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DEFENSE CONTRACT MANAGEMENT AGENCY

COMMUNICATOR

News for DCMA Professionals

Tip of the Spear: DCMA Support to Our Warfighters

Inside

- Customer Spotlight: Joint Contracting Command – Iraq/Afghanistan
- DCMA Middle East: Ensuring Quality for the Warfighter
- Making the Impossible a Reality

DCMA's Connection to the Warfighter

Of the many missions the International Division supports, contingency contracting administrative services (CCAS) is arguably our most direct support of, and connection to, the warfighter. The CCAS mission is the Agency's opportunity to directly support the warfighter in a contingency environment. We ensure essential services are provided to improve warfighters' lives in deployed locations. Due to the Defense Contract Management Agency's (DCMA's) success, combatant commanders have requested ever higher levels of support. Over the past 12 years, we have seen our CCAS support grow from smaller, concentrated efforts in the Balkans and Haiti to the current large-scale operations. The International Division's CCAS footprint reaches around the globe to support operations in Afghanistan, Djibouti, Iraq, Kuwait, Philippines and Qatar. This vital and expanding CCAS mission is possible only through the unfailing support we receive from the dedicated professionals within DCMA who volunteer to fill the 90 CCAS billets. Without you, we could not continue our stellar support to the warfighter. Every deployed DCMA member on loan to the International Division for the CCAS mission provides the outstanding support that makes the Agency an indispensable partner for the combatant commanders.

Much of our current CCAS support to the warfighters and the combatant commanders focuses on the Logistics Civil Augmentation Program and Air Force Contract Augmentation Program contracts in the Middle East area of operations. Both contracts are supported by DCMA Iraq and DCMA Middle East. DCMA Iraq Commander Army Col. Jacques Azemar and DCMA Middle East Commander Air Force Col. Kurt Stonerock oversee day-to-day contract operations across the theater. DCMA Iraq personnel support the Multi-National Forces – Iraq (MNF-I); DCMA Middle East supports the Combined Forces Command – Afghanistan, NATO's International Security Assistance Force and the Horn of Africa area of operations. These contract management offices (CMOs) also provide oversight of weapon system lifecycle contracts in theater.

DCMA Iraq and DCMA Middle East warfighter support extends to the Stryker reset, Stryker battle damage repair, tanker ballistic foam coating and Humvee reset contracts performed in Iraq, Qatar and Kuwait. Their vital oversight allows repair and overhaul to occur in theater, resulting in significant cost savings to the taxpayer and greatly reducing the turnaround time for returning equipment to the fight.

One example of our success is the support to the Joint Contracting Command – Iraq/Afghanistan (JCC-I/A) in Iraq. Although this operation fell out of the scope of our normal CCAS mission, it provided many DCMA employees an opportunity to directly participate in the rebuilding of Iraq by providing CCAS support to JCC-I/A. Our initial efforts were limited to contract closeout but expanded significantly — our DCMA JCC-I/A personnel truly touched almost every reconstruction effort within Iraq.

Although the media focus for the war on terrorism is in the Middle East, DCMA supports an equally important CCAS mission in the Republic of the Philippines. DCMA Pacific oversees the Army Communications and Electronics Command's rapid response (CR2) contract that supports the Joint Special Operations Task Force – Philippines counterterrorism mission. The deployed administrative contracting officer performs normal oversight of the CR2 contract and provides acquisition advice to our deployed forces operating in the Pacific.

In addition to the International Division, CMOs throughout the Agency ensure vital equipment, materiel and service support is provided to the warfighter. This issue highlights the contributions of two CMOs: DCMA Wichita's oversight of Leading Technology Composites — manufacturers of the protective inserts for the body armor worn by our warfighters; and DCMA Syracuse's key role in the development and fielding of the improvised explosive device countermeasure program. Also included is an interview with Air Force Maj. Gen. Scott, commander, JCC-I/A.

Bravo Zulu! to all of our DCMA professionals who ensure America's warfighters have the tools for success.

