



COMMUNICATOR

News for DCMA Professionals



Women of DCMA



Travel *the World and Support* *the* **WARFIGHTERS**

Defense Contract Management Agency Contingency Contract Administration Services

We are looking for enthusiastic, motivated professionals to join our team and keep our warfighters at the ready. Are you up for the challenge?



DCMA's mission is to provide customer-focused acquisition support and contract management services to ensure that our warfighters are ready to meet any challenge, anywhere, at any time.

Career fields include: contracting officers, administrative contracting officers, contracting specialists, contracting professionals, industrial property management specialists, property administrators, plant clearance officers and property administration professionals.

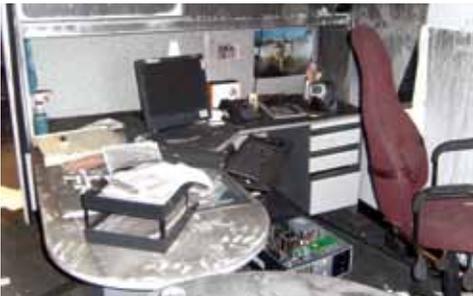


To learn more about **DCMA**, visit booth 112 at **World Congress 2009!**

Contact us today at <http://www.dcma.mil/careers.htm> for more information, and give yourself the opportunity to really make a difference! Please send résumés to CCASInbox@dcma.mil.

COMMUNICATOR

News for DCMA Professionals



FIRE RAVAGES OFFICE, STRENGTHENS TEAM PAGE 3



A NEW "CORE" FOCUS IN A NEW YEAR PAGE 14



DCMA EMPLOYEE, WIFE OVERCOME OBSTACLE TO PURSUE PASSION PAGE 32

AGENCY NEWS

- 2 Director's Message
- 3 Fire Ravages Office, Strengthens Team
- 6 Around DCMA
- 8 Enhancements Will Benefit Agency, Employees
- 10 Agency Helps Foster the Development of New, Younger Employees
- 13 International Employees Recognized by Joint Contracting Commander for Work on Aegis Contract

FEATURES

- 14 A New "Core" Focus in a New Year
- 17 Achieving Success Louder Than any Sound
- 19 Program for Developing Managers is Helping you to Advance
- 20 International Division Employee's Efforts 'Define Customer Support'
- 22 "A huge step forward on that journey" Director Promotes Human Capital Initiative as Solution to Rebuilding DCMA
- 24 Building and Delivering a *Globemaster*: Excerpts from a Commander's Diary
- 28 A Simple Idea for Strengthening Partnerships
- 30 DCMA Deployee Gives Back to Warfighters Through Sacrifice, Devotion
- 32 DCMA Employee, Wife Overcome Obstacle to Pursue Passion
- 34 Team Recognized for Win-Win Results

As Women's History Month is observed during the month of March, the Communicator staff deemed it fitting to have some of the outstanding women of DCMA grace the spring cover. Whether "veterans" of the agency or newly appointed Keystone employees, they represent an increasingly formidable part of DCMA's workforce.

(On the front cover) top row, from left: Debra Hall (transition management office, Fort Lee, Va.); Air Force Senior Master Sgt. Cynthia Roseberry-Andrews (headquarters); middle row, from left: Sharron Philo (headquarters); Christine Cruz (DCMA International Division), Juvy Blas (headquarters) and Elisa Firme (headquarters); bottom row, from left: Breysi Stephens (Keystone, Special Programs Division); Connie Short (deputy director, Ground Systems & Munitions Division); Linda Clark (headquarters)

(On the back cover) top row, from left: Army Sgt. Tui Toese-Saburo (headquarters); Marion Julian (DCMA Packaging Branch – Boston); Betty Cruz (DCMA Aircraft Integrated Maintenance Operations North Texas); middle row, from left: Mary Spindle (DCMA International Division), Raji Bezwada (headquarters); Elisa Boliek (DCMA Orlando); bottom row, from left: Charlesetta Ward (Keystone, DCMA Aeronautical Systems Division); Linda Trejo (DCMA Space & Missile Systems Division).



DIRECTOR'S MESSAGE

Spring: Revival and Growth

It is appropriate that, in this season of revival and growth we discuss our ongoing effort to renew and grow our agency.

By now, I'm sure you've heard something about our human capital solutions initiative. What is it? Basically, it is our effort to manage the recruitment and growth of a strong corps of acquisition and contracting professionals for the future. In his recent testimony to Congress, Secretary of Defense Robert Gates recognized DCMA's need to increase it's acquisition workforce and we are stepping out to do just that.

I have tasked our human resources folks with managing this rebuilding and growth effort through the human capital solutions initiative. It is well underway. Many of you are participating in this effort by expressing your ideas, experiences and opinions about how to make DCMA an employer of choice for the future through focus groups and survey participation. Thank you for this critical support.

This human capital initiative is broad and represents a soup-to-nuts effort to shore up our agency human capital needs. An important part of our human capital strategy will be a diversity strategy.

Why diversity?

Leveraging the diversity of our people makes us more capable by cultivating all our differences ... helps us make better decisions ... decisions that, in turn, make us more flexible and more effective. Equal opportunity and diversity are absolute necessities for the future if we are to remain highly competitive with the private sector in recruiting talented and competent professionals for our workforce. Every individual — military or civilian — must be encouraged and enabled to reach his or her full potential.

Future empowerment comes from an active commitment to attracting and recruiting the very best. We will foster an environment that respects an individual's worth based on his or her performance regardless of ethnicity, gender, handicap or creed. Accordingly, we will support a culture of professional and personal development, ensuring our people receive training and

education for accomplishing our mission, with opportunities available to all in an equal manner.

I need each of you to focus on growing our workforce to meet the Department's needs for the future. We must anticipate and embrace the demographic changes of tomorrow, and build a workforce reflective of our nation's talent pool. We must lead in ways that will continue to draw men and women to service to our country, to our Department and to DCMA.

Diversity of thoughts, ideas and competencies of our people keeps DCMA strong and empowers us to help protect the very freedoms and opportunities we enjoy each day. The vast talent, diversity and experience of our citizens will continue to be our strength and will ensure DCMA's relevance and our nation's security and prosperity.

Sincerely,



Charlie Williams, Jr.

Director
DCMA

DCMA Director
Charlie Williams, Jr.

Office of Congressional and Public Affairs

Director
Jackie Noble

Chief, Public Affairs
Richard Cole

Editor in Chief
Dianne Ryder

Associate Editor
Mark Woodbury

Editorial, Layout and Design
Katherine Crawford, Laura Tansill & Michael Kaplun, BRTRC Technology

Research Corporation, 8260 Willow Oaks Corporate Drive, Suite 800, Fairfax, VA. 22031
phone: (703) 204-9777

Printed By
Quintessential Color Group
7915 Penn Randall Place
Upper Marlboro, MD 20772
phone: (301) 736-3390
fax: (301) 736-3395

Communicator is published quarterly from appropriated funds by authority of the director, Defense Contract Management Agency. The director has determined that this publication is necessary in the transaction of business required by law and the Department of Defense.

Contents are not necessarily the official views of, or endorsed by, the U.S. government, DoD or DCMA. Controlled circulation. Periodicals postage paid at Upper Marlboro, Md., and additional mailing offices.

Subscriptions: Private subscriptions and rates are available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402 or (202) 512-1800. POSTMASTER: Send address changes to DEFENSE CONTRACT MANAGEMENT AGENCY, OFFICE OF PUBLIC AFFAIRS, 6350 WALKER LANE, ALEXANDRIA, VA 22310-3241.

Fire Ravages Office, Strengthens Team

By *Lindsay Armstrong*
DCMA Americas

Imagine leaving work on a Friday afternoon not knowing there would be no office waiting on Monday morning. This is what happened to DCMA Americas employees in Ottawa, Canada.

I received the message while eating my breakfast on the morning of Monday, Sept. 16, 2008: "Lindsay, there has been a fire at the office; please do not come into work this

morning." The local news showed the office building with black smoke pouring out of smashed windows. Suddenly it became clear that this was no accidental fire. Was anybody hurt? Do I still have a job? Who would do this? At this point I knew the DCMA Americas office would never be the same.

It took 68 firefighters and 16 vehicles more than two hours to bring the fire under control.

There was an estimated \$7 million in damage to the structure and contents of the building, but thankfully, nobody was hurt in the incident.

Each day after the incident more and more information surfaced. Our office cameras caught the individual on tape, which turned out to be the key piece of evidence leading to the arsonist's arrest. Apparently he had broken in and out of the building several times that night and remained inside for almost three hours before setting fires.

During the break-in, each floor in the building was compromised. On the DCMA Americas floor, every cabinet and drawer that was locked had been broken into. This was cause for great concern. What did he want? What was he looking for? Who was he working for? According to the local police, the fire seemed to point toward a premeditated act by an experienced criminal. To everyone's amazement, two weeks later another fire was set in our building. Fortunately, this time an arrest was made the same day.



The DCMA Americas office was ravaged by a fire on a mid-September day, resulting in more than \$7 million in damages. The ordeal, however, has made the DCMA Americas team closer and stronger. (Photos by Daryl Hill, DCMA Americas)

I received the message while eating my breakfast on the morning of Monday, September 16, 2008: "Lindsay, there has been a fire at the office; please do not come into work this morning."

