the process DoD uses to procure products and services?

JF: The acquisition process has undergone significant transformation initiatives for over two decades, including the Packard Commission in 1986.¹ The results of these transformations have been mixed, at best. Today we are uniquely positioned to make lasting change because of the alignment between the DoD, military and Congress in an open and transparent debate. We are joined at the hip — integrating the requirements, budgeting and acquisition stovepipes — and are motivated. Experiments and [pilot programs] are being conducted to consider acquisition decisions much earlier in the process, with more hardened [concepts of operations] requirements and technology maturity. We are striving to provide alternatives for decision making that present options

(Background) Aerial photograph of the Pentagon with the River Parade Field in Arlington, Va. (DoD photo by Air Force Tech. Sgt. Andy Dunaway)

“Today we are uniquely positioned to make lasting change because of the alignment between the DoD, military and Congress in an open and transparent debate. We are joined at the hip — integrating the requirements, budgeting and acquisition stovepipes”



from within a portfolio of possible solutions to meet the needs of DoD — warfighters first. In addition, Science and Technology, Business Systems and Logistics are representative of DoD products and services that are also in the midst of these process improvements.

Equally important, we must address our roles and responsibilities to facilitate accountability. And to that extent, Mr. Krieg's initiative for a Human Capital Strategic Plan will be a cornerstone toward building our organization with the right people in the right place with the right support.

C: Many acquisition leaders have expressed concern about the age of the Defense acquisition workforce. How does DoD plan to respond to the near-term retirement of so many experienced acquisition professionals?

JF: The age of the Defense acquisition workforce is being addressed by Mr. Krieg as part of the AT&L Human Capital Strategic Plan. I expect that the Strategic Plan will be utilized to generate action plans to address near-term retirements as well as other critical areas.

C: Have you worked with DCMA in the past? If so, what were your experiences?

JF: Yes, I have worked with DCMA in the past. My most recent experience, prior to [working in] the government, was as president of General Dynamics Information Systems, based in Bloomington, Minn. We had an excellent rapport and team partnership with DCMA. We worked together, measured performance and shared our respective business practices to achieve best-of-best results. I was impressed with DCMA's professionalism, proactive tendencies and willingness to work together.

C: What are your goals and expectations for DCMA?

JF: I expect DCMA to remain and grow as a valuable member of our acquisition team as our DoD business enterprise continues to transform.

C: How do you define good customer service? In what ways can DCMA best and most effectively support its primary customers, the military services?

JF: Books are written on this subject, and the customer ultimately decides good from not-so-good. My short version: customer service is providing solutions with a sense of urgency. DCMA's roles and responsibilities are being accomplished with proactive, team-oriented participation in a dramatically changing landscape of requirements. I believe DCMA is doing a great job for the military services, realizing that we have limited resources from which to service our customers.

(Above) Deputy Under Secretary of Defense for Acquisition and Technology James I. Finley

¹ In Executive Order 12526, issued July 15, 1985, President Ronald Reagan charged the "Blue Ribbon Commission on Defense Management" to study the issue surrounding defense management and organization and to report its findings and recommendations. Caspar Weinberger was the Secretary of Defense when the final report was issued in June 1986. The Chairman of the Commission was David Packard, thus the Commission is often called "The Packard Commission."

Source: *The Packard Commission — A Bibliography*, 2004, Defense Acquisition University, 16 May 2006, <http://www.dau.mil/library/blue_ribbon.asp>.

Aeronautical Systems Division: Passionate Professionals at DCMA Boeing St. Louis, DCMA Seattle, DCMA Wichita and DCMA Mesa



by Ms. Ann Jensis-Dale, Congressional and Public Affairs Advisor, DCMA
 Aeronautical Systems and Naval Sea Systems Divisions

“Passion is not necessarily something we have, it is something we choose.”

— Susan Scott



Passion and love of work are evident at DCMA Boeing St. Louis, DCMA Seattle, DCMA Wichita and DCMA Mesa. This common theme was prevalent when I had the opportunity to meet with and speak to a variety of DCMA employees in the Aeronautical Systems Division. Let me introduce you to a few of our teammates in Aeronautical and the work they do for our customers every day.

Mr. Charles Banks has been a program integrator (PI) with DCMA for almost 30 years. The best way he describes his day is “hectic, putting out all kinds of fires,” but that is also the most rewarding part of his job. “Those kinds of days are when I feel that I earn what they pay me. I help people, make the right decision and make something happen. When it hits the fan, I have the opportunity to make it better — that is where I get my satisfaction.” said Mr. Banks.

Mr. Banks is responsible for the Joint Primary Aircraft Training System (JPATS), which is a training aircraft used by the U.S. Air Force and U.S. Navy to train entry-level students in the fundamentals of flying so they can

transition into advanced training. Once the training is completed, students can qualify as military pilots, navigators and Naval flight officers.

The importance of this program was evident in a recent training flight performed by a student pilot. During the flight, the student and instructor simulated an engine failure and landed the aircraft safely. However, while conducting a second test flight, the engine suffered a real failure when one of the engine blades cracked and exited out the side of the engine. “So the pilot who just completed the simulation then had to do the real thing,” stated Mr. Banks. A decision had to be made to either eject out of the aircraft or land the plane safely. They landed and saved the aircraft. “I was tasked to work with the experts on this aircraft to investigate what happened and to ensure those planes are safe,” said Mr. Banks. “I worked with a variety of experts who are all-important to the process. What is humbling to me is that they chose me. They have the confidence in me to work an issue and get a solution.”

Passion and love of work are evident at DCMA Boeing St. Louis, DCMA Seattle, DCMA Wichita and DCMA Mesa.

Mr. Banks has been with the JPATS program since the initial contract was awarded 10 years ago. “I have been the PI for the life of the program, which began in February

(Above) Sitting on an Apache AH-64D Longbow at Boeing’s facility in Mesa, Ariz., from left: Army Master Sgt. Allan Holcombe, Army Sgt. 1st Class Jason Sheer, Army Chief Warrant Officer 5 Peter Lautzeheiser, Army Chief Warrant Officer 3 Edward Ollila, Army Chief Warrant Officer 3 Paul Kiszely and Mr. Terry Kennemer. (DCMA staff photo)

“DCMA Mesa has delivered nearly 500 Apache helicopters and never once missed a production or delivery schedule. That is exciting and memorable.”

1996,” he said. “I have also had the opportunity to have the same quality assurance representatives [QARs], Mr. Richard Duggan and Mr. Bob Harper, work with me since the start of the program,” Mr. Banks added.

Last April, Air Force Brig. Gen. Greg Feest, deputy director of Air, Space and Information Operations for Flying Training, accepted the 300th production T-6A (JPATS) aircraft in a ceremony at Raytheon Aircraft, Wichita, Kan. Mr. Duggan and Mr. Hopper were selected to provide the keys and deliver the aircraft to Brig. Gen. Feest. “Our QARs were chosen since they have made significant contributions to this program,” said Mr. Banks. “They are the ones who ensure it is right, sign [for] and deliver the aircraft day in and out for the life of the program.” He added, “You have a tremendous opportunity to make a difference in your work. I know the training will continue; we will keep training pilots, and I am contributing to the mission.”

From training to flying, the Aeronautical Division mission continues. Army Chief Warrant Officer 5 Peter Lautzeheiser is the Flight Operations chief at DCMA Mesa, Ariz., for the Apache AH-64D Longbow attack helicopter. As an Army pilot, he stated he has had a few close calls but never had a significant accident. He has three DCMA pilots assigned to his team. “DCMA Mesa has delivered nearly 500 Apache helicopters and never once missed a production or delivery schedule. That is exciting and memorable,” said Chief Warrant Officer 5 Lautzeheiser. “[Per month], we deliver eight helicopters, test fly three and perform about eight acceptance flights,” he continued.

An acceptance flight of an aircraft includes a test of every one of its systems. It is a lengthy process that begins well before the flight with various ground checks. In addition to the ground tests, checks are performed on the emergency functions on the ground and during flight. A check is made of all fire extinguisher systems for various parts of the aircraft and the ability to continue with the flight.