Walter H. Melton, Captain, U.S. Navy
Commander, International Division

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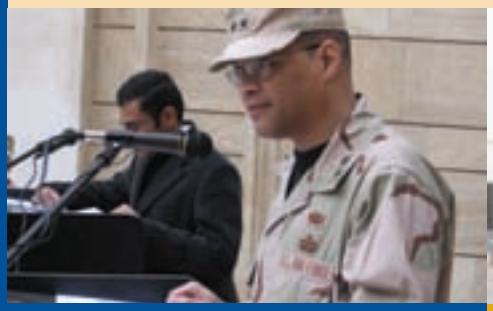
(On the cover) Army Spc. Frank Mireles, from the First Armored Division, patrols the city of Hit, Iraq, on April 11, 2006. (U.S. Army photo by Cpl. Brian M. Henner)

COMMUNICATOR

NEWS FOR DCMA PROFESSIONALS



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Editor's Note

In the Spring edition of *Communicator*, in an article entitled "Employees' Thoughts on Realignment: Part II," several contract management office (CMO) commanders and other employees were asked about the Agency's realignment, its challenges and their views on its effects.

As with any initiative as vast and complicated as DCMA's realignment into product-oriented divisions and CMOs, there were some challenges, both anticipated and not. Traditionally, DCMA has responded very well to challenges, and change has been the norm for the Agency since before its separation from the Defense Logistics Agency in 2000.

Originally, the realignment was to be implemented in several phases over an 18- to 24-month period. But after careful consideration, the Agency's senior leadership team (SLT) decided this process could be accelerated. However, they recognized that by speeding up the realignment, we would be ramping up the risk factor. While there have been some problems — mainly in communication and adapting to new corporate cultures — most Agency employees, customers and contractors have welcomed the challenges and endorsed the changes. Our new divisions and product-oriented CMOs are working hard to make the transition successful. As this edition of *Communicator* goes to press, most of the issues have been addressed, solved by our people working toward a common goal: assuring the warfighters are provided with the quality weapon systems, products and services required to do their jobs.

Innovation is becoming more common across the Agency. In July, the Space & Missile Systems Division, in cooperation with its biggest customer, the Air Force Space and Missile Center, co-hosted a successful conference called Joint Immersion Day. More than 200 people attended — senior level personnel from DCMA, the Air Force and both major and minor contractors. The Defense Acquisition University also participated, contributing its expertise and instructors to the workshops. A similar event was also hosted in August by the Ground Systems & Munitions Division.

All this is not to say that our reorganization and realignment are complete — we still have a long way to go. The pace of this transformation is picking up, and the results so far have been very positive. The Agency is making good progress, and we're on course to achieve our objectives to make DCMA more responsive to the needs of our customers.

Thank you,

Dianne M. Ryder

Dianne M. Ryder
Editor-in-Chief

DCMA Group Leaders Meet in Reno

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

"Achieving Customer Outcomes with an Agile Workforce" was the theme for the Defense Contract Management Agency (DCMA) Group Leaders Conference in Reno, Nev., Aug. 22-24. Approximately 250 technical assessment and operations group leaders, customer liaison representatives and operational center directors from throughout the Agency were in attendance. In his opening remarks, Mr. Keith Ernst, DCMA acting director, updated attendees on the progress of the Agency's realignment efforts. He emphasized "this is not about reorganization — it's about realigning to improve our enterprise-wide support to our customers." He also said that DCMA can expect more budget challenges in the future and that the Agency will be using customer outcomes as a basis for allocating resources.

The conference included presentations, panel discussions and breakout sessions covering a variety of subjects including earned value management, product assurance, forward pricing rate agreements and performance-based management. Several guest speakers shared their perspectives on the importance of leadership in assuring the success of Agency programs. Former DCMA attorney Mr. Robert Burton, now acting administrator of the Office of Federal Procurement Policy, addressed the challenges facing the acquisition community and underscored the importance of training for government acquisition professionals. Another DCMA alumnus, Air Force Col. John Daniels, director of the Missile Defense Agency's airborne laser system program office, challenged group leaders to "be excited about your job and work hard to improve the Agency's core competencies." He said leaders are "in a position to change the environment" and that "we should all welcome diversity."