It turned out the fires were not the work of a criminal mastermind; rather, it was merely another delinquent act by 31-year-old Robert Gill, who had a history — 53 prior convictions — of breaking and entering and was well-known to police. Gill described the reason for his crimes as the result of an uncontrollable urge to break into things. "I just want to stress that it was nothing personal," he said during his trial. "I didn't do it to any company or any individual for

any reason ... I didn't think it was going to turn out like this." Gill was sentenced to 11 years in prison for his crimes.

The devastation caused by the fire has had a huge impact on the office. The agency lost the building, computers, Internet, phones, printers, fax machines, scanners and office supplies. The biggest losses include several years' worth of lost work, e-mails, points of contact and personal belongings.

Our mission support group worked hard to get the office up and running again. Information technology personnel were extremely responsive. The local support agent, Elizabeth Gerard, worked around the clock obtaining the hardware, software and connectivity people required for their work.

In the week following the fire, common access cards were procured, and we secured a new building with the assistance of the Canadian government. Back at the old building, security issues were addressed, and the extraction process commenced immediately. Working arrangements were coordinated, and support to our





tertiary office in London, Ontario, was provided.

Gerard managed to keep a positive attitude through the entire ordeal. “I thought I was doing a good job by backing up my files onto a USB hard drive,” she said. “But I kept the drive in my office, and then my office was gone.”

Less than half of the office was set up to work from home, and with Gerard’s help, others were able to jump on the telework bandwagon. Maintaining operations is critical when warfighters’ lives are at

stake, and teleworking enabled DCMA Americas to maintain its operations efficiently.

A few months before the fire, DCMA Americas welcomed a new commander, Navy Capt. Eric Wilson, and a new deputy commander, Lisa Haptonstall, to the office. With the help of several key individuals at our contract

management office who emerged as leaders, plans to get back to business as usual were swiftly devised and executed.

The rebuilding of the DCMA Americas office will be completed sometime this summer. There were many lessons learned from the fire that the agency can benefit from.

These include:

- Ensuring a continuity of operations plan is available for different levels of disruption
- Knowing where IT lines are in the office to determine whether other offices are affected by disasters
- Reminding everyone to take their common access cards when away from their offices or desks
- Coordinating with the Employees Assistance Program to have counselors available on short notice
- Ensuring acting supervisors receive thorough pass downs, including recall lists
- Delegating disaster recovery responsibilities throughout the workforce
- Knowing the telecommuting process

During these turbulent times, each DCMA Americas employee has helped whenever needed. This is simply what “Americas” does; we’re given a challenge, and we overcome it together. 

This is simply what “Americas” does; we’re given a challenge, and we overcome it together.

Around DCMA



Reunion in Iraq

A Mother and Daughter's War Zone Reunion

October – Joan Sherwood, a contract specialist for the Defense Contract Management Agency's headquarters contracts directorate, was deployed in May 2008, as part of another wave of contracting personnel sent to Iraq for theater-wide contracts administration. Sherwood was stationed in the International Zone in Baghdad working for Army Lt. Col. Thomas Lippert.

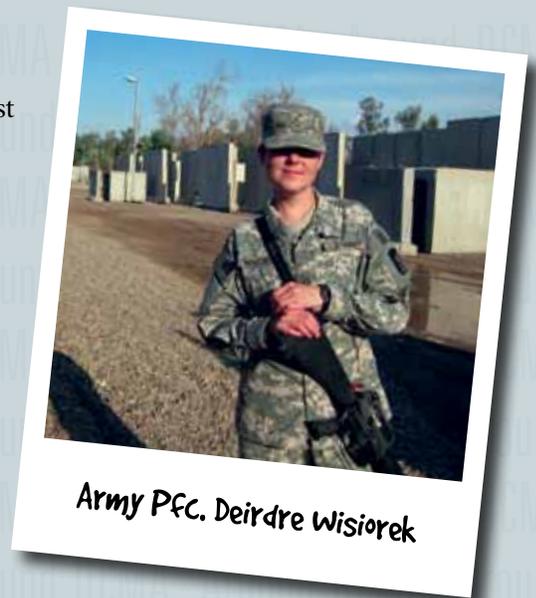
From the time Sherwood arrived, she knew her daughter, Army Pfc. Deirdre Wisiorek, would be coming to Iraq in October. Sherwood said, "Since I was scheduled to return to the States in early November, I wanted everyone to know that I wanted to see my daughter before I returned home." As it turned out, several people made the reunion possible. "Lt. Col. Lippert let me leave the International Zone a day and a half early to spend time with my daughter," Sherwood stated. "He arranged with her commanding officer for a day off for my daughter when I arrived." Sherwood also credits Air Force Senior Master Sgt.

Barry Perkins with coordinating her travel and Army Sgt. 1st Class Jay Sheer and Lynn Eldridge for arranging transportation and accommodations.

"I was able to visit the Golby Troop Medical Clinic at Camp Victory where my daughter is assigned as a medic," the proud mother said. Sherwood relayed the story to a soldier who stopped the two at the post exchange. "He said, 'Did she just call you mom?' We had a few laughs about the novelty of mother and daughter in a war zone," Sherwood expressed.

"I won't see my daughter again until next October," Sherwood said. "I am grateful to all my wonderful coworkers who made this happen for me."

— By Dianne Ryder, editor in chief



Army Pfc. Deirdre Wisiorek



A retirement ceremony was held in honor of Ashton's 50 years of military and civilian service.

DCMA Honors the Retirement of Loyal Military and Civilian Serviceman, Lawrence J. Ashton

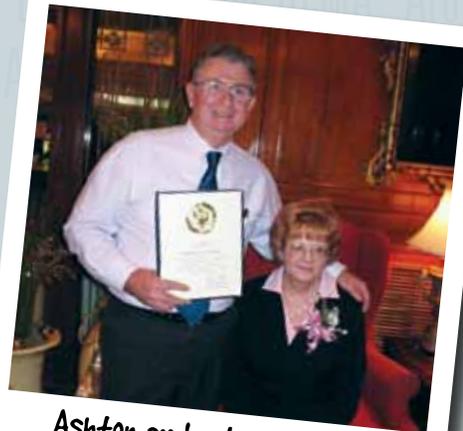
Dec. 31, 2008 – Lawrence J. Ashton, quality assurance representative with DCMA Southern Virginia, retired, ending more than half a century of loyal military and civilian service. With his wife of 39 years, Joan, by his side, Ashton was honored on Dec. 4, 2008, at a retirement ceremony and luncheon in North Carolina.

Many of Ashton's associates from North Carolina and Virginia attended the ceremony, where he received multiple awards and accolades, including a 25-year retirement certificate and the Civilian Career Service Award on behalf of Steven Bogusz, DCMA Naval Sea Systems Division director. Ashton was also presented with a 50-year service award plaque, coins, gifts from his coworkers and two flags — one flown over the United States Capitol in Washington,

D.C., and the second flown over the North Carolina State Capitol in Raleigh. In addition to his gifts, Ashton received congratulatory letters and letters of appreciation, two from North Carolina's governor and the mayor of Fayetteville, N.C.

Ashton's military career began in 1958 with the United States Marine Corps, where he served until September 1962. He served briefly as a Marine Corps reservist from September to October 1962 and then enlisted in the Army, serving from October 1962 until November 1984. Ashton retired from the military with more than 26 years of service, having received many prestigious military awards. His civil service career began on May 5, 1986, as a non-resident quality assurance representative in the Fayetteville area, where he served until his civil service retirement.

Ashton's teams credits his strong family values and faith in God for molding him into someone who DCMA has been fortunate to have for more than 22 years. As for his future, Ashton told team members he plans to: "Stay sane, friendly, helpful, and enjoy my family and retirement."



Ashton embarks on a new chapter in his life with wife of 39 years, Joan.

Enhancements Will Benefit Agency, Employees

By Bill Walker
 Information Technology Customer Service Organization

Defense Contract Management Agency employees who have not participated in eTools training for a while may be surprised by its new appearance.

The agency's Information Technology Customer Service Organization is updating its training technologies in order to provide employees with effective, efficient and enjoyable training experiences through use of commercial off-the-shelf software.

"Our mission is to provide world-class distributive learning systems that allow for flexibility and agility," said Marlean Jones, the program manager leading ITCSO's training effort on new and updated eTools.

As part of this effort, the ITCSO has established a training academy. The newly minted academy delivers training that is timely, easily understood and applied. It embodies an "anyone, anytime, anywhere" training philosophy.

One of the most familiar methods for training DCMA employees is by desktop computer, referred to as computer-based training, or CBT. Authorized users can access CBT modules on the DCMA Web site at their convenience. CBT modules are presented as segments, lessons, tasks or topics, allowing users to retain small bits of information, rather than becoming overloaded with large chunks of data.

As highlighted in a recent *DCMA Express* story, CBT is also a very "green" solution; online training



Shown here is the ITCSO Training Academy logo. The Academy follows an "anyone, anytime, anywhere" philosophy.

reduces unnecessary travel and saves taxpayer dollars by eliminating expenses associated with face-to-face training.

Previously, DCMA IT used Adobe Breeze™ to conduct CBT. Keeping pace with technology, Breeze is being upgraded to Adobe® Acrobat® Connect™ Pro. Connect™ Pro has been recognized as a leader in Web conferencing and received a *PC Magazine* 2008 Editors' Choice Award as "the most complete all-in-one Web-conferencing solution."

“Our mission is to provide world-class distributive learning systems that allow for flexibility and agility, supporting a total package fielding mandate.”

— Marlean Jones



Members of the ITCSO are in the process of enhancing DCMA's eTools and commercial off-the-shelf applications. From left: Jordan Holt, Margaret Schroeder, Sheri Bell, Danielle Schulze, Marlean Jones, Tammy Ashburn, Cindy Johannessen, Cynthia Armstrong and Jacky Cheong. Not pictured: Azreen Rahman.