(Above) DCMA Boeing Mesa employees, standing, from left: Ms. Jenny McLain; Army Chief Warrant Officer 3 Paul Kiszely; Army Lt. Col. Robert Marion; Mr. Terry Kennemer; Mr. James Denzien; Mr. Carl Crane; Ms. Mary Jo Beaver; Army Lt. Col. Rodney Williams; Mr. Paul Griffin; Mr. Kent Schvaneveldt; Mr. Larry Phelps; Ms. Ellen Yoachum; Ms. Kathy Cross; Mr. John Edwards; Ms. Jill Gordon; Mr. Mike Dion; Mr. Steve Frader; Mr. James Van Houten; Ms. Susan Burke; Mr. Ron Dedalis; Ms. Barbara Borlongan; Mr. Patrick Harris; and Mr. Ron Hardy. Employees on aircraft, from left: Army Master Sgt. Allan Holcombe; Mr. Ron Trejo; Ms. Kathryn Swanson; Ms. Mary Seeman; and Army Sgt. 1st Class Jason Sheer. (Photo by Mr. Mike Goettings)

DCMA Mesa will fly Apache Longbow #487 soon and looks forward to the scheduled delivery of aircraft number 500 on Aug. 9, 2006.

In addition to working for DCMA, what is the common thread that holds this team together besides the commander? The answer is the deputy commander, Mr. Gene Foster.

Mr. Foster has over 36 years of government service, 32 years with DCMA and four in the U.S. Army. He has served as a deputy commander continuously for the last 12 years, approximately four years each at DCMA McDonnell Douglas, DCMA Southern Europe and DCMA Boeing St. Louis. According to Mr. Foster, the deputy is the commander’s alter ego and the continuity of the organization. “The commander may not have the history, all the information, but the deputy does. He has been down that road before,” he said. “I had been very fortunate to have worked with great commanders who all have been different and held a variety of talents. The relationship with the commander must be a close one,” he continued.

According to Mr. Foster, the greatest strength of the Aeronautical Division, and DCMA in general, is its people, a sentiment echoed by the DCMA employees I interviewed. As stated by Ms. Nadra Boulanger, “The essential conditions of everything you do must be choice, love and passion.” We have a variety of skills and knowledge combined with the passion to work together and get the job done.



Ground Systems & Munitions Division: A Happy Realignment Story for DCMA Phoenix



by Mr. Sam Rousso, Congressional and Public Affairs Advisor, DCMA Ground Systems & Munitions and Space & Missile Systems Division

At DCMA Phoenix, an organization that exemplifies the best of the Ground Systems & Munitions Division, the realignment story includes losses and gains, all the usual plot elements. But this story also includes elements of care and consideration and extensive planning.

Realignment at DCMA Phoenix is a two-part story. First, there was the loss of DCMA Boeing Mesa, where Apache helicopters are remanufactured and updated, which was realigned to DCMA Boeing St. Louis. Prior to this realignment, there was careful planning: the Agency checklist was downloaded and reviewed. Training was developed and conducted, as DCMA Boeing Mesa personnel would be facing decentralization of certain business processes, and they would have to input data on certain forms.

Army Col. Peggy Carson, DCMA Phoenix commander, explained that certain business processes, such as document input, were done centrally at DCMA Phoenix but would be decentralized when the DCMA Boeing Mesa

personnel were realigned under DCMA Boeing St. Louis. "There were some workarounds we had to develop on the fly," she said, "but everything worked and everyone got paid."

In the second phase of its realignment, DCMA Phoenix absorbed one team from DCMA Houston and, temporarily, one part of DCMA Dallas' workload. The Houston team is comprised of six people, who were realigned to either DCMA Phoenix or DCMA Dallas. Their realignment to DCMA Phoenix went relatively well. However, their movement left a shortage of property administration personnel for DCMA Dallas. As a temporary solution, the realigned property administration personnel spend a small percentage of their time on work for DCMA Dallas.

"There were some workarounds we had to develop on the fly," she said, "but everything worked and everyone got paid."

The DCMA Houston team deals with the contracts of Kellogg, Brown and Root (KBR) with primary contract focus on the Logistics Civil Augmentation Program (LOGCAP), or non-combat support for our troops in Iraq, Afghanistan and other nations in the Middle East. Although Col. Carson feels that the KBR contract workload is now properly adjusted, for several months change has loomed large on her agenda, and preparing for and dealing with



(Above) Army Col. Peggy Carson (right), with the newest additions to DCMA Phoenix, the KBR (LOGCAP) team in Texas, from left: Ms. Beverly Cheney, Ms. Olivia Carter, Ms. Maria McNamara, Mr. Jerry Conry, Ms. Patti Avery-Bangert and Ms. Sandra Guidry-Morris (DCMA staff photo)

“In developing the training, we visited [DCMA] Houston and saw what their workload was like. We wanted to make sure that nobody felt that it was a sink-or-swim situation.”

change can be difficult. “The good thing about it is that no one has felt orphaned,” Col. Carson said. “When Boeing Mesa left, we made sure they knew that we’re here if they need us.” Ms. Carmel Burke, chief, DCMA Phoenix corporate support team, said bringing the KBR team to DCMA Phoenix was the more challenging of the two transitions. She explained that although her team had to prepare DCMA Boeing Mesa to input their own data into the Electronic Data Warehouse, the Phoenix team had to become familiar with procedures for the LOGCAP contract in order to be able to assist the KBR team.

In making the changes, it helped that the numbers were so small — approximately 35 people were involved in the DCMA Boeing Mesa switch, six of them in Houston. Also facilitating the change were the members of the DCMA Phoenix transition team led by Ms. Burke and Ms. Kathy Eikren and including Ms. Cathy Schroeder, Ms. Beth Harris, Ms. Kelly Schreiber, Mr. Rex Wilson, Mr. Ben Richardson and Mr. Jim Treadwell in Houston.

The transition team developed training sessions to familiarize employees with new processes and procedures, and the sessions received rave reviews. “The approach we took was welcome



and appreciated,” Ms. Burke said. “In developing the training, we visited [DCMA] Houston and saw what their workload was like. We wanted to make sure that nobody felt that it was a sink-or-swim situation.”

With intensive effort and a conscious desire to ensure that no one felt abandoned or isolated, the DCMA Phoenix realignment story turned out to have a happy beginning, middle and ending. Isn’t that what good stories are all about?



(Top) The lunar lander, which is being worked on by DCMA NASA products operations as part of NASA’s Project Constellation, nears the Moon in this artist’s concept. (Image courtesy of NASA/John Frassanito and Associates)

(Above) The RS-68 engine, which is being developed by Pratt and Whitney at their Canoga Park, Calif., site, pushes the Project Constellation spacecraft from the Earth to the Moon. (Photo courtesy of NASA)

(Left) The Project Constellation spacecraft begins Trans-Lunar Injection in this artist’s concept. (Image courtesy of NASA/John Frassanito and Associates)



International Division: Taking Care of Soldiers' Life-Support Systems at DCMA Southern Iraq



by Ms. Dianne Ryder, Public Affairs Specialist, Office of Congressional and Public Affairs

Navy Capt. Walter Melton, DCMA International Division director, chose DCMA Southern Iraq as the CMO that most exceptionally demonstrated successful implementation of performance-based management principles and achievement of positive customer outcomes.

In addition to providing Contingency Contract Administration Support for Operation Iraqi Freedom, DCMA Iraq also supports Iraq's humanitarian and reconstruction efforts, performing contract administration services for the Army's \$5.8 billion Logistics Civil Augmentation Program (LOGCAP). LOGCAP provides life support, supply and transportation services for the 150,000 U.S. and coalition forces at 80 forward operating bases (FOBs), of which DCMA Southern Iraq supports 30.

DCMA Southern Iraq, commanded by Army Lt. Col. Kevin Pope at Camp Slayer, consists of 17 employees (one commander, one operations officer, five administrative contracting officers (ACOs), nine quality assurance representatives and one property administrator.

Mr. Nick Nguyen, 4th Infantry Division (4ID) and Special Forces ACO at Fire Base Bennett said, "The best way to serve customers is for me to become part of their team. ... I have come to know their operational tempo and intricate needs by establishing a good rapport and a trusting working relationship."

According to Mr. Nguyen, the biggest challenge of serving customers in a contingency situation is being able to provide the best support within the legal

boundaries of the contractual requirement. "You have work within the framework that is provided in the statement of work, [which] serves as a guideline requirement but can be restrictive. Sometimes I need to be resourceful in order to serve our customers and still maintain the integrity of the contract."

