

DEFENSE CONTRACT MANAGEMENT AGENCY

COMMUNICATOR

News for the DCMA Professional

Spring/Summer 2003 • Volume 4, Number 1

*Changing the Focus —
Performing For Our Customers*

Also:

The Stryker - The Army's
Transformational Vehicle

From this point forward, individuals will be judged on meeting their performance objectives, not conformance to Internal Operations Assessments checklists. Processes and regulations will provide guidance and support.



The DCMA workforce will complete tasks based on meeting the customers' requirements, the stated intent and maintaining management control.



We shall be driven by results.



IN THIS ISSUE



The Stryker
Page 6



Agent of Change
Page 30



Help-Line Volunteer Recognized
Page 44

Against the Odds
Page 52



THE DCMA COMMUNICATOR MAGAZINE

DCMA Director
Army Brig. Gen. Edward M. Harrington

OFFICE OF CONGRESSIONAL AND PUBLIC AFFAIRS

Staff Director
Dan McGinty

Chief, Public Affairs
Julia Wyant

Public Affairs Assistant
Dianne Ryder

Editorial and Production
Perot Systems Government Services

The DCMA Communicator is an authorized publication for the DCMA workforce. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the Defense Contract Management Agency. The Communicator welcomes feedback or unsolicited articles on DCMA programs, policies, or people. Address correspondence to: Attn: DCMA DSA, Defense Contract Management Agency, 6350 Walker Lane, Alexandria, VA 22310-3241. Send voice correspondence to (703) 428-1969, or email to dcmpublicaffairs@hq.dcma.mil, the DSN prefix is 328 and fax is x 3580.

TABLE OF CONTENTS

DIRECTOR'S MESSAGE

- 4 Two Years of Transformation and We're Just Getting Started

IN THE NEWS

- 5 DCMA Lockheed Martin Orlando Helps USS Cole Return to the Fleet

CUSTOMER SUPPORT

- 6 Stryker Interim Armored Vehicle - *Heralds Transformation for the Army—and DCMA*
- 11 DCMA Combat Support - *A High State of Readiness Abroad and at Home*
- 14 A Day in the Life of a Camp Mayor/ACO
- 18 DCMA Industrial Analysis Center - *Supplying Information to the Future of Warfare*
- 21 DSCA's Strategic Partnership - *With DCMA*
- 24 Annual Statement of Assurance - *Process Signalling Emphasis on Empowerment and Performance Transforms*
- 26 Web-Based Survey - *Transformation Tool Will Encourage Customer Feedback*

BUSINESS PROCESSES

- 30 Agent of Change - *Sallie Flavin Guides DCMA Towards Performance-Based Management*
- 33 To Transform for Customer Outcomes - *Explaining Performance Management and the One Book*
- 36 Human Capital Strategic Plan - *Receives High Marks from DoD and Sets DCMA's Transformation Roadmap*

PEOPLE

- 39 DCMA International - *Commander's Philosophy Meets Transformation Demands*
- 40 DCMA West - *Richard Zirk Becomes First Civilian Director*
- 41 DCMA East - *Keith Ernst Takes the Lead*
- 42 DCMA Mentoring Program - *Expanding After Successful Pilot*
- 44 Help-Line Volunteer Recognized - *for Excellence in Community Service*
- 48 Computer-Based Training Course - *AXIEM Award Finalist*
- 50 Air Force School - *Offer DCMA Class to Acquisition Professionals*
- 52 Against the Odds - *by Elgin Staples*
- 54 DoD Recognizes DCMA Procurement Technician with Disability Award

Two Years of Transformation and We're Just Getting Started

In a recent visit to Langley Air Force Base, Va., Deputy Defense Secretary Paul D. Wolfowitz was admiring an F-15 aircraft when an Air Force weapons specialist told him, "Remember, sir, without weapons an F-15 is just a single-seat airliner." Wolfowitz was inspired by the dedication of the service members who fly and maintain these aircraft. The airman's message is a reminder to all of us that each and every system we support on behalf of our customers is extremely important.

This issue of the *Communicator* is dedicated to two years of DCMA transformation progress. One of the programs we have chosen to highlight is the Army's Stryker Interim Armored Vehicle (IAV). The IAV is at the leading edge of the Army's transformation efforts to achieve its "objective force" for the end of this decade. In addition, the editors of the bestselling book, "*Chicken Soup for the Veteran's Soul*," have given us permission to reprint a brief, but poignant story from World War II titled, "Against the Odds," that everyone on the DCMA team can relate to.

As the articles in this issue demonstrate, transformation at DCMA is more than technology. It is about **innovative performance management** and **predictive analysis** to ensure that contractors and suppliers for the Armed Forces deliver the right product at the right time, at the right cost. The military services, the Army, Navy, Air Force and Marines, are conducting their own transformation efforts, defining now, what they need to do in the future to face the future threats to the nation. DCMA's transformation needs to be linked to each one of our service customers. We want to align the way we are organized and how we operate so we can better meet our customers' requirements. This should not be news to anybody because we have been doing that from day one.

What is different is that we have increased the flexibility the Contract Management Offices (CMOs) have in deciding how to best meet individual customer outcomes. That flexibility will allow us to zero in on the things we do that are most meaningful to our customers. If CMOs can develop a better way to perform contract management or acquisition support than what is described



in the One Book, they may deviate as long as they are helping the customers meet their desired outcomes. We are there to protect the interests of the federal government and to help the customers reduce the program risks they face everyday. We should only measure those processes critical to ensuring customer satisfaction and quality products for our warfighters. That does not mean measuring everything. By using predictive analysis, we can marshal our experience and expertise to foresee potential problems and alert the customer to the consequences. We should keep tabs only on those critical measures that will tell us when and how to dig into a potential performance problem so that we can take the needed remedial action.

What will DCMA look like when our transformation is complete? There probably won't be a point in time when we can say we have fully transformed. Our mission responsibilities, work locations, reporting chain and many other factors will continue to evolve to maintain our relevance. But I can tell you this, I will know we have transformed into a performance management organization when we have evolved into a totally indispensable partner to our customers, providing flexible and responsive contract management and acquisition life-cycle solutions. That is our Vision.

We Enable the Warfighter to Win.

Edward M. Harrington
Brigadier General, USA
Director

DCMA Lockheed Martin Orlando Helps USS Cole Return to the Fleet

Defense Contract Management Agency (DCMA) Lockheed Martin Orlando provided essential contract management services to Lockheed Martin Information Systems (LMIS), enabling the contractor to help return the USS Cole to the fleet on April 19, 2002, only 14 months after the terrorist attack of October 12, 2000.

Naval Sea Systems Command (NAVSEA) awarded LMIS the contract to rebuild the guided missile destroyer's ship control unit 1 (SCU1) on March 16, 2001. The SCU1, a high-tech mechanism that controls the ship's propulsion system, was bent and heavily damaged from the force of the explosion. The company quickly replaced the damaged and destroyed elements in the control unit, without disrupting work or delivery of systems for new-construction ships. The task was made more challenging because the SCU1 was an out-of-production configuration.

By carefully managing suppliers and the production floor, the LMIS and DCMA team delivered the new SCU1 in just 29 weeks, one third of the normal lead time for such a task. For this extraordinary feat, NAVSEA recognized LMIS with a facility AEGIS Excellence Award on February 24, 2003.

Congratulations to the LMIS and DCMA Lockheed Martin Orlando Team for the part they played in restoring this proud ship to service.



Aden, Yemen, Oct. 29, 2000 — USS Cole is towed away from port into open sea by the Military Sealift Command fleet ocean tug USNS Catawba.

U.S. Marine Corps photo by Sgt. Don L. Maes

Gulf of Mexico, Dec. 13, 2000 — The propellers and shafts of the damaged destroyer on board the M/V Blue Marlin.



U.S. Navy photo by Photographer's Mate 2nd Class J.B. Keefer



Pascagoula, Miss., Dec. 24, 2000 — Two tug boats gently push USS Cole to Pier 4 of the Ingalls Shipyard.

U.S. Navy photo by Chief Photographer's Mate Johnny R. Wilson



Top: LMIS and DCMA staff help bring the USS Cole back to life.

Right: Pascagoula, Miss., Apr. 19, 2002 — The USS Cole glides to sea rejoining the U.S. Atlantic Fleet



U.S. Navy photo by Stacey Byington

Stryker Interim Armored Vehicle

Heralds Transformation for the Army—and DCMA



Photo courtesy of Joe Barrentine

Over hill, over dale, the Stryker can travel at 45 mph cross-country.

The transformation of the U.S. Army is probably the greatest upheaval in weapons and doctrine since tanks replaced horses, according to Army Brig. Gen. Michael Vane, deputy chief of staff for doctrine, Army Training and Doctrine Command. With the demands for the nation's ground forces to be high-tech, quickly deployable and totally interoperable, the Army has identified the Stryker, its first interim armored vehicle (IAV), to be the vanguard of its transformation efforts.

The rapid-deployable, low-slung, multi-wheeled vehicle is capable of speeds of more than 60 mph on hard roads, 45 mph cross-country, and it can be airlifted to global hotspots by C-130 "Hercules" transport planes. Traditional units equipped with the 70-ton M-1 Abrams tank must be transported to the operational theater by ship, which takes much longer. Although loaded with technological and automotive innovations, the Stryker's primary mission is simple—get the warfighters to the battle faster.

As the Stryker has become a symbol of transformation for the Army, it is one for the Defense Contract Management Agency (DCMA) as well. DCMA has teamed with the Army every step of the way to develop and field this cutting-edge tactical vehicle.

"The Stryker is leading the way for Army transformation to achieve the Objective Force," said Garlin Gilchrist, DCMA Detroit program integration manager for the Stryker program. Objective Force is the target force structure the Army has designated for the end of this decade.

The Stryker is the Army's first new military vehicle in about 15 years, since the acquisition of the Abrams tank. The vehicle's manufacturers have supplied nearly 450 of them to date. Most have gone to outfit the first Stryker Combat Brigade Team (SCBT), stationed at Fort Lewis, Wash. DCMA Detroit has supported the Stryker program

since its conceptualization in January 2000 and will continue to do so throughout life of the program. As such, Army transformation occurs alongside DCMA transformation.

DCMA is Called in Early

"In January 2000, DCMA Detroit was called in by the Interim Armored Vehicle Program Office, which was just beginning to staff up, to provide a report for the source selection effort," Gilchrist said. "At that point, the program office had not put a request for proposal on the street. It was still in development. They had an idea of some of the suppliers that would potentially be able to bid on the program. But what they wanted was an assessment from DCMA of the delivery capabilities of about half a dozen folks they thought would potentially bid on it."

DCMA examined potential bidders to determine what their production capacity was at the time and to determine if those contractors would be capable of increasing their operational workload to meet the Army's desired timeline. DCMA Detroit conducted this pre-award assessment on 12 companies. Three of those companies bid—and one, a joint venture, won the contract.

The Army awarded the contract for the Stryker to a joint venture between units of General Dynamics Corp. and General Motors Corp. in November 2000. General Dynamics Land Systems Division, based in Sterling Heights, Mich., and General Motors Defense, based in London, Ontario, formed an alliance to fulfill the Army's solicitation for an IAV that would travel on eight wheels instead of tread and could be transported on a C-130 transport aircraft.

On Dec. 19, 2002, General Dynamics announced it would purchase General Motors Defense for \$1.1 billion in cash. General Dynamics closed the sale in the first quarter of 2003. With the acquisition, General Dynamics became the world's

largest manufacturer of land-based armored vehicles.

"The acquisition would definitely un-complicate some relations that result from a joint venture that is the creature of two very large corporations," Gilchrist said. "Once that occurs, the reporting will be through General Dynamics Land Systems (GDL),"

"The Stryker is leading the way for Army transformation to achieve the Objective Force,"

GARLIN GILCHRIST,
DCMA Detroit program
integration manager

which we have lots of experience dealing with in this office. It gives you a single focus in terms of upper level management. We can deal with the management plan, similar to what we do with other programs."

The total contract currently calls for 2,131 Stryker vehicles to fill out six SCBTs. Army Chief of Staff Gen. Eric K. Shinseki took formal possession of the first Stryker produced at the Anniston Army Depot, Ala., in a ceremony on April 12, 2002. Gilchrist and DCMA personnel in Anniston were there. DCMA offices support a General Dynamics manufacturing site in Anniston and a General Motors site in London, Ontario.

Problems Get Resolved

Bob Lusk, DCMA central Alabama area chief, provides oversight of the Stryker production teams in his state. DCMA Anniston has provided basic contract oversight services to the Stryker program since November 2001.

"We work closely with the contractors to solve the problems we encounter on the line," Lusk said. For example, Lusk cited an ongoing concern about proper seals on escape hatches. "We ensure the contractors follow procedures for good seals on ramp door escape hatches. It could become a big problem without the proper oversight," he said.

Continued on next page



General Dynamics successfully test loaded the Stryker on a mock-up C-130 aircraft.

DCMA was also involved in the resolution of a larger problem with the Stryker vehicles last year. Critics of the program claimed the Stryker was unable to drive into and disembark from the C-130, as the Army advertised it would. Indeed, the joint venture had to make modifications to the Stryker to allow it to do so. General Dynamics mocked up the C-130 and tested the rollout of the Stryker in Anniston.

“They loaded them up and pulled them out without a problem,” Lusk said. “DCMA witnessed the tests along with TACOM [the U.S. Army Tank Automotive and Armaments Command].”

The Army then deployed 14 Stryker vehicles for their first public test in the Millennium Challenge 2002, a Joint Forces Command field experiment and demonstration in summer 2002. The Strykers successfully deployed from C-130 and C-17 aircraft during the demonstration at Fort Irwin, Calif. The demonstration effectively ended the controversy.

C-130, C-17 and C-5 aircraft may carry the Stryker in their payloads. The C-130 can transport one Stryker

vehicle. The Army made the transportability of the Stryker via C-130 aircraft a priority due to the C-130’s ability to take off from small and desolate locations with little support. The C-17 can carry four Strykers, and the C-5 can carry seven. Trucks can also transport the Stryker over ground, as can rail cars.

Arguments concerning the Stryker program have not completely faded, however. Secretary of Defense Donald Rumsfeld plans to defer a decision on funding for the fifth and sixth Stryker brigades, while committing to funding the planned fourth brigade in fiscal 2004. On Jan 6., Sens. Ted Stevens, R-Alaska, and Daniel Inouye, D-Hawaii, sent a letter to Deputy Secretary of Defense Paul Wolfowitz complaining that this plan was in violation of Congressional mandates contained in the current defense budget. The defense budget specifically calls for the funding of six SCBTs over the next five years.

The first two designated SCBTs are the 3rd Brigade, 2nd Infantry Division, and the 1st Brigade, 25th Infantry Division, both of which are stationed at Fort Lewis. The defense budget stipulates that future brigades will be based in the states of Stevens and Inouye.



8-wheel-drive and positraction help the Stryker in challenging terrain.

“We are anticipating the delivery order for the third brigade contact team, which will be fielded at Fort Richardson, Alaska,” Gilchrist said. “There are two different locations up there. One is on the coast, and we’re going to ship vehicles from our two plants in London, Ontario, and Anniston, Ala., to Tacoma, Wash. They will be placed on watercraft that will transport them by sea up to Alaska. We will set up an office near the port and set up a deprocessing effort similar to what we have at Fort Lewis.

“Beyond that, the next brigade is supposed to go to Hawaii,” he added. “We haven’t really planned ahead yet as to how that will be handled.”

Gilchrist anticipates that the first of the SCBTs will have its full complement of Strykers in the Spring of 2003.

“A brigade is a little over 300 vehicles,” Gilchrist said. “We also have test vehicles. The Army’s schoolhouses require vehicles to do training. This means an additional 100 Strykers so that we have vehicles to test for live-fire and other functions.”

Stryker plants in Anniston and London, Ontario, manufacture the vehicles under the supervision of Army project manager (PM), Col. David Ogg, located at TACOM, Warren, Mich. DCMA provides direct support to the PM through the services of people like Hong Tran, DCMA program integrator in Ontario.

“The program integrator leads the program support team that performs different functions, such as contract engineering, production oversight, quality assurance and transportation of property,” Tran said. “We work together to provide support to the PM to integrate all of these functions.”

Tran and the full DCMA team arrived in Ontario in January 2002. Prior to that, DCMA personnel traveled to Canada periodically to provide temporary support. As with



Field exercises help to fine tune the Stryker’s high-tech systems.

Photo courtesy of Joe Barrentine

other programs, DCMA’s contract support team ensures the vehicle is produced on-schedule and on budget.

“We monitor the manufacturing line to ensure that the flow of the line is going on schedule,” Tran said. “If there are delays, we notify the program office. We work with the DoD office to monitor defects found on the line to ensure the problems are addressed. We also take steps to avoid field problems later on. We review the cost performance report to understand any delays in research and development activity. We provide estimates to the program office of where the cost is going, whether that is up or down.”

According to General Dynamics, the contractor team produces the Stryker in two basic variants, the Infantry Carrier Vehicle (ICV) and the Mobile Gun System (MGS). The Army has ordered the ICV in eight additional configurations, including the Nuclear, Biological and Chemical Reconnaissance Vehicle (NBC RV); the Anti-Tank Guided Missile (ATGM); the Medical Evacuation Vehicle (MEV); the Mortar Carrier (MC); the Engineer Squad Vehicle (ESV); the Command Vehicle (CV); the Fire Support Vehicle (FSV); and the Reconnaissance Vehicle (RV).

DCMA London audits the manufacture of two of the ICV configurations, the basic ICV and the ATGM. Tran estimated that perhaps 70 percent of the ATGM vehicles are manufactured at the site in Ontario, then are finished at the GSLS operation at the Lima Army Tank Plant in Ohio.

“The vehicles are built up to a certain stage and then transferred to Lima, Ohio, for the integration of sensitive weapons systems,” Tran said.

Once a vehicle is certified as complete, DCMA accepts the vehicle for the Army via the filing of a DD Form 250, the Material Inspection and Receiving Report. DCMA accepts the ATGM vehicles at the Lima Army Tank Plant. But DCMA’s job does not end there. Agency professionals must provide ongoing support to manage contracts for repairs and spare parts. Fortunately, each configuration of the Stryker uses a significant number of common parts.

“The concept for maintaining them right now is what the Army has called interim contractor logistics support,” Gilchrist said. “The repairs that cannot be carried out by the Army

Continued on next page

itself are worked through the contractors’ joint venture office. Additionally, they set up a warehouse in GSA space in the Tacoma, Wash., area. That is where they will maintain the stores and stockpiles of spare parts needed to keep the brigades running. This tremendous logistics effort will extend well into the future.”

Lusk said DCMA’s responsibilities with the Stryker program will expand. Currently, DCMA Anniston has three employees who are certified to drive and test the Stryker vehicles.

“As the contractor gains proficiency, our audits will become more in-depth,” Lusk said. “We will conduct audits on 100 percent of the vehicles. We will perform the same tests as the contractor but then audit the results.”