Members of the DCMA senior leadership team provided updates on their respective areas of responsibility and described how their staffs were adjusting to the new organizational changes resulting from the Agency's realignment. Mr. Jerry Derrick, director of the Customer Management division on the Headquarters Contract Operations staff, outlined the Agency's new customer engagement strategy and described the critical role of DCMA's customer liaison representatives.

In her summary remarks, conference host Ms. Becky Davies, executive director, Contract Operations and Customer Relations, expressed her appreciation to all for their hard work, dedication and commitment to excellence. She asked team leaders to "encourage and support those who volunteer to deploy overseas for contingency contracting assignments." Ms. Davies pledged that her staff is "focused on delivering better policy, counsel and training to enable the DCMA workforce to succeed." She also reaffirmed the Agency's leadership commitment to developing leaders through the Agency's recently announced Tomorrow's Leaders program.

(Above) Mr. Jerry Derrick, director, Customer Management division, DCMA Contract Operations, addresses attendees of the Group Leaders Conference in Reno, Nev., Aug. 22-24. (Photo by Mr. Art Forster, DCMA Headquarters)

Around DCMA

NASA Award

DCMA ATK Thiokol Receives NASA Award

MARCH 8 – Mr. David A. King, director of NASA's George T. Marshall Space Flight Center, presented nine DCMA ATK Thiokol teammates with a NASA Group Achievement Award. The award honored their successful participation and completion of the Johnson Space Center (JSC) NASA Space Transportation System audit of the Space Shuttle Reusable Solid Rocket Motor (RSRM) Quality and Mission Assurance Program. The NASA Group Achievement Award is presented to individuals or teams that set the standard for achievement in a particular area. The RSRM Program was the first to be reviewed by JSC and has become the benchmark for JSC and associated DCMA organizations. On the left, seven of the nine DCMA honorees are pictured with their NASA colleagues — back row, from left: Mr. Larry Hope (DCMA); Mr. Randy Burbank (DCMA); Mr. Kim Hatch (DCMA); Mr. Robert Gamble (DCMA); Mr. Tom Hartline (NASA); Mr. Mark Pickart (DCMA); Ms. Amy Schilling (NASA); and Mr. Bryan Cox (DCMA); front row, from left: Mr. Paul Teehan (NASA); Mr. Arnold Baldwin (NASA); Mr. Doug Bateman (NASA); Mr. Thad Poulter (DCMA); and Ms. Suzie Johnson (NASA). Not pictured: Ms. Judy Hennefer (DCMA) and Mr. Gary Jacobson (DCMA). (by Mr. Mark Pickart, deputy commander, DCMA ATK Thiokol)

DCMA Cleveland Employee's Son Receives National Recognition

MARCH 28 – Mr. Casey Eskew, son of DCMA Cleveland Contract Administrator Ms. Karen Eskew (both pictured right), was inducted into Psi Chi, the psychology national honor society, at an awards dinner and reception. Mr. Eskew, a junior at John Carroll University in University Heights, Ohio, is majoring in psychology with a minor in sociology. To be selected for induction, a student must meet the standards required by the Psi Chi national office and the Association of College Honor Societies. Mr. Eskew has met the requirements of Psi Chi by maintaining a minimum grade point average of 3.0 and remaining in the top quarter of psychology majors in his class. (by Ms. Karen Eskew, contract administrator, DCMA Cleveland; photo by Mr. Wayne Eskew)

Psi Chi Inductee

Aircrew Awarded Air Medal

MAY – A DCMA Aircraft Integrated Maintenance Operations (AIMO) – Birmingham crew was awarded the Air Medal for meritorious achievement while participating in aerial flight during an in-flight emergency on Aug. 20, 2005. The emergency occurred during a routine functional check flight mission aboard an Air Force KC-135R Stratotanker aircraft. While the crew was performing the hydraulic system check, a hydraulic fluid line ruptured, releasing 21 gallons of hydraulic fluid over the skies of western Alabama.