Connect Pro has already worked well for DCMA. Recently, ITCSO eBusiness used it to conduct training on the workspace portal and demonstrated how DCMA's available reporting tools could increase productivity. Participants positively reviewed the training tools and the online experience.

Following this overwhelmingly positive response, eBusiness plans to use Connect™ Pro for training DCMA users on Microsoft Office 2007™, in addition to advanced courses in workspace portal, metrics manager and more.

Another powerful product in the training team's toolbox is Adobe® Captivate™. *Skunkworks* is utilizing Captivate's™ extensive features to create a more interactive experience

for users. Real-life simulations encourage users to actively click through an application, mimicking their day-to-day work. This results in a more enjoyable and engaging experience, enabling users to retain more information. DCMA users can even preview a simulation by visiting <http://telework.dcma.mil> and clicking on "Telework Training."

This foray into simulation is a natural extension of *Skunkworks*' use of videos — begun a few years ago — to increase the agency's ability to train users quickly at minimal cost. Videos and simulations quickly provide users with relevant information in visually engaging formats, while reducing dependency on lengthy user manuals and documentation.

All training is based on proven instructional design and interactive learning techniques. As with every CBT session, users who tune into Connect™ Pro and Captivate™ can even follow along with embedded audio and subtitles for visual and hearing-impaired employees.

DCMA users are invited to explore all the distributive learning opportunities available to them at <http://home.dcma.mil/dcma-it/ITCSO/Training/index.htm> or by logging into <http://portal.dcma.mil>.

For more information, contact Marlean Jones at 703-254-2122 or marlean.jones@dcma.mil. 

Agency Helps Foster the Development of New, Younger Employees

By Ann Jensis-Dale and Sam Rousso
DCMA Public Affairs

The Defense Contract Management Agency’s process of recruiting a younger workforce — or reenergizing it, if you will — has begun. In October 2008, the first of as many as 900 new Keystone interns in the contracts, quality assurance and engineering fields entered the workforce.

Sites in Boston, Mass., and Carson, Calif., were selected and prepared for the influx of new DCMA employees, for a period of introductory and periodic follow-up training.

At the end of January, two classes of approximately 100 students completed the training at the two facilities called Distance Learning Centers. The staff at

the Boston DLC includes Noreen Cassaro, Tom Wall and Anita Sharninghouse. Claudia Hamler and Pat Roderick are members of the staff at the Carson DLC.

According to Juanita Wheeler, director of the human capital investment center, the internship program lasts a minimum of two years and a maximum of three. “Three years is the expectation,”



Keystone group, from left: John Foley, Kevin Wylie, Dexter Harper, Tim Keenan, Charlesetta Ward, Joey D’Amico, Joy Parish and Noreen Cassaro. (Photo by Ann Jensis-Dale, DCMA Public Affairs)

she said. “Two years will be the exception.” Each intern will be hired by and assigned to a specific contract management office Wheeler calls the plan “centralized management with decentralized execution.”

Once entered into the program, interns spend six weeks at the DLC for their initial processing and introductory training. The next stage of the program requires them to spend six months in their assigned CMOs, getting functional training, mentoring from their leaders and on-the-job training for hands-on development.

Periodically throughout the second year, they will return to the DLC for classroom training. The DLCs, while slated to be used extensively in this program, are not intended exclusively for it. “The two centers provide central training locations for the keystones and other DCMA employees. They will provide a consistent introduction to DCMA,” Wheeler stated.

Wheeler noted that the DLCs provide several benefits. “They launch the interns’ careers in a positive atmosphere, ensure coverage of basic skills and competencies, enhance the camaraderie of the groups and provide cost savings,” she said. The DLC staff provides oversight, training management and administrative support for the keystones while in the DLC.

The first six weeks of the program spent at the DLC are comprehensive. Along with processing and obtaining their



Keystone interns Yesinia Ibarra, left, and Mary H. Walker, right, flank Lorena Dubose, who represented their CMO, DCMA Northrop Grumman Manhattan Beach, at the graduation ceremony for the two new DCMA employees. (Photo by Sam Rousso, DCMA Public Affairs)



Patricia Kirk-McAlpine, DCMA Space and Missile Systems Division executive director, meets members of the inaugural class of Keystone interns at the Carson, Calif., Distance Learning Center. (Photo by Sam Rousso, DCMA Public Affairs)



Keystone interns learn the importance of teamwork toward accomplishing various tasks. (Photo by Ann Jensis-Dale, DCMA Public Affairs)

“It’s been a real pleasure to work with the interns. They are smart, willing and eager students embarking on new careers. They are the future of this agency, and the future is in good hands.”
— Claudia Hamler

common access cards, the interns receive an overview of the Department of Defense and DCMA, an introduction to leadership competency training and a series of mandatory DCMA courses — ethics, anti-terrorism, computer security, fraud awareness and safety. In addition, they receive an introduction to e-Tools, the Defense Travel System and other digital tools.

Interns also write up their initial individual development plans, and participate in other activities.

Part of the classroom training is conducted by the Defense Acquisition University, and some is computer based. The computer-based training allows the interns to proceed at an individual pace.

Reactions to the DLC experience have been positive, from both

the staff and interns. “It’s been a real pleasure to work with the interns,” Hamler said. “They are smart, willing and eager students embarking on new careers. They are the future of this agency, and the future is in good hands.”

Charlesetta Ward, an intern in the first cohort in Boston, also had a very good experience. “Attending the DLC was a valuable experience because it gave me a basic understanding of the organization and its goals, as well as what my job entails.” She continued, “Everything we were taught provided a strong foundation for us.” **C**



Carson's Keystone intern cohort 2 poses for a class photo. (Photo by Sam Rousso, DCMA Public Affairs)

International Employees Recognized by Joint Contracting Commander for Work on Aegis Contract

*By Mark Woodbury
DCMA Public Affairs*

Recently, three Defense Contract Management Agency International Division employees were recognized by the Joint Contracting Command – Iraq/Afghanistan commander for their assistance on the Aegis contract in the International Zone in Baghdad.

A report from the Office of the Special Inspector General for Iraq Reconstruction stated the Aegis contract to be “well-supported; appropriate government oversight of Aegis’s bills, inventories, performance and operations; and contract performance assessed as satisfactory to outstanding.”

Recognizing the team’s role in receiving this praise, Navy Rear Adm. Kathleen M. Dussault, JCC I/A commander, presented the team with JCC I/A coins and expressed her appreciation for their support to the command.

Greta Perry, administrative contracting officer, said she was stunned and honored by the recognition. “I had no idea Admiral

Dussault was going to make a presentation, and for her to take time out of her very hectic schedule meant a lot,” she remarked.

Air Force 1st Lt. Will Hill, contract administrator, was thrilled to receive the admiral’s coin. “It’s nice when high-ranking commanders recognize their troops,” he said. “For me, that immediately earns my respect.”

As an Air Force veteran, Keith Campbell, quality assurance representative, said it is a treat

receiving a coin from a Navy admiral. “It’s an honor when a commander takes the time to thank the people around her,” Campbell added.

Hill attributes the group’s success to dedication to the mission and understanding the big picture of why the team is there, which he believes is to improve the lives of the people of Iraq. In addition, Perry attributes the team’s success to their professionalism and desire to do their job right and with honor. **C**



The team proudly showcases their coins given by Navy Rear Adm. and JCC I/A Commander Kathleen M. Dussault, second from left.

A New “Core” Focus in a

By Marie Greening
DCMA Aeronautical Systems Division

Greetings! I hope you are well on your way to a prosperous, healthy and happy 2009.

By now, your resolutions have been made, and many of us vowed to lose those extra pounds by hitting the gym and using the latest techniques such as “core training.” Core training focuses on strengthening different muscles that stabilize the spine, shoulders and torso, providing an overall solid foundation for the body.

I believe as a DCMA population that we, too, should be focusing a little on our “core” leadership qualities and values — those things that provide the strongest foundation possible for the agency, regardless of where we serve.

What are these core traits of leadership?

Pick up any leadership book and you will be inundated with the traits of leaders. You know the great ones, such as Jack Welch and Norman Augustine, who took their companies from the brink and turned them into global

powers. Can the methodologies of these corporate giants be applied to DCMA, a federal agency that some may even say is steeped in bureaucracy? I believe the answer to this is, unequivocally, “Yes!”

A quick look at Lockheed Martin Corporation and General Electric under the leadership of Augustine

and Welch, respectively, will reveal that these companies went through periods of dramatic change — downsizing, growth, expansion and ruthless competition. These corporations encountered every imaginable challenge during transformation. It was, I believe, the attitudes of these leaders permeating their organizations and



Marie Greening believes that the DCMA population should be focusing on core leadership qualities and values. (DCMA staff photo)

New Year



(Image courtesy of istockphoto.com)

instilling their corporate families with a resonating ethos.

Welch was known to embrace the saying, “Change before you have to.” Some may argue, “Yes, but we are constantly changing.” My response: “... And rightly so!” To be stagnant is to die. Thus, we, the defense industry and our warfighters, must keep moving to keep pace with technology. Our technical and business competencies must be able to keep

pace for our agency to remain viable to our nation. We must accept that change is inevitable, and we should be striving toward constant improvement.