Air Force Maj. Allen K. Martin, an ACO in DCMA Southern Iraq, agreed: "Some of the unique challenges are you can't just jump in a car and visit an FOB. Since I travel by BLACK HAWK helicopter, it takes planning and cooperation from the weather for a successful visit. Another challenge is customers' expectations. Customers expect an instant 'fix' to their problems. I constantly remind them it is a process and sometimes the process can be rather lengthy." And "lengthy" is a relative term. In a peacetime environment, "lengthy" can be weeks and months; in this war zone it could be days and hours." He added, "My main customer is the 4ID. The way I best serve them is by going to different outlying FOBs to check on projects. The customers are very appreciative that the ACO takes time to visit and support them. I feel it's my responsibility as an ACO, [since] I'm the person who takes care of the soldiers' life-support areas so they can focus on the fight."

Air Force Capt. Kevin R. Hobbs is an ACO whose primary customers are in the Multi-National Division-Central South (MND-CS), which includes military forces from Armenia, Denmark, El Salvador, Kazakhstan, Latvia, Lithuania, Mongolia, Poland, Romania, Slovakia,

"The best way to serve customers is for me to become part of their team."

“I’m the person who takes care of the soldiers’ life-support areas so they can focus on the fight.”

Ukraine and the United States. “Two unique challenges of serving MND-CS are communication and avoiding the perception of preferential treatment. [Most] customers are from countries other than the U.S. Some speak English well and others don’t. Sometimes it’s necessary to get a translator involved to ensure there is no communication breakdown! The other challenge is to avoid preferential treatment. MND-CS is made up of many different coalition partners, and it’s important

that each partner receives the same quality of services under LOGCAP. It’s imperative that ACOs ensure their decisions and scope determinations are consistent and fair. If you authorize something for one national element but not another, you lose credibility and potentially create an incident that becomes very political.”



Supporting your customers in Southern Iraq is really no different than supporting your DCMA customers back stateside. At the end of the day, we are still required to oversee the contract and ensure quality control of the contract. The only real difference here is it is very hot, [improvised explosive devices] are a constant threat, you seem to work all the time and you are away from friends and loved ones. ... The contract we manage here in theater is the Logistics contract for the Army, so we really are supporting the warfighter right here on the front lines and trying to ensure that the troops are taken very good care of.”
 – Air Force Capt. Loyd Childs, ACO, Logistics Support Area Adder, Iraq



(Above) Current members of the DCMA Southern Iraq team, from left: Mr. Bill Reines, property administrator; Air Force Capt. Shaun Hunt, administrative contracting officer (ACO); Mr. Gary Rusich, quality assurance representative (QAR); Army Lt. Col. Kevin Pope, DCMA Southern Iraq commander; Mr. Larry Burson, QAR; Air Force Maj. Allen Martin, ACO; Army Lt. Col. Brent Carey, LOGCAP support officer; Army Maj. Donna Williams, LOGCAP support officer; Air Force Capt. Trinie Harrington, operations officer (DCMA staff photo)

CUSTOMER FOCUS

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Contract Management Offices—The Heart of DCMA

Space & Missile Systems Division: A Strong and Solid Bond Among Employees at DCMA NASA Product Operations



by Ms. Eleanor Arredondo, Office Automation Assistant,
 DCMA NASA Product Operations

Many offices within the Department of Defense (DoD) have experienced geographical realignments in the last year. Although these changes can be challenging, at DCMA there are many success stories that showcase

the vision and values of these reorganizations. The leaders and employees at the Space & Missile Systems Division’s DCMA NASA Product Operations (NPO) exemplify the integrity and dedication that results in exceptional working

It was a test of duty, teamwork, loyalty and, more importantly, personal courage that occurred when NPO was impacted by the destruction and devastation of Hurricane Katrina.

relationships and efficient customer service to accomplish mission goals.

In April 2005, DCMA NPO, formerly known as DCMA San Antonio, relocated to the Army base at Fort Sam Houston, Texas. Despite the months of coordination required among DCMA District West and the NPO Mission Assistance Group, employees demonstrated their willingness to participate in and assist with this transition. The cooperation, patience and honest communication among the teams that offered to help with the move benefited everyone.

The DCMA realignment resulted in a truly transcontinental organization. The merger involved part of the former DCMA San Antonio and included DCMA Pratt & Whitney (Canoga Park, Calif.), DCMA ATK Thiokol (Brigham City, Utah), DCMA Johnson Space Center (Houston), DCMA Kennedy Space Center (West Palm Beach and Orlando, Fla.), and the DCMA Michoud/Marshall/Stennis Support Center (New Orleans and Mississippi). For DCMA NPO, the result is 15 teams and 379 dedicated employees. With the reduced product line, predominantly related to the Space Shuttle, DCMA NPO still has 230 contracts with a face value of nearly \$48 billion. This CMO is also working on the future human spaceflight initiatives.

Overall, Air Force Col. Jeffrey Brand, DCMA NPO commander, stated that the reorganization and realignment went smoothly. Although there were a few minor issues, notably the need to appoint timekeepers for teams without a management assistant, Col. Brand said, “It was a fairly common problem and one that was relatively easy to work around then fix.” The staff volunteered to perform the timekeeping duties to ensure no delays with payroll.

(Right) Mr. Greg Stefanvoic, at work DCMA Johnson Space center (DCMA staff photo)

Another problem a few activities reported was that some employees with specialized skills were realigned, and there were no backups to perform the same work at the losing activity. Even though a few offices are still dealing with this issue, the usual solution has been a “sharing” of the resource or skill.

Later, another challenge would impact the larger geographical region that now encompassed DCMA NPO. It was a test of duty, teamwork, loyalty and, more importantly, personal courage that occurred when NPO was impacted by the destruction of Hurricane Katrina. Although everyone watched the television daily, notification confirmed that many team colleagues at the Louisiana, Mississippi, Texas and Florida locations were affected by the hurricane. The sincere concern among fellow employees who wanted to help with relief efforts resulted in reassurance for so many associates who had lost their homes and personal belongings.

Col. Brand and the DCMA NPO deputy commander, Ms. Susan Jackson, began coordinating a team of associates to help with immediate relief efforts. On board to assist were Ms. Kate Fernandez, the commander’s executive assistant; Mr. Ron

The cooperation, patience and honest communication among the teams that offered to help with the move benefited everyone.



The outcome of this experience is how the NPO teams have remained united as a family and a community. It's evident that the bond among these professionals has remained strong and solid.

Stephenson, the management support administrative officer; Mr. Grady Reynolds, the tertiary commander for the Marshall/Stennis Space Group; Mr. Albert Guzinski, Web designer; and Mr. H. Douglas White, the safety specialist.

Mr. White contacted the American Red Cross to begin the task of locating his associates. He also contacted other disaster relief organizations for additional guidance to advise supervisory personnel on available emergency services. Mr. Guzinski designed an emergency Web site to keep lines of communication open and available to any employee who needed to contact the organization. Mr. Reynolds worked tirelessly to locate his employees and remains as the heart and soul behind Marshall/Stennis. Ms. Fernandez assisted with payroll and Mr. Stephenson ensured other administrative assignments were accomplished.

Ms. Jackson also remained in constant communication with area supervisors and invested countless hours daily to personally help and reassure affected employees. There was also a tremendous response from NPO employees who volunteered to help with numerous tasks: some employees offered their homes to lodge associates, and others assisted in compiling a list of employees who were located and safe. Updates were continuously provided to the commander and deputy commander.

Although this was a stressful and sad time for everyone — Col. Brand said that “the damage was tremendous; there still is no housing in much of the disaster area” — the organization persevered. Employees continued to comfort team colleagues who had to rebuild their lives. In time, associates returned to work, but the tragedy of the devastation made an impression no one within NPO can easily forget. The outcome of this experience is how the NPO teams have remained united as a family and a community.

It's evident that the bond among these professionals has remained strong and solid.

As the anniversary of last year's hurricane approaches, Col. Brand and his staff are applying the lessons learned. There is also reason to look forward to the future with anticipation. NASA has announced that the Space Shuttle, an example of 1970s technology, will cease flying in 2010. DCMA NPO is already working with the customer on the Shuttle's replacement, which is expected to be online by 2014.