Air Medal Recipients

The DCMA crew members (pictured from left), Air Force Capt. Thomas Clancy (navigator), Air Force Maj. Thomas Philipp (pilot), Air Force Maj. John Pugh (aircraft commander) and Air Force Tech. Sgt. Raymond Ouellette, exercised quick thinking and a great deal of ingenuity to safely recover the multi-million-dollar aircraft with no injuries to the crew. (by Air Force Tech. Sgt. Rafael Him, functional check flight program manager, DCMA AIMO – Birmingham; photo by Air Force Capt. Alison Breeden, DCMA AIMO – Birmingham)

DCMA Helps Scouts Get Lean Lesson

Lean Lesson

MAY 19 – Navy Capt. Dorothy J. Freer (back row, center), DCMA Sikorsky commander and former Girl Scout, led the Girl Scouts of Troop 49 on a tour of Sikorsky Aircraft in Stratford, Conn. With help from Capt. Freer and Troop Leader Ms. Tina Lennertz (back row, left), the Girl Scouts of Troop 49 (shown with a bust of Igor Sikorsky at right), based at Elizabeth Shelton School in Shelton, Conn., learned the basics of lean manufacturing in business operations to earn their business badge. Ms. Cara Capoccitti, a fourth-grader at Elizabeth Shelton School and daughter of Ms. Cheryl Capoccitti (back row, right), DCMA Sikorsky contract administrator, planned the tour that began with a history lesson of the Sikorsky helicopter. In a small museum in the lobby of Sikorsky's administration building, the Girl Scouts witnessed the beginnings of the helicopter as envisioned on paper by Igor Sikorsky. The tour continued with a walk down the factory production line and, finally, to a completed aircraft in the main hangar. Most of the Scouts were not aware of the number of operations in an assembly line and expressed surprise at the amount of machinery. All tour participants agreed that the best part of the tour was saved for last — the main hangar. In the hangar, the Scouts got up close to the inside of an aircraft to marvel at the vast number of dials, switches and pedals. Thanks to tour leader Capt. Freer, who flies helicopters and commands a DCMA office of more than 100 employees, the Girl Scouts learned about aircraft production and business practices and were able to see firsthand several non-traditional career paths for women. (by Ms. Cheryl Capoccitti, contract administrator, DCMA Sikorsky)

Ms. Marion Julian

National Institute of Packaging, Handling and Logistic Engineers Award

JUNE 7 – Ms. Marion Julian, packaging advocate, DCMA Boston, was selected as this year's winner of the National Institute of Packaging, Handling and Logistic Engineers (NIPHLE) Annual Achievement Award for her outstanding accomplishments and contribution in the field of packaging. Each year, the NIPHLE awards committee considers nominations for recognition of individual accomplishments. Mr. Franklin Guerrero, retired from

DCMA Headquarters Packaging, presented Ms. Julian with her award during the 2006 Annual Achievement Award banquet. The Institute was founded on Aug. 8, 1956, in Washington, D.C., with the objective of improving communication between distribution and logistics professionals. Today, NIPHLE is committed to serving government and industry specialists by providing a common ground for the exchange of information in all areas of packaging and handling with a view toward improvements in design, materials, equipment, application, standardization and cost evaluation methods to facilitate logistic planning. (by Ms. Anna Muti, quality assurance specialist, DCMA Aeronautical Systems Division)

Army Celebrates 231st Birthday

JUNE 14 – The U.S. Army's 231st birthday was marked by a celebration at DCMA Boeing Mesa (Ariz.), manufacturing site of the AH-64D Apache Longbow helicopter. Army Sgt. 1st Class Jason Sheer (4th from left) presided over the cake cutting while DCMA Boeing Mesa employees (shown from left) Mr. Donny McGlothlin, Mr. Brad Rounding, Mr. Stu Lang, Mr. Cliff Grines, Mr. Brian Klink and Army Master Sgt. Allan Holcombe looked on. (by Army Sgt. 1st Class Jason Sheer, aviation maintenance manager, DCMA Boeing Mesa)