As the agency charts a course for the future regarding our focus, direction and vision at each level of the organization, we must move forward not as a group of individuals with the question, “What’s in it for me?” but, rather, as a team, asking, “How can I

positively impact the agency from where I am?” Each of us must also understand and embrace the agency direction. To steal a phrase from NASCAR, we must, “Go, or go home.”

Change can be as simple as taking a personal interest in our professional development to remain abreast of our fields, no matter what our age or position, or it can be as complicated implementing leaner business practices. Whatever the endeavor, we must dive in and perform to the best of our abilities. As Augustine was known

I believe as a DCMA population that we, too, should be focusing a little on our “core” leadership qualities and values — those things that provide the strongest foundation possible for the agency, regardless of where we serve.

to say, “Motivation will almost always beat mere talent.” We must be motivated to grow and change.

Finally, we are moving forward in a new administration, not immediately knowing what the future holds for us. None of us can predict the agency’s future — will we have more people or fewer people? How long will our nation be at war in Iraq and Afghanistan? Will there be another conflict? Where will the defense budget go? None of us knows the answers to these questions, but what we do know is that we, together as an agency, have an extremely crucial role. We must deliver world-class products to our warfighters, and we must do it as effectively and efficiently as possible.

How we respond during periods of uncertainty will surely define us. With that, how should we move forward? We must perform as a team! Great teams have the characteristics of respect, trust,



Marie Greening, DCMA Aeronautical Systems Division executive director.

Personality Profile

By Ann Jensis-Dale, DCMA Public Affairs

Why did you choose public service?
Marie Greening (MG): As a college grad, I was very impressed with the opportunities public service offered. The opportunity and challenge to have incredible responsibilities at a young age appealed to me. I have never been disappointed in my public service career path and continue to look forward to additional challenges.

What is your greatest leadership challenge?
MG: Getting employees to truly understand that everyone wants what is best for DCMA. We may not all agree on the path, but we all have the agency’s best interest at heart. Finding the common ground in order to advance change is often the most difficult challenge.

What is something that you are really proud of and why?
MG: My son. At the end of the day, your family is what you leave as a legacy. My son works hard to do the right things and makes good decisions and choices. I couldn’t ask for a better blessing.

If you could meet anyone (dead or alive) who would it be and why?
MG: My dad. He died when I was a freshman in college. I have always felt cheated that I didn’t get to know him better and spend more time with him in my adult years.

When you have an hour of free time, what do you like to do?
MG: Hike or backpack.

What are three adjectives that describe you?
MG: Low maintenance, grateful and blessed.

Who would win in a fight — you or Marge Simpson?
MG: Me. Her hair slows her down.

hard work, candid dialogue, shared responsibility for problem-solving and decision-making and quickly confronting inappropriate behavior and managing conflict. These are traits we must all work toward to operate not only as the DCMA entity but also as the DCMA family.

So, this year, let’s work on our core leadership skills, recognizing we’re going to change, and embrace our new direction. Let’s be motivated to keep changing as an agency and as individuals because without change we will fail to keep pace with our warfighters’ needs. **C**



Achieving Success Louder Than any Sound

By Ann Jensis-Dale
DCMA Public Affairs

“Winners have the ability to adapt to the terrain. They take responsibility for their own career path.” — Mary Cunningham

Yvonne Brauer, a Defense Contract Management Agency Bell Helicopter Textron administrative contracting officer in Fort Worth, Texas, truly exemplifies this quote in her professional and personal life. According to her friends and coworkers, Brauer’s determination to excel at any task eclipses her hearing loss and serves as motivation for everyone. Through her perseverance, Brauer recently received the prestigious Department of Defense and DCMA Outstanding Employees with Disabilities Award for 2008.

Brauer was born with severe hearing loss in both ears. When she was three years old, her doctors determined she had extreme nerve damage that could not be corrected through surgery. The only way to correct her deafness was through the use of strong hearing aids in

both ears and intensive speech and lip-reading therapy. Doctors determined Brauer’s hearing loss was progressing, specifically more in her right ear during the past few years; that’s when Brauer began researching the cochlear implant.

“Tests have shown I began losing my hearing in my right ear in 2005. My otolaryngologist, Dr. Peters, evaluated my case and made the decision that I would be an ideal candidate for the cochlear implant,” Brauer said. “Cochlear implants are better suited to help severely to profoundly deaf adults and children who get little or no benefit from hearing aids. I was so blessed when Dr. Peters agreed to do the procedure on me.”

Brauer received her cochlear implant for her right ear on May 7, 2008, and it was activated on May 29, 2008. Once the cochlear implant is activated, hearing is not



Yvonne Brauer and her therapy dog, Bo, a three-year-old German shepherd. (Photo by Frank Brauer)

automatic and requires specific training that may take up to a year to be fully functional for the recipient. Brauer still attends aural rehabilitation encompassing listening to audio books while reading alongside her therapist and conversing on a variety of subjects. She also works with her audiologist, who activates each of the electrodes and establishes the appropriate levels of electrical simulation, to work toward her optimal hearing level. When asked

According to her friends and coworkers, Brauer’s determination to excel at any task eclipses her hearing-loss disability and serves as a motivation for everyone.

about plans for a cochlear implant for her left ear, Brauer said, “Not until I have gotten my current cochlear implant ‘trained’ to its optimal level.”

Brauer’s disability never got in the way of her athletic pursuits. As a high school junior, she participated in volleyball, basketball, gymnastics, track and soccer. She earned a high school letter in volleyball and basketball and was awarded a four-year athletic scholarship to play volleyball at Texas Wesleyan University.

“I watched people’s expressions, body language, motions and hand signals as these all can tell a lot when you are more visual, compared to another player who has full hearing to work with,” she stated. “It probably helped my concentration and kept distractions to a minimum.” Brauer remains active today, playing volleyball and soccer for both her local YMCA and the North Texas Women’s Soccer Association, of which she has been a member for the past 20 years.

When she is not on the athletic field, Brauer and her husband, Frank, who is also hearing impaired, can be seen working with their therapy dog, Beauegard, or “Bo.” Brauer explained, “Bo is a three-year-old, long-coat German shepherd that my husband trained. He has done tracking for search and rescue, where he was tested and accepted, but we pulled out of search and rescue since it required too much involvement time.” She continued, “Bo is also a certified therapy dog and is in current training with my husband

for certification as a hearing service dog.”

Bo wears a specially-designed vest to alert people around him that he is a working hearing service dog. “Everywhere we go in public takes longer because Bo attracts so many people from all walks of life, and my husband shares him well,” said Brauer. “Having Bo around has been therapeutic for me, especially while I am going through my adjustment period for my cochlear implant.”

Brauer began her career in 1984 with the former Defense Contract Administration Services Region Dallas as a GS-03 pricing clerk typist in a summer hire temporary position. “During that time I was using the typewriter and typed over eight contract price/cost analyst reports,” she said. “Typing

all those reports got me interested and I wanted to know more about contract pricing as well as contracting itself.”

Today, Brauer is a warranted administrative contracting officer and administrative agreement officer for the OH-58D *Kiowa Warrior* program, an acquisition category 1D program, and the OH-58D repair and readiness program. She is also a subject-matter expert on contract closeout, canceling funds and overage contracts.

“My whole career at DCMA has always been a challenge. Yet, I do not let my disabilities get in the way,” said Brauer. “Working on maintaining a positive attitude and keeping faith in God has helped me acquire the skills to do what needs to be done.” 



Yvonne Brauer (Right) on the soccer field. She has always been athletically gifted and has used her hearing loss to her advantage when competing in sports.



Program for Developing Managers is Helping you to Advance

The PDM was established under the auspices of the Defense Logistics Agency Equal Employment Opportunity Federal Women's Program in 1989. The PDM is an agency initiative that addresses barriers preventing the advancement of women and minorities into leadership positions within the workforce.

The first PDM training, offered in 1990, brought together 25 employees at the Simmons Graduate School of Management in Boston, Mass. The Defense Contract Management Agency first offered the program in 2001 on an existing contract from DLA. Since becoming a stand-alone agency in 2000, 53 DCMA employees have graduated from the program.

DCMA awarded a new contract for the program on Sept. 30, 2008, with a four-year option to the University of Management and Technology in Arlington, Va. Although the PDM is targeted toward women, men may also apply. Several male employees have attended the training.

What the program involves — an intensive, four-week residency experience designed for managers and technical specialists assuming increased management responsibilities. It emphasizes quantitative skills and team building, while developing managerial strategic thinking and critically important managerial behaviors. The behaviors serve to strengthen core competencies, enhance leadership skills and sharpen participants' abilities to deal effectively with change.

What the program includes — seminars, lectures and discussions on the dynamics of critical current issues, such as business systems modernization, customer relationship management, knowledge management, diversity, ethics, negotiation and the global economy. Case studies on women managers are also used in each program to explore the career and management challenges women face throughout job and industry settings.

Who should attend — women or men at or above the GS-12 level or those at the GS-11 level who have high potential for middle manager status, new senior managers and technical specialists who require better leadership skills and a broader understanding of the business industry's functional areas.

How to apply — Every year in the August/September timeframe, a tasking memo requesting applications is posted to the DCMA Web site. The workforce is notified via e-mail about the program and how to apply. The PDM nomination package includes an endorsement letter signed by the applicant's commander or division director, an application, a sponsor form and checklist. A panel of DCMA leaders then convenes to determine the top candidates. The annual number of attendees depends on the approved funding. The 2009 program will run from March 16 - April 10, 2009.

International Division Employee Customer Support'

By Mark Woodbury
DCMA Public Affairs

Ann Radcliffe, 18th century author, said, "One act of beneficence, one act of real usefulness, is worth all the abstract sentiment in the world."