The ICV is definitely high-tech

The commander of a Stryker has at his disposal a digital communication system with text messaging and a map network. The map marks the position of all vehicles on a battlefield. The commander can talk to other vehicles and to the battalion with this system. He also has access to three M-17 periscopes, seven M-45 periscopes, a vision enhancer and a thermal imaging display with a video camera.

The Stryker is a four-wheel drive vehicle that selectively becomes an eight-wheel drive vehicle. Its maximum range is 312 miles. The Stryker ICV carries a two-man crew and a squad of nine infantry soldiers. It has 14.5mm armor protection all

around and protection on the roof. Add-on armor kits are being produced that will enable the Stryker to withstand rocket-propelled grenade - RPG-7 threats as well.

Of course, the ICV does more than transport troops. It possesses a Kongsberg Remote Weapon Station with a universal soft mount cradle. The cradle can mount a 50-caliber M2 machine gun or an MK19 40mm grenade launcher. Its armaments include four M6 smoke grenade launchers.

The MGS has a 105mm Cannon

The Stryker MGS adds a turret to the basic vehicle design. The General Dynamics-General Motors team delivered eight of these to the Army between July 2002 and January 2003 for test and evaluation. General

rounds of 50-caliber ammunition and 3,400 rounds of 7.62mm ammunition. Its armaments also include two M6 smoke grenade launchers.

The Stryker MGS possesses the same digital communications and visual equipment as the ICV.

In addition, the gunner has access to three periscopes and a compact modular sight with dual field of view day and thermal channels. The MGS vehicle can also detect nuclear, biological and chemical agents.

During the decade of the 1990s, the Army’s legacy force has had one operational shortfall—its inability to get the warfighters on the ground quickly with the requisite combat power to influence a potential crisis. Like DCMA, the Army is transforming into a more responsive force, using innovation and

technology. The Stryker is the center of the Army’s future force. It will provide the nation’s leaders with an increased range of options for regional engagements, crisis response, and sustained land force operations. According to Gilchrist, DCMA will continue to be a responsive and accountable partner. “We will apply our own transformation tenets to the Stryker program,” he said.

“We will use innovation and resourcefulness to maintain customer satisfaction and measure our performance against the Army’s own success criteria. Just like it says in our vision statement—it starts with me.” **C**

Dynamics expects the production of additional Stryker MGS vehicles to occur at its Anniston facility following an order now planned for 2003.

The MGS turret is armed with a M68A1E4 105mm cannon and an M2 50-caliber commander’s machine gun. The Stryker MGS can fire 18 rounds of 105mm main gun ammunition, 400



The General Dynamics-General Motors team test-fire the M68A1E4 105mm cannon.

DCMA Combat Support

A High State of Readiness Abroad and at Home

The strategic intent of the Defense Contract Management Agency (DCMA), “We enable the warfighter to win,” requires the agency to ensure a high state of readiness for its customers through management of their relationships with defense contractors. DCMA’s efforts to this end also support the security of our nation’s warfighters by maintaining contractor compliance at deployment sites around the world.

DCMA most visibly supplies this combat support through its own deployable teams, known as Combat Support Teams (CSTs). Both military and civilian volunteers serve on CSTs, which are sent overseas to live under the same conditions as deployed soldiers, sailors, airmen and Marines. CSTs provide contract management for customers relying on private sector contractors to fulfill demands ranging from waste management to guard services. The teams are a front-line asset with an industry perspective.

DCMA, one of seven combat support agencies within the Department of Defense (DoD), received that designation when it was established as an independent agency within the DoD on March 27, 2000. To perform critical communications, emergency planning and combat policy determination, the agency almost immediately established a Combat Support Operations Center (CSOC). Prior to the Sept. 11, 2001 terrorist attacks, the CSOC processed situation reports from emergencies such as the Seattle earthquake and the energy shortage in California, in which power companies promised intermittent brownouts of defense contractors. After Sept. 11, DCMA Headquarters accelerated the role of the CSOC in directing combat support policies and working with the agency’s three districts, East, West and International.

“We are a command and control operation for General Harrington, our director,” said Air Force Lt. Col. Henry Duron, CSOC deputy director. “We disseminate information within the organization and provide information back throughout the organization and

also to our external customers such as the Office of the Secretary of Defense and all of the services and combatant commanders on any issues pertinent to them on weapons system or parts of a weapons system.”

Throughout the world, DCMA professionals serve as the contract managers in defense plants for military service program managers. They ensure that contractors and suppliers deliver weapons systems, services and supplies to the Armed Forces at the right place and the right time for the best price. DCMA provides continuous support and improved solutions throughout the entire contract lifecycle. Even before a contract is awarded, DCMA helps military and National Aeronautics and Space Administration customers construct effective solicitations, select capable companies and write contracts with less risk. After the contract is awarded, DCMA monitors the contractors’ performance through data tracking, analysis and on-site surveillance. An active player in an ongoing DoD transformation of its business processes, DCMA

Continued on next page



Kilo Seven CSTs in the Balkans . Front row from left to right: 1. Mr. Mario Duran (Buzz), DCMA Aerojet Santa Ana, 2. Ms. Cheryl Lang (Mama), DCMA Santa Ana Irvine, 3. LTC Phil Yacovoni (Relentless), DCMA Lockheed Martin Dallas, 4. Maj Mark Jernigan (Vader), DCMA Lockheed Martin Denver, 5. Capt Marsha Cervantez (Clifford), DCMA Raytheon Tucson. Back row from left to right: 1. Mr. Jim Griffin (Chicken Man), DCMA Lockheed Martin Denver, 2. Mr. Chris Hennefer (Ironman), DCMA Thiokol, 3. LT Bob Mulheran (Ranger), DCMA Twin Cities, 4. Mr. Josh Holderfield (Panther), DCMA Birmingham, PEMCO, 5. Mr. Fred Willis (Tex), DCMA San Antonio (Kelly AFB), 6. Capt Abel Carreiro (High Speed), DCMAP PI (now assigned to SMC), 7. Mr. Ed Dias (Stepchild), DCAA.

professionals are highly encouraged to develop improved customer solutions. Throughout the agency, performance management has become the route to improving acquisition and contract management support to its customers.

When DCMA customers require emergency support due to high operational demands, the CSOC stands up a crisis action team, as it did after Sept. 11. The crisis action teams examine the collateral needs of commands engaged directly in defense actions to determine the best methods to acquire the materials they need to support combat operations. The Sept. 11 crisis action team seized the opportunity to test a lot of new procedures under fire, Duron said, and the team, composed mostly of DCMA civilians, performed beyond expectations.

“A crisis action team is a separate team of approximately six members that will help to monitor the increased high ops tempo in viewing accelerations from industry or locating secondary sourcing for any critical part or weapons system,” Duron said. “Those are the things we do during crises.”

The DCMA falls under the direction of the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, but in its role as a combat support agency it also falls under the supervision of the Chairman of the Joint Chiefs of Staff (CJCS). Section 193 of Title 10, U.S. Code, requires the CJCS to ensure the readiness of combat support agencies to fulfill their responsibilities in a theater of war. The law mandates that the CJCS conduct a review of each combat support agency at least once every two years. The joint staff deploys a Combat Support Agency Review Team (CSART) to conduct this biennial assessment for each combat support agency.

The CSART evaluation process

takes a close look at the performance of CSTs, as they are the in-theater extension of DCMA operations. The first true CSART evaluation of DCMA as an independent agency—it was once a command of the Defense Logistics Agency—concluded at the end of the 2002 calendar year. A DCMA CSOC representative traveled with the CSART evaluation team as it inspected CSTs around the world. By all accounts, the CSTs came through the evaluation with flying colors.

“We disseminate information within the organization and provide information back through the organization...”

LT. COL. HENRY DURON,
Air Force
CSOC Deputy Director

CSTs Serve the Warfighters

The CSTs in Kosovo was led, for six months, by Army Lt. Col. Philip Yacovoni, commander of DCMA Lockheed Martin in Dallas. From December 2001 to May 2002, he managed DCMA civilian and military team members as they monitored contract services provided under the \$2-billion Balkans Sustainment Contract. Tours of team members are staggered to ensure continuity of high quality support.

Under the Balkans Sustainment Contract, Brown & Root Services, a division of Halliburton Co., provides

supplies and services to U.S. Armed Forces in Albania, Bosnia, Greece, Hungary, Kosovo, Macedonia and Romania. Yacovoni’s CSTs monitored implementation of contract work, ensuring that Brown & Root performed its functions in compliance with the contract requirements.

“We monitored to ensure that Brown and Root was getting paid for the work they were actually performing, and we made sure that they were actually performing work in accordance with the standards specified in the contract,” Yacovoni said.

When Yacovoni first arrived, he divided his personnel up between three sites: Camp Able Sentry in Macedonia, Camp Monteith in Kosovo, and headquarters at Camp Bondsteel in Kosovo. The CSTs fulfilled diverse tasks in support of the approximately 7,000 U.S. personnel deployed to support the United Nations’ Kosovo Force (KFOR) peacekeeping operation. During its six-month tour, Yacovoni’s team stood down operations in Able Sentry and Monteith. Yacovoni sent team members home as these operations closed. He maintained high performance standards, however, as his team dwindled from 15 members to eight, giving him the opportunity to live up to his call sign “Relentless.”

“When it was cold, we were the ones who ensured that the warfighters received generators to create heat,” Yacovoni said. “We were the ones who sent out tents to make sure that they stayed dry and warm. We also helped build the guard shacks and the detention cages to keep prisoners in and reduce the number of soldiers that had to guard them. We ensured water was provided for all of their operations in the base camps and the outposts. We took care of laundry services, all of the food that was served, and all of the life support

required to make life better in the deployed environment.”

Yacovoni’s team also provided services unique to Kosovo. The CSTs supported guard services for monasteries, some of which were over 1,000 years’ old. The team managed the contract for the guards, and also supported contracts to provide housing, heat and electricity, food and water, and other support to the guards.

“After the hostilities, the Albanian Muslims would attack or destroy the Serbian Orthodox churches,” Yacovoni said. “It was important to preserve those churches because that is how the Serbs track their history. All of their history is included within the church and archived in the churches.”

Teams Provide Oversight

Duron explained that the CSTs are a vital component of managing contractor performance, but the teams do not become directly involved in the delivery of those services.

“We do not specify the type of service that is contracted for, but we deploy the teams forward to the overseas areas in the different combatant command theaters to provide oversight for LOGCAP or AFCAP programs,” Duron said.

LOGCAP, or the Logistics Civil Augmentation Program, is the U.S. Army’s initiative for planning for the use of civilian contractors. AFCAP, or the Air Force Contract Augmentation Program, is the U.S. Air Force counterpart to the Army program. DCMA regularly provides direct support to several of the combatant commands, including U.S. European Command, U.S. Pacific Command, U.S. Central Command, U.S. Southern Command and U.S. Northern Command. The combatant commands have operational oversight over the four branches of military operating within their spheres of influence. As such, combatant commanders



Ms. Vickie Armijo, Capt. Carlos Ramos, and Lt. Col. Philip Yacovoni receive a briefing at the BRS motor pool.

maintain operational control over the individual component commands that depend on DCMA to manage contractors.

“We go through the combatant commanders’ operational plans. They all have several plans based on their area of responsibility,” Duron said. “We would actually look at what they plan to do during their scenarios. We would then build some assumptions off of their plans to determine how many people it would entail from DCMA to support the troop movements coming into their theater. In today’s world, most troops would be based in large locations in temporary facilities, but they would require Brown and Root or some external contractor to come in and provide necessary support. We administer those contracts.”

DCMA Plans for Homeland Defense

DCMA’s combat support role has a history of overseas support for most of the agency’s brief existence. But the demands of keeping pace with the U.S. national security strategy have changed the nation’s expectations of the agency. DoD established the U.S. Northern Command on Oct. 1, 2002 to support homeland defense. DCMA, in turn, supports the contract

management of this new combatant command.

“Now that we have implementations for homeland defense, we would provide a type of CSTs support to homeland defense if needed,” Duron said. “It’s a little bit different here in the continental United States simply because we would have to be called upon, at the discretion of the DoD.”

With the establishment of a new Department of Homeland Security, the CSOC is involved in planning how DCMA integrates with other government entities during a response. Contingency planning for these circumstances is exactly the type of activity in which the CSOC has been deeply involved since its inception.

“The role has evolved because of the Sept. 11 attacks,” Duron said. “We had a very rough draft of how we would operate. During the 9/11 activities and high tempo at that point, we refined our processes in real time. While we were working our issues here, we were also writing our doctrine and our policy books. We have captured all of the lessons we learned, so as we plan for current contingencies, we have a better idea of exactly what we need to do.” **C**

A Day in the Life of a Camp Mayor/ACO

by Air Force Capt. Jenice Bentle

Here I am in the middle of Kuwait, of course I can't tell you where because it is a secret. However, Kuwait doesn't have much land space, so pick a spot and I'm probably within an hour or two of it - regardless of where it is. I was sent to Kuwait to serve as an administrative contracting officer (ACO). When I arrived, all that changed. Yes, I am an ACO, but I am also the mayor of Camp Wolf. So, what is an Air Force captain (female at that) doing as the mayor of an Army installation? Well, as you will see, ACO duties and mayor duties really do go hand-in-hand. The mayor is responsible for all of the life support within the camp, e.g., living space (tents of course), showers, ablution units, roads, parking, water, MRE's, etc. The contractor is responsible for providing a great deal of these services, hence the ACO/mayor relationship.

With the kind of schedule I keep, it's a wonder I found time to write this article, but I thought (actually my commander thought) the DCMA readers out there would like to know what a day is like for the camp mayor ('Madam Mayor,' as they like to call me). Here it goes!

0515 Hours: Time to get up and hit the showers. YES - we finally have showers and hot water to boot - life is good!

0615 Hours: Wait for a fellow DCMA quality assurance representative (QAR) to join me, come on we are going to be late if he doesn't get out here!

0620 Hours: QAR shows up and we walk to the 0630 meeting that is held every morning with the general and all tenant units on site. I give my input:

- Folks are leaving trash outside the tents. This will lead to rats, which will lead to snakes. Now, we don't want that do we! Tell your people the trash goes in a trash bag, not on the ground.
- Folks are driving and parking in the Force Provider living area. No More - as of today

there will be no parking and no driving in this area. Those who violate this directive will be severely punished (we haven't thought of a punishment yet, but we are working on it!)

- Troops are taking things from the contractor that don't belong to them. Come on people, if it's not yours don't touch it!
- And last, but not least for this morning's meeting, the Army and Air Force Exchange Service (AAFES) truck will be here at 1000 hours - spread the word.

0700 Hours: The meeting is adjourned, but I can't make it to the door because several people have stopped to talk to me. When will the contractor have this in place? When can I expect this service to be up and running? Why can't we get ice cream in the DFAC? Why, Why, Why?

0730 Hours: OK - I finally escaped, but I have a list of about 20 things to follow up on. At this rate I'm going to need a new notebook sent to me because this one is filling up fast!



Mayor (Captain, USAF) Jenise Bentle, greets Marie Greening, Deputy Executive Director, Contract Management Operations during a February visit to Camp Wolf, Kuwait. Pictured from left to right are Air Force Col. Rich Nelson, Commander, DCMAI Middle East, Capt. Rueben Montoya, USAF, CCAS Team, Capt. Bentle, Marie Greening, Capt. Michael Tryon, USN, Commander DCMAI, Col. Frank Petty, USA, Commander, DCMAI Southern Europe.

0735 Hours: Walk down to the DFAC for a quick breakfast. Did I mention we have a European sub-contractor cooking for us? Let's just say I've given the Contractor direction to provide some American style food - enough said.

0800 Hours: A new tenant has come out to do a site survey. No, he wasn't in on the planning stages of this camp. No he doesn't have any tents or equipment - great. I call the Logistics Civil Augmentation Program (LOGCAP) planners and introduce them. They will be able to help take care of his every need, well almost every need. Oh, by the way I have to find billeting space for an extra 150 people, hmmm -

that spot over by the retention pond is looking good. Just kidding, we will ask the LOGCAP folks to include billeting tents along with the operational requirements. Camp Wolf Force Providers are full—there simply is no more room at the inn, but we will do what we can to help. We walk the site and give the customer a warm fuzzy knowing he will have a place to set up shop, a place to bed down his folks and most important, our contractor will be doing all the work.

0900 Hours: The passenger processing officer in charge calls, they have no power. Oh boy, I call the contractor to come out and fix the problem. Not a big deal, the

generator just needed a little tender loving care and some fuel to start running again. Did I mention the generators—they sure are loud. I wonder if I'll ever get used to the noise?

0930 Hours: I receive a call from the front gate. There is a gentleman out there with a truckload of water. OK - I'm on my way to escort him in. As I drive out to get him, I get on the phone to Movement Control. I need a forklift to help down load 1000 bottles of water. That's a lot of water!

Continued on next page

DCMA Director Visits the Persian Gulf

Brig. Gen. Edward M. Harrington traveled to the Persian Gulf, Feb. 27 – Mar. 6, to confer with U.S. military leaders and visit with DCMA staff on the ground. From this "boots on the ground" assessment of the situation, the director returned to DCMA Headquarters with a heightened sense of pride in the quality of the agency personnel performing overseas contingency missions. The trip also strengthened his resolve that DCMA will do everything in its power to support these outstanding forward-deployed personnel and the warfighters. **We Enable the Warfighter to Win.**



From left to right: Air Force Col. Rich Nelson, Brig. General Harrington, Air Force Capt. Danny Davis, Army Lt. Col Dan Cottrell and Navy Capt. Michael Tryon Camp Champion in Kuwait.



Brig. Gen. Harrington stops for a photo with Air Force Maj. Mark Jernigan (left) and Air Force Capt. Veronica Harris (center) at Camp Champion in Kuwait.

1000 Hours: Phone rings - Camp 3 hasn't had its porta-potties cleaned today and they are starting to overflow. Oh jeez - do I really have to go look? NO - I'll call my QAR and have him check it out. In the meantime I call the contractor and let them know what is going on. Someone better get over there ASAP and get this situation rectified.

1045 Hours: Meet with an Army major general to show him the layout and capability of Camp Wolf. His first question is "How did an Air Force captain get selected to be camp mayor of an Army installation?" Well Sir, my commander and the Camp Wolf general got together one night to see how they could wreak havoc on my life. No, no - I can't tell him that. OK - my commander and the Camp Wolf general thought the functions of an ACO and camp mayor went hand-in-hand. Yea - that should work!

1130 Hours: Does this phone ever stop ringing? Why isn't there any toilet paper in the ablution units? I don't know, but I'll find out.

1200 Hours: Meeting with the Coalition Forces. The British have asked me, as Camp Mayor, to cut the ribbon during their grand opening of the Air Staging Facility. Hey that's a pretty cool Mayor job. The ceremony will take place at 1215.

1215 Hours: Ribbon cut, lots of pictures taken - what a great photo opportunity. This was so neat - the British presented me with one of their berets and equivalent British rank - how cool is that!

1300 Hours: My stomach is really growling. Do I have time to sit down and eat? Of course not, I'll grab a bottle of water (we just had 1,000 bottles delivered) and some crackers and peanut butter left over from my meal ready to eat (MRE). You know, a person can only eat so many MRE's. I'm so glad the DFAC is up and running!