Army Birthday

Change of Command

DCMA Lockheed Martin Change of Command

JULY 18 – Army Lt. Col. Douglas B. Bushey (right) relinquished command of DCMA Lockheed Martin Dallas to Army Lt. Col. Quenton T. Rashid (left) in a ceremony held at the Ruthe Jackson Convention Center in Grand Prairie, Texas. Army Col. Paul M. McQuain (center), DCMA Dallas commander, served as the commander of troops and presided over the ceremony. Lt. Col. Rashid is a native of Greensboro, N.C. In 1987 he graduated from Hampton University in Virginia with a bachelor's degree in management. He later earned a master's degree in business administration from Webster University. Lt. Col. Rashid's military education includes Air Defense Officer Basic and Advanced Courses, the Materiel Acquisition Management course and attendance at the Command and General Staff College. He is Level III certified in contracting and is a member of the Acquisition Corps. His previous assignments include duty with DCMA Southern Europe; Third Army/Coalition Forces Land Component Command; Tank-automotive and Armaments Command; Lockheed Martin Missiles and Space; Joint Tactical Missile Signatures; Defense Language Institute English Language Center; 18th Airborne Corps, Ft. Bragg, N.C.; and 32nd Army Air Defense Command, Schwinefurt, Germany. Lt. Col. Bushey departs as a result of early selection to the highly competitive Senior Service College (Army War College) and a fellowship at the University of Texas in Austin. Lt. Col. Bushey leaves command with many accomplishments. In particular, he led DCMA Lockheed Martin in transitioning three Army Category I programs valued at $5.5 billion from limited to full-rate production and helped establish a strategic plan and a procedure for improving supply chain management operations. (by Ms. Susan Soule, program analyst, DCMA Lockheed Martin Dallas)

"Fair Winds and Following Seas" to Chief Sharp

by Ms. Darlene Bauman, Safety and Security Specialist, DCMA Chicago

The recently retired Navy Chief Hospital Corpsman Charles Sharp, Defense Contract Management Agency (DCMA) Small Business assistant director, began his quest to see the world by joining the Navy. He completed his Recruit Basic Training at Great Lakes, Ill., and retired from the same Navy Base location — Navy Operational Support Center, Great Lakes.

At the beginning of his career, Chief Sharp attended Hospital Corpsman School and was assigned to the Naval Regional Medical Center at Yokosuka, Japan, where he served a two-year tour as a senior emergency room and Medevac corpsman. His next assignment was at Fleet Marine Forces, Medical Logistics Company at Marine Corps Base Camp Pendleton, Calif. Following that assignment, Chief Sharp returned to Naval Hospital Great Lakes, where he advanced to hospitalman second class. He then requested sea duty and was assigned to the recommissioned historical battleship, *USS Missouri* (BB63).

Upon the end of his enlistment, Chief Sharp left active duty and returned to the Chicago area, where he enlisted in the Naval Reserves. His first assignment as a Reservist was to the Naval Hospital Unit at Great Lakes Navy Reserve Center. During this assignment he attained the rank of hospital corpsman first class and was mobilized to support Operations Desert Shield and Desert Storm in December 1990.

After demobilization, Chief Sharp supported various units and then was promoted to chief hospital corpsman. His next assignment was at Recruit Training Command, where he completed numerous personal qualifications standards requirements and was soon appointed as officer-in-charge of the Surface Non-Prior Service Accession Course.

Throughout his distinguished career, Chief Sharp, who has a Bachelor of Science degree from Southern Illinois University, received many awards including the Navy & Marine Corps Commendation Medal and the Navy & Marine Corps Achievement Medal.