According to those who work directly with Karen Smith, Defense Contract Management Agency International management analyst, this quote embodies why many view her as an irreplaceable asset within the agency. "Karen is a consummate professional," said Jeff Ford, DCMA Northern Europe deputy director. "Karen's default customer service approach to any situation is, 'How can I help?' and, more specifically, 'Here are some solutions to consider for this situation.'"

With 32 years of working experience to her name, Smith provides assistance with human resource issues for International Division as a liaison to the Civilian Personnel Operations Center, gives advice and assistance to contract management office human resources liaisons and serves as the data administrator for DCMAI's National Security Personnel System workforce.



Karen Smith, DCMAI Division management analyst, poses for a picture at her desk at the contract management office in Boston. (Photo by Ann Jensis-Dale, DCMA Public Affairs)

According to the leadership she supports, long before DCMA implemented NSPS in 2008, Smith began educating herself on the policies and procedures. "Karen has been the catalyst for the smooth International Division transition to NSPS," said Steve Trautwein, DCMA Southern Europe deputy director. "Her knowledge and ability to communicate clearly on a complex subject have been key to our overall success in implementing NSPS."

Ford stated, "Karen worked without end to assist each supervisor at DCMA Northern Europe throughout the NSPS cycle last calendar year. [Her] support to DCMA Northern Europe during the implementation of NSPS has defined customer support to me."

Smith's direct supervisor says she could not be happier with what Smith brings to the table. "Karen is a true team player who is dedicated to her customers," said

...ee's Efforts 'Define

Kathy Butera, DCMA International commander's action group director. "She leads by example and is always looking out for the best interests of the employees and the agency."

In thinking of a particular person whom Smith admires for their contributions to women as a whole within the workforce, Smith "admires any woman, or man, who has had to overcome something that was so overwhelming at that moment in time they didn't think they would survive, but found the courage, or had the confidence in themselves, to overcome it and learn from it." Smith said it is situations like the one she describes that really make a person genuine.

Smith does, however, credit an important early-career insight provided by a former colleague for shaping the way she approaches



Karen Smith, middle, DCMAI Division management analyst, meets with Molly Marshall, left, DCMA Business Operations Center director, and Kathy Maguire, right, DCMA Operations Center management analyst, at the contract management office in Boston, Feb. 3. (Photo by Ann Jensis-Dale, DCMA Public Affairs)

everyday work. "She taught me to research everything," Smith said. "Not to merely 'do what has always been done in the past.' This changed the way I approached my work and has helped me to become the specialist I am today." Having worked with Smith in

two different DCMA divisions, Trautwein holds her in high regard. "Karen is truly one of the finest HR professionals in DCMA. I have personally seen both organizations benefit from her knowledge and professional acumen."

While summing up his praises for Smith, Ford said, "all of us are extremely fortunate to have her on our team," adding, "[She] has the right personal makeup and is well placed within the organization to help our division, and agency, achieve all of our desired human capital outcomes." **C**

Karen has been the catalyst for the smooth International Division transition to NSPS. ... Her knowledge and ability to communicate clearly on a complex subject have been keys to our overall success implementing NSPS.

— Steve Trautwein



“A huge step forward on that journey” Director Promotes Human Capital Initiative

By Dick Cole,
Chief Public Affairs

Secretary of Defense Robert Gates told the Senate Armed Services Committee in January that acquisition was “chief among the institutional challenges” at the Pentagon. A risk-averse culture with an unwieldy and litigious acquisition process, excessive and constantly changing requirements, and budget instability all affect the acquisition process and must be addressed, Gates said. Additionally, a grossly understaffed acquisition workforce is trying to “nail down purchasing priorities that are constantly in flux,” said the secretary.

During the last eight years, the Defense Department has operated with key acquisition positions unfilled. Further, during this eight-year period, the size of the Defense Contract Management Agency’s budget and workforce has dropped by half. Gates explained

this is due, in part, to reductions in department-wide procurement staffing after the Cold War but that the cuts went “too deep.”

The secretary committed to building a strong foundation for major acquisition programs and revealed that the military services and the department’s components — including DCMA — have committed to boosting acquisition staffing. The Defense chief stated that DCMA would hire some 2,300 additional people by July 2010 and that the Army would be adding 1,000 civilian and 400 military acquisition officials to its ranks. Lawmakers have signed on to the secretary’s efforts to push acquisition reform, rebuilding the department’s acquisition and contracting corps.

As part of this department-wide effort, DCMA undertook the “Human Capital Solutions

Initiative.” With assistance from the Office of Personnel Management and contractor support, DCMA is not only seeking to grow its corps of professional acquisition and contracting employees, but also to accomplish better and more effective workforce planning, succession planning, leadership development and examine and revise training and assignment plans and practices.

“It’s all about the people,” said human resources director Randy Sawlsville. “We will need the support of all our employees in building the right human capital policies and infrastructure to build and retain a talented workforce at the appropriate levels to be able to accomplish our mission.”

To achieve this goal, HR has focused its efforts on aligning human capital priorities — from training and career development, to policies and procedures, to recruiting and retention — to support job satisfaction, job performance and DCMA mission accomplishment.

Most immediately, DCMA seeks to attract more than 2,000 employees to the agency over the balance of

The Defense chief stated that DCMA would hire some 2,300 additional people by July 2010 and that the Army would be adding 1,000 civilian and 400 military acquisition officials to its ranks.



Initiative as Solution to Rebuilding DCMA

the year. This recruiting effort will provide the workforce needed to ensure that DCMA can give its customers the acquisition and contracting management they expect, according to Sawlsville. “But we must focus on more than just recruiting,” he said. “The advanced age of our workforce means a large number of retirements over the next few years, and we must ‘grow’ the replacements for these talented people by having a succession plan in place.”

“At DCMA, we have an unparalleled, talented workforce,” said agency director Charlie Williams, Jr. “In the coming years, we will face a great challenge as we anticipate a shift in our workforce. We must be prepared to respond to that challenge by replacing critical skills and having ‘world-class solutions’ that will continue to build and retain our workforce.”

What does this mean for me?

In the coming months, DCMA employees will have the opportunity to improve the landscape of our future workforce and be fully engaged in

“Over the past few months, we’ve made significant progress in identifying key areas we need to improve with respect to how we conduct the agency business in pursuit of our vision.”

— Charlie Williams, Jr.

determining their career paths and skill development, according to Sawlsville. Human resources will invite a number of employees to participate in interviews, surveys, advisory panels, working groups and focus groups.

“The input of our employees is critical to ensuring DCMA continues to be a competitive, quality place to work and that we continue to recruit and retain the best and brightest employees,” said Sawlsville. “More specifically, we want to make DCMA a preferred employer in the federal government, identify people with the right skills for the right jobs, identify skills we will need in the future so we may develop a workforce prepared to support our mission and to empower our employees to be full partners in developing their own careers.”

DCMA’s director noted the agency’s focus on addressing these issues. “Over the past few months, we’ve made significant progress in identifying key areas we need to improve with respect to how we conduct the agency business in pursuit of our vision,” said Williams.

“I recognize many of our employees may already be asking, ‘So, where’s the beef?’ It’s coming, but I think it is important that we move deliberately as we seek to make changes so that the changes are not just Band-Aids™, but enduring solutions,” he continued. “As I have said before, we’re at the starting line of a journey, which will require patience and hard work. The human capital solutions initiative is a huge step forward on that journey.” 

Building and Delivering a *Globemaster*: Excerpts from a Commander's Diary

By Air Force Col. Michael Coolidge
DCMA Boeing Long Beach

November 2007

The nineteenth day began like any other, but turned out to be very special. It marked the start of the assembly of the 194th C-17 *Globemaster III* at Boeing's Long Beach, Calif., plant. Some parts for the airlifter are manufactured in-house, but many more come from different suppliers in nearly every other state. Ten different aircraft are in production inside the hangar at any given time.

Shortly after assembly of the wing skins and struts began, Thanksgiving was upon us. As we prepared for the holiday, I was informed that a new captain due to report for duty during the next week was, instead, to deploy to Kuwait within a month of his arrival. The new captain would help DCMA meet its quota in the initial surge of contracting personnel recommended for deployment by the Gansler Commission. One aircraft was finished before his arrival, and the production line kept moving!

December 2007

December was busy. U.S. Air Force Capt. Anthony Driessen signed in and immediately began preparing to depart on his six-month deployment to Kuwait. My other new military member, U.S. Air Force Maj. Richard Hallbeck, arrived and settled in for the holidays with his family. He knew it would soon be his time to deploy.

We flew, accepted and delivered two C-17s to Dover Air Force Base, Del., and Australia. During this time, the fuselage of C-17 F-194 was laid and initial "bending of metal" happened. Various parts from all over the U.S. and Canada arrived so this plane could be built. The first quarter of 2008 was relatively quiet. As the country was gearing up for the presidential primaries, Boeing Long Beach was focusing on delivering C-17s to our allies. We delivered four aircraft that quarter — two to Canada and one each to Australia and Great Britain. These planes were a mixture of direct commercial

sales and foreign military sales. As we assessed each airplane, DCMA Boeing Long Beach staff had to tread carefully in determining how to bill every hour we performed against each aircraft. A few of these aircraft were considered both direct commercial sales and foreign military sales — an airplane was bought as DCS but the flight test was FMS. Record keeping became extremely important. Somehow, though, we made it through.

April 2008

By April, DCMA was in full swing preparing fiscal year 2009 budget and staffing numbers. All DCMA offices were working hard analyzing data. In short, most members of DCMA management were just miserable.