1330 Hours: Meeting with the Mortuary Affairs folks. We need to walk the site and gather all of their requirements. Dear Lord, I pray we don't have to use this service.

1345 Hours: The contractor just delivered 100 benches to be used in the chapel and fest tent area. Need to get a crew up here to unload them. Is there

any way I can mark these benches, if I don't they won't be here in the morning. When will people learn that just because it's not tied down doesn't mean it's free!!

1400 Hours: Received a call from the Camp Wolf OIC, a fuel truck has turned over at the gate entrance. The driver is a very lucky individual - he has a bruised leg, but nothing life threatening. Coordinated with contractor to use their equipment to upright the truck. Need to go to the office and write all this up.

1500 Hours: Uh-oh, just met with a Kuwaiti general at our site. He was curious as to how some local vendors entered our location without coordinating with the Kuwaiti government. I guess we learned a lesson on this one - any time a vendor comes to this base, we must clear it with the Kuwaitis. By the way - we made the vendors pack up and leave because the proper paperwork hadn't been filed. Sorry troops - maybe next time.

1600 Hours: Call from the combat Support Hospital: when will their showers be ready and who is disposing of their medical waste?

1615 Hours: Meet with Contractor to get an overall status on what is being accomplished on this site and what is scheduled to be done over the next 24 hours. It's amazing what has been completed in one month - this place went from sand to a thriving community in a matter of weeks!

1700 Hours: If I don't get some food I'm going to pass out! I run to the office and eat a can a peaches and some chips - it's not a real healthy meal, but it will hold me over.

1730 Hours: Time to work on the camp handbook. As mayor this is one of my many duties. I'll try to bang out as much of this as I can until 1830.

1830 Hours: Time for my 1830 meeting. I give a status update of all the actions that took place today - just another busy day at the APOD.

1920 Hours: Call from the general. How many people do we have on base and why aren't those lights in the cargo area hooked up yet? Sir -I'll send you that info via SIPR.

1945 Hours: Over to the office to send some letters of technical direction to the contractor. I need ECU units installed at the DFAC (it's freezing in there), I need another tent set up for Morale, Welfare and Recreation (MWR), I need sandbags (Lots of them!), wooden floors built and a fence put around the retention pond. By the way Mr. Contractor, how far are we from being 75% expended (always a good thing to know!).

2045 Hours: Just received a call from the contractor, his people can't get through the gate because they don't have the appropriate badges. None of his folks are going to be allowed into the base until Arabic badges are obtained. Great - I assemble my team and give them the low down. How are we going to function without contractor support. We will have no food, no DFAC workers, no porta-pottie sewage trucks, no water for showers, no grey/black water removal, no water/MRE's, no garbage pick-up, no laundry service - oh man, it's going to be a long night.

2336 Hours: I finally get to bed. We strategize most of the night; we'll take action in a few hours. I need to work on my OPR bullets, but I have to get up in a few hours. It will have to wait; right now I have to get some sleep. Yawn - good night. 

Building Better Relationships

Contributed by:
Margaret Gilmore
DCMA Orlando

Navy Capt. Michael E. Gordon, DCMA Orlando commander and Mark Filteau, president of Johnson Controls World Services (JCWS), Cape Canaveral, Fla., recently signed a Management Council Charter that will foster better communications and teamwork between the government and JCWS. With the primary goal of reducing government oversight and eliminating non-value added requirements, the Management Council will assure more timely data requests, incurred cost submissions and open responses to audits.

JCWS is responsible for multiple foreign and domestic contracts that provide support services to the Army, Navy, Air Force, Department of Energy, NASA and other government agencies.

DCMA created Management Councils in the 1990s to implement the agency's Single Process Initiative to make processes consistent across the board. Today, there are hundreds of management councils helping to manage all types of major programs. They are organized around the needs of the project, with senior level people from the government and the contracting firm coming together to establish an operating body for sharing ideas and working on value added solutions.



Photo by Janet Hurst, DCMA Orlando
Navy Capt. Michael Gordon, DCMA Orlando commander and Mark Filteau, president, JCWS.

DCMA Industrial Analysis Center

Suppling Information to the Future of Warfare

“The Industrial Analysis Center is the only place where our customers within the Department of Defense can acquire critical information on the productive capabilities of the military industrial base,”

BRIG. GEN. EDWARD M. HARRINGTON
DCMA Director

The leaders of the U.S. Army are naturally concerned with matters occurring on today's battlefields. Top Army personnel are also concerned, however, with what might happen on those battlefields 15 or 20 years from today.

As the Army wants to prepare for whatever might come its way, it wants to know what its future weapons strength might be, how many suppliers might be available, and what methods might be used to transfer those future technologies to its warfighters.

Enter the Defense Contract Management Agency (DCMA)—or, more specifically, the 32 expert personnel in DCMA's Industrial Analysis Center (IAC), based in Philadelphia, Pa. The IAC has just tacked one of its most ambitious projects to date, an analysis of the U.S. Army's existing legacy force and projected interim force requirements to meet Army transformation goals. The center's

analysis was submitted in February. The center will build on that analysis to deliver another analysis of a U.S. Army future objective force (projected to conditions in the year 2020). That report is tentatively due in February 2004.

“That's an industrial capability, along with a technology analysis,” Bill Ennis, IAC director, said. “Obviously, you need to understand where you are today in terms of capability and what the performance needs are in the future. That's one major undertaking that is touching the entire country.”

The current analysis of Army forces is only one example of the critical information the IAC supplies to decision makers and war planners. The IAC is intimately familiar with the operating capacity of the contractors available to support the goals of the Department of Defense. As top strategists in the DoD plan for future battles, they must know what capacities are available when it comes time to

purchasing the items necessary to supply the soldier in the field.

These plans sometimes require a detailed analysis of what contractors might supply under specific circumstances at specific points in the future. A group of skilled industrial specialists and engineers, economists, and computer programmer/analysts staff the IAC specifically to provide such services to DoD.

Quick Response is the Routine

For example, after the Sept. 11 terrorist attacks, IAC received instructions to provide an analysis of whether the defense industrial base could provide a quick ramp-up of 44 distinct “smart munitions” programs, Ennis said. The IAC reported that the requirements were too ambitious to implement with the current level of contractor support. The warfighting leadership examined DCMA analyses and returned with a request to further analyze only seven programs instead of the original 44.

“The ability to assess realistic goals makes the IAC important to everyone in the DoD,” said Brig. Gen. Edward M. Harrington, DCMA director.

“The Industrial Analysis Center is the only place where our customers within the Department of Defense can acquire critical information on the productive capabilities of the military industrial base,” Harrington said. “Very high-level decisions could not be made without the valuable input of the professional experts who work at the Industrial Analysis Center.”

The origins of today's IAC date back 11 years, when then-Secretary

of Defense Dick Cheney recognized the need for an independent center to analyze the industrial contractor base that supports defense operations. Such analyses were critical to the decision-making processes of defense leaders, who often had to rely on incomplete information provided by disparate centers within the armed services.

“The basic questions are where are these critical systems manufactured, who are their important subcontractors, how many are in the pipeline, how many can we get by when, what cost information do we have to accelerate or execute production acceleration contracts, what is our understanding of production bottlenecks within the sub-tiers, and then getting money to increase productive output quickly so we could maintain required inventories and also supply the warfighter,” Ennis said.



Global Hawk

DCMA IAC recently gave the Pentagon a detailed analysis of the unmanned aerial vehicles (UAVs).

Because the IAC is always involved in war planning, the center has a very quick response time in an actual emergency, Ennis said. In a scenario such as the Sept. 11 terrorist attacks, the IAC required no time to sit and plan. Instead, the center's personnel were able to leap into action, fielding responses to specific requests from DoD leaders.

“Industrial analysis traditionally has been set up to plan for war support, war games, exercises,” Ennis said. “When the real event happens, it was very rewarding that we could just tap into the expert database or throughout the DCMA network to quickly roll up the information that we had acquired over the years for the planning process.”

The Situation Dictates the Report

Usually, the IAC is able to respond to simple requests for analyses within a few hours or a day. More complex analyses may require a week or two, Ennis said.

“DCMA is providing very detailed information, micro information, about the suppliers,” Ennis said. “We are synthesizing it within our center to turn it into macro analysis to basically come up with ideas and recommendations on policy changes that may be required concerning industrial base management and industrial base policy.”

Continued on next page



Predator

Sometimes the report is a macro report, such as the unusually large scope of the U.S. Army objective force analysis, and sometimes the report is very specific, such as a current IAC analysis of unmanned aerial vehicles (UAVs). The IAC worked with the DoD UAV Task Force to determine production capacity for the technology which the Pentagon is eager to deploy whenever practical.

"The basic question at hand now is for Predator and Global Hawk and a few other programs in terms of surge capability," Ennis said. "What do you have in the pipeline today? Without any constraints placed upon production over the next six months, the budget is open, how many can be delivered to these programs? That's a very specific narrow question."

Such an analysis requires the IAC to examine the health and capabilities of suppliers that furnish basic materials for specific items. The dynamics of the U.S. marketplace have occasionally made the IAC's job more challenging.

The Contracting Environment Has Changed

Competition among some defense contractors has decreased in recent years due to mergers and acquisitions. Ennis believes that DoD is best served by competitive marketplaces where a high number of contractors compete against one another to win business from DoD. The availability of such competition has a direct impact on the capacity of the defense industrial base to produce specific items for the DoD inventories.

"I would say the biggest lesson learned is that over the eighties, the industrial policy within the department was basically to let market forces control the shape of industry," Ennis said. "With that policy throughout the nineties, there were myriad mergers and acquisitions where we went from 100 prime major defense suppliers to maybe four or five. That was a tremendous reshaping of the industry. I don't know if that was the best thing for the Defense Department in terms of capabilities."

Many defense contractors experienced "vertical integration," where a prime contractor would purchase smaller companies that made specific parts and fold them into the larger operation. Soon, a prime contractor would have the equivalent of a monopoly on the production of a certain type of component. DoD would then have difficulty encouraging competition between vendors for specific items.

"If the prime owns all of that capability, then that puts the Defense Department in an awkward situation in

terms of negotiating contracts when there is no other player in place," Ennis said.

The IAC is in the process of developing a policy on sole sourcing, which is what results when a contractor becomes the sole provider of a specific component purchased by DoD. The center and other components of DCMA are working with the Pentagon to create such a policy because the Pentagon has never had one. Ennis said the matter is an important one to consider, particularly with the requirements of the U.S. war against terrorism and other contingencies.

The IAC was forced to think about sole sourcing in new ways, such as understanding potential vulnerabilities from a physical security perspective for sole source providers, for example. The matter becomes more complicated when defense officials consider that the U.S. government has increasingly turned to foreign companies for critical components as once insular marketplaces become globalized.

"It is good for competition to open up to worldwide capabilities to supply our military requirements," Ennis said. "On the other hand, to assure these suppliers are in secure areas."

The IAC was prepared to carry out the war against terrorism because terrorist attacks and responses to those attacks are the kinds of contingencies for which the center has long analyzed the requirements. Ennis is proud of the performance of the center to date and cites the center's team response to the Sept. 11 terrorist attacks as evidence that DCMA and the IAC are doing the right things.

"We didn't miss a beat," he said. "By the time I returned to the office, everything was in place. Setting up the combat support center, making connectivity to SIPRNET and things of that nature, and supporting and responding to the questions. People in the center just did what they had to do." ■

DSCA's Strategic Partnership With DCMA

"DSCA reviews, supports and funds all Foreign Military Sales (FMS).

DCMA complements this by performing the full spectrum of Acquisition Contract

Management (ACM) services in the FMS arena and for the entire

life cycle of Defense acquisition,"

ARMY BRIG. GEN. EDWARD M. HARRINGTON
DCMA Director

The Defense Security Cooperation Agency (DSCA) and the Defense Contract Management Agency (DCMA) are strategic partners whose cooperation plays an integral role in our nation's relationship with its allies.

"DSCA reviews, supports and funds all Foreign Military Sales (FMS). DCMA complements this by performing the full spectrum of Acquisition Contract Management (ACM) services in the FMS arena and for the entire life cycle of Defense acquisition," Army Brig. Gen. Edward M. Harrington, DCMA director, explained.

DCMA contract management professionals ensure that contractors and suppliers deliver weapons systems, services and supplies to the Armed Forces at the right place, the right time, and for the best price. Even before a contract is awarded, DCMA helps customers construct effective solicitations, select capable companies and write contracts with less risk. After the contract is awarded, DCMA monitors the contractors' performance through data tracking, analysis and on-site surveillance. An active partner in the DoD transformation of its business processes, DCMA professionals are encouraged to develop improved solutions for customers through innovation and

empowerment. Conformance management has been replaced by performance management.

FMS is at the foundation of America's national security policy. The legal basis comes from the Export Arms Control Act of 1976 and the Foreign Assistance Act of 1961. These laws were enacted to allow the United States to assist its allies through the sale of military technology, with the approval of the President and Congress.

"Our help in this area ensures the political and military stability of these nations, and the accomplishment of those two goals results in their economic stability as well," said Scott Blank, until recently, DCMA chief of International and Federal Business.

That group is responsible for all of the reimbursable effort for DCMA. Reimbursable work comes from the National Aeronautics and Space Administration (NASA) and FMS in partnership with DSCA. It accounts for 10 to 12 percent of the agency's \$1 billion annual budget and about 1,200 employees.

The DCMA International and Federal Business Office has a twofold relationship with DSCA. One group handles the direct commercial sales, or requests coming in from foreign governments doing business directly with U.S. contractors. All of those requests come into a Department of Defense (DoD) Central Control Point.

"We then review them for content and compliance," Blank said. "And then we coordinate with DSCA and forward them out to the responsible DCMA Contract Management Office (CMO) to perform whatever is requested."

The second part of the relationship involves the Office's financial management team. When a procurement request comes in from a foreign government, a "case" is developed to describe the buy and to detail the funding arrangements. The team's accountants track and reconcile billings and oversee the financial aspects of the cases.

The team also helps to establish the rates for DCMA services. The rate, called a surcharge, is the amount charged to another federal agency or a foreign government to capture DoD costs of managing their contracts. As of Oct. 1, 2002, the surcharge for performing FMS services is 1.5 percent for work done in the United States and 1.7

Continued on next page



Photo courtesy of Frank Smith

Turkish Air Force F-16s were made in Turkey, supported by a full spectrum of DCMA Acquisition Contract Management (ACM) services.

percent for work done overseas. The stateside rate breaks down to 0.65 percent for quality assurance, 0.65 percent for other ACM and 0.2 percent for the audit services performed by the Defense Contract Audit Agency.

"The surcharge is just a way to recapture our costs," Blank said. "If we didn't charge them, we would be using DoD money to support a foreign government."

If the transaction is a direct commercial sale, DCMA builds the case. If the foreign military sale is embedded in a larger contract, then the military department will build the case.

The F-16 aircraft is a good example of how DCMA recaptures costs because many foreign

governments have purchased this aircraft. If the airplanes were actually produced at Lockheed Martin in Dallas/Fort Worth, DCMA personnel at those plants tracked their associated contract management costs and the agency was reimbursed for them. In numerous cases, however, the U.S. Government and the foreign nations have mutually decided to transfer some of the technology and produce the F-16 overseas.

Turkey did this, for example. The company that built the planes was 51 percent Turkish-owned, 42 percent owned by Lockheed Martin (at that time it was General Dynamics) and seven percent owned by General Electric, the company that built the engine. The engine plant in Turkey was 51 percent Turkish-owned with 42 percent owned by General Electric and seven percent owned by Lockheed

Martin. All of the workers in the plants were Turkish.

"They did such a great job that when Egypt wanted to buy F-16s, they asked the U.S. Government for authorization to get their planes delivered from Turkey, rather than the Dallas/Fort Worth plant," said Norris J. Nereng, DCMA director of International Contract Operations. "The authority was given to do that, so Egyptian F-16s were built in Turkey."

Nereng is a principal leader in DCMA International (DCMAI), one of the agency's three geographically organized district headquarters. DCMAI has offices in 26 countries under five major military combat support commands. International staff provides ACM for a wide variety of contracts that range from work on the

new \$200 billion multi-service, multi-national Joint Strike Fighter with companies such as BAE Systems, headquartered in Wharton, England, to the \$2 billion Balkans Sustainment Contract with Brown and Root Division of Halliburton Co. Between 20 and 25 percent of the budget for International District is money from DSCA.

DCMA and Host-ACM Agreements

Currently, the U.S. Government has reciprocity or Host-ACM agreements with 17 nations, including most members of NATO. Essentially, these agreements recognize the capabilities of another nation's department of defense to perform ACM that is acceptable to the U.S. Government.

"Instead of sending DCMA people in there, we can pass the contract on to a Host-ACM organization, they will do the contract management for us," Nereng said. "By the same token, when they buy something in the United States, we do the contract management for them."

Through Host-ACM agreements, acquisition contract management services are performed without expecting money to be paid between the United States and NATO members. The non-NATO countries (see *), reimburse each other when services are requested.

Nations with Reciprocity Agreements

Australia*	France	Italy	Sweden*
Belgium	Germany	Korea*	Spain
Canada	Greece	Netherlands	Turkey
Denmark	Israel*	Norway	United Kingdom

If the French want to buy a weapons system in the United States, they will send their request through the International and Federal Office. Since France is a NATO ally with a reciprocity agreement, the request will be passed directly through to the DCMA CMO responsible for oversight at the plant that will build the product.

"We develop what we call a 'No Charge' case number," Blank said. "We track the number of hours we are expending in support of our allies just to get a sense of balance. "If we buy a system in their country, they would perform the ACM for us. So that it is a true reciprocal relationship, no one country should get a better benefit or a better part of the bargain," he added.

According to Nereng, several countries will be added to the list of nations for which the U.S. has Host-ACM agreements. "We are working with the Egyptians right

now," he said. "In the not-too-distant future, we are going to see agreements with countries such as Hungary, the Czech Republic and Poland because they have entered into NATO under the Partnership for Peace Program."

These contracts can get complicated. For instance: Egypt had a fleet of Canadian-built DeHavilland aircraft, purchased from the United States through foreign military sales. The aircraft were in poor condition and the Egyptians wanted them refurbished. On their behalf, the U.S. government let a contract that was won by a company in Florida. The company, in turn, subcontracted the work to a company in France. DCMA ended up providing contract management oversight to work performed on Egyptian aircraft in France that were originally built in Canada.

"If a foreign government is approved to buy a weapons system from the U.S. government, we typically add it to one of our contract lines with a manufacturer," Nereng said. "The addition of this Contract Line Item (CLIN) is how they would fund the actual procurement by the foreign government."

DCMA provides ACM for a wide variety of contracts with nations the U.S. has agreements with and those who don't. "If a nation without a Host-ACM agreement has a desire to have this capability, we work with them," Nereng said.

Eventually, the nation will submit a request to the DoD for a Host-ACM agreement and it will come to DCMA International for processing. "We do a complete evaluation of the country in terms of acceptability and the way they do business," Nereng said. "Once we have formulated our recommendation, it is forwarded through DSCA for their cost analysis, then to the Office of the Secretary of Defense for final approval and signature."

Most foreign governments have procurement offices in their Washington D.C. embassies.

"My folks meet with them on a regular basis, depending upon the level of effort that is coming in from that country," Blank said. "We discuss what we have going on, whether shipments are on schedule and how much effort we currently have in place."

DCMA is developing a new computer program that will increase the agency's ability to provide more meaningful reports to its customers and DSCA. Currently, an FMS delegation is tracked only to the point where receipt is acknowledged by the CMO performing the work. Actual production takes place afterward.

Continued on next page

Annual Statement of Assurance Key in Transformation Process

“The real meat that the customers are looking for takes place after we receive acknowledgement that our DCMA specialist in the field will be doing the work,” Blank said. “Are there any delays? Did it ship on time? The new program will give us visibility into that.”

The program will be Web-based and use existing technology. DCMA has shared the progress of these efforts with DSCA and hopes to field the program during fiscal year 2003. The office’s vision is that when one of its staff members posts a new case or request on that site, the functional specialist in the field will get an e-mail prompt. “Click on that and it will have an electronic copy of the delegation, an electronic copy of the purchase order and all the information they need to start work,” Blank said. “DCMA’s support to FMS is charged to our allies,” Blank said. “Our goal is to streamline our process and lower costs of operation.”

Both Nereng and Blank agree that the relationship between DCMA and DSCA is amicable and vital to our national security. “Our two agencies are really in this together,” Blank said. “The more we can do to communicate with each other and support our mutual processes, the better we can enhance the success of our allies and ensure our national security.” **C**

In a brief but important ceremony, Defense Contract Management Agency (DCMA) Director Army Brig. Gen. Edward M. Harrington has certified that the agency has all of the appropriate management controls in place to ensure accountability. As required by the Federal Managers’ Financial Integrity Act (FMFIA) of 1982, Harrington signed an Annual Statement of Assurance to the Secretary of Defense. But this year’s signing has a twist. The DCMA District offices and contract management offices (CMOs) will no longer have to sign the statement.

“This is because I have reviewed DCMA’s end-to-end procedures and based on that review, I can say with surety we have structures and processes that are adequately maintaining our management controls and accountability,” Harrington said. “We eliminated the paper signatures coming up from the field because we really don’t need them. We have an array of

systems and assessment tools that we use on ourselves to view our performance.”

In Harrington’s memorandum to the Secretary of Defense, he stated, “This Annual Statement is not based on the results of a once-a-year effort. It documents a window into an ongoing and highly effective process, which I am proud to report, is based on sound management principles and practices.”

By choosing to conduct a signing event, Harrington wants to send a strong signal to the DCMA workforce that even though he is trying to free CMO commanders’ hands of paperwork and conformance to outdated checklists, they are still accountable and responsible for maintaining adequate management controls that do not permit waste, fraud or abuse. Last year, every CMO commander signed a Statement of Assurance. They forwarded it to the District office commanders, who then submitted a Statement of Assurance to the Headquarters.



Brig. Gen. Harrington signs the Annual Statement of Assurance at a ceremony with senior DCMA staff.

MRTs Assess Performance

The change also signals a new leadership philosophy of empowerment. “This is a huge step for the agency to take, and I think it is an important one,” said Jim Russell, newly appointed DCMA chief financial officer and comptroller. “We have moved from an Internal Operations Assessment (IOA) process to the use of Management Review Teams (MRTs).”

MRTs are made up of 12 to 20 personnel who visit CMOs to ensure they are complying with DCMA policy intent, and that the local offices are really achieving the results the agency is looking for. The teams will visit each CMO once every three years.

“What MRTs are going to be working on during the next year is performance versus conformance,” Russell said. “Are you meeting performance targets while staying within the intent of the policy? And CMOs are going to have the flexibility to deviate from policy when they find a better way. In the past, that hasn’t always been true.”

Brig. Gen. Harrington and the senior leaders are encouraging the workforce to be creative in solving problems for the customers, according to Russell. Under the IOA system, inspectors would go out with checklists and note when DCMA One Book procedures were not being followed. “We had a number of cases where people didn’t do particularly well on an IOA, but had very satisfied customers,” Russell said. “Now who is wrong in that case? Why would we want to have a disincentive for you to make customers happy? It just doesn’t make sense.”

Chuck Crippen is the Headquarters research analyst responsible for filing annual statements and for internal risk management. “Redesigning the IOA process to an MRT concept will go a long way toward furthering the director’s efforts to transition DCMA to a much better performance-oriented organization,” Crippen said. “If you have ever been exposed to an IG (Inspector General) inspection, it drives a particular behavior, and that is what the old IOA was doing. The redesign of this oversight process gets us on the right path.”

MRTs review a variety of information that has come from unit self-assessments, management control review processes, results of IG findings, and special studies according to Russell. “We look at financial accountability, audits that we have done in that area. There are a number of tools we use to determine if we have areas of particular concern,” he said.

Statement Points Out Strengths/Weaknesses

One area of concern since the tragic events of Sept. 11, 2001, has been security. “Security is a concern that we wrote up in our annual statement, especially in regard to the Headquarters building,” Russell said. “But the director is also

concerned about our role in homeland defense as an agency. It is something we want to work on in the future to clarify.”

One weakness was noted on the Statement of Assurances. It relates to a DoD systemic weakness in which the department issues payments, but then cannot always identify the proper accounts to debit. Overpayments and underpayments also occur.

Part of the solution is to upgrade the Mechanization of Contract Administration Services (MOCAS) and other finance and accounting software systems to allow procurement and contract management information to be exchanged electronically without having to manually reload it from system to system. MOCAS is a 30-year-old database used by DCMA and the Defense Finance and Accounting Service (DFAS) to administer and pay contracts issued to defense contractors. It has become difficult and costly to maintain, and a modernization effort is well underway.

The directors of DCMA and DFAS are leading a joint-component initiative to develop a future end-to-end procurement process model that will ensure seamless, all-electronic exchange of data between DoD systems dealing with requirements, contracting, contract management, material acceptance, payment and closeout. Although there are five target systems (called Enterprise Resource Planning Systems) for the model in the marketplace, DCMA leaders have not decided which system will best fill the agency’s needs.

“All five of these systems will interface with the master accounting system,” Russell said. “Will we get one soon? I’m not sure yet, but DoD is leaning that way.”

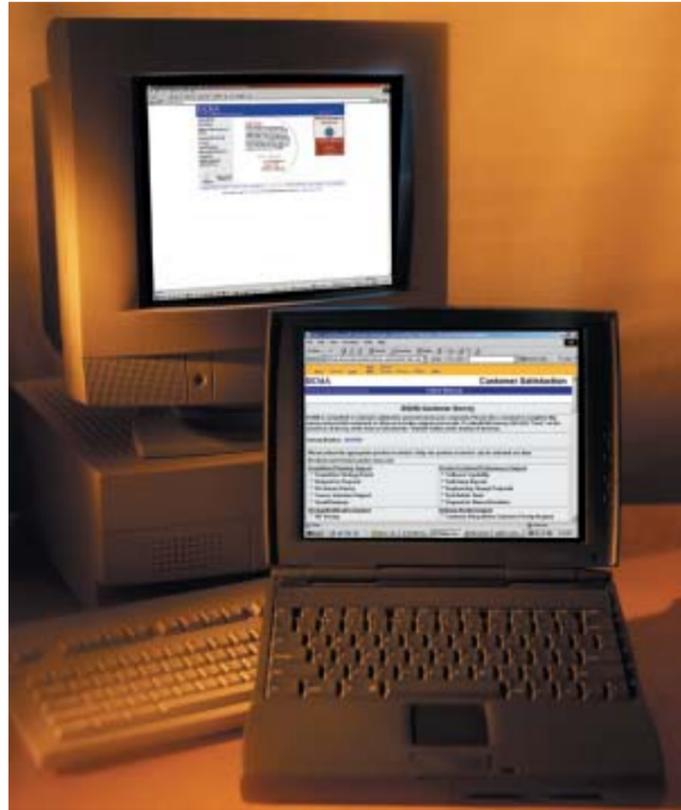
Substantial progress has been made to integrate data transmissions to the legacy system using the recently accepted version of the computer software program, Standard Procurement System (SPS) Version 4.2, Increment 1. DCMA contract administrators will not be using the current version of SPS but are scheduled to receive the next release, Increment 2, possibly in late 2003.

“The Annual Statement of Assurance is a window on all of our internal controls,” Russell said. “It is the official way we report to the Secretary of Defense that our internal management system is working.”

The DCMA statement was compiled with those of the other DoD agencies, activities, and military components and submitted by the Secretary of Defense to the President and Congress in November. **B**

Web-Based Survey

Transformation Tool Will Encourage Customer Feedback



Superior customer service is the Defense Contract Management Agency's (DCMA) top priority to support warfighters in preparing for and conducting combat operations. Improving customer satisfaction is one of the tenets of the agency's campaign to transform its business processes to new levels of efficiency and effectiveness for the 21st century. The DCMA Program Integration Directorate helps to determine the success of customer service through its support of customer feedback surveys. To improve the collection of customer feedback, the directorate recently launched a Web-based customer survey form.

The customer feedback Web-based survey is prominently displayed in the center of DCMA's homepage, alongside an employee survey, at <http://www.dcmamil>.

"Our Web-based survey has already provided us with some excellent suggestions and feedback," said Army Brig. Gen. Edward M. Harrington, DCMA director. "Every time I speak with our customers, I encourage them to use it to tell us how we are doing. In addition, our personnel at the Headquarters, District and contract management office [CMO] levels have all performed excellent work in support

of the surveys. I depend on them to spread the word about the surveys to their customers as well."

Harrington said the surveys are invaluable to determining the needs of DCMA customers, allowing the agency to align with them. In this way, the new Web-based survey supports customer alignment, one of the four pillars of transformation. The survey strengthens the other three pillars, human capital, policy and metrics and resource allocation, by empowering CMOs to better manage their customer relationships.

Lynn Harris, DCMA quality assurance specialist, has managed the agency's customer satisfaction surveys for two years. She said the Web-based survey, launched in June 2002, provides real-time responses from DCMA customers and allows DCMA to adjust its practices rapidly in response to the measure of customer satisfaction. The Web-based survey allows any DCMA customer with a dot-gov or dot-mil Web address to submit feedback. "The customer satisfaction project is a solid success story," Harris said.

The Web-based survey and the tools that manage it now provide DCMA CMOs, Districts and Headquarters with immediate data on how well the 67 CMOs are performing. DCMA Headquarters aggregates the data on a quarterly basis and distributes it to all process owners, allowing them to see how their customers feel about their products and services. DCMA had long recognized that technology could improve this process immensely, thus it established a process action team to study the surveys and recommend how to best use new technology to improve them. The analyses and resulting actions took nearly two years to complete, but the agency is pleased with the results so far, Harris said.

Telephone Surveys Will Continue

Harris initiated work on the Web-based survey soon after she became manager of customer satisfaction surveys. At that time, DCMA offered two primary means for customer feedback: telephone interviews and postcard trailers. CMOs today still conduct telephone interviews to augment the Web-based survey. DCMA Deputy Director Sally Flavin believes the telephone interviews will remain key to the agency's customer outreach effort.

"We need a suite of mechanisms to get to our customers," Flavin said. "The Web-based tool is excellent, but the numbers, right now, tell me we will get up to 8,100

responses on it. Given the fact that we are a 11,000-person strong organization, that is not enough. Therefore, I firmly believe that we need to continue outreach through telephone interviews and through any other mechanism that we can. This is because we are still only reaching a small piece of our customer base with the Web. It's a wonderful tool and I totally support it. But it is only a piece of what we need to do to get customer feedback."

Harris explained that the Districts conduct telephone surveys specifically for executive customers, such as program managers and procuring contracting officers.

"They are asking them higher-level questions about what these more senior middle management folks think of DCMA overall as an agency," Harris said. "If a particular issue arises, they drill down to particular CMOs or specific issues of

concern, but generally it is more high level: How do you feel about DCMA as a whole? Are we supporting you?"

The postcard trailers, however, were eliminated in April 2002 in favor of the Web-based survey.

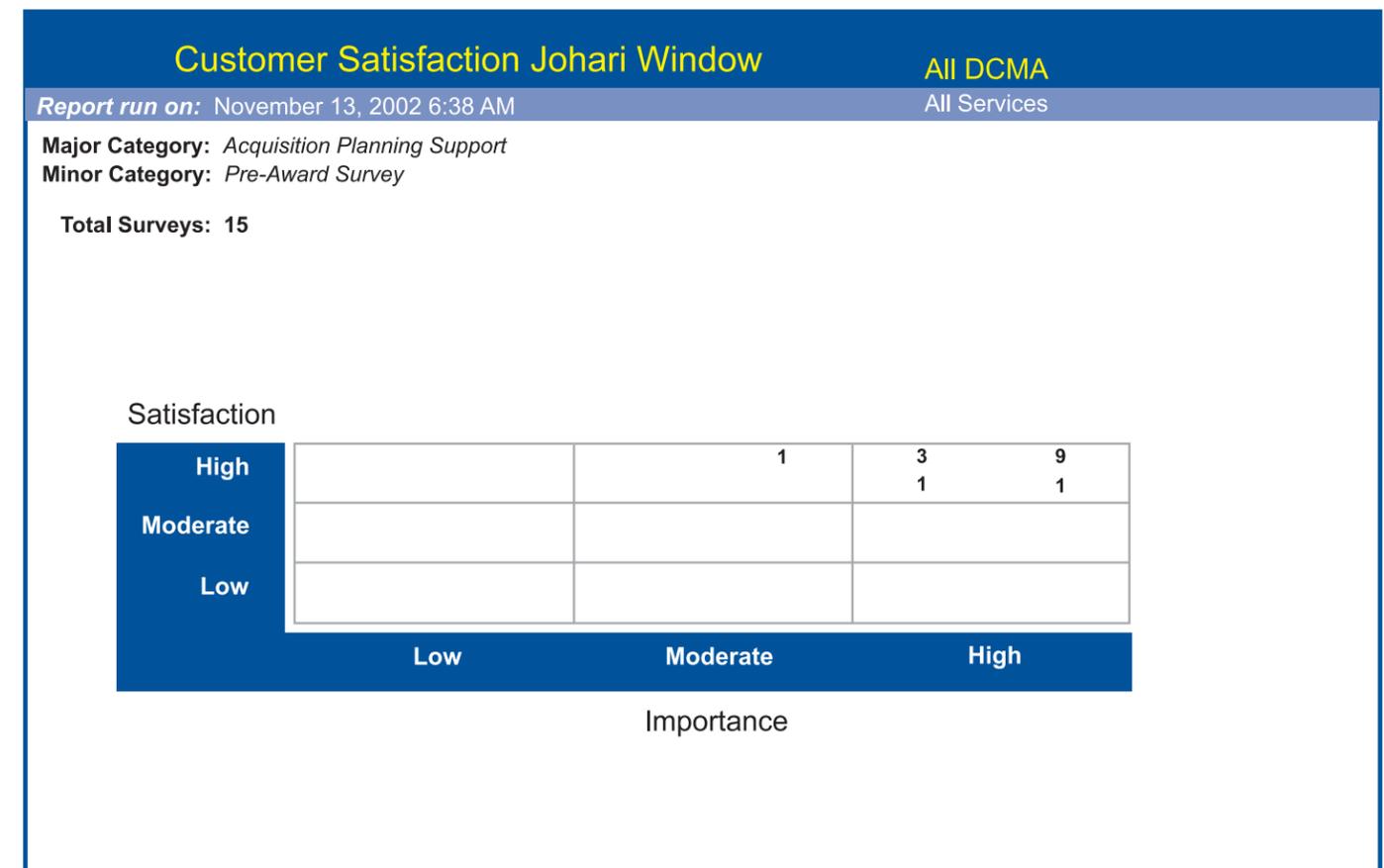
"The paper-copy postcard trailers were the kind of things you see at hotels," Harris said. "Every CMO was required to fill out this postcard trailer and send it out to a certain number of customers every month. Those postcard trailers were self-addressed stamped envelopes that went back to the District headquarters."

Once a District headquarters received a survey, it would manually input the data and conduct an analysis of it. Generally, CMOs only received feedback on the surveys if it was negative. CMOs would not receive any immediate notification if they received positive feedback.

The Web-based survey enables CMO commanders to examine customer feedback provided at the CMO level. Customers rate DCMA on a Likert scale, which is a way of numerically measuring agreement or disagreement with a question. Essentially, customers rank their satisfaction on a scale of 1 (very dissatisfied) to 6 (very satisfied). Customers also rank how important a particular product or service is to their jobs. This data may then be displayed in a conceptual model called a Johari Window, which describes, evaluates and predicts aspects of customer feedback. In the case of the Web-based survey, the window uses panes to depict how satisfied a customer is with a product or service against how important the customer feels that product or service is.

Specifically, the survey asks five questions: How satisfied are you

Continued on next page



The Johari Window Report plots relative importance against customer satisfaction for the individual products and services listed above. The report shows the total number of surveys falling into each particular category.

overall with this product or service? Was it timely? Was it accurate? Was DCMA courteous? If this product or service were not available, what would the impact be on your job?

“So it gets to the issue of importance—how important is that product or service to the customer?” Harris said. “We can track that. We can do slices and dices. With a Johari Window, we can rank customer satisfaction against importance. If we find that some particular products and services are rated very low in satisfaction and very low in importance, we might wonder why we’re doing them. That hasn’t happened yet.”

The Office of the Secretary of Defense (OSD) has set a customer satisfaction performance goal of 90 percent for DCMA. At least 90 percent of customers must rate DCMA products and services as satisfactory (5) or very satisfactory (6) on the Likert scale.

recommended this initiative, which will support a new customer service award for DCMA employees. The DCMA Customer Alignment Team is a group of DCMA customer-service planning personnel who seek ways to strengthen customer relationships through initiatives such as awards.

CMO employees have a range of sorting options when they view the surveys and reports in the Web-based administration module of the survey. The browse screen allows them to open a survey, and then sort by CMO, survey number, or the date the record was initiated. An individual CMO may see only its own records. A District headquarters may see all of its CMO records. DCMA Headquarters may see all records. Any level of DCMA can access reports and perform comparisons.

The individual Districts are color coded, making them easy to identify at a glance. The East District appears in

“The customer satisfaction project is a solid success story,”

LYNN HARRIS
Quality Assurance Specialist
DCMA

“We have had no problems over the years with achieving that goal,” Harris said. “We are going to change that goal with OSD, however, because we feel that the Web-based surveys are going to provide us with some more real-time information. If someone is annoyed at us, they are going to come in right away with a Web-based survey.”

Individual CMOs possess the ability to view the surveys submitted in response to their specific products and services. They can also access reports that rate their customer feedback against baseline performance expectations and see how CMOs are performing overall. The CMO commanders also have an optional tool that they may use to capture customer feedback.

“The CMO commanders are not supposed to go out and conduct formal surveys,” Harris said, “but the optional CMO tool is available to them. If they are at a review and talk to one of the program managers or one of the technical people, and they get feedback and wish to capture that somewhere, they have their own survey format to do that.”