On June 3, 2006, many of Chief Sharp's friends and colleagues gathered to honor him and his long career of service. In attendance were members of his family, including his father, Cecil; wife, Mary; son, Cory; brothers, sister and other relatives; members of his DCMA and Navy families; and close friends.

His military retirement ceremony included elements unique to a chief hospital corpsman retirement ceremony, such as readings of the Hospital Corpsman's Pledge and the Chief Petty Officer's Retirement Creed. To conclude the ceremony, the retiree followed tradition by requesting permission from the captain to depart, which was followed by the boatswain's mate of the watch sounding the call, "Pass the word," and then piping "Over the Side," symbolic of a final departure from a ship.

We all wish Chief Sharp "Fair Winds and Following Seas."

(Right) Navy Chief Hospital Corpsman Charles Sharp (left) receives a DCMA citation presented by Col.Smith. (DCMA staff photo)

Silver Snoopys for DCMA Pratt & Whitney Canoga Park Employees

by Capt. Damian Benigno, U.S. Air Force, Delta II Support Program Integrator, DCMA Pratt & Whitney Canoga Park, Calif.

Recently, two employees of Defense Contract Management Agency (DCMA) Pratt & Whitney Canoga Park, Calif., received an unexpected visit from astronaut Air Force Col. James Kelly during their team's monthly performance review briefing. Mr. Joseph Abrano, quality engineer, and Mr. Gerardo "Sam" Samaniego, technical lead, were recognized by NASA and DCMA with Silver Snoopy awards for their outstanding quality assurance efforts in support of the Space Shuttle Main Engine (SSME) program. In a ceremony honoring the recipients, Col. Kelly presented both men with a Silver Snoopy pin, letter of commendation and certificate.

Mr. Abrano's and Mr. Samaniego's dedication and professionalism have been critical in maintaining the safety culture necessary for human space flight.

Mr. Abrano's expertise with the Failure Modes Effects Analysis – Critical Items List's (FMEA-CIL's) continually evolving processes, procedures and philosophies provided valuable insight into the validity of existing risk-mitigating controls. His input contributed to NASA's ability to confirm the overall acceptability of the FMEA-CIL objectively. In addition, as government mandatory inspection points have increased, Mr. Abrano was called upon to lead DCMA's effort in reviewing SSME master planning documents and associated Classification of Characteristics worksheets, assuring that all hazard causes were identified and verifying proper implementation of hazard controls.

Mr. Samaniego diligently performed NASA-mandated audits of the contractor's processes and successfully contributed to several significant process improvements by uncovering non-conformances and identifying weaknesses of the assessed processes and systems. Mr. Samaniego's commitment to customer service and attention to detail ensured the meticulous execution of a NASA-mandated review of the contractor's foreign object damage (FOD) prevention procedures. His findings revealed a drift from a previously established FOD prevention plan and the need for management focus in this area.

Mr. Abrano's and Mr. Samaniego's dedication and professionalism have been critical in maintaining the safety culture necessary for human space flight. We congratulate them in receiving this impressive recognition for their contributions to the Space Shuttle program's success.

(Above) Mr. Joseph Abrano (left), DCMA Pratt & Whitney Canoga Park quality engineer, and Mr. Gerardo "Sam" Samaniego (right), technical lead, with Silver Snoopy award presenter astronaut Air Force Col. James Kelly. ***(Background)*** Space Shuttle Discovery and its seven-member crew launch and begin the two-day journey to the International Space Station on the historic Return to Flight STS-121 mission on July 6, 2006. The outstanding quality assurance efforts of DCMA employees Mr. Joseph Abrano and Mr. Gerardo "Sam" Samaniego contributed to the successful and safe STS-121 mission. (Photo courtesy of NASA)

Roll Out the HIPPO

by Ms. Nancy Brautigam, Industrial Specialist, DCMA Dayton

On May 23, 2006, Mil-Mar Century Corporation in Dayton, Ohio, hosted personnel from the U.S. Army Tank-automotive and Armaments Command (TACOM), Defense Contract Management Agency (DCMA) Dayton and