

rocket science. This is important because NASA is not the only customer of the group. When DCMA leaders formed the core commodity group, they wanted organizations that could be cleanly severed from their parent CMOs. If there was also Department of Defense work at a particular facility, then the group would support it along with the NASA workload. The expertise at the plant and within the commodity group provides the synergistic effect and maintains one of DCMA's strengths, which is having only one DCMA presence in a contractor's facility. Consequently, DCMA is able to better focus on a set of commodities while developing skills in the product areas most important to meeting its customers' objectives.

In addition, the customers view DCMA as a single organization, not one scattered among numerous CMOs, and DCMA is better able to understand the customers' products and provide superior quality and technical oversight.

DCMA San Antonio has been among the leaders in introducing new ways of doing business.

"Change has a considerable psychological impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better," said Mr. King Whitney Jr.² By providing better support through the realignment, things will be better for DCMA's customers.

² Mr. King Whitney Jr., president of Personnel Laboratory, Inc., made this statement at a company sales meeting, and it was first quoted by *Wall Street Journal* on June 7, 1967.

Source: James B. Simpson, *Simpson's Contemporary Quotations*, 1988, Bartleby.com, 25 May 2005, <<http://www.bartleby.com/63/49/2249.html>>.

DCMA Commanders Meet in Norfolk



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

Realignment and enterprise thinking were the themes for the Defense Contract Management Agency (DCMA) Commanders' Conference in Norfolk, Va., May 2-6. Approximately 200 contract management office (CMO) commanders and staff representatives from DCMA Headquarters and Districts were in attendance.



a compliance-based organization to one that will soon define its success by meeting the needs of its customers. He explained how DCMA is changing the reporting chain for its CMOs to provide better customer support, specifically the services' program executive officers. He described how the CMOs are being realigned under new divisions that will

In his opening remarks, Air Force Maj. Gen. Darryl A. Scott, DCMA director, shared his vision for transforming the Agency from



(Above) Conference participants Ms. Lisa Clark and Col. Peggy Carson discuss Task Force Organization successful practices (DCMA staff photo) **(Left)** Conference participants, from left: Mr. Burl Bruce, Ms. Juanita Wheeler, Mr. John Brockman and Mr. Steve Swenson at the Centralized Development Program Successful Practices table. (DCMA staff photo)



specialize in aeronautical systems, space and missile systems, ground vehicles and munitions or naval systems and the sustainment support that goes with each commodity group. The details and timelines of these pending actions are discussed on the realignment page of the DCMA internal Web site (<http://home.dcma.mil/dcma-dsl/realignment.htm>).

Mrs. Sallie Flavin, DCMA deputy director, addressed the Agency's strategic goals and underscored the importance of leader involvement in the training and development of their people. She challenged commanders to provide their subordinates with leadership training and experiential opportunities, to recognize and reward excellence and to put local and Agency metrics in place to assess the progress of their development efforts. Mrs. Flavin featured leadership quotes from several prominent Americans during her presentation, including one from World War II U.S. Navy Fleet Adm. William Leahy: "You may be the boss, but you're only as good as the people who work for you."

DCMA is changing the reporting chain for its CMOs to provide better customer support.

The conference included presentations, panel discussions and smaller workshops that covered a wide range of subjects. The commanders of DCMA CMOs at Lockheed Martin Delaware Valley, Raytheon Tucson and Seattle provided operational overview briefings about their activities. Members from several integrated product teams that are examining Agency realignment options shared their study models and recommendations. Other workshops

featured discussions on the realignment of Agency Human Resources activities, product assurance and resource planning.¹

Highlighting the conference was the presentation of DCMA's Annual Military Awards at a banquet on the evening of May 4. In addition to the annual awards, Maj. Gen. Scott made two special presentations. He pinned the Bronze Star on Army Col. Andy Mills, commander, DCMA Philadelphia, for his service as commander of DCMA Iraq from April – October 2004. The citation accompanying the award honored Col. Mills for "demonstrating selfless service and courage while exposed to extreme danger ... to care for his people and accomplish the mission." Maj. Gen. Scott's second presentation was the Meritorious Civilian Service Award to Mr. Bruce Zimmerman, deputy commander, DCMA Seattle. The citation recognized Mr. Zimmerman for his "... superb dedication, innovation and leadership in meeting customer mission requirements and energetically developing his local workforce ..." in helping set the standard for DCMA worldwide.

Maj. Gen. Scott concluded the conference by reminding leaders to take care of their people, ensuring they are properly trained, encouraged, rewarded and recognized. He also highlighted the need to communicate "up, down and laterally." As DCMA continues to evolve, transform and change, he pointed out that using different approaches to achieve customer outcomes is "OK." He challenged everyone to think of DCMA as an enterprise and to make full use of the Agency's collective talents and skills in meeting customer requirements.

(Top) Senior executives from DCMA pick up their boarding passes for the *Spirit of Norfolk*. (DCMA staff photo)

¹ For links to conference presentations, see the Commander's Conference Agenda Web page on the DCMA internal Web site: <http://home.dcma.mil/command/commander>.