However, on April 22, our new "baby," F-194, had a historic day. The four major parts — wings, fuselage, empennage and nose — were transported from the Long Beach factory and loaded into the Nicholson tool. The Nicholson tool is a monstrous, mechanical jig that aligns the wings and centers the fuselage, nose and empennage to within thousandths of an inch. For the first time, F-194 looked like an

**As the country was gearing up for the presidential primaries,
Boeing Long Beach was focusing on delivering C-17s to our allies.**



Faulkenberry meets DCMA staff members with P-177 nearby.



People enjoy the Mid-Production Boeing Open House at the Boeing Long Beach facility.

airplane. Its final journey within the Long Beach plant had begun. During the rest of the second quarter 2008, we delivered three more C-17s, one each to Dover AFB, Travis AFB, Calif., and Great Britain. As we made these deliveries, F-194 received its landing gear, flaps, control surfaces and engines. It moved forward three major workstations on the assembly line. Also during this period, this aircraft stopped being “F-194” and became known as P-177, or the 177th C-17 for the U.S. Air Force.

During this same period, our budget submission firmed up, and we knew exactly how many of our billets were at risk of being cut. It looked as if this would be another tough year.

July 2008

Finally, July arrived. We all wanted to take time off to celebrate; but first, we had to deliver an aircraft, P-174, to Dover AFB on July 3. Its takeoff and delivery served as the beginning of our Independence Day celebration.

Throughout July, we worked hard on delivering P-175, while P-177 moved from final assembly to the paint hangar. Both Boeing and DCMA worked tirelessly to streamline the final inspection and acceptance process, since this was the first time we were using a new inspection and delivery procedure. The two organizations redoubled their efforts to reduce preparation time in delivering a defect-free product. This meant that the entire month was focused on flying and fixing any problem that was uncovered. The jet was going to be “clean;” we were determined to have it “combat ready” from day one.

On July 25, P-175 was delivered to Dover AFB. Unbelievably, it flew its first operational mission the very next day; it was needed in Iraq.

Less than 24 hours after departing Long Beach, P-175 was heading into harm’s way, delivering necessary supplies to our troops. This surprised us all — most aircraft do not go from

acceptance to combat so quickly. We were proud that our new, streamlined ramp procedures worked. July brought us other joys and concerns as well. Our two new military members “changed positions.” We welcomed Driessen back from his deployment as we sent Hallbeck away on his.

August 2008

August proved to be just as busy as we prepared both P-176 and P-177 for delivery to Dover AFB. We quickly overcame several small problems as these two aircraft were prepared. On Aug. 19, we delivered P-176 to Dover AFB and discovered that it, too, was bound for immediate deployment to the combat zone — our second in a row to go “from factory to fight.” Later that month, our budget for FY09 had gone final, and we had successfully protected everyone’s billet. Things were looking up as we headed into Labor Day weekend.

September 2008

September began in a flurry of



Engineers fix the ramp toes on P-177.

activity as we performed the first flight of P-177. First flight is always a cause for concern, because we can never perform enough preflight inspections, engine tests and low-speed and high-speed taxi tests to completely remove all the concern that comes with taking off for the first time in an aircraft that you followed from the start. Much to everyone's relief, this new aircraft soared into the air and performed flawlessly.

On Sept. 10, Air Force Brig. Gen. Barbara Faulkenberry, Commander, 15th Expeditionary Mobility Task Force, Travis AFB, toured the C-17 plant and received her "checkout simulator ride" so she could deliver this aircraft. Faulkenberry is a KC-135 navigator but is preparing to accept this newest C-17 on behalf of the U.S. Air Force.

The next morning, before dawn, the general and the aircrew arrived. Waiting for her to speak were 30 of the more than 6,000 men and women who built this aircraft. Also present were three DCMA Boeing Long Beach staff members, all service veterans, involved with oversight of various Boeing efforts.

One of the veterans, Susan Burrows, is an Air Force reservist and serves as one of our quality assurance inspectors. Aircraft P-177 was her

"baby." Burrows was responsible for this aircraft from initial lay down to final flyaway. She had signed off that the engines, instruments, paint,

in theater handling cargo, troops and wounded personnel. He was able to personally vouch for its utility on the field of conflict. Faulkenberry



C-17 P-177 takes flight.

gear and airframe were all ready — she knew this entire aircraft better than any maintenance crew ever will.

The second staff member, quality assurance specialist Dean Carlson, was our newest employee. He had been at DCMA for less than two weeks and came to us from the Navy. Carlson monitors and tracks the delivery performance and quality of a multitude of critical safety inspection parts. Working with Boeing and their subcontractors, Carlson ensures that everything arrives on time and poor performing subcontractors "get their stuff together." While in the Navy, Carlson saw the C-17 in action both while deployed and during standard tours.

The last individual to greet Faulkenberry was Driessen, our deployee who had recently returned from Kuwait. He had just seen firsthand how this aircraft performs

addressed the Boeing workers and thanked them for a job well done. After shaking each hand, she told them how the brave men and women she serves with are using the C-17. She also relayed that this aircraft would be pushed into service early.

When the aircraft arrived at Dover AFB later that day, it would likely be turned around and sent to aid in hurricane evacuations, as Hurricane Ike was bearing down on Texas, and several locations had asked for help in transporting their hospital patients. Once again, the Air Force and the products we deliver were needed both here in the U.S. and overseas to save lives and perform our mission.

With that, Faulkenberry and the audience had their pictures taken. She and the crew then boarded the aircraft, taxied and took flight. As they lifted off, they gave a wing-wave "goodbye" to Long Beach and those who had brought U.S. Air Force's 177th C-17 to life. All in all, it was a memorable start for everyone present on Sept. 11, 2008. **C**

On July 25, P-175 was delivered to Dover AFB. Unbelievably, the P-175 received its first mission the very next day; it was needed in Iraq.



A Simple Id



After much thought, followed by a blast of clarity and inspiration, an idea transpired that may potentially improve government-contractor communication across the defense industry.

Robert G. Duarte, an engineer working on the National Polar Orbiting Environmental Satellite program at Defense Contract Management Agency Northrop Grumman Space Technologies, Redondo Beach, Calif., conceived the idea. "On virtually any major defense contract, the contractor will conduct regularly scheduled briefings explaining the basic status of the program," he said. "Usually these meetings are called

Northrop Grumman Corporation and the Defense Department are working toward developing the country's Space Tracking and Surveillance System. (Image courtesy of Northrop Grumman Corporation)

Idea for Strengthening Partnerships

By Sam Rousso
DCMA Public Affairs

Duarte continued by posing this as his central idea: when DCMA, the customer, and the contractor convene for the PMR, it should be mandated that the government representative ask the contractor representative, "What can we do to make your job easier?"

'program review meetings' or 'program management review meetings.' They may be held twice a year, quarterly or monthly, depending upon the need."

Duarte continued by posing this as his central idea: when DCMA, the customer, and the contractor convene for the PMR, it should be mandated that the government representative ask the contractor representative, "What can we do to make your job easier?" He argues that, over time, the relationship between the contractor and government often evolves into a partnership. "Both parties must perform for success to be achieved," stated Duarte. Sometimes, he added, real issues are not getting necessary exposure.

Duarte's continuous improvement opportunity submission offers specific contractor requirements. "Each contractor presenter, after going through their series of slides, should add one more slide containing a list of items

that their particular group has submitted to the government for action concurrence or approval," he stated. "This may be a test plan requiring government concurrence, or a Class I Engineering Change Request or similar items."

In addition, he specifies that each item should state both its government submission date and a due date. The items should also include a short description of the contractor action that is pending while awaiting a government response. This may include a test that is awaiting initialization or a pending material purchase.

Duarte emphasized that because of the government program management's presence, the PMR is the ideal place to present issues. Presenting them in the PMR could avoid possible delays, especially for those programs that require prompt action by the government. Even small delays on major programs can cost tens of thousands of dollars.

"If we use this forum to present specific information, it will point out directly what the government can do to help the contractor do their job better. It must be remembered that there is a partnership the government now has with its contractors," Duarte said. "It is this partnership that must be acknowledged. The best way for the government to acknowledge this partnership is to perform their share of the work expeditiously."

Since Duarte's suggestion, his idea has become a reality — contractors adopted the suggestion, and implementation began in January. 



Robert G. Duarte, an engineer working on the National Polar Orbiting Environmental Satellite program at DCMA Northrop Grumman Space Technologies, had an idea for improving government contractor communication across the defense industry.

DCMA Deployee Gives Back to V

By *Dianne Ryder*
Editor in Chief

Kathryn Blackerby is an administrative contracting officer with DCMA Aircraft Integrated Maintenance Operations – Birmingham, Ala. She is also a wife, mother, grandmother and thrice-deployed emergency essential volunteer.

Blackerby worked with DCMA previously in the mid to late 1990s in the small business office and on a quality team. She was a contracting specialist with the Army Reserve Contracting Office in Birmingham, and in 2003, she continued working as a contract specialist with the Corps of Engineers in Huntsville, Ala., before returning to DCMA as an emergency essential employee in 2005.

“I have spent my career working with and for the military in some form or fashion and now had the opportunity to support ‘boots on the ground.’ Just the thought of that made me proud,” said Blackerby. “What I do for the soldiers who risk their lives every day ‘outside the wire’ is just a tidbit. But if I can be a part of ensuring they have three or four hot meals a day, a good bed to sleep in with heat and air conditioning and morale, welfare and recreation facilities, then I will sacrifice what little I do to be in this environment with them.”

In February 2007, Blackerby switched gears by beginning a permanent ACO position in her home office. “But I couldn’t stand not coming back, so when my EE position was re-announced, I applied, and here I am,” she said. “It’s just one of those things that you either feel compelled to do or you don’t.”

Blackerby returned in December 2007, reporting to Camp Arifjan in Kuwait. She worked there for a few weeks until she was asked to take over the northern camps and move to Camp Buehring, Kuwait.

“I was very clear from the beginning that I wanted to come to Iraq. I had experienced Afghanistan, now I wanted to work in Iraq,” Blackerby said. While at Buehring, her Iraq opportunity arose and she immediately accepted. In February 2008, Blackerby moved up to Camp Slayer, Baghdad.

In October 2008, Blackerby returned to Southern Iraq as an

ACO at Camp Taji, Iraq, where she currently serves. She plans to have at least one more deployment before retiring.

As many deployees have discovered, working conditions in Iraq can be difficult. But in her own words, Blackerby’s main challenge was “hopping helicopters and C-130s. I’m only five feet tall and a few pounds over what I need to be,” she said. “Therefore, carrying the extra weight of the ‘battle rattle’ and duffels is getting difficult, to say the least.” At 55 years old, Blackerby is just grateful to help. “I guess I’m just showing my age, and I don’t like to feel I’m a burden to the pilots or soldiers.”

Another lament Blackerby had in common with other deployees was missing home life — especially spending time with family at holidays and other special occasions. “I missed Thanksgiving this year, and this was my second Christmas [deployed] in a row. I’ve spent my last two birthdays here in Iraq and missed children

“What I do for the soldiers who risk their lives every day

‘outside the wire’ is just a tidbit.”

— Kathryn Blackerby

Warfighters Through Sacrifice



Kathryn Blackerby, an administrative contracting officer with DCMA Aircraft Integrated Maintenance Operations – Birmingham, has found emergency essential deployments to be immensely rewarding.

and grandchildren’s birthdays,” she confessed. Blackerby is married with two daughters and five grandchildren. Her husband, Danny, is an engineer with DCMA Huntsville.

When asked about her most valuable lessons learned from each of her deployments, Blackerby responded, “To appreciate what the soldiers endure each and every time they go outside the wire. To be a bit more patient, forgiving and in tune with the difference in culture and to appreciate the freedom that we, as Americans, enjoy each and every day.”

As for Blackerby’s most memorable experience, she detailed one evening’s events in Afghanistan. “It was about 11:30, and I had just lain down. My phone rang. It was a soldier asking to borrow a [Logistics Civil Augmentation Program] forklift to get a Humvee out of a dump truck,” she said. “I got dressed and went down only to find a Humvee jammed into the back of an Afghan dump truck!” The Humvee had broken down, and the soldiers collected money to pay an Afghan dump truck driver to haul it back to camp. “[The soldiers] finally got it unloaded onto the recovery vehicle about 1:30 the next morning,” Blackerby concluded.

The DCMA employee describes her deployment experiences as “different, because each and every camp and personality is different.” But she sums up her time as an EE employee with a profound affirmation: “Outside the birth of my children and grandchildren, my deployments have been the most rewarding experiences of my life, and I would definitely do it all over again.”

In addition to her own experience, Blackerby encourages DCMA civilians contemplating volunteerism in the future. “Go for it. If it’s for you, you’ll enjoy and return. If not, you’ll do your six months and go home. I know of several people who have come here for a six-month tour and have either extended or applied for an EE position.”

Blackerby expressed deep gratitude for all of the service members who put their lives in jeopardy on a daily basis, as well as families of service members for their daily sacrifices. “I’d also like to thank my husband for all the love, patience and support he has given me through all of my deployments. I look forward to returning home in April and hopefully spending the holidays at home this year.”

DCMA Employee, Wife Overcome Obstacle to Pursue Passion

By Mark Woodbury
DCMA Public Affairs

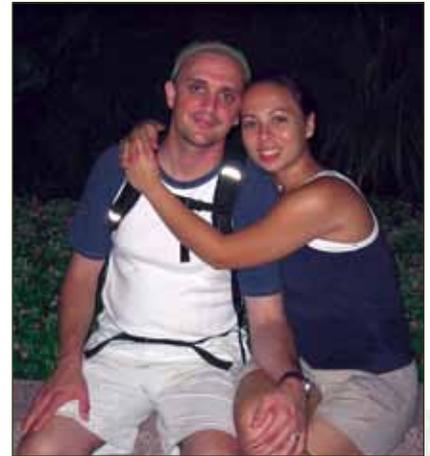
An old saying states that when one has a passion for something, he or she will overcome any and all obstacles that come between the person and his or her passion. This certainly rings true in the case of one Defense Contract Management Agency employee and his wife.

Air Force Maj. Alan Willingham, DCMA Israel administrative contracting officer and business team leader, and his wife, Sharilyn, have continually found ways to overcome every obstacle they have encountered to pursue their love of choreographing drum and bugle corps and marching band routines. With Alan currently assigned to the DCMA Israel office, he and his wife are halfway around the world from

the groups they instruct back in the United States. But this is a minor obstacle in the road to pursuing their passion.

To overcome this challenge, Alan and Sharilyn have utilized the benefits of the Internet. After putting hours into designing a routine, they record themselves performing the routine and upload a video of the performance to a Web site. The group leaders in the U.S. then are able to download the video and incorporate the instruction into their routine.

Although being geographically separated is a complication that can be overcome, Alan admits it does require more time to reach the desired outcome. "The hardest part is just not being there," he said. "We



Air Force Maj. Alan Willingham, DCMA Israel administrative contracting officer and business team leader, and his wife, Sharilyn, pose for a picture together during a recent outing.

have to wait to see a videotape of the group's performance based on what we provided them and then schedule a time to do a Web conference with the director to discuss any changes."

Members of just one of the many drum and bugle corps bands Air Force Maj. Alan Willingham and his wife, Sharilyn, choreograph for compete at a competition in the U.S. recently.

Under these circumstances, changes that normally could be made on the fly and take only hours to incorporate into the overall routine take days. Sharilyn finds that “mood and characterization are difficult to convey through video and sometimes get lost in translation.”

Even with these factors, Alan and Sharilyn have been able to assist bands and drum and bugle corps groups win multiple competitions. Sharilyn, however, points out that success for them is not measured in trophies. “In our line of work, one must define success in other, more personal ways,” she said. “We measure success by the learning experience of our students. ... We teach that the measure of one’s worth, or the worth of the endeavor, is not measured in trophies and accolades but in the wisdom and experience that one gains from such.”

Through their 11 years of working together, the couple is able to design and choreograph routines faster. However, the time spent on an individual routine varies based on the level of involvement the client wants and his or her overall skill level. “If they want the whole thing — music, drill and guard — it can take weeks,”

Did you know?

What is the difference between marching bands and drum and bugle corps?

Drum and bugle corps are similar to marching bands because both groups have horns and drums and musicians that march. However, traditional drum and bugle corps consist of bell-front brass horns, field drums, a color guard and an honor guard. Marching bands, on the other hand, typically include brass, woodwinds and percussion instruments and exclude an honor guard.

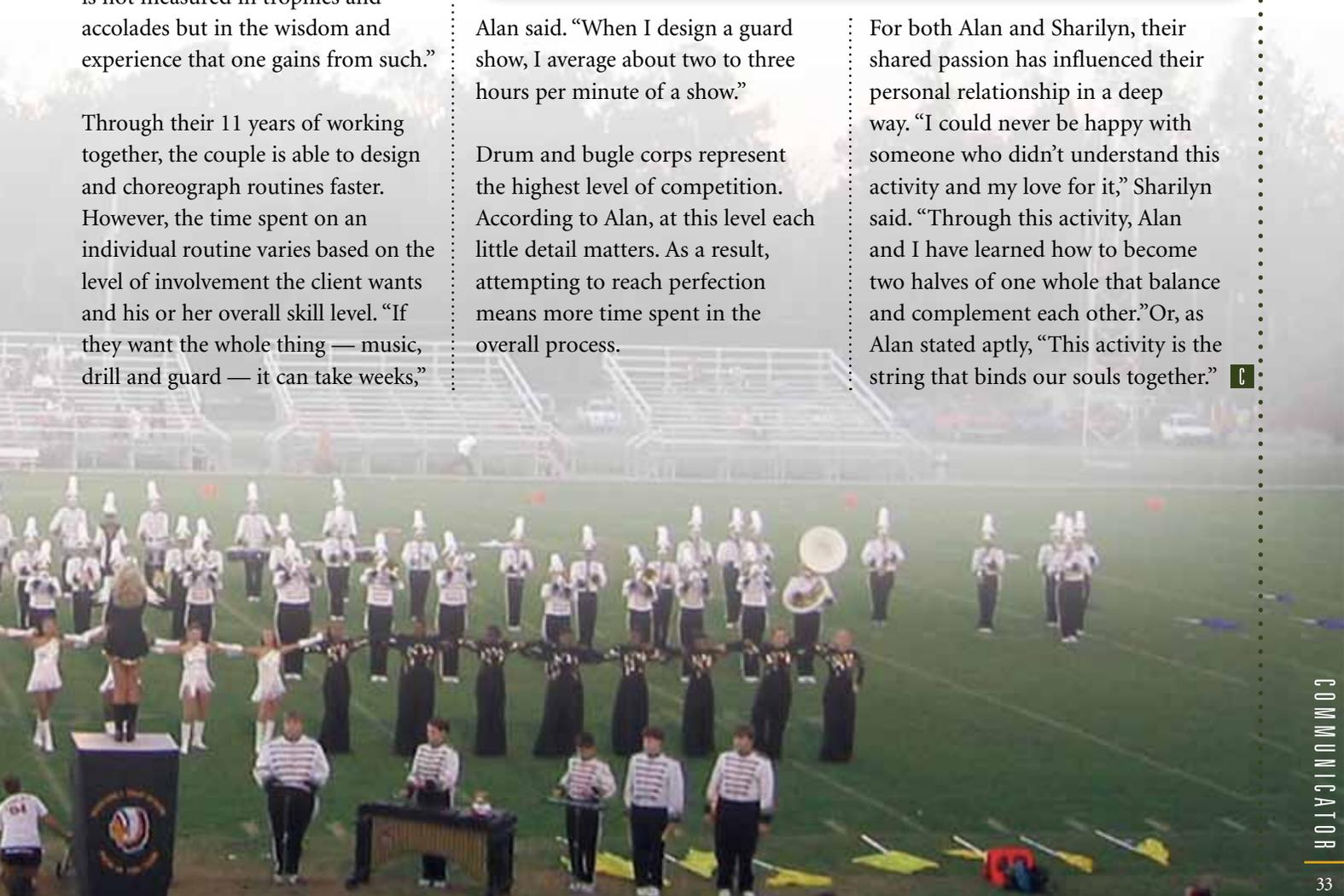
Drum and Bugle Corps History

The history behind drum and bugle corps stems from military bugle and drum units returning from World War I and succeeding wars. Traditionally, drum and bugle corps served as signaling units as early as before the American Civil War. With the advent of the radio, however, bugle signaling units became obsolete. Surplus equipment was sold to veteran organizations. These organizations then formed drum and bugle corps groups that performed in community events and local celebrations. With time, rivalries between corps emerged and the competitive drum and bugle corps circuit evolved.

Alan said. “When I design a guard show, I average about two to three hours per minute of a show.”

Drum and bugle corps represent the highest level of competition. According to Alan, at this level each little detail matters. As a result, attempting to reach perfection means more time spent in the overall process.

For both Alan and Sharilyn, their shared passion has influenced their personal relationship in a deep way. “I could never be happy with someone who didn’t understand this activity and my love for it,” Sharilyn said. “Through this activity, Alan and I have learned how to become two halves of one whole that balance and complement each other.” Or, as Alan stated aptly, “This activity is the string that binds our souls together.”



Team Recognized for Win-W

By Ann Jensis-Dale
DCMA Public Affairs

Defense Contract Management Agency Navy Special Emphasis Operation's South Philadelphia Oversight Team recently won the DCMA team performance award for their dedicated work with a local Philadelphia contractor, Derbyshire Machine & Tool Co., an experienced supplier of Naval critical safety item program equipment, including nuclear plant material and level one/Submarine Safety Certification Program — SUBSAFE — equipment.

Derbyshire provides a variety of products for the U.S. Navy and commercial marine use. The company has been a Navy critical supplier supporting fleet readiness for more than 100 years. The Navy uses Derbyshire valves and valve systems in numerous shipboard applications, including evacuating water from flooded compartments, transferring fuel and ballast and nuclear plant operations.



Navy Seaman Randall Tilton mans the Navy Jack during the commissioning ceremony for the Virginia-class attack submarine USS *New Hampshire* (SSN 778) at Portsmouth Naval Shipyard Oct. 25, 2008. More than 3,500 people were in attendance at the ceremony, held at the Navy's first shipyard. (U.S. Navy photo by Jeremy Lambert)

DCMA NSEO received notice in 2006 from the level one receipt inspection activity at Portsmouth Naval Shipyard in Portsmouth, N.H., citing increases in quality rejects and nonconformities for Derbyshire products. Chuck

Palmer, NSEO team lead, and his supervisor, Walt Pawlusik, NSEO group leader, discussed a plan of action to assist Derbyshire with improving its product quality. "We set a goal to improve performance and reduce quality escapes by 25 percent, which directly ties into the NSEO's nuclear plant material and level one/SUBSAFE performance commitments," said Palmer.

Pawlusik and Palmer's first step was consulting NSEO quality assurance representatives with manufacturing oversight expertise

We set a goal to improve performance and reduce quality escapes by 25 percent, which directly ties into the NSEO's nuclear plant material and level one/SUBSAFE performance commitments.

— Chuck Palmer

Win Results

for products similar to those produced by Derbyshire. NSEO detailed personnel to Derbyshire at various times over an 18-month period to assist with this project. “This opened the door for enhanced communications between Derbyshire, DCMA NSEO and our U.S. Navy customers, resulting in more issues being identified through additional quality data evaluations and process oversight,” said Pawlusik.

“We all knew that Derbyshire was an important part of the procurement system for the Navy. We also knew that to turn Derbyshire around, it was going to take a true team effort between the U.S. Navy’s Naval Sea Systems Command, DCMA NSEO, Naval Inventory Control Point, Mechanicsburg, Pa., and, of course, Derbyshire,” Palmer stated.

The team agreed to perform a quality performance evaluation of

Derbyshire in September 2007. The QPE assessed Derbyshire’s effectiveness, quality performance and compliance with ISO 9001:2000 and the contract requirements of Navy nuclear plant material and level one/SUBSAFE programs. The QPE’s results were unsatisfactory with seven major findings, 47 nonconformities and five observations. Derbyshire did not meet ISO 9001:2000. “We had a critical Navy supplier struggling to comply with complex

Line handlers from Portsmouth Naval Shipyard heave the lines to secure the *Virginia*-class attack submarine USS *New Hampshire* (SSN 778) to the pier Oct. 19, 2008. *New Hampshire* is the fifth submarine in the *Virginia* class, the first major U.S. Navy combatant vessel class designed with the post-Cold War security environment in mind. (U.S. Navy photo by Quartermaster 1st Class Frank Bedell)



“Under the leadership of Charlie Palmer, DCMA helped Derbyshire work through and adjudicate many of their systemic quality issues, while providing added assurance that NAVICP is receiving good products based on DCMA’s enhanced oversight and performance of increased inspections.”

— Dan Homan and Doug Callihan

manufacturing and quality requirements,” said Palmer.

Derbyshire was surprised at the QPE findings but was willing to work with the team to plan and implement corrective actions. Again, communication was the key component between NSEO, Derbyshire and DCMA’s U.S. Navy customers.

One significant finding involved Derbyshire’s measurement of the threads on valve connection points. The company was incorrectly interpreting the specifications and did not have the proper gauges to perform the inspections. “The NSEO team chaired a meeting with a representative of the Navy’s technical representative for fasteners, NAVICP Mechanicsburg, Naval Sea Systems Command and Derbyshire, resulting in clarifying the thread specification requirements, re-engineering the thread inspection process and replacing 35 percent of existing Derbyshire gauges and the purchasing of new gauges,” said Palmer.

The NSEO team held weekly and sometimes daily quality management meetings with Derbyshire to provide guidance

and clarification on the QPE findings. These meetings also provided information on ways to evaluate their manufacturing processes utilizing causal mapping and root-cause analysis to develop solutions for improving their manufacturing production flow.

Through this effort, the NSEO team convinced Derbyshire to implement significant changes in their quality program early last year. By June, Derbyshire received certification as an ISO9001:2000-compliant facility and reduced the number of product quality deficiency reports by 50 percent, exceeding NSEO’s

performance commitments. A QPE final report stating all required follow-up actions were complete was issued in November 2008 by NAVICP Mechanicsburg.

The NAVICP Mechanicsburg Directors, Dan Hohman, nuclear plant material group, and Doug Callihan, level one/SUBSAFE group, offered their praise in the QPE final report: “Doug Callihan and I would like to recognize the outstanding efforts by the current DCMA team (Charlie Palmer, Rob Mannix and Bob Walker) that works with Derbyshire on a daily basis. Under the leadership of Charlie Palmer, DCMA helped Derbyshire work through and adjudicate many of their systemic quality issues, while providing added assurance that NAVICP is receiving good products based on DCMA’s enhanced oversight and performance of increased inspections. Again, thanks for a job well done by DCMA!”



A view of the Portsmouth Naval Shipyard in Portsmouth, N.H. DCMA Navy Special Emphasis Operations received notice in 2006 from the level one receipt inspection activity at Portsmouth Naval Shipyard, citing increases in quality rejects and nonconformities for Derbyshire products. DCMA helped Derbyshire work through and adjudicate many of their systemic quality issues, while providing added assurance that NAVICP is receiving good products. (Photo courtesy of istockphoto.com)



Have **YOU** viewed the latest news on **DCMA Express**?



<http://home.dcma.mil/express>

You'll find a wealth of information for news around the agency — links to our publications, *Communicator* magazine and timely news articles separated into headlines and divisional "Voices," so you can read what, specifically, is going on in your division/contract management office.

The best part about Express is that it provides an opportunity for you to tell good news stories about your office that you want all your coworkers to hear about. Just go to <http://home.dcma.mil/express>, and in the lower right hand corner, you'll see a section that reads: "**We want to hear from YOU** ... Do you have a story idea for DCMA Express? Click here to let us know!"

In addition to articles, the public affairs staff is also interested in photographic and multimedia submissions. So check out the site and let us know what you'd like to see!



DCMA

Defense Contract Management Agency

6350 Walker Lane

Alexandria, VA 22310-3241

www.dcmamil