Another major initiative now under way is the planned return of astronauts to the moon, and work has already begun at the two propulsion contractors, Pratt & Whitney Rocketdyne and ATK Thiokol. The designs that brought the first men to the moon almost 40 years ago will be upgraded. The CMO is also working on the Extended Expendable Launch Vehicle program.

Overall, the realignment of DCMA NPO has had a positive effect and made DCMA NPO a strong member of the Space & Missile Systems Division. According to Col. Brand, “The realignment has improved our ability to react and support the customer. Our new alignment has helped customers and our people by better enabling us to reach customer-based outcomes.”



(Above) From left: Mr. Alan Brewer, NASA's manager of test equipment in the Sonny Carter labs; Ms. Lindy Bayer, DCMA Liaison to NASA, Johnson Space Center; and Mr. Greg Stefanvoic, software quality assurance specialist, DCMA Johnson Space center (DCMA staff photo)

Naval Sea Systems Division: DCMA Virginia's Culture of Contrast



by Mr. Tom Gelli, Chief, Congressional Affairs, DCMA Headquarters

Headquartered in a small business park just a cannon shot from the historic Manassas battlefield, DCMA Virginia continues to shrug off the persistent suggestion that it is a first among equals. Nonetheless, as the contract management office (CMO) closest to the Headquarters flagpole, and one flanked by the many Defense industry corporate offices that dot the Washington beltway, DCMA Virginia might well be justified in accepting that distinction.

Comprising five secondary-level field offices, including two in North Carolina, DCMA Virginia features an operational mosaic of experience and youth, city and country, high-tech giants and mom-and-pop enterprises. As such, it should come as no surprise that DCMA Virginia's customers include all the military Services, though almost two-thirds of the work done on its nearly 42,000 contracts is in support of the Navy, a fact that places it under the Naval

Sea Systems Division on the Agency's recently reconfigured organizational chart.

Among the big-ticket programs benefiting from DCMA Virginia's oversight are the Zumwalt-Class Destroyer, the Littoral Combat Ship, the Marine Corps Expeditionary Fighting Vehicle and the Army's Future Combat Systems. The CMO's list of 1,500 contractors under its purview include all those perennially found on the Department of Defense's top ten, as well as hundreds of lesser-known ones that fill a variety of specialty niches.

"In many respects, our workload differs from that of other CMOs," says DCMA Virginia Director Ms. Anita Sharninghouse. "Traditionally, we have had an enormous contract close out workload. But today that's just one of many work drivers. We're now pulled in many other directions, including engineering development, software development and system design."

Ms. Sharninghouse, who formerly headed DCMA Orlando, finds that commanding

"Traditionally, we have had an enormous contract close out workload. But today that's just one of many work drivers. We're now pulled in many other directions, including engineering development, software development and system design."



(Above) DCMA Virginia Director Ms. Anita Sharninghouse, flanked by Technical Operations Group Chief Mr. Victor Dias, at the CMO's headquarters in Manassas, Va. (DCMA staff photo)

Though its predecessor organization, DCMA Manassas, was known as the “contract-closeout capital,” today’s DCMA Virginia, with unliquidated obligations hovering around \$8 billion, is spinning many plates, of which closeout is just one.



a CMO in the Washington, D.C., metropolitan area comes with its own set of challenges. “The high concentration of corporate offices around the Washington beltway contributes to a heavier-than-typical per-capita workload,” she says. “That, combined with the high cost of living in this region, tends to cause higher-than-average attrition and gives rise to personnel-recruitment concerns in the highly competitive Washington job market.”

“Every day our people find themselves confronting the non-routine, the ad hoc and the unprecedented.”

“It’s the ‘double d syndrome’ — difficulty and diversity of work,” offers Ms. Donna Albrizio, DCMA Virginia deputy director. “Our daily work ledger includes

nearly every functional element of contract management. Every day our people find themselves confronting the non-routine, the ad hoc and the unprecedented.”

But all that does little to curb the vigor and drive of the 252 individuals who rise each workday morning to face the challenges emanating from mid-rise corporate offices in northern Virginia, high-tech “skunk works” in central North Carolina and lunch-pail production facilities on the shores of the Chesapeake Bay. Though its predecessor organization, DCMA Manassas, was known as the “contract-closeout capital,” today’s DCMA Virginia shows no resemblance to a one-trick pony. With unliquidated obligations hovering around \$8 billion, DCMA Virginia is spinning many plates, of which closeout is just one. Of particular note is the increased involvement in pre-award analysis and reviews, as the CMO’s pricing analysts, engineers and administrative contracting officers work closely with buying-activity officials in formulating solicitations and scrutinizing contract proposals. “And if the buying activity asks us to do so, we’ll even serve on source selection boards for large programs,” offers Mr. Victor Dias, chief of the Technical Operations Group.

Also notable is DCMA Virginia’s extensive work forging Forward Pricing Rate Agreements. “These agreements make it possible for a buying activity to use pre-negotiated pricing rates we’ve hammered out with contractors on their respective proposals,” says Ms. Theresa Beatty, former chief of the Contracts Operations Group.

(Above) Contract Operations Supervisor Mr. Brian Mazanetz directs a team that works on 5,900 contracts, most of which belong to the Navy. A degreed industrial engineer, Mr. Mazanetz has been a member of the DCMA Virginia family for close to 23 years. (DCMA staff photo)

Even in the face of a growing workload and nagging staffing shortfalls, life in DCMA Virginia is hardly a humdrum affair.

“This saves considerable time — time that otherwise would be needed to go in and examine each labor category and agree on a rate for each.”

Yet despite its diversified nature, the mission of DCMA Virginia is firmly tethered to and driven by a common principle: performance-based management (PBM). With CMO officials leading the charge, DCMA Virginia has waged a fervent campaign to develop individual performance plans that link to desired customer outcomes within the PBM framework. “This is a must-do endeavor,” offers Ms. Sharninghouse. “We must have every employee understand what needs to be done to help the customer be successful. By the same token, we are embracing PBM as a tool that enables us to tell the customer what to expect from DCMA in terms of resources, strategies and performance levels for their programs. And we are committed to giving proper attention to all programs, not just ones falling within the purview of the Naval Sea Systems Division.”

Even in the face of a growing workload and nagging staffing shortfalls, life in DCMA Virginia is hardly a humdrum affair. With a relatively low (for DCMA) workforce median age of roughly 40, DCMA Virginia takes dead aim at any possibility that life there could become all work and no play. Holiday parties, bowling competitions (with the losers footing the bill for sundaes for all), summer outings, golf tournaments, pizza lunches and team-building social events are well-woven into the CMO’s cultural fabric. In fact, at the CMO’s Manassas headquarters, the Wednesday morning bagels-and-muffin klatch has become an honored tradition on the second floor of the v-shaped, two-story building DCMA shares with the Federal Probation Office and a commercial realty firm.

To the extent allowed by the work demands, employees may avail themselves of flexible work schedules, telework options and management-sanctioned fitness and health programs. Though the official workday for the 115 employees at the Manassas location can start as early as 6 a.m. for early risers, there is a contingent of folks who routinely arrive thirty minutes earlier in order to beat the traffic. Others prefer a later schedule that ends no later than 6 p.m. All this, as well as an abundance of cross-training and career-development opportunities, has helped DCMA Virginia fashion a particularly good rapport with the union. “It’s a true partnership,” says Mr. Dias, describing management’s relationship with the union. “Issues rarely surface, but when they do, they are usually resolved fairly, objectively and with little rancor.”

But even an amicable work environment is not enough to shield DCMA Virginia from the heavy fallout of today’s human-capital crunch. Currently, the CMO is operating with 30 — or about 11 percent — fewer people than authorized. The understaffing is particularly evident in the contracting and technical disciplines. And this tussle with attrition — the contemporary Battle of Manassas, if you will — is destined to be more than just a passing skirmish, as DCMA Virginia employees seek what they believe are greener pastures with other federal agencies in the metropolitan Washington area. Others simply seize career opportunities in lower-cost-of-living locations. And, of course, there are those who get conscripted into service just down the highway at Agency Headquarters.

Moreover, because of its proximity to the Agency head shed, DCMA Virginia is often selected to be the test site for Headquarters-devised initiatives and pilot projects. Of late, the CMO has served as the proving ground for International Trusted Agents Training, the

DCMA Virginia — from Roanoke to Raleigh — is indeed a bellwether in the Agency's transformation to a customer-focused, performance-based organization.

Customer Relations Management Tool and the e-Tools Training Pilot Program. Though the role of testee can further pinch the CMO's already-crammed work log, it usually places DCMA Virginia in the vanguard for most new programs, as was the case with Metrics Manager, for which DCMA Virginia remains a recognized pacesetter.

Despite the heavy and varied workload, the personnel-management challenges and the occasional nettles endemic to a metropolitan backdrop, DCMA Virginia — from Roanoke to Raleigh — is indeed a bellwether in the Agency's transformation to a customer-focused, performance-based organization. As the hard-

working and adaptable members of the DCMA Virginia team are quick to point out, it is, after all, just a simple matter of culture.



(Above) Contract Operations Support Supervisor Ms. Carol Spinner, who has been with DCMA for 17 years, coordinates the work of a diverse cadre of 16 specialists scattered throughout Virginia and North Carolina. (DCMA staff photo)

Special Programs Division: What Do You Need to Know?



by Ms. Dianne Ryder, Public Affairs Specialist, Office of Congressional and Public Affairs

Special Programs South is the contract management office (CMO) chosen as the best at meeting the challenges of performance-based management (PBM) within the Defense Contract Management Agency Special Programs (DCMAS) Division. DCMAS has been providing contract management and administration support across the country since it was established by Department of Defense Directive 5205.7, paragraph 5.2., in 1983.

Mr. Philip Yacovoni, deputy director, DCMAS South, informed me that much has changed over the past year and a half. In July 2005, the group was formally acknowledged and recognized as a DCMA Division, reporting directly to DCMA's director. "Our customers requested this change, and it also affords us the opportunity for better collaboration with mainstream DCMA Divisions/CMOs and their leadership. We have the same type mission that DCMA does ... and we still follow the [Federal

“We have the same type mission that DCMA does ... however, we operate differently in some areas and have some unique challenges,”

Our employees get the opportunity to work on programs involving the development of cutting-edge technology.

Acquisition Regulations/Defense Federal Acquisition Regulations Supplement], engage in PBM and have the same [Defense Acquisition Workforce Improvement Act] requirements as everyone else; however, we operate differently in some areas and have some unique challenges,” said Mr. Yacovoni. “Our main customers are the Services and other agencies. We’re chartered to perform technical, logistical and contract administration tasks associated with Special Access Programs.”

The South CMO’s success in PBM stems from the active involvement and support of its leadership team. From the CMO director down to the first line supervisor, everyone is engaged and fully embraces the principles of PBM — it is not something that is merely talked about. When a team

leader requests additional resources, he or she must articulate to the CMO director or the deputy what customer outcomes and which customer-DCMA Memorandum of Agreement Metrics/Standards the resources will support. Additionally, the leadership of the CMO visits various team locations and has the teams present mini Command Operational Briefs. Based on the results, additional PBM training is tailored and given on-site by the CMO leadership during these visits. This approach demonstrates to employees the commitment of the CMO leadership and the value of PBM.

The obstacles and challenges of implementing PBM in DCMAS work are fairly obvious: lack of free-flowing information and the inability to easily replace employees. “Not everyone who is briefed on the programs can share information freely, and not everyone is briefed to all programs; everything is compartmentalized,”

said Mr. Yacovoni. “We are required to use multiple computer systems and always must be mindful that we are using the proper system for the information being transmitted.” The nature of the work requires that it be done in approved program spaces and through secure channels. Program-approved space is defined as not only an area where secret information can be discussed and stored but one with alarm/surveillance systems, high-level locks on doors, redundant security checks and unique storage requirements. “Due to the fact we work in an enhanced security environment, even Web-based applications are not permitted,” Mr. Yacovoni explained. Another significant challenge is the length of time it takes for employees to get the necessary security clearances. This can create personnel shortages as hiring authorities wait on the clearance process. In Mr. Yacovoni’s words, “In locations where we are one deep,” and this can cause significant temporary duty obligations.

DCMAS is an exciting Division in which to work. “Our employees get the opportunity to work on programs involving the development of cutting-edge technology. We have offices across the country and look for experienced personnel who can hit the ground running and work independently,” Mr. Yacovoni said. “Because of the nature of the work, some of our positions are higher graded and can offer excellent promotion opportunities.”

The employees at DCMAS South are certainly of the highest quality and collectively provide an excellent representation of DCMA’s Special Programs Division.

“Not everyone who is briefed on the programs can share information freely, and not everyone is briefed to all programs; everything is compartmentalized,”

Employees' Thoughts on Realignment: Part II



The Defense Contract Management Agency's (DCMA's) realignment from four geographic-based Districts into four product-aligned Divisions and seven operational Centers has involved a tremendous amount of change. In this second installment of a two-part article, we asked employees from the Ground Systems & Munitions and Space & Missile Systems Divisions how the changes are affecting them and their customers. Due to space constraints, we are unable to print each respondent's comments in full. We would like to thank all who participated for taking the time to share their thoughts with us.



Ms. Lindy Bayer
*Customer Liaison Representative,
Johnson Space Center (Texas)
DCMA Business Support Unit
Space & Missile Systems Division*

Communicator (C): What are some of the challenges you are encountering with realignment?

LB: I may be in a rather unique position. As I moved into my new assignment as a CLR [customer liaison representative] at Johnson Space Center [JSC] last year, NASA Products Operations [NPO] was standing up. NPO personnel faced many challenges setting up their new organization, and I was able to assist them at times. This change helped me by placing the major DCMA offices supporting JSC into one organization — the NPO. This allowed me a single focus for DCMA that provides direct support to NASA JSC. [As a result], I did not face any real problems with the realignment.

C: Do you think realignment will enhance communication with our customers — how so?

LB: My customer has benefited from the realignment creating the NPO. Many times issues crossed DCMA organizational lines, often leading to many different responses to the customer. With the establishment of the NPO, JSC gets one response — the best response — from NPO.

Identifying which DCMA office handled a certain contract or issue was often time-consuming. Now if a customer needs to ask a question on how DCMA handles an issue, they have one place and only one place to look. My NASA JSC customer is thrilled with my ability to get quick results. I don't have to search the country for a specialist in space concerns — I know right where to locate him or her!

C: What has been the response thus far from your colleagues and customers?

“DCMA Lockheed Martin Orlando, like most CMOs, has encountered many challenges with realignment: ... a lack of communication, command and control challenges, customer engagement strategy and internal reorganization.”

LB: Speaking as a CLR, this move is great! It really allows DCMA to focus on the customer and ensures that specialists who understand the customer's products and services are developed. My JSC customer has been able to utilize many of the benefits offered by the NPO.



Army Lieutenant Colonel

Daryl Conklin

Commander

DCMA Lockheed Martin Orlando (Fla.)

Ground Systems & Munitions

Division

C: What are some of the challenges you are encountering with realignment?

DC: DCMA Lockheed Martin Orlando, like most contract management offices [CMOs], has encountered many challenges with realignment. For simplicity's sake, I will narrow the challenges down to: a lack of communication, command and control challenges, customer engagement strategy and internal reorganization. These viewpoints are strictly from my position as a tertiary commander who has not been privy to the decisions made by integrated product teams and senior management.

C: What are you doing to meet these challenges?

DC: In November of 2005, having received no further instruction on realignment, we sent a request through command channels requesting guidance on where to begin engaging for the pending realignment. The answer that came back was to wait because there was no guidance. [Thus] the CMO decided to try and offset some of the pain from not having the right skills mixes in place once we realigned under DCMA Raytheon Tucson. The CMO sent out a request within DCMA Orlando, asking for interested parties to fill functional positions where we anticipated a need for a skill that we currently did not have. Once

the names were received, we engaged with our higher headquarters, DCMA Orlando, to discuss possible laterals, job series changes, hiring, etc. to try and offset impending skill imbalances. We were able to identify internal assets that could fill critical vacancies and gain permission through DCMA Orlando to go forward for outside hires to fill the rest. The next step by the CMO was to reorganize and define its “most efficient and effective” organization. The organization was designed along program-focused teams aligned by commodity with capability to optimize in-plant product assurance with a focus on supply chain management.

C: Do you think realignment will enhance communication with our customers — how so?

DC: To date, I have not seen a difference in customer communications. Realignment could improve communications with customers in the future, but as it is structured now there are too many reporting lines of communications. The information technology infrastructures are not mature enough to expect optimal use from the CMOs. Metrics manager, Enterprise Planner and a few other systems have been put out into the field before they are mature enough to use. If these systems become mature in the future, they may help to cut across Divisional boundaries. The CMO has been very proactive with its customers and has enjoyed good working relationships. I believe the customers are a little bit more focused in what they want at the program management level as we go through the drill of determining outcomes.

What has been a detriment in customer communications is all the time required to meet internal Agency requirements. In this CMO, the senior level leaders, my operations chief and team leaders and I have been thoroughly wrapped up in trying to develop customer outcomes and transform them into individual performance plans. We have been trying to make a workforce that has been guidebook-oriented for years do a 180-degree spin and orient

“I think the Center structure will allow us to respond more rapidly to customer demands. Our challenge will be to continue to engage our CMO counterparts on transportation issues affecting our joint customers.”

their efforts on their own job performances. Not an easy task and very time-consuming.

C: What has been the response thus far from your teammates and customers?

DC: My teammates are very confused and do not totally understand the reasons for realignment. Although multiple All Hands Meetings have been had with the CMO and information has been passed along as it comes in, the CMO is not solid on realignment, and I'm afraid they feel it is another flavor of the month. What is clear to them and has been pointed out to me is the establishment of more senior grades in the Agency. At the same time, we are unsure of where any administrative support will come from as the CMO realigns under [DCMA Raytheon] Tucson.

The concept for all CMOs with missile operations to fall under one CMO to gain efficiencies in skill mixes and knowledge sharing is noble but yet unproven. We are geographically separate from our gaining CMO, and sharing “missiles” knowledge is going to be a challenge. The types of missiles developed under each CMO are different, therefore negating the ability to share technical information readily. Sharing of knowledge can be done but will lead to an increase in travel costs.



Mr. Kenneth McManus
Supervisory Traffic Management
Specialist
DCMA Hartford (Conn.)
Transportation Center

C: What are some of the challenges you are encountering with realignment?

KM: Defining Center/CMO relations, particularly as concerns CMO support to Center personnel in

areas as disparate as security classifications, training, supplies and workspace assignment.

C: What are you doing to meet these challenges?

KM: Engaging in mutual give-and-take with our CMO partners and then routing lessons-learned through our Center, both vertically and laterally.

C: Do you think realignment will enhance communication with our customers — how so?

KM: Absolutely. I think the Center structure will allow us to respond more rapidly to customer demands. Our challenge will be to continue to engage our CMO counterparts on transportation issues affecting our joint customers.

C: What has been the response thus far from your colleagues and customers?

KM: Our colleagues at the CMO generally have questions about our organizational structure. Thus far, our day-to-day relationships with our customers generally have not changed.



Army Major John O'Neill
Commander
DCMA Detroit
Ground Systems & Munitions
Division

C: What are some of the challenges you are encountering with realignment?

JO: DCMA Grand Rapids' only challenge has been understanding the realignment itself — its parameters and purpose.

C: What are you doing to meet these challenges?

“I am absolutely convinced that the realignment will enhance communications across NPO. We have already begun to see improvements.”

JO: Information is flowed down from [DCMA] Detroit. It is that office that has assured that the workforce is prepared and confident.

C: Do you think realignment will enhance communication with our customers — how so?

JO: Our customer relationships have not changed.



Mr. Harvey Person
Director
DCMA Johnson Space Center
(Texas)
Space & Missile Systems Division

C: What are some of the challenges you are encountering with realignment?

HP: In general, the realignment has been a very positive force for DCMA Johnson Space Center [JSC]. It has given the CMOs that work on NASA programs a consistent and focused voice from DCMA. [Air Force] Col. [Jeffrey] Brand, [DCMA NASA Product Operations commander], has been extremely effective in communicating with the customers and DCMA [employees] at senior levels and establishing DCMA's approach to doing business with NASA. We may still have a few minor challenges with CMOs that have NASA work outside of NASA Product Operations (NPO); however, they are being worked at the appropriate level within DCMA.

C: What are you doing to meet these challenges?

HP: Where issues surface that appear beyond the day-to-day operational level, they are elevated to [the] San Antonio [office] where Col. Brand and/or [Ms.] Susan Jackson, [DCMA NASA NPO principal operating manager], look at them with a systemic view to determine whether we have a unique problem or one that requires attention across NPO.

C: Do you think realignment will enhance communication with our customers — how so?

HP: I won't attempt to address this question on a global basis; however, I am absolutely convinced that the realignment will enhance communications across NPO. We have already begun to see improvements, for example, in the way our customers develop letters of delegation (LOD) for use by DCMA. Historically, our NASA customers had different approaches to LODs, depending on which facility was developing the document. We are starting to see more consistency with our customers on how they work with DCMA. I would expect the lines of communication between DCMA and NASA to continually improve as both NASA and DCMA embrace the new culture under realignment.



Mr. Mark A. Pickart
Deputy and Acting Commander
DCMA ATK Thiokol (Utah)
Space & Missile Systems Division

C: What are some of the challenges you are encountering with realignment?

MP: DCMA ATK Thiokol has been through both the streamlining and realignment processes in the last few years. Originally, DCMA ATK Thiokol was streamlined under the DCMA Denver office. While this was a positive experience attributed mostly to the professionalism of Agency leaders, it was a rather poor alignment from a customer perspective. DCMA ATK Thiokol manages major solid propulsion programs for NASA and the Department of Defense [DoD]. The streamlining under the Denver office was challenged mostly because DCMA Denver's workload was geographically dispersed. We were a large resident facility with collocated customers. DCMA ATK Thiokol also has a significant NASA-reimbursable workload. While DCMA Denver and ATK Thiokol worked together to understand the [inner workings] of the reimbursable workload,

“A high degree of coordination and responsiveness from the Centers regarding CMO requirements will be needed to ensure that we meet customer expectations.”

it took a considerable amount of time for us to appreciate others' positions as they related to reimbursable earnings and full-time equivalent positions.

The realignment of DCMA ATK Thiokol under the NASA Product Group (NPO) has been a positive experience and is a very good fit. The NPO and tertiary commands have common goals aligned with our NASA customers [and] DoD, and we speak the same language. This natural customer alignment allows for focused DCMA attention at the NASA Centers provided by customer liaison representatives and tertiary commands responsible for delivering hardware in support of NASA space exploration missions. [Other] areas to be keenly aware of include the Centers of Excellence and support of customer expectations, particularly concerning safety. ATK Thiokol is considered a national asset and is critical to the Nation's solid propulsion industrial base. Our customers are very sensitive to this fact and continue to look to DCMA to remain diligent in performing contractor safety oversight. We cannot afford a safety stumble that puts DCMA employees and industrial base assets at risk. A high degree of coordination and responsiveness from the Centers regarding CMO requirements will be needed to ensure that we meet customer expectations.

C: What are you doing to meet these challenges?

MP: Communication and customer focus are paramount in helping us meet the ever-changing DCMA and customer environments. The NPO commander, deputy and staff have established very effective communication forums to include routine Performance Management Council meetings and tertiary commander and resident customer visits. Unfiltered management and employee feedback is a pillar of NPO's infrastructure and success.

C: What has been the response thus far from your teammates/colleagues and customers?

MP: We have had very favorable responses from our teammates, colleagues and customers. However, our customers are keeping an ever-watchful eye on DCMA and our customer outcome execution. Our reimbursable customers expect great things from DCMA, and we desperately need to deliver the goods. Realignments are good for DCMA, but at the end of the day, it's about the customer and delivery of flight hardware within expectations and contract execution.



Mr. Jerry Richardson

*Deputy
DCMA Springfield (N.J.)
Ground Systems & Munitions
Division*

C: What are some of the challenges you are encountering with realignment?

JR: The most significant challenge for our CMO was convincing other CMOs that we were not trying to steal their full-time employees and that our proposed realignment was for the good of the enterprise and our customers. There seemed to be a great deal of skepticism on the part of other CMOs when it came to moving teams from one CMO to another.

C: What are you doing to meet these challenges?

JR: In order to meet these challenges, we had to spend a lot of time communicating with other CMOs to convince them that our plan was in the best interest of the enterprise and the customer.

C: Do you think realignment will enhance communication with our customers — how so?

JR: I am convinced that realignment will enhance our communication with our customers, since focus has been narrowed from communication with over 40 customers to one program executive officer and six program managers.

“The true test will be our collective ability to routinely re-engage our customers at all levels to effectively communicate and resolve difficult challenges, allocate resources and develop operational relationships.”

C: What has been the response thus far from your employees and customers?

JR: Our employees and customers are looking forward to seeing improved results since we have been talking about it for several months. In light of all the time and effort we have invested in the realignment, we cannot afford to let it fail.



Army Lieutenant Colonel L. Frank Steinbugl

*Commander, Joint Systems
Manufacturing Center
DCMA General Dynamics Land
Systems (Ohio)
Ground Systems & Munitions Division*

C: What are some of the challenges you are encountering with realignment?

FS: The biggest challenge is now working with the new Division headquarters, as DCMA General Dynamics Land Systems was previously aligned under District East. Internally, this presented some challenges, but to our customers it has been mostly transparent.

I think our progressing as expected. Initial senior leadership meetings with our program executive offices and other senior-level customers helped set the stage. The true test will be our collective ability to routinely re-engage our customers at all levels to effectively

communicate and resolve difficult challenges, allocate resources and develop operational relationships.

C: What are you doing to meet these challenges?

FS: As a streamlined command, we talk about this at All Hands, staff and customer interface meetings. We've encouraged everyone to explore the DCMA Web links and Division home page to better understand the realignment.

C: Do you think realignment will enhance communication with our customers — how so?

FS: Theoretically, the rationale for realignment by customer and commodity groups should improve communications. I believe it's still too early to determine whether the realignment has impacted this in a positive manner.

C: What has been the response thus far from your colleagues and customers?

FS: I believe some of the dust is still settling, and the response has been mostly mixed. Externally, I think the realignment has been transparent to our customers at the streamlined command level. Internally, we have to better understand the fit and function of our newly established Centers and how they integrate and operate in our existing footprint. This will come with time and experience.



(Above) Aviation Ordnancemen move a skid of AIM-120 Advanced Medium-Range, Air-to-Air Missiles (AMRAAM) across the flight deck of the conventionally powered aircraft carrier *USS John F. Kennedy (CV 67)*. The AMRAAM is an all-weather, beyond-visual-range weapon designed by Raytheon Missile Systems. (U.S. Navy photo by Photographer's Mate 2nd Class Michael Sandberg)

Cooperative Engagement Capability: Developing an Outcome-Based Memorandum of Agreement



by Mr. Kevin Koch, DCMA Customer Liaison Representative to NAVSEA, Washington, D.C.; Dr. Keith Dabrowski, Program Integrator, DCMA St. Petersburg; and DCMA St. Petersburg Staff

To better support its customers, the Defense Contract Management Agency (DCMA) continues to move forward in its implementation of quality function deployment (QFD), performance-based management (PBM) and the development of outcome-based Memoranda of Agreement (MOA) between prime DCMA offices and the various program management offices (PMOs). The personnel at DCMA St. Petersburg have been working diligently to implement these customer-focused initiatives for the Navy acquisition category (ACAT) 1D Cooperative

Engagement Capability (CEC) program. DCMA St. Petersburg, commanded by Army Lt. Col. Jose Baez, is the cognizant contract management office (CMO) for this program, and Lt. Col. Baez and Mr. Joe Misanin, CEC deputy program manager, Program Executive Office (PEO) Integrated Warfare Systems (IWS), Naval Sea Systems Command (NAVSEA), recently signed the first outcome-based MOA.

Raytheon's CEC system provides operational war-fighting capability that allows shipboard, airborne

and ground-based cooperating units to share enhanced, real-time tracking of all hostile entities and provide integrated optimal firing solutions. This allows all cooperating units to track well beyond their individual ranges and minimizes the likelihood of hostile entities not being accounted for during a combat engagement. The CEC program is a Navy acquisition success under the leadership of the PEO, the previous program manager, Navy Rear Adm. Michael Frick, and the current program manager, Navy Capt. Peter Nardi.

To help ensure the success of a program of the CEC's scale, Mr. Kevin Koch, DCMA customer liaison to NAVSEA, has been coordinating with DCMA St. Petersburg to continuously adjust resources and levels of responsibility in preparation for today's performance outcome-based management environment. Mr. Koch began these coordination efforts in July 2002 after recognizing the program managers' aspiration to better align DCMA assets to desired outcomes. DCMA St. Petersburg's recent MOA amendments, which were essential to a new acquisition strategy that converts the contract structure from an incentive-fee to fixed-fee procurement, reflect program management successes. The fee change was made possible due to the close teaming between

DCMA continues to move forward in its implementation of QFD, PBM and the development of outcome-based MOA between prime DCMA offices and the various program management offices.

“Although we have a good head of steam, we are in no way finished in our efforts to be a true instrument of the voice of the customer. That transformation continues.”



NAVSEA and DCMA facilitated by Mr. Koch, former DCMA St. Petersburg Commander Army Col. Jacob Hansen (who is presently serving as commander of DCMA Iraq) and current DCMA St. Petersburg Commander Lt. Col. Baez. Also integral to the CEC program's success is former Raytheon Navy Programs Team Leader and recently appointed DCMA St. Petersburg Operations Chief Mr. Terry Lyons. Mr. Lyons spearheaded the CMO's transition to evolve into a truly performance and outcome-based organization.

When asked for his insights on the CEC program support team's (PST's) apparent early success in the new performance and outcome-based environment, DCMA St. Petersburg CEC Program Integrator Dr. Keith Dabrowski responded, “The CEC program is a highly dynamic effort, featuring both a demonstrated, fielded capability in addition to an aggressive development effort that leverages technology and bolsters fielded units with an evolutionary acquisition strategy.” Dr. Dabrowski then listed the three areas to which he attributes DCMA's CEC PST success thus far:

(1) Successful past experience — DCMA was already working well with NAVSEA, an organization that has repeatedly expressed its satisfaction with DCMA's contribution to their programs. This relationship was built upon trust, reliability and sustained performance, and it is easier to develop and implement new initiatives when there is already a happy, trusting audience.

(2) Management commitment — It became very clear early last year that changes were coming, and DCMA's management wanted to be at the forefront of this transformation, which is reflective of the consistently proactive approach DCMA leaders have taken. It wasn't merely lip service; they provided the customer focus message and then backed it up with training, time and support.

(3) PST involvement — DCMA's CEC PST has embraced the PBM challenge and endured many tough sessions, trying to decipher what they were doing and why. Team members were given a significant amount of training and coaching early on, and eventually the proverbial light bulbs came on. DCMA St. Petersburg's resident QFD black-belt (and CEC PST member) Mr. Tom Wright was indispensable in keeping the PST focused.

Despite all of the success, Dr. Dabrowski stated that the PST continues to work on providing optimal customer support: “Although we have a good head of steam, we are in no way finished in our efforts to be a true instrument of the voice of the customer. That transformation continues.” He added, “Although the basic QFD and PBM processes are standard methodologies that allow teams to decompose customer-desired outcomes, there is no magical solution to solve everyone's unique situations.”

Both Raytheon and the Navy clearly view DCMA as the program management team in the plant. They rely on the customer liaisons, who are multifunctional acquisition and program management experts and advocates for the military's buying/systems commands. Customers can find contact information for their customer liaisons at: <http://home.dcma.mil/dcma-pi/liaisons.htm>.

(Above) The guided missile cruiser *USS Vicksburg* (CG 69) cruises through the Arabian Gulf at sunrise. *Vicksburg*, part of *USS John F. Kennedy* Carrier Strike Group, was equipped with an early version of CEC. (U.S. Navy photo by Photographer's Mate 2nd Class Michael Sandberg)

The Cutting Edge



by Ms. Audrey Yackel, Industrial Specialist, DCMA Bell Helicopter Textron

In an effort to support its customers by facilitating increased weapon systems readiness, Defense Contract Management Agency (DCMA) Bell Helicopter has initiated the use of Military Standard Requisitioning and Issue Procedures (MILSTRIP), warranty administration and carcass credit¹ tracking for timely material returns, which results in quick refunds to the customer's account. Another significant benefit is the control of overspending. This is achieved through DCMA's oversight of failed parts under warranty, which are expedited to vendors for repair rather than

Returning failed components prior to the warranty expiration date compels vendors to comply with warranty clauses and repair the parts at no extra cost to the government.

being shelved, awaiting disposition, surpassing the warranty expiration date and costing the government more to repair. Returning failed components prior to the warranty expiration date compels vendors to comply with warranty clauses and repair the parts at no extra cost to the government. This procedure also helps to produce higher quality vendor standards as DCMA maintains a database of all warranty repairs and monitors their progression to ensure that parts are returned promptly. Each MILSTRIP transaction, warranty repair or carcass return is logged into its own database and tracked

through its receipt/return or until credit is received. By maintaining a continually updated database for all serviceable and unserviceable parts, DCMA provides disposition, tracking and follow up.



This efficient management of the Material Returns Program and concordant control of government furnished equipment (GFE) minimizes the risks associated with weapon systems critical spares availability and fielding schedules. Spares may be at risk when a depot is unable to purchase material from a supplier or when the lead time is long. This can result in work stoppage, the inability of the contractor to meet delivery schedules and the inability of program offices to field aircraft. By expediting GFE to vendors for repairs, carcass returns to the depot are faster and more efficient with regard to aircraft movement, especially when cycle and lead times are involved. The Material Returns Program process has also resulted in quantifiable savings: since 1993, there has been over \$140 million in program savings for customers.

Through efficient and effective use of MILSTRIP, carcass credit returns processing and warranty repair expeditions, DCMA Bell Helicopter Textron has attained the program manager's desired outcome to increase weapon system readiness and program dollar savings. To accomplish this mission, the organization uses the right tool — the Streamlined Automated Logistics Tool Set (SALTS).

¹ Carcass credits are savings that result from turning in unserviceable or obsolete parts for new parts. The full cost for the new parts minus the turn-in credit for unserviceable/obsolete parts is the dollar value saved for the program office, or carcass credits.

(Above) A Bell Helicopter Textron HC-5 UH-1N Huey from U.S. Naval Station Niagara Falls flies over *USS Kearsarge* (LHD-3) during a vertical replenishment. (U.S. Navy photo by Photographer's Mate 3rd Class Angel Roman-Otero)

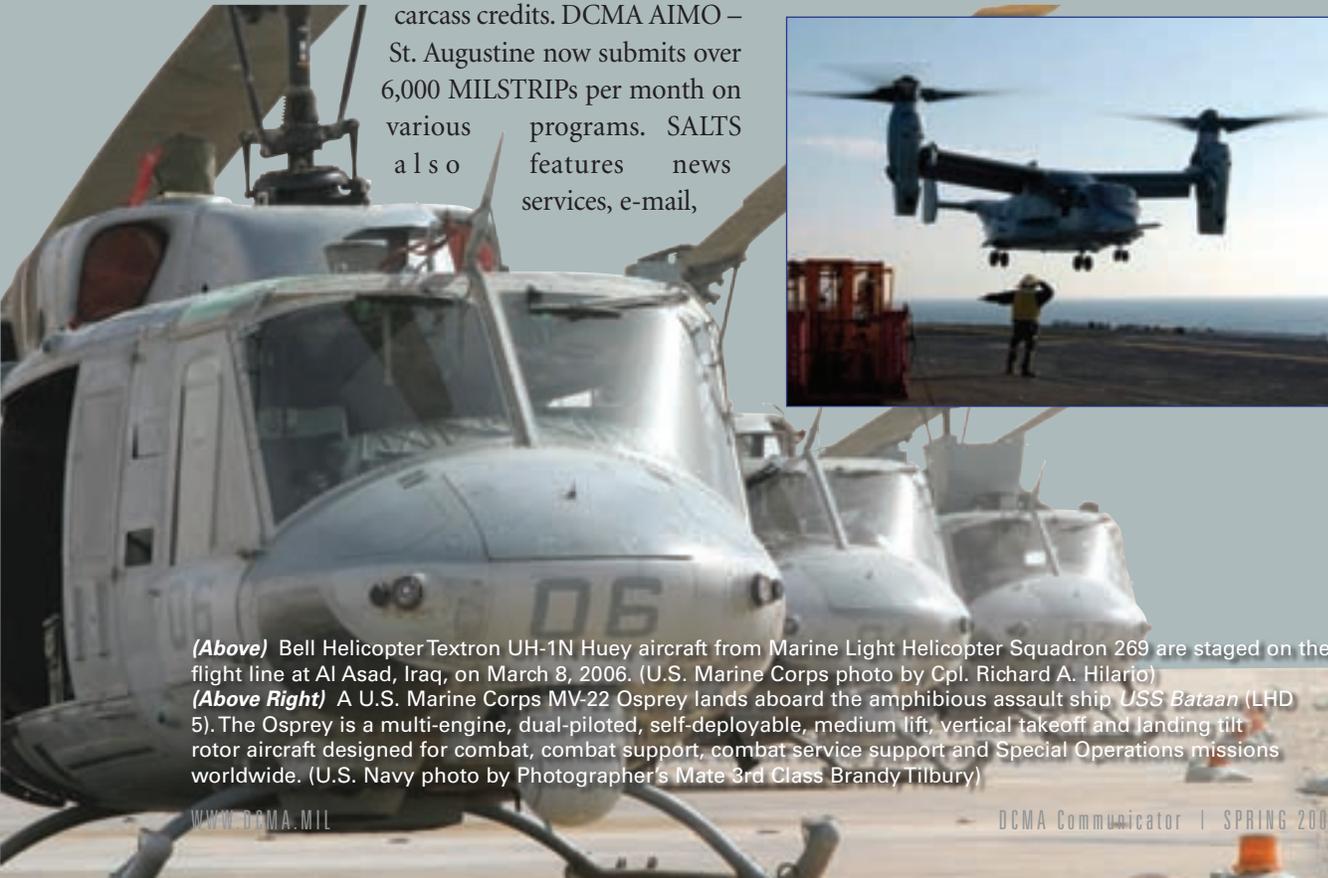
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SALTS is an application developed by Navy Reservists during Operations Desert Storm and Desert Shield to facilitate the transmission of unclassified and administrative data and messages between ships at sea or deployed Marine Air Groups to logistics networks in the continental U.S. The system is used by all Services, but DCMA Bell Helicopter Textron was the first contract administration office to use it. In addition to MILSTRIP requisitioning and carcass tracking, SALTS is also used for checking asset availability and credit card purchases, and it is available 24 hours a day with a 100 percent audit trail.

DCMA Bell Helicopter Textron purchased the fast, efficient and user-friendly SALTS system in 1994 for \$1,500, and there is a nominal yearly fee of \$250. MILSTRIPs that used to take 30 to 90 days are now received in three to 21 days, unless backordered. SALTS has been so effective that after a briefing from DCMA Bell Helicopter Textron, DCMA Aircraft Integrated Maintenance Operations (AIMO) – St. Augustine purchased the SALTS application and within the first two months received over \$2,000,000 in carcass credits. DCMA AIMO – St. Augustine now submits over 6,000 MILSTRIPs per month on various programs. SALTS also features news services, e-mail,

USO-Gram (non-emergency e-mail sent through a ship's satellite communications system), Defense Data Network Connectivity, Navy Purchase Card, PC Link, Product Quality Deficiency Reports and many other services.

DCMA Bell Helicopter Textron's proactive approach to supporting its customers and increasing weapon systems readiness represents the cutting edge for efficiency in operations and support for the entire acquisition life cycle phase. It is the first contract administration office of its kind to take on this challenge, and the organization has proven successful in accomplishing the mission of increasing efficiency in aircraft movement and delivery and weapon systems readiness, increasing program savings, reducing cycle time and program risks and managing GFE, all of which are enabling the warfighter to win. By serving as a direct continuous interface with all program management offices, DCMA Bell Helicopter Textron continuously provides technical support to customers needing advice, assistance or GFE expedite requests, while protecting the customer's assets.



(Above) Bell Helicopter Textron UH-1N Huey aircraft from Marine Light Helicopter Squadron 269 are staged on the flight line at Al Asad, Iraq, on March 8, 2006. (U.S. Marine Corps photo by Cpl. Richard A. Hilario)

(Above Right) A U.S. Marine Corps MV-22 Osprey lands aboard the amphibious assault ship *USS Bataan* (LHD 5). The Osprey is a multi-engine, dual-piloted, self-deployable, medium lift, vertical takeoff and landing tilt rotor aircraft designed for combat, combat support, combat service support and Special Operations missions worldwide. (U.S. Navy photo by Photographer's Mate 3rd Class Brandy Tilbury)



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