The optional CMO tool allows CMO commanders to input feedback that awards special recognition to specific DCMA employees. The DCMA Customer Alignment Team

yellow; the West District, green; and the International District, purple. An open survey appears in blue, while an action item appears in red. Action items may result from a need to contact a customer or very low scores that require attention.

“There’s a customer satisfaction point of contact and an alternate identified at each CMO,” Harris said. “When there is a significant issue, something identified in red as a low score, we ask those customer satisfaction POCs to let the CMO commander know so that they are not blindsided by some call from a customer or someone at Headquarters. The CMO commander can know the day of the report that there is a customer issue that needs to be addressed.”

It is in the best interests of a CMO to promote the survey to its customers to gain some positive feedback, Harris said. DCMA Headquarters will judge CMOs against the CMO average survey results to determine a CMO’s success in the performance-oriented environment created by transformation.

“We are seeing a lot more interest with the CMOs saying they want to push this with our customers,” she added. “It will allow us to improve overall customer satisfaction and that is one of our transformation goals.” **C**

Baltimore and Philadelphia CMOs Respond to an Urgent Request from the Front



Maj. Michael Hoskin on a 4-wheel version of the Polaris ATV

On July 30, 2002, Army Maj. Michael Hoskin, DCMA Baltimore director of Program Integration, received an urgent overseas call from an Army captain assigned to Operation Enduring Freedom (OEF), the forward-deployed campaign in the global war on terrorism. The captain requested immediate DCMA assistance on the delivery of four Polaris Sportsman 6x6 All-Terrain Vehicles (ATVs) to Uzbekistan. This need for help arose from problems the deployed Army contingency contracting officer was having in trying to purchase the vehicles from the vendor in suburban Dover, Del., and getting them shipped overseas. The ATVs—commercial six-wheel models—have the ability to navigate through extreme mountainous terrain with up to 800 pounds of supplies and gear.

Hoskin called the cognizant office, DCMA Philadelphia, and spoke to the commander, Army Col. Ainsworth B. Mills. Within minutes, Mills assigned Alice McAnany, the Contract Management Office’s (CMO) traffic management specialist and transportation officer, the task of quickly processing the shipping instructions for the ATVs.

The next day, Hoskin drove from Baltimore to the Delaware-based vendor—L& D Suzuki—a small business that had not dealt with a government contract since the Vietnam War. He guided the company’s staff

through the acquisition process for payment, and within two hours was helping to drive the vehicles to Dover Air Force Base (AFB) with a police escort.

McAnany’s small team provides shipping instructions for modes ranging from parcel post to rail, for items as small as bolts to as large as tanks. The ATVs’ fuel and batteries are considered hazardous materials (HAZMAT). Using a new and secure Electronic Transportation Acquisition (ETA) system to process crucial shipping data, Mary Destefano, DCMA Philadelphia freight rate specialist, obtained all the necessary clearances, prepared shipping labels, and completed all other documentation required to ship the ATVs. Dover AFB was informed that an urgent shipment was coming. Once alerted, Dover officials were able to override the system and allow the shipment to quickly clear.

“Something like this, a large shipment going overseas with HAZMAT material, usually takes more than a day of processing, but our turn-around time was four hours,” said McAnany.

Prior to the installation of the ETA system, an action like this would have taken a week. Freight rates would have been researched manually and the forms typed. The automated system has greatly sped up the process.

“Normally the shipping label is the contractor’s responsibility, and when the item is going overseas, the label must be bar-coded,” McAnany explained. “If a contractor doesn’t have that capability, we send it to a packing house. Luckily only a few days prior to the ATV shipment, we discovered that our new ETA system software could generate a bar-coded label. So for the first time, under these emergency conditions, we printed up our own labels.”

McAnany noted that her office staff was learning the new ETA system on a Friday, and that by the following Tuesday, had processed the emergency shipment. The ETA system makes it possible to e-mail the shipping labels to the contractor, thereby saving valuable time and effort.

The fast shipment of the ATVs is typical of the kind of support DCMA provides the warfighter, according to McAnany.

“We stayed on after our normal day to complete the job,” she said. “We just asked ourselves, ‘what do we have to do?’ Then we said, ‘let’s do it.’”

Agent of Change

Sallie Flavin Guides DCMA Toward Performance-Based Management



more our customers will demand our presence and our assistance.”

DCMA is a vital actor in the overall Department of Defense (DoD) transformation plans because much of transformation focuses on acquisition processes. DoD formalized its transformation concepts when it created the Office of Force Transformation in November 2001. Secretary of Defense Donald Rumsfeld appointed retired Navy Vice Adm. Arthur Cebrowski to lead the transformation office. Since that time, Cebrowski has defined transformation in specific terms.

“Transformation are those continuing processes and activities which create new sources of power and yield profound changes in military competitive advantage as a result of new, or the discovery of, fundamental shifts in the underlying rule sets,” Cebrowski said in a press briefing shortly after his appointment.

Cebrowski’s definition of transformation complements the shift toward performance-based management in DCMA. DCMA leaders, like Flavin, have encouraged the DCMA workforce to experiment in developing the best solutions to fulfill the DCMA primary goal of supporting the warfighter. The DCMA Transformation Plan examines transformation from the perspective of pillars that support transformation throughout the agency. Those pillars are human capital, customer alignment, policy and metrics and resource allocation. Flavin, as lead change agent for the agency,

coordinates the implementation of plans to achieve successful results within each of the four pillars.

“It is up to me to make sure that we are constantly revisiting each one of those pillars to assess what is happening,” Flavin explained. “Are we still moving forward? Are there large barriers that are occurring? Are there really good things that are happening? Are we setting up the right tools to ensure that we can share those good things that are happening? And have we built a communication plan sufficient to convey to everyone in the agency what is we are trying to do, what their role in the process should be, and what they can do to help the process?”

DCMA must map its transformation against that of its customers, said Army Brig. Gen. Edward M. Harrington, DCMA director, in a recent video interview, entitled “*Transformation Conversations*.”

“Each one of the military services, the Army, the Air Force, the Navy and the Marine Corps, is conducting its own transformation, defining now, what they need to do in the future to face the future threats to the nation,” Harrington said. “The Department of Defense, likewise, is transforming its business processes to be able to support the services’ transformation efforts better over the coming years. DCMA’s transformation, we think, needs to be linked to each one of our service customers, as well as to the Department of Defense.”

To keep DCMA informed about the success of transformation initiatives, Harrington plans to conduct regular interview sessions, which will go out to DCMA employees in computer video formats. During these interviews, the DCMA director and deputy director respond directly to questions submitted from the field. Employees may watch these videos to learn the latest information, much like they may now watch Harrington’s director’s messages.

Melodye Ray and Glenn Seabridge of the DCMA Baltimore Contract Management Office (CMO) conducted the first of these interviews, titled *Transformation Conversations*. Ray and Seabridge read questions passed along from the field, and Brig. Gen. Harrington and Flavin each took turns responding to the questions in detail.

Individuals throughout DCMA will have plenty of other opportunities to provide DCMA leadership with feedback, Flavin said. One vehicle for doing so is DCMA’s Management Review Teams (MRTs). The MRTs replace DCMA Internal Operations Assessments (IOAs). Whereas IOAs consisted of a strict examination of compliance with specific processes, MRTs set out to talk to DCMA employees and determine the level of customer satisfaction they generate.

MRTs “will try to assess what DCMA is doing well for its customers, and in doing that, determine those particularly wonderful things that they have started and that we ought to try to engage throughout the agency so that we can enjoy this success further,” Flavin said.

The first MRT review occurred in Sunnyvale, Calif., in December. The MRT visited the CMO there for one week instead of the three-week period favored by the IOAs. The review went very well for DCMA Sunnyvale, which reported “wonderful” interaction with the MRT, Flavin said. The MRT personnel also gave the visit high marks, stressing that the review was productive and enjoyable.

Other change agents throughout DCMA provide Flavin with support in their individual offices.

“We have a virtual army of change agents throughout the agency,” Flavin said in a video interview. “Within the CMOs, we’ve got change agents. Within the Districts,

we’ve got change agents. And those folks, with the CMO commanders and the other leadership, the District directors, and the District commanders and their staffs, will be on the alert to try to catch any new ideas that are bubbling up into DCMA as a whole.”

Catching new ideas is at the heart of improving performance in the transformation environment. DCMA policy regulations, encapsulated in the DCMA One Book, now describe processes to be used as a default, with the understanding that specific offices will experiment to develop processes that work best for their individual customer relationships.

“We won’t do a precise One Book process every time we turn around,” Flavin said, “but that then means that everybody who is doing something for the agency needs to understand why they are doing it and what the right thing to do is. In my mind, it is going to be a little harder and it

is going to demand more of the people we have out in the field than our current environment. I think the challenge is something the people will enjoy.”

Flavin said she expects transformation will be a “learning process” for the agency. She believes that DCMA could be a leader in defining performance-based management for the entire federal

government, which also struggles with defining performance-based goals and metrics. Flavin warned against metrics for the sake of metrics, however.

“I think what we need to learn is that measuring is a function of where you are in the organization,” Flavin said. “At the CMO level, you will continue to measure some things that help to determine what kind of services you are providing your customer. Some of those things you won’t necessarily report up the chain. But you darn well better be checking on them so that you are sure you are giving your customer what he needs.”

Communication across CMOs empowers individuals to share successful innovations that they may apply to each other’s work environments. DCMA acquired a powerful new communications tool in the fall that allows its employees across the world to learn about and share

Continued on next page



Glenn Seabridge and Melodye Ray, DCMA Baltimore were the first *Transformation Conversations* video moderators.

information on transformation with the Blackboard Community Portal System.

“We have set up communities of practice around our four main pillars,” on Blackboard, Flavin said. “We are encouraging direct conversations on the Blackboard in regard to issues associated with transformation. We will be able to archive the discussions that occur. But the main beauty of that tool is to let the people in the field have a direct link to discussions about what is going on and to play in those discussions.”

Blackboard, which has been in use at DCMA for several months, empowers DCMA employees to exchange ideas regarding the agency’s transformation and how it relates to their environments. They may also share those specific ideas that helped spur transformation in their offices.

DCMA has already recognized outstanding employees who provided critical ideas and services to the transformation efforts in a ceremony on Jan. 29. The DCMA districts, East, West and International, as well as DCMA Headquarters, recognized the efforts of key personnel who contributed to transformation.

“We are building a success momentum, finding good things that are happening and bringing those up to the light of day,” Flavin said. “We must let everybody know and shine the lights on it so that folks know this is good stuff. That is probably the biggest thing we can do—to continually pulse and find out what’s happening.” **C**

Aegis Weapon System Reaches Milestone

Contributed by:

Douglas Arnold

DCMA Lockheed Martin - Delaware Valley

Lockheed Martin Naval Electronics and Surveillance Systems - Surface Systems recently celebrated the completion of the 75th Aegis Weapons System for the Navy. The Aegis combat system is a state-of-the-art integrated, ship-based, weapons system capable of simultaneous search, detect, track, and destroy operations against multiple air, surface, and sub-surface threats.

The system recently demonstrated its missile defense capability in sea-based tests conducted by the Navy and the Missile Defense Agency, during which it successfully launched and guided a missile to intercept and destroy a target ballistic missile flying beyond the earth’s atmosphere. DCMA Lockheed Martin-Delaware Valley, N.J., proudly provides contract management services for the program executive office and the Navy in support of the Aegis program.

The company held a ceremony, attended by more than 1,400, to honor those people involved in the creation, production, enhancement, and operation of this, the most advanced naval weapons system in the world. Fred Moosally, president of Lockheed Martin-Moorestown, N.J., hosted the ceremony. It included multi-screen audio-visual presentations, vocal performances and speeches by visiting dignitaries.

Among those who addressed the audience were Retired Navy Capt. Charles B. Momsen, Jr. and his sister, Evelyn Momsen Hailey. The destroyer is named in honor of their father, retired Navy Vice Adm. Charles Bowers “Swede” Momsen.

Other speakers included Mitch Waldman, deputy assistant secretary of the Navy/Ships; Rear Adm. William W. Cobb Jr., director of Program Executive Office for Theater Surface Combatants; retired Rear Adm. Wayne E. Meyer, whose vision earned him the title “Father of the Aegis”; and Navy Cmdr. John W. Ailes IV, the incoming commanding officer of the Aegis guided missile destroyer Momsen (DDG-92) that will incorporate the new system.



Photo courtesy of Lockheed Martin NE&SS-SS

The “plug is pulled” signifying the completion of the 75th Aegis System. Left to right: Mitch Waldman, retired Rear Adm. Wayne E. Meyer, Evelyn Momsen, Fred Moosally, retired Capt. Charles B. Momsen Jr., Cmdr. John W. Ailes IV, Rear Adm. William W. Cobb Jr.

To Transform for Customer Outcomes

Explaining Performance Management and the One Book

“We want to encourage innovations on how to improve services by empowering the people of DCMA to decide how to best do their jobs,”

ARMY BRIG. GEN.
EDWARD M. HARRINGTON
DCMA Director

The man who gave the world its first practical helicopter, Igor Sikorsky, said that individual work does more to move mankind forward than teamwork does. He was not adverse to teamwork because he showered praise on the teams that worked for him in his various aviation ventures. He was especially proud of the rescue teams, such as the Aerospace Rescue and Recovery Service, once saying that these teams of helicopter rescue pilots have contributed “one of the most glorious pages in the history of human flight.” The legendary aviation pioneer understood the need for his staff to comply with management processes, but he would have also agreed that innovation does not result from rigorous adherence to rules and regulations.

In recognition of that very idea, the Defense Contract Management Agency (DCMA) has adopted some significant changes in its management philosophy over the past several months to increase the options its employees may choose in providing contract management services. DCMA leadership has adopted these changes as part of the agency’s alignment to the Department of Defense (DoD) military transformation goals.

“We want to encourage innovations on how to improve services by empowering the people of DCMA to decide how to best do their jobs,” said Army Brig. Gen. Edward M. Harrington, DCMA director. “From this point forward, we will judge individuals on the performance of their duties, not their compliance to a process. Processes and regulations are important, and they will remain in place to provide guidance and support, but we want to inspire leadership in DCMA by telling people to deviate from the processes when it is in the best interests of the customer and the program.”

DCMA transformation reflects the military transformation initiatives identified by Secretary of Defense Donald Rumsfeld. Rumsfeld has encouraged innovation in developing new ways to fight wars and support the warfighter. Deputy Secretary of Defense Paul Wolfowitz has said that the need for innovation extends outside the need for superior weapons.

“Transformation is about more than technology; it is about innovative concepts of operating and configuring our forces, adjustments in how we train and base our

Continued on next page

people and materiel, and how we conduct business day to day,” Wolfowitz said in testimony before Congress in October 2001.

DCMA transformation entails changes in management philosophy to reflect a move from process-based evaluations and assessments to a philosophy based on performance management and predictive analysis. This management initiative is “a natural evolution” of the DCMA workplace, based on what people want out of management, said Richard Horne of DCMA Supplier Operations, a division of Contract Management Operations.

“It’s a change in the way we are going to exercise management control in contract management, which is the core of what DCMA does,” Horne said.

Horne describes the background for the new management initiative in the revised DCMA One Book. For example, an opening passage of the One Book explains that, in theory, management may exercise control through performance or compliance. It reads: “Managing by performance means describing what needs to be accomplished and managing by compliance means describing how to accomplish the process that produces the ‘what.’” “The One Book then establishes that DCMA management manages by performance wherever possible and by compliance when performance-based management is “not possible or practical.”

“Instead of managing by compliance—checking to see if people are doing things the way we tell them to do it—we are going to manage by performance. DCMA employees can, in effect, perform their work in a reasonable manner, but they will still have to achieve an acceptable level of performance,” Horne said. “It’s a change in

managing from ‘Do it how I tell you to do it’ to ‘Achieve what I would like you to achieve.’”

Headquarters will now employ performance metrics to determine if contract management offices (CMOs) meet required performance levels. The metrics measure the quality of the services provided by the CMOs and produced by the processes that the CMOs determine are most efficient and effective. Performance metrics are not new to DCMA. Management has used them in the past to weigh the degree of success met by certain performance goals in the Agency’s annual Performance Plan.

Compliance Still Works — In Some Cases

DCMA does not plan to completely change from compliance-based processes. Compliance-based management focuses largely on how well a CMO or any other activity or person adheres to a specific process. The agency still maintains many services and organizational support processes where management by compliance is the best form of management and where compliance is the most effective method of achieving the desired results throughout the agency.

“If a CMO performs to the designated minimum acceptable level of performance, we don’t check their compliance to a process,” Horne said. “We pat them on the back and say, ‘Well done.’ If a CMO does not perform to that level, our logical conclusion is that they don’t know how to do it or do it with the resources available, or they would be succeeding in the first place. So, the first thing we would do is to show them how to do it – give them a process to follow. In that case, what we could regard as our agency-level process is a safety net. Or better yet, because they

would not have as far to fall, use the CMO-level process (deviation from the agency process) as the safety net.”

In the past, the agency has examined compliance with its processes using the mentality of an inspector general, Horne said. Management would seek evidence that CMOs were adhering to a particular process. If managers found that evidence, they would congratulate CMOs on a job well done. If managers did not find that evidence, they would insist on adherence to the process, regardless of how well the CMOs were actually doing or what ideas they might have to improve their performance.

As an example, Horne cited the importance of providing excellent schedule and delivery management services. DCMA personnel may be responsible for ensuring their customers are aware of pending delays in delivery for critical products. To determine success on a scale that rates performance, DCMA could develop a performance metric based on the percentage of time delay notices are issued in advance of delinquent deliveries, Horne said. The agency would also determine the minimum acceptable or desirable percentage of instances where delay notices are issued prior to actual delinquent deliveries. As long as an office performs at the acceptable level, DCMA would never investigate its compliance to any recommended processes that apply to schedule and delivery management services.

“Just like anyone else, you would rather not be told how to do anything, but you would rather be measured on how well you do,” Horne said. “There has always been a need to do that. No one likes being measured by compliance.”

Horne began revising the DCMA One Book operating principles last fall to reflect the changes in management policy. Headquarters process managers have restructured the chapters to reveal the intent of DCMA processes, how that intent is measured, the perspective from which the intent is measured (agency-wide or CMO), and the agency-level process to meet that intent.

“We are not changing the process,” Horne said. “We will encourage deviation from those processes and also from the metrics so the CMOs can align with their local customers and utilize their local workforce best. We’re saying we don’t want you to be compliant. We want you to deviate and do it differently. However, we still want you to meet the intent of the process. That’s why intent is the first thing you see when you go to the new revised chapters.”

Out Intent is Superior Contract Management Services

Horne insists that improved customer service is not the only goal of the performance-based management, although customer service is a very closely related concept and a likely result of changing to a performance management approach. As the DoD seeks a change in culture to accomplish its transformation goals, the DCMA seeks the same.

“There is a very close relationship between how we are going to manage, management by performance, and performance improvement,” Horne said. “Performance improvement comes from strategic and business planning. It says I need to get better in these areas because our customers say we need to get better. Because you want to be able to determine when you are performing better in an objective manner, you pick metrics to make that determination. I want to go from Point A to Point B on the scale. That’s not why we’re doing what we’re doing in performance management. The change to performance management is all about the way that we exercise management control. However, when the CMOs start using processes suited to their workforce and using metrics suited to their own customers, we are going to see improved performance as a natural product of that better alignment.”

The management initiative does not seek to specify the need to improve performance in specific areas, Horne said. Instead, it seeks to establish that superior performance of contract management services is the intent of the agency’s procedures, not strict compliance with recommended processes.

Any comments, questions or other feedback on the performance-based management initiative should be sent to Horne, who can be contacted via e-mail at richard.horne@dcma.mil. To obtain more information on the new management initiative in the revised DCMA One Book, visit its Web site at <http://www.dcma.mil/onebook/>. **C**

DCMA —
the communication and
information road map
throughout the acquisition
life cycle

DCMA provides in-plant
intelligence and analysis in
support of our customers'
needs.

**Concept & Technology
Development**

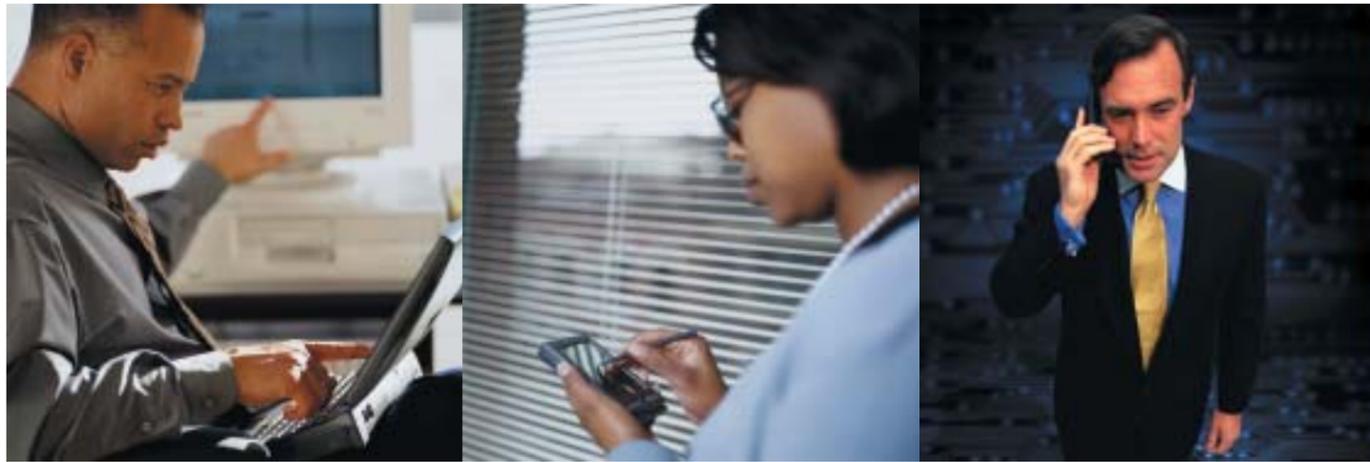
**Systems Development
& Demonstration**

**Production
& Deployment**

Operations & Support

We help pave the way
to quality products
and services.

DCMA
Defense Contract Management Agency



Human Capital Strategic Plan

Receives High Marks from DoD and Sets DCMA's Transformation Roadmap

The Defense Contract Management Agency (DCMA) Human Capital Strategic Plan for 2002 received a coveted "gold star" from Department of Defense (DoD) officials developing the department's overall human capital strategic plan, according to Sue Greemore, executive director of DCMA Human Resources (HR).

The Office of the Secretary of Defense has tasked each agency to develop plans to meet personnel needs during both transformation and attrition. Transformation brings a new culture of how to do things, and attrition threatens the federal government with the loss of about half of its personnel as they reach retirement age over the next five years.

A DoD study analyzed the human resources planning of defense agencies and the U.S. Armed Forces to determine which plans needed improvement. The Rand Corp. study noted that DCMA's plan was "vastly superior" in meeting its goals, while many other plans needed improvement.

"The DCMA Human Capital Strategic Plan represents a masterful effort by our HR department," said Army Brig. Gen. Edward M. Harrington, DCMA director. "Not only have we identified key areas where we need to build up our strength, but we have developed concrete solutions to how we will recruit new talent to fulfill these needs."

Human capital is one of four pillars of the DCMA Transformation Plan. (The other three are customer

alignment, policy and metrics, and resource allocation.) The DCMA Human Capital Strategic Plan addresses three main areas where DCMA must meet personnel challenges:

- Attrition
- Individual and organizational skills
- The human capital strategic planning process

DCMA has long recognized that its workforce not only enables the warfighter to win but also enables the agency to succeed. The right workforce for the job is the result of careful planning.

"Human capital strategic planning is looking at your current workforce or your current inventory, looking ahead at what your future requirements are and where you need to go," Greemore said. "The difference between what you have and what you need is then your gap. The Human Capital Strategic Plan defines what strategies or actions you need to take to close the gap. It really sets your transformation roadmap for your transformation management."

The obvious place where the personnel gap may occur is in sheer numbers. As federal civil servants grow closer to retirement age, DCMA faces the prospect of losing a significant percentage of its workforce to retirement within an estimated five to seven years. The DCMA Human Capital Strategic Plan details exactly what actions DCMA will take to recruit the best new employees to fill the gap left by these departures.

DCMA must track the skills necessary to accomplish its mission. Sometimes, these skills will rest within individual employees, and sometimes they occur across the organization. As a result, the plan addresses gaps that may occur in individual and organizational skills throughout the agency.

"We identified that there may be gaps in the skills of our current workforce versus the skills that our future workforce might need," Greemore said. The plan provides solutions for these gaps. "In some cases, we used Voluntary Separation Incentive Pay or Voluntary Early Retirement Authority programs to 'shape' the workforce. But development is critical to us."

Greemore added that DCMA has downsized in some organizations where it no longer needs the skills and hired in other organizations where there is an increased workload, to ensure the right balance. "We've been looking at cross-training programs, detailing employees to other jobs for developmental purposes, and increasing our use of developmental programs. We have a centralized developmental program where we offer a number of formal training opportunities for employees, and they compete for those opportunities for professional development," she said.

DCMA has also contracted a competency assessment to establish a baseline measurement of skills required throughout the agency. Using the assessment, the agency plans to analyze what skills individual professionals need to fulfill any gaps. Meanwhile, HR is examining various training programs to see if they fit DCMA needs.

The human capital plan also examines the very process that

generates the plan by determining the maturity of the human capital strategic planning process.

"We identified that there were gaps in the kind of tools we use to do the strategic planning," Greemore said. "We needed better systems to support planning processes that were better integrated and could better help predict our needs. The organization could then develop more consistent and compatible hiring plans and strategies that could be rolled up agencywide."

Currently, agency hiring plans are not always developed and implemented in a consistent fashion, Greemore added. DCMA has several different systems for providing data input into human resources planning. A superior uniform model for collecting that data would allow HR to address the agency's needs on a wider basis. DCMA also plans to develop new tools to better analyze and display human capital data.

The DCMA Human Capital Strategic Plan identifies 15 specific actions or strategies to address gaps identified in the three major analyses of DCMA personnel needs. At a commanders' conference in fall 2002, DCMA commanders examined transformation initiatives, including the human resources plan, and ranked the 15 actions and strategies by their importance. The commanders also studied some of the actions and strategies for possible short-term and long-term solutions to some of the personnel challenges confronting DCMA.

For example, the agency must enact an integrated recruitment plan to avoid personnel shortages that may arise from any potential mass retirement of employees. To do so, DCMA must market to the kind of recruits that it would like to target.

Continued on next page

"Human capital strategic planning is looking at your current workforce or your current inventory, looking ahead at what your future requirements are and where you need to go,"

SUE GREEMORE
Executive Director
DCMA Human Resources

"That's one of the action items that fits very nicely with the transformation: to make sure we are adequately identifying and focusing our recruitment efforts on the kinds of positions we need to fill and adequately identifying the types of positions we need to fill," Greemore said. "Where, what locations, what kind of positions, and how many all fall into developing that integrated recruitment plan."

Improvements in Existing HR Programs are Key

Actions in addition to the recruitment planning include enhancement of a keystone intern program, improvements to training programs and hiring processes, increased recognition for employee accomplishments, expansion of an agency mentoring program, and expansion of quality-of-life offerings.

DCMA is improving its intern program through new agencywide technological initiatives. The agency has established a knowledge management portal to allow interns to send and post questions and suggestions. (Similar online forums have been implemented for other agency activities.) Interns are, of course, encouraged to apply for DCMA jobs. That initiative works in tandem with student career experience programs, which are cooperative programs allowing students to work at DCMA.

"We can bring in new college graduates and students into the workforce as part of our replenishment," Greemore said. "We should partner with universities and be seen as the employer of choice for graduates. A lot of our integrated recruitment plan is focused on student hiring."

Recognition for a job well done is important to maintaining staff morale. DCMA plans to increase its recognition of efforts by promoting the use of a large number and variety of awards. HR is actively informing supervisors of the various awards available for their employees. In addition, DCMA will expand its mentor program to different locations within the agency. The mentor program was initiated on a pilot basis and is being expanded because of positive feedback, said Donna Butler, DCMA workforce development specialist.

"The mentoring program is an effort to partner more experienced personnel with less experienced personnel within DCMA," Butler said. "We want to facilitate the transfer of organizational knowledge and to acclimate new employees to the organization in general. The workforce is aging so rapidly, that as we are losing folks, we need to make certain we transfer their knowledge."

Another action item is the expansion of quality-of-life offerings. DCMA offers recruitment and relocation bonuses as incentives for new hires. DCMA plans to make the case for increased funding in these bonuses to expand their use. Greemore cited the importance of recruitment, retention and relocation bonuses as a way to attract and retain highly skilled employees. DCMA is also implementing child-care and fitness programs.

Human Capital Plan Is a Team Effort

One of the tools that HR used to develop its strategic plan was a report published by the U.S. General Accounting Office (GAO) in March 2002, titled "A Model of Strategic Human Capital Management." The GAO concluded that a strong human capital strategic plan yields a strong organization and other tangible results, such as increased performance in customer service.

"Organizations that promote and achieve a diverse workplace can attract and retain high-quality employees and increase customer loyalty," the GAO report stated. "For public organizations, this also translates into effective delivery of essential services to communities with diverse needs."

Greemore described the creation of the plan as a team effort that demonstrates the strengths of DCMA. Notably, the plan creation and implementation have been the work of skilled professionals, or "human capital," from throughout the agency.

"It was really an integrated process with our program integration folks," Greemore said. "They were documenting our customer requirements. Our operations folks defined what the input was going to be to address the customer requirements. Then, the human capital strategic planning group generated our strategic plan to ensure that there is a future workforce capable of meeting our goals and customer requirements." ■

DCMA International

Commander's Philosophy Meets Transformation Demands



Navy Capt. Michael P. Tryon serves as the commander of a Defense Contract Management Agency (DCMA) district, DCMA International.

Tryon, a Navy Supply Corps officer, has been involved in defense acquisition since 1981. As such, he has developed a finely honed sense of leadership and military business management. Tryon explained that as district commander, he is responsible for creating plans and actions based on policy.

"I'll set up the construct on what we think needs to be done based on that policy and turn it over to the very talented group of commanders in the field and say, with a very few exceptions, I am not going to tell you how to get there, but here is where we need to be," Tryon said. "You need to come back and tell me how you are going to do that and what barriers you are running into so that I can attempt to knock those down for you."

Tryon assumed control of DCMA International District in mid-2002, after serving as director of DCMA West District since June 2001. Army Brig. Gen. Edward M. Harrington, DCMA director, said he was pleased to see Tryon maintain a command position with DCMA.

"Capt Tryon's wealth of knowledge and leadership abilities are truly an asset to this agency," Harrington said. "His new role as the International District commander, combined with his success in leading the West District during a tumultuous period of change, reflects the tremendous confidence that we have in him as DCMA moves forward."

The DCMA International District, collocated with DCMA headquarters in northern Virginia, comprises more than 400 civilian and military acquisition professionals in 26 countries under five major military combat support commands. The international staff provides support for a diverse range of contracts from the \$200-billion Joint Strike Fighter to the \$2-billion Balkans Sustainment Contract.

Before assuming command of the DCMA West District, Tryon served as the commander of DCMA Raytheon in Tucson, Ariz. Previously, as a Navy Supply Corps officer, Tryon held assignments under the Naval Surface Force, U.S. Pacific Fleet, the Naval Postgraduate School, the Bureau of Naval Personnel, Naval Supply Systems Command, Navy Supply Center, USS Ogden (LPD-5) and USS Camden (AOE-2). Tryon's 22 years of supply experience provides him with insight into the methods DCMA uses to accomplish its goals.

"We are a service-based organization, not unlike the hotel/motel or restaurant industry," Tryon said. "We need to be open enough to say that we have to try new and different things."

Tryon believes that managers need to grant their personnel the latitude to do their jobs as they see fit while accomplishing the agency's goals and maintaining high standards of quality. He said that junior personnel must not be afraid to report honestly to commanders, however.

"Your junior level is sometimes loath to tell the senior something the junior doesn't think the senior wants to hear," Tryon said. "And, in fact, we can't fix what we don't know is broken. What managers are getting paid for is to find the things that aren't getting done right and fix them."

Tryon graduated from the U.S. Naval Academy in 1977 with a bachelor of science degree. He received a master of science in financial management from the Naval Postgraduate School in 1987. Tryon also graduated from the Monterey College of Law with a doctor of jurisprudence. The International District Commander is also a graduate of Columbia University's Graduate School of Business Senior Executive Program and the Defense Systems Management College. ■

DCMA West

Richard Zirk Becomes First Civilian Director



Richard L. Zirk officially transferred from the position of acting commander of the Defense Contract Management Agency (DCMA) East District to the position of director of the DCMA West District on Oct. 4.

“Richard Zirk brings a wealth of defense acquisition knowledge and many years of invaluable in-plant experience to this critical leadership position,” said Army Brig. Gen. Edward M. Harrington, DCMA director. “This transition to civilian leadership of the district is a great vote of confidence in Richard’s abilities and in our civilian career development process.”

Zirk became the first civilian executive to head the West District, although he replaced Ms. Leslie Gregg, who had been acting commander since the departure of Navy Capt. Michael P. Tryon.

“I am a participative manager and I believe strongly in all people executing full authority within their areas of responsibility,” Zirk said. “I call it powering down, moving decision-making to the lowest level that has authority.”

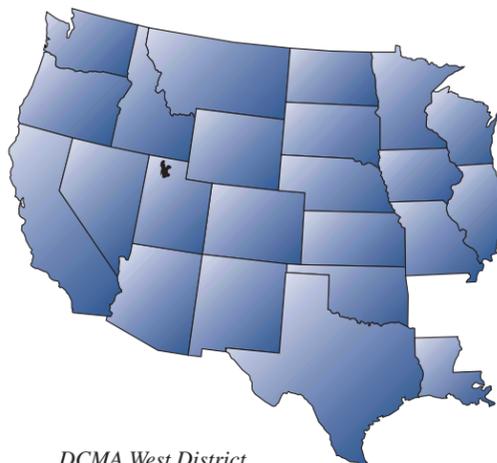
The DCMA West District, based in Carson, Calif., employs more than 5,000 civilian and military acquisition specialists who oversee contractors performing work in support of Department of Defense (DoD) and other federal agency procurement programs. The District manages contracts at contractor facilities located in the western half of the continental United States.

Zirk previously served as the deputy commander of the DCMA East District since June 2000. In April 2002, he became acting commander of DCMA East District.

Zirk’s rise to director of the DCMA West District results from a distinguished career with the DoD. Before serving in DCMA, Zirk held positions within its predecessor organizations in the DoD and in the Naval Sea Systems Command. Zirk is a member of the Defense Acquisition Corps. He holds top-level certification in contracting and program management, as well as two other disciplines.

“As DCMAW Director, one of my primary responsibilities is to develop and instill leadership capabilities and traits in others,” Zirk said. “My whole value system centers on leadership: Practice it. Be an example—don’t simply set one.”

Zirk graduated from James Madison University, in Harrisonburg, Va., with a bachelor degree in business. He is also a graduate of the Defense Systems Management College’s Program Manager Course and of the Harvard University Senior Executive Fellows Program. **C**



DCMA West District

“As DCMAW Director, one of my primary responsibilities is to develop and instill leadership capabilities and traits in others. My whole value system centers on leadership: Practice it. Be an example—don’t simply set one,”

RICHARD ZIRK
Director
DCMA West

DCMA East

Keith Ernst Takes the Lead



Keith D. Ernst, on Oct. 4, assumed the post as the first civilian director of the Defense Contract Management Agency (DCMA) East District, headquartered in Boston, Mass.

“Keith Ernst’s combination of technical expertise and outstanding leadership abilities make him a natural to move our East District along the successful path of transformation,” said Army Brig. Gen. Edward M. Harrington, DCMA director. “We are fortunate to have a leader of Keith’s abilities among us during this critical time for the Department of Defense (DoD). This transition to civilian leadership of the District is a great vote of confidence in Keith’s abilities and in our civilian career development process.”

Ernst replaced Army Col. Ronald Flom, who had served as East District commander from September 1999 to April 2002. Richard Zirk, who became the first civilian director of DCMA’s West District at the same Oct. 4 ceremony, led the East District in the interim, functioning as acting commander.

“The men and women of DCMA East have been leaders in contract management and in serving the warfighter for many years,” Ernst said. “I am honored and excited to have the opportunity to work with and lead this group of dedicated teammates. I am confident that together, we will continue to provide the highest level of support to our customers.”

DCMA’s East District consists of more than 5,900 civilian and military personnel. Ernst takes

charge of the DCMA offices in the eastern United States after having served as the director of contract operations in DCMA’s West District, based in Carson, Calif., since July 2001.

Ernst also has held significant DCMA leadership jobs in Minnesota, Washington and Northern California. He served as a pilot in the U.S. Marine Corps for more than five years. After leaving active duty, Ernst held various management and technical sales positions in private industry.

A member of the Defense Acquisition Corps, Ernst is certified at the top-level in systems planning, research, development, engineering and program management. He holds a bachelor’s degree in engineering from the University of Minnesota. **C**



DCMA East District

“I am honored and excited to have the opportunity to work with and lead this group of dedicated teammates. I am confident that together, we will continue to provide the highest level of support to our customers,”

KEITH ERNST
Director
DCMA East

DCMA Mentoring Program

Expanding After Successful Pilot



Judy Anderson accepts an "Excellence" certificate from DCMA Seattle Deputy Commander Bruce Zimmerman for completing the Pilot Mentoring Program.

Judy Anderson and Janet Odom work on opposite coasts. They have never met, and they probably never will. Yet they share a workplace relationship that represents a cultural shift within the Defense Contract Management Agency (DCMA). Odom is Anderson's long-distance mentor.

Anderson, a procurement technician in the DCMA Seattle office, pursues opportunities to learn whenever they are available. She also enjoys sharing her own knowledge and expertise with others. Consequently, she was a perfect candidate to participate in a six-month mentoring pilot program conducted by the DCMA Workforce Development Team.

"I got a lot out of it," Anderson said. "I thought I was very well matched with my mentor. I picked her because she had gone from the clerical end to the contract administrative field in her career. The match couldn't have been better."

"What enabled us to connect so well over the telephone was that our personality profiles were mirror images of each other," said Odom, a contract specialist in the technical assessment group at DCMA Lockheed in Marietta, Ga. "The personality profiling resulted in a great match."

The DCMA Mentoring Program will expand this spring to include new sites in addition to the three pilot sites that were launched last year. The original sites were DCMA

Seattle; DCMA Lockheed, Marietta; and the DCMA HQ complex in northern Virginia. A total of 46 DCMA employees, 23 pairs of mentors and mentorees, participated in the program. Each year, mentoring will expand to include more sites until it is an agencywide program.

Ben Chaffman, deputy commander of DCMA Lockheed Martin, Marietta, said his command benefited greatly from the mentoring program. Chaffman, who was a mentor himself, said he has spoken with deputy commanders of other prospective mentoring sites to share his enthusiasm for the program.

"We saw some significant benefits at our command," Chaffman said. "We had a number of people who participated and they became very motivated. We had a number of people do some very intensive coursework that I don't think anyone tried before the program. We had people participate in Toastmasters and start going back to college. It really did turn on some folks to new opportunities."

Workforce Development Team members expect the program to roll out agencywide in three to four years. DCMA conducted the pilot program to determine the challenges of introducing the program to the entire agency, said Donna Butler, workforce development specialist and co-manager of the DCMA Mentoring Program. "Some of the challenges we faced were the geographic dispersion of the workforce and the size of workforce," Butler said. "The sheer numbers alone require us to phase in the program."

Butler and co-manager Julie Floyd agreed that the pilot was an excellent test of how to deal with the large number of DCMA personnel and the vast geographic distances between them. Traditionally, mentoring involved one-on-one interaction in a common space, such as a work environment or a classroom. The pilot program proved this common space could occur virtually through use of the Internet, e-mail, and telephones rather than physically.

"We knew that distance mentoring could be successful," Floyd said. "We have technology available today that makes things like that work when they may not have worked in the past."

Anderson and Odom said having input into the choice of their mentoring program partner was important to the success of the program. The mentoring program profiles matched personalities, and both women liked the idea of working with someone who had a similar personality.

"The managers told us that they typically try to match people with different profiles for a better-rounded experience," Odom added. "One of the things I asked them to do for future distance partnerships, to make it work long distance without eye-to-eye contact, is have people whose frame of reference, thoughts and personality are similar. In my case, my mentoree opened up and I was able to relax. We just gelled."

Anderson and Odom found that working on opposite coasts often helped, rather than hindered, their mentoring experience. "Your mentor couldn't be anyone in your chain of command," Anderson explained. "Our office [in Seattle] is small. There wasn't anyone here who could serve as my mentor in my chosen field. As it turns out, Janet was a very good sounding board without being too close at hand, too involved, or too personal. A small office is kind of a family. Whatever I said to her wouldn't get around the office."

Floyd traces the origins of the DCMA Mentoring Program to former Deputy Director Thomas E. Brunk, who retired in 2002 after 32 years of federal service. Brunk recognized that a mentoring program would aid the agency in recruitment and retention of employees and in knowledge transfer between experienced and new employees. Brunk and the Workforce Development Team worked with the consulting firm, Atlantic Management Center Inc. (AMCI), to establish the mentoring program. AMCI provided an automated method of matching mentors and mentorees.

The DCMA Workforce Development Team did not copy the program from another organization; instead, it analyzed agency needs and developed a new program to match the organization's unique characteristics.

"We did some research, but I think the one thing that stands out in developing a mentoring

program is that it really needs to be tailored to the unique needs of the organization," Floyd said.

AMCI provided a database to match mentors and mentorees. The automated matching process considered personality traits, mentor/mentoree interests, and work experience. Mentors would share with mentorees their career insights and organizational knowledge, and this, too, was a factor in the matching process. For example, Odom shared useful information with Anderson that Odom experienced in her own career.

"We did some interview preparation and resume updating," Odom said. "We took her resume and hashed out wording. We examined her strengths and profile as an individual. I was a mirror or sounding board to help her see herself with different eyes. She would give me a laundry list of the things that she does for DCMA. I would then relate her roles and responsibilities to the performance plan or to policy."

Odom experienced an indirect benefit of the mentoring program while she was helping Anderson examine her career.

"As someone else is trying to advance, you end up doing a certain amount of introspection, which always strengthens you," Odom said. "As a mentor, you think that you are helping someone with where they are going, but you start asking yourself the same questions that you ask them."

At the program's end, mentors and mentorees provided an evaluation of their experiences. The managers of the program used these evaluations to determine what might work better as the program expands.

"The evaluations helped us to fine tune and make the program better," Butler said. "We used them as lessons learned, but there's never been

Continued on next page



"As a mentor, you think that you are helping someone with where they are going, but you start asking yourself the same questions that you ask them,"

JANET ODOM
Contract Specialist
DCMA Lockheed, Marietta, GA

any doubt that we would expand the program. It’s always been a matter of how fast and how far can we expand it.”

Odom felt the program was in excellent form from the beginning.

“The infrastructure of the program was pretty good,” Odom said. “You didn’t feel like they had just launched a pilot. You weren’t out in the middle of nowhere. I was able to tap our headquarters immediately to get referrals as to where I could get answers. They kept a pulse on the program.”

The mentoring program’s expansion is a priority of the DCMA Human Capital Strategic Plan. The plan supports DCMA’s transformation efforts, specifically the human capital transformation pillar, one of the agency’s four pillars of transformation. (The other three are customer alignment, policy and metrics, and resource allocation.) The mentoring program provides structure and comfort to DCMA employees who are moving up the career ladder and a way to transfer knowledge and experience from DCMA employees who can offer lessons from their careers, Butler said.

“We would really like to make mentoring become part of the culture of DCMA,” Floyd explained. “We would like it to become a very natural idea that mentoring is a crucial thing and is accepted as part of our culture.” **C**

Help-Line Volunteer Recognized for Excellence in Community Service



Charles Heyel received a gold medal for excellence from the Philadelphia Federal Executive Board.

Charles Heyel is a dedicated professional who is always willing to lend an ear to the needs of others. In fact, he is never more than a phone call away. His colleagues at the Defense Contract Management Agency (DCMA) Industrial Analysis Center in Philadelphia would be among the first to attest to the fact that he is a good listener. But, just as important is the fact that countless men, women and children Heyel served as a crisis counseling volunteer would readily agree.

A DCMA industrial analyst for more than 10 years, Heyel has donated his spare time over the last 15 years to serving as a help-line counselor at Contact Delaware, a 24-hour counseling support organization.

“The main goal is not to give advice,” Heyel said of his volunteer duties. “It’s just to listen and let the people work out their own problems. It’s just a simple need to talk it out. It’s mostly just the caller who does the talking. Sometimes I can sit for 20

minutes or 30 minutes and maybe say just a few words. Just let the person know that you are there and listening. You repeat what they say to you. By repeating, they understand that you are listening and they know that you are there for them.”

Heyel received recognition for his volunteer service earlier this year at the Philadelphia Federal Executive Board (FEB) Excellence in Government awards ceremony. The Philadelphia FEB awarded him with its gold medal for excellence in community service at its annual government awards luncheon last spring. The FEB recognized excellence in 15 categories, such as Community Service, Economy in Government Operations, Improved Federal Image and Private Sector Involvement. The FEB considered a total of 235 nominations for its 2002 awards and recognized the most meritorious accomplishments, such as Heyel’s community service contributions.

As an industrial analyst, Heyel performs analyses of Department of Defense (DoD) programs. Recently, he has been supporting Army transformation by taking a look at ammunition and industrial bases to determine if the Army’s legacy forces can support its interim forces. Heyel said he essentially must “see if whatever is there now can support the forces eight years down the road.”

Heyel has a long career of service to DoD, where he began 34 years ago at the Philadelphia Navy Yard. He worked as an industrial analyst for the Department of the Navy for five years before he was hired by the Defense Logistics Agency to serve in what was

then the Defense Contract Management Command (DCMC). Heyel arrived at the Industrial Analysis Center shortly after the center’s creation as the Industrial Analysis Support Office (IASO) under DCMC in 1991.

The Industrial Analysis Center consists of a team of skilled professionals, including computer programmer analysts, economists, industrial engineers and industrial specialists. These professionals analyze the future needs of the military services. They assess the industrial base capacity of the United States to produce the goods and services required to meet national security objectives. The center supports DoD industrial analyses for weapons acquisition, logistics and readiness programs. Some of its current and upcoming projects relate to economic impact studies, industry sector studies, an Army transformation industrial base study, merger/acquisition analysis, and homeland security.

Heyel is Motivated by a Desire to Help Others

Heyel became involved with Contact Delaware because he felt a need to contribute to his community. Contact Delaware, established in 1974, fielded 26,218 calls for assistance in the 2001 calendar year. Most of these calls came from people who needed help with stress, mental health, interpersonal relationships and loneliness.

“Most of the calls are pretty much people who are emotionally distressed, who have a personal crisis, a simple need just to talk,” Heyel said. “Who are they going to call in the middle of the night? A lot of them, their family won’t listen to them, their elders won’t listen to them, or they have no one. They just live by themselves, especially the senior citizens.”

Heyel contributes about eight hours per month performing “hands-on” service at Contact Delaware’s phone bank room. As an experienced volunteer, he contributes an additional 48 hours a month as a support worker, which allows him the opportunities to supervise and assist the work of other volunteers. When Heyel acts as a support worker, he is at home with a cell phone. Other volunteers call him when they need assistance with crisis situations or when a situation requires a call to the police. A significant percentage of Heyel’s volunteer time comes from 12-hour shifts on the weekends.

“We have been trained in active listening, problem solving, and the different concerns of people with different disorders, such as mental abuse, child abuse or sexual abuse,” Heyel said. “It’s a 24-hour caring, confidential help line. It’s more or less a telephone counseling crisis intervention for information and referral to give support to the people who are in need.”

Sometimes, being a volunteer for Contact Delaware requires more than listening. Volunteers must make

recommendations for places a caller could seek more help if necessary.

“If an alcoholic calls up and he’s on drugs, we refer him to Alcoholics Anonymous,” Heyel said. Contact Delaware receives calls regularly from people who require a referral to specific organizations, he added. “People who have problems with gambling. People who need shelter,” he said. “Say, if the temperature goes below 20 degrees and people have no heat or no means of getting fuel, we have a referral list of other organizations and places where they can go for help or call for help. We have a tremendous referral system in our database.”

Heyel said his community service work has some basic similarities to his professional work.

“Most of the people thank us for being there,” Heyel said. “They say that we help them. A lot of times, you go home feeling good that you did something. And then other times, it’s like any other job, it’s frustrating because you felt like you didn’t do anything.”

The Philadelphia FEB also awarded Heyel and co-worker Dennis McKnight a bronze medal for Technical Accomplishment in a group. “I was on a foreign sourcing project study with several other people,” Heyel said. “It was a 10-month study on foreign sourcing for the Department of Defense.”

Other bronze medal winners in the Industrial Analysis Center included Don Burnett, Tim Maza, John McAleer and Ralph Villante for Outstanding Professional Performance in a group and Pete Mulligan for Outstanding Professional Performance as an individual. Heyel’s gold medal for Community Service was the first gold medal awarded to the Industrial Analysis Center by the FEB. A total of 870 government employees attended the Philadelphia FEB’s awards ceremony, which was held at the Adam’s Mark Hotel.

Heyel continues to look forward to growing professionally and personally through his career and his volunteer work.

“Every day is an experience. Every day is a lesson learned. Every day makes the next day better,” he said. “That’s what I strive for: to do better every day.”

Contact Delaware provides information for those interested in becoming a volunteer with its organization on its Web site at <http://www.contactdelaware.org>. Individuals interested in similar volunteer opportunities nationwide can consult America’s Promise on the Web at <http://www.americaspromise.org> or VolunteerMatch at <http://www.volunteermatch.org>. ■

DCMA Recognizes Transformation Leaders with Awards

The Defense Contract Management Agency (DCMA) recognized its leaders in transformation efforts on Jan. 29 with Transformation Awards.

DCMA's three districts—East, West and International—each recognized individuals who have made significant contributions to DCMA transformation.

DCMA East District recognized the efforts of Charles S. McAleer, deputy commander, DCMA Boeing Philadelphia; Michael Taylor, deputy commander, DCMA Syracuse; and Col. Luis D. Sans, commander, DCMA Atlanta.

McAleer serves as the transformation change agent for DCMA Boeing Philadelphia. His contract management office (CMO) was the first to develop a transformation plan of action. At the DCMA East Transformation Conference, McAleer requested authority to deviate from the use of risk assessment and management process (RAMP) for all major programs at DCMA Boeing Philadelphia, which established variance authority to the CMOs.

As transformation change agent from DCMA Syracuse, Taylor has led the charge to synchronize standard operating procedures at his CMO. This synchronization resulted in greater efficiency, as the processes now complement each other and fall in line with customer expectations. DCMA Syracuse has implemented performance-based contract closeout procedures and was one of the first CMOs to train employees on the Knowledge Management tool from Blackboard, Inc.

Sans also provided critical leadership in the development of performance-based contract closeout guidance. His CMO was the first to exercise variance authority to eliminate low-risk routine suppliers from RAMP.

DCMA Atlanta developed a superior communications network under his leadership. The CMO informs its employees on transformation efforts through its Web site, and it established an information-sharing network with DCMA Baltimore.

DCMA West District awarded the transformation efforts of Col. Chuck Snaveley, San Antonio commander; Col. Steven J. Zamparelli, Santa Ana commander; Brian Malloy, change agent, Twin Cities; and Fred Lundy, change agent, Boeing Long Beach

Snaveley immediately executed transformation initiatives that resulted in organizational realignments to strengthen customer focus in his CMO. He held six all-hands meetings in San Antonio, Houston, Austin and New Orleans to educate the workforce on transformation at the agency, district and CMO levels. Snaveley conducted a transformation workshop for managers and knowledge managers. The colonel demonstrated a keen understanding that empowering operations personnel in the field involved determining important performance outcomes for customers and best processes to achieve those outcomes.

Zamparelli also took an early lead in the development of transformation strategies. His CMO was one of the first to deploy a local transformation rollout plan. Zamparelli demonstrated superior leadership in customer alignment and identifying the needs of his customers. He also understood the need and means to communicate DCMA transformation to his CMO's customers.

Malloy was instrumental in the transformation of DCMA Internal Operations Assessments (IOA) teams into Management Review Teams (MRTs). This shift marked a change in procedure that allows DCMA to assess the effectiveness of performance-based management. Malloy, who serves as the District West Pillar Lead for Resource Allocation, is responsible for the development of resource alignment strategies throughout DCMA.

Lundy initiated a review of metrics for subcontractor performance through the Supplier Performance Improvement Board. Lundy has streamlined many processes at his CMO, which is a key player in support of major programs. He reorganized things where possible to align work functions with their proper offices. Lundy also improved the accuracy of DD-250s, thereby reducing paperwork delinquencies.

DCMA International District recognized Air Force Col. Philip Chilson, DCMA Pacific commander, for his "exceptional leadership and foresight in executing DCMA's transformation initiatives." Chilson, who served as a pillar leader for a commander's conference in October, helped to outline strategies to support the four pillars of DCMA transformation. Chilson has made transformation the number one priority of his command, alongside customer satisfaction.

DCMA International also recognized its transformation team. Rose Zell, Robert Posthumus and Jennifer Kyle served on the DCMA International Transformation Team. The team reviewed DCMA International's business practices to align them with customer requirements. The team members routinely measure performance outcomes for senior leadership, enabling leaders to implement transformation efforts.

Finally, DCMA Headquarters awarded the DCMA Mission Review Team (MRT) for its reinvention as a resource used by the entire agency to gauge the success of performance-based management. The MRT has been instrumental in DCMA transformation, providing CMOs with thoughtful evaluations of their move to a performance-based environment. CMO commanders have universally praised the work of the MRT. Ron Crandall received the award on the team's behalf.



Rose Zell accepts the award for the International District Transformation Team which also included Robert Posthumus and Jennifer Kyle



Charles S. McAleer, deputy commander and transformation change agent for DCMA Boeing Philadelphia



Michael Taylor, deputy commander and transformation change agent for DCMA Syracuse



Army Col. Luis Sans, commander, DCMA Atlanta



Air Force Col. Chuck Snaveley, commander, DCMA San Antonio



Air Force Col. Steven Zamparelli, commander DCMA Santa Ana



C. Fred Lundy, change agent DCMA Boeing Long Beach



Brian Malloy, West District pillar lead for Resource Allocation, DCMA Twin Cities



Navy Capt. Michael Tryon, DCMA International commander accepts the award for Air Force Col. Philip Chilson, commander DCMA Pacific



Ron Crandall accepts the award on behalf of the DCMA Mission Review Team (MRT)



Computer-Based Training Course

AXIEM Award Finalist



The Defense Contract Management Agency (DCMA) CBT (computer-based training) course “DLA S46, Quality Assurance of Soldering Technology and Electronic Assembly” was selected as a finalist at the recent AXIEM (Absolute eXcellence In Electronic Media) Awards.

“DLA S46 is used to teach students how to inspect solder connections, theories and definitions of solder, and the terms used throughout the industry,” said Jerry Bradenburg, DCMA International program integration specialist. “The course was designed for DCMA quality assurance specialists who are stationed in contractor plants, and who do itinerant work in plants where they do soldering. It also certifies people who are working where we have a NASA (National Aeronautics Space Administration) contract to meet their certification standards.”

The annual AXIEM Awards Program is a prestigious nationwide competition to recognize superior work in electronic media, and is the only award representing the entire industry. Entries are accepted in television, video, film, radio, audio, animation, the World Wide Web and interactive media. The awards program sets the standard for creative communication and production excellence in electronic media by establishing a “level playing field” for all entries. Each entry is judged solely on its own merits against an absolute standard of excellence established for each medium, market, and category. The S46 course was a collaborative effort between DCMA and a development team from C2 Media Group, a company specializing in Web design and search engine software.

The course was written by DCMA subject-matter experts from around the world, and transferred, along with the instructor videos, into the computer-based form by C2 Media.

Commercial industry standards are used as a basis for the course. NASA and MIL Standard 2000, and MIL

Standard 2000 A (quality guidelines that are rarely used, but still exist in some contracts) were added to the base requirements to create a universal course to educate Quality Assurance Representatives (QAR) to identify defects in soldering connections no matter what the requirements. Whether it be a DoD requirement, NASA criteria, or even commercial standards, DCMA has gone well beyond the minimum to create an all-encompassing course for the QARs, according to Bradenburg.

Supervisors are required to allow the QARs time to complete coursework for their certification while on duty. Enrolled personnel take the course at their own pace, usually completing it within 20 to 70 hours. Four hours of paid time are allotted during each work day for doing the coursework. If the candidate does not receive a passing grade initially, it is up to the supervisor to determine when or if the course can be retaken.

DCMA saves money in travel, temporary duty, and other associated classroom and instructor expenses by offering DLA S46 in a computer-based format. By incorporating the NASA requirements into the course, the agency no longer has to send its quality assurance representatives to NASA training schools that can cost up to \$15,000 per person.

Candidates receiving their certification for the first time have to pass a three-day, hands-on session within 90 days after completing the computer-based course. Re-certification must be done every two years, but it can be accomplished by simply completing the computer-based training portion of the course. Upon completion of the course, candidates are certified in the quality assurance of solder technology and electronic assembly.

The AXIEM Awards honor local, regional, national and international excellence. The competition is open to any work produced world-wide within two years prior to the entry deadline. **C**

NASA Technologies Developed for DoD and Navy

Contributed by:
Sue Pihl
DCMA Grand Rapids

Defense Contract Management Agency (DCMA) Grand Rapids is providing contract management services at Sordal Inc., a Holland, Mich., company testing technologies for the Navy that it developed for the U.S. space program.

The company is testing a NASA-patented polyamide foam in conjunction with the Naval Great Lakes Training Command. A six-month experiment is being conducted with the insulation fitted onto steam pipes, valves, fittings, tanks and process equipment on a land-based ship to verify that it meets physical and chemical properties demonstrated in laboratories at Sordal and NASA.

The Navy likes this material because it is lightweight, non-flammable, non-combustible, and more durable than current insulation materials. The foam, now commercialized as Solrex, is being developed in a brush-on/spray-on form and in sheets. Solrex is able to retain structural integrity under temperatures ranging from -423 to +600F.

If the field testing is successful, Sordal could receive a five-year, \$25 million contract to retrofit existing ships and supply Solrex for all new ships. The Navy benefits because the insulation weight component of a ship will be reduced tenfold.

Sordal Inc. has won four Small Business Innovative Research (SBIR) awards from the Navy and the U.S. Department of Education during the past year. Dale Danver, Sordal chief executive officer, also received the 2002 Innovator of the Year Award from the state of Michigan, and the U.S. Small Business Administration’s 2002 Tibbetts Award in recognition of his outstanding contributions to the SBIR Program.

As a subcontractor to Raytheon Missile Systems, Sordal develops methods for liquid Krypton recovery in the SDI anti-missile program. The Boeing Company and Northrop-Grumman selected Sordal as a subcontractor to supply engineering solutions for Thermal Protection Systems for the next generation Reusable Launch Vehicle, the replacement for the current Space Shuttle, by 2010.

Sordal officials anticipate the use of company products in numerous commercial applications including wireless communications, electronic and electrical building materials, ovens and humidity chambers, two-cycle exhaust systems, fire-resistant garments and prosthetics.



Photo by Tom Wolma, Grand Rapids

Robert Fekken, group leader of operations; Dale Danver, chairman and CEO; and Army Maj. Doug Kiser, DCMA Grand Rapids commander with a “noise reduction exhaust system” under development at Sordal for both military and commercial applications.

Air Force School

Offers DCMA Class to Acquisition Professionals

Did you ever wish you could send your customers to a class to learn about what you and your colleagues in the Defense Contract Management Agency (DCMA) do for them everyday?

Some acquisition specialists have been doing exactly that through the Air Force Institute of Technology (AFIT), based at Wright-Patterson Air Force Base (AFB), Ohio. U.S. Air Force and DCMA personnel attend a day-and-a-half long class for military and civilian personnel on how the Air Force works with DCMA, titled "Teaming with DCMA."

Doris Sciara, DCMA customer liaison at the Warner Robins Air Logistics Center, Robins AFB, Ga., travels with the course as it is offered at Air Force bases around the country. She has been involved with the program since 1996, the year it was first instituted, and she serves as the DCMA sponsor and guest lecturer. Personnel from both DCMA and Air Force Materiel Command (AFMC) attend the course, which is designed for junior to mid-level managers.

"AFMC and DCMA decided they needed to put in place a vehicle to promote communication and interaction of each agency at various levels of the acquisition cycle," Sciara said. "Through this increased knowledge and awareness, both sides examine their piece of the acquisition pie and explore ways to team for a better outcome. This is particularly important as DCMA and the Air Force undergo transformation."

Last year, the class was offered five times, but Air Force Major Gail Fisher, the current course instructor, plans to double offerings in the 2003 calendar year. A typical class has 30-35 attendees, and all members of the acquisition community are encouraged to attend, including contract administrators, program managers, financial specialists, quality assurance specialists, logisticians, technical personnel and engineers. The course promotes teaming opportunities between the Air Force and DCMA throughout the acquisition process from requirements identification to contract closeout. The first block of instruction consists of a study of the Air Force acquisition process. The second block examines DCMA and its role as the business agent for the military services in contractor facilities.

Fisher became the course instructor several months ago. She brings considerable operational, systems, wholesale and retail contracting experience. This hands-on background allows her to articulate the subtleties of the acquisition environment to her students. "The course emphasizes the kinds of advice and customer support that DCMA can offer to Air Force personnel at any time during the acquisition process," Fisher said.

DCMA provides pre-contractual advice to customers to help them construct sound solicitations, identify potential performance risks, select capable contractors, and write contracts that can be effectively administered.

"There is no one point where DCMA is more helpful than another point," Fisher said. "In the pre-award process, when we are doing our market research, DCMA adds tremendous value. They know the contractors in those specific areas that have things to offer to the government to benefit the warfighter. DCMA can save us valuable time in the acquisition process, and they are aware of off-the-shelf items that fulfill Air Force requirements. DCMA personnel are aware of items that are already in the supply chain, at DLA [Defense Logistics Agency] for example, that the Air Force might not be aware of."

Real World Case Studies Help Make it Interesting

Students learn that after contract award, DCMA assesses the contractors' business and technical systems to ensure their products, costs, and schedules comply with the terms and conditions of their contracts. Throughout the life of the contract, agency professionals monitor contractor performance through data tracking and analysis, on-site surveillance, and tailored support to the program managers.

The class is anything but boring. Sciara designed it to engage the students with games and discussion.

"We have a case study that we work together, which forces interaction. Then, we play a board game similar to Monopoly, that is built around sustainment of currently fielded weapons systems or the procurement of a new weapons system," Sciara said. "We break down the end-to-end acquisition cycle into pre-award, source selection, post-award and contract closeout, prompting interaction and exploring ways to promote efficiencies."

Hilda Loy, an Air Force financial management specialist stationed at the Air Force Research Laboratory, Eglin AFB, took the Teaming with DCMA course last year. She found the class to be very informative.

"I learned some valuable insights into how DCMA works," Loy said. "It was a very good class, and I recommend it to anyone in the financial or contracting arena."

Loy, who has been an Air Force financial management specialist for more than 10 years, took the class as an extension course at Robins AFB. Sciara taught this particular session and covered the entire acquisition

process, but contract closeouts were of specific interest to Loy. She has spent the last five years working heavily with contract closeouts.

"I learned a lot about DCMA's point of view on contracting," Loy said, "particularly on how they handle closeouts. I knew a lot of things from the DCMA people that I worked with in their contracting office, but this was still very helpful."

The course provides the students with a detailed lesson in contract closeouts using a flowchart that provides a step-by-step process. Sciara cited the closeout exercise as a good example of a process with lots of systems to balance. Contracts require specific closure actions by the Defense Finance and Accounting Service (DFAS), DCMA and AFMC through legacy systems maintained by these agencies. When students receive the opportunity to examine the detailed steps, they better understand the entire process and the roles of AFMC and DCMA.

Class is Scenario-Based

Students attending the class receive different scenarios that they must resolve in the Monopoly-like exercise they participate in. Air Force personnel are often cast in the roles of DCMA personnel, while DCMA personnel play the Air Force roles.

"I think the DCMA transformation will help our agency students as they apply themselves to these exercises," Sciara said. "DCMA's focus on providing great customer support is not new. But the institution-wide focus on performance vice the one-size-fits-all approach really is transformation. The DCMA students can direct their attention in these exercises—and when they return to their day-to-day work—to meeting customer requirements, using agency "One Book" processes as a guide, not as a mandate or checklist. Air Force acquisition students are here in the class telling us what they really need. I am confident that future classes will be sharing even more innovative ideas than they do now."

AFIT collects critiques of the course from the students after they have completed it. According to Sciara, the students often express surprise at the number of different services available from DCMA because they do not always understand the complexities of the post-award environment. For example, an AFMC procurement contracting officer (PCO) may put a contract into place, but the DCMA administrative contracting officer (ACO) administers it—out of sight, out of mind, Sciara observed.

"It is not until you get them together and you start sharing war stories and you force the interaction that you begin to see the light bulbs go on," Sciara said.

Loy agreed that the discovery process really helped her to understand the life of a DCMA ACO.

"A lot of our detail work with ACOs occurs with DFAS

and getting things posted to the right contracts," Loy said. "We also learned that a lot of new ACOs are coming onboard. It takes someone a while to get up to speed on these things. That's understandable. It doesn't happen overnight."

Over the years, the class has adapted to a wider range of professions within the acquisition community, Fisher said. Initially, the class was tailored to address a limited range of acquisition skills. During the past year, the scope of the class has expanded to deliver a better foundation of all functions performed by DCMA.

"Once we know how DCMA can help us, we can better contribute to the bigger picture of making a program successful," Fisher said.

The Teaming with DCMA course is anything but static. "We keep up with the latest developments in defense acquisition," Sciara said. "As DoD brings in new initiatives, we bring those initiatives to the classroom. We will have a subject-matter expert come in to enlighten everyone. These initiatives might include, for example, the Single Process Initiative, Earned Value Management or Software Management/Surveillance."

The true value of the class, however, still resides in its ability to provide a basic education in the roles of DCMA in the acquisition process. Sciara said that all graduates of the course emerge from it with a new respect for and understanding of DCMA.

"We had one guy who came in and he didn't like DCMA because of this, this, this and this," Sciara said. "We worked with it, little by little. As we progressed through the lesson, we would bring it back to point. He began to see that it wasn't a personal affront. It was things that were contractually binding that DCMA had to enforce. He left with a different perspective."

The course is available to anyone who is permitted to sign up via AFIT's online course catalogue, located on its Web site at <http://www.afit.edu>.

AFIT is the graduate school of the U.S. Air Force, and has long served as a resource for professional continuing education and development. The school strives to provide opportunities for graduate and continuing education and research and consultation to improve operations within the Air Force and DoD and across the armed services. AFIT has several schools, including the Graduate School of Logistics and Acquisition Management, which shares equal stature with the Graduate School of Engineering, the Civil Engineer and Services School, and the School of Systems and Logistics. About 34,000 students attend continuing education classes, such as the Teaming with DCMA course, through AFIT annually. ■

Against the Odds

by Elgin Staples

It was the summer of 1942. I was nineteen years old and a signalman third class on the USS *Astoria* stationed in the South Pacific.

One hot night in August, we found ourselves skirmishing with the Japanese for control of Guadalcanal, gearing up for the bloody battle that soon followed. At midnight, I finished my duty on watch. Still wearing my work detail uniform of dungarees and a T-shirt, and only pausing long enough to unstrap my standard-issue life belt and lay it beside me, I fell into an exhausted sleep.

Two hours later, I was awakened abruptly by the sound of an explosion. I jumped to my feet, my heart pounding. Without thinking, I grabbed my life belt and strapped it on. In the ensuing chaos, I focused on dodging the rain of enemy shells that were inflicting death and destruction all around me. I took some shrapnel in my right shoulder and leg, but by some miracle, I avoided being killed.

That first battle of Savo Island lasted for twenty minutes. After the enemy fire ceased, the men left standing helped with the wounded, while others manned the guns.

I was making my way toward a gun turret when suddenly, the deck disappeared. My legs windmilled beneath me as I realized that an explosion had blasted me off the deck. My shock was immediately replaced by a stomach-clenching fear as I fell like a stone—thirty feet into the dark, shark-infested water below.

I immediately inflated my life belt, weak with relief that I'd somehow remembered to put it on. I noticed between ten and thirty men bobbing in the water in the area, but we were too far away from each other to communicate.

I began treading water, trying to stay calm as I felt things brushing against my legs, knowing that if a shark attacked me, any moment could be my last. And the sharks weren't the only danger: The powerful current threatened to sweep me out to sea.

Four agonizing hours passed this way. It was getting light when I saw a ship—an American destroyer—approaching. The sailors on board threw me a line and hauled me aboard.

Once on the ship, my legs buckled and I slid to the deck, unable to stand. I was fed and allowed to rest briefly. Then I was transported back to the *Astoria*, which, though disabled, was still afloat. The captain was attempting to beach the ship in order to make the necessary repairs.

Back on board the *Astoria*, I spent the next six hours preparing the dead for burial at sea. As the hours passed, it became clear our vessel was damaged beyond help. The ship was taking on water and finally, around twelve hundred hours, the *Astoria* began to roll and go under.

The last thing I wanted to do was to go into that water again, but I knew I had to. Filled with dread, I jumped off

the high side of the sinking ship and began swimming. Although I still had my life belt on, it couldn't be inflated a second time. Luckily, I was soon picked up by another destroyer and transferred to the *USS Jackson*.

Against all the odds, I had made it—one of the lucky men to survive the battle of Savo Island. We were issued Marine uniforms, and I spent my time, in between visits to the ship's doctors for treatment of my wounds, sitting on the deck of the *Jackson*, waiting for our transport to San Francisco's Treasure Island and the leave that would follow.

Though it felt odd to wear the unfamiliar uniform, I wasn't sad to lose my old dungarees and T-shirt. The one thing I found I didn't want to give up was my life belt. I hung on to the khaki cloth-covered rubber belt, studying it sometimes as I sat around on the Marine ship.

The label on the belt said it had been manufactured by Firestone Tire and Rubber Company of Akron, Ohio, which was my hometown. I decided to keep the belt as a souvenir, a reminder of how lucky I'd been.

When I finally took my thirty-day leave, I went home to my family in Ohio. After a quietly emotional welcome, I sat with my mother in our kitchen, telling her about my recent ordeal and hearing what had happened at home since I went away. My mother informed me that "to do her part," she had taken a wartime job at the Firestone plant.

Surprised, I jumped up and grabbed my life belt from my duffel bag, putting it on the table in front of her.

"Take a look at that, Mom," I said. "It was made right here in Akron at your plant."

She leaned forward and, taking the rubber belt in her hands, she read the label. She had just heard the story and knew that in the darkness of that terrible night, it was this one piece of rubber that had saved my life. When she looked up at me, her mouth and her eyes were open wide with surprise. "Son, I'm an inspector at Firestone. This is my inspector number," she said, her voice hardly above a whisper.

We stared at each other, too stunned to speak. Then I stood up, walked around the table and pulled her up from her chair. We held each other in a tight embrace, saying nothing. My mother was not a demonstrative woman, but the significance of this amazing coincidence overcame her usual reserve. We hugged each other for a long, long time, feeling the bond between us. My mother had put her arms halfway around the world to save me.

From Chicken Soup for the Veteran's Soul
Against the Odds by Elgin Staples
Copyright 2001 by Jack Canfield and Mark Victor Hansen.
Reprinted by permission from Health Communications, Inc.



USS Astoria. 1941

DoD Recognizes DCMA Procurement Technician with Disability Award

Ruthann D. Pest, a retired procurement technician with the Defense Contract Management Agency (DCMA), was honored for outstanding work at the 22nd Annual Department of Defense (DoD) Disability Awards Ceremony, held recently.

Pest, a lifelong resident of Rockford, Ill., retired on Oct. 1 after more than 45 years of government service. Although she said she likes retirement, Pest said she enjoyed her time with DCMA.

“I monitored the government contracts of various contractors in the area,” Pest said. “As a procurement technician, I entered input information into DD-Form 250s and did various contract work.”

The DD-Form 250 is a DoD multi-purpose report used to accept equipment, services or data from a contractor. It is also used as a contractor’s invoice for payment and as a packing list for shipping and receiving.

Pest is modest about being only one of 16 DoD employees to win the disability award.

“My former commander Susan Legatowicz nominated me for that,” Pest explained. “I never knew all of the details. Had she asked me, I probably would have said, ‘no.’ I think of my disability as just having a glitch in my system. I think there are a lot of people out there who have accomplished much more with greater disabilities than I have.

“I have cerebral palsy on my right side,” she added. “There are some limitations, but it’s certainly nothing like being in a wheelchair.”

DoD employs more than 47,000 people with disabilities. About 6,000 of those employees live with severe disabilities, as defined by the U.S. Equal Employment Opportunity Commission. The department plans to increase its level of employment of people with disabilities to two percent of its total civilian workforce.

Pest and her fellow award recipients were selected during National Disability Awareness Month in October. National Disability Employment Awareness Month was first approved by a joint resolution of Congress on August 11, 1945, and has been observed every October since that year. The observance promotes employment of people with disabilities. Principal Deputy Under Secretary of Defense for Personnel and Readiness Charles S. Abell hosted the awards ceremony in December.

Pest began her career as an Air Force civilian after graduating from the Rockford School of Business in 1957. She started as a quality assurance clerk and stenographer. She eventually moved into a contracting office. Pest became a contract review clerk in 1981, a procurement clerk in 1982, and a procurement technician in 1992.

Pest received another promotion in 1999 due to an increase in her duties. Pest noted with a laugh that the citation she received was quite specific in its description of her contributions to DCMA.

“They gave me a short write up about how I’m always dependable and willing to take up extra work if necessary,” she said. “I don’t complain—that’s one of the things

they said—I don’t complain about anything.”

Pest’s life hasn’t slowed since she retired from DCMA. She has spent time with her friends and family. She also enjoys taking care of her pets.

“I’ve been quite busy,” Pest said. “I take care of my mother. She doesn’t drive. I help my siblings make sure she has everything she needs. I have friends that I keep busy with. I have three animals that keep me busy.”

In fact, Pest spends quite a lot of time with animals. She has long volunteered at animal shelters to encourage the adoption of stray animals.

“I go down to a shelter about 40 miles from here,” Pest said. “I help with cleaning, and I walk the dogs. I try to get down there with my sister about once a week.”

Pest is thankful of her successful career in the federal government, especially in light of financially unstable times like those created by the current economic downturn. Pest advised her fellow procurement technicians to take advantage of all that is offered by their government positions.

“With everybody cutting back on the workforce as they have, try to get as much education as you can and take as many courses as you can,” she said. “If there are opportunities to move up, by all means apply for them.” **C**

Publicize DCMA at Your Next Meeting

The Defense Contract Management Agency display is now available for use at conferences, exhibits, or special events in your area.



The 10-foot pop up display provides an excellent overview of the Defense Contract Management Agency.

For more information, or to schedule the display in your area contact:
Julia Wyant
(703) 428-1716
Julia.Wyant@dcma.mil

Transforming for Customer Outcomes



**Human
Capital**



**Customer
Alignment**



**Policy and
Metrics**



**Resource
Allocation**

Transformation at DCMA is more than technology. It is about innovative performance management and predictive analysis to ensure that contractors and suppliers for the Armed Forces deliver the right product at the right time, at the right cost.

DCMA

Defense Contract Management Agency

www.dcma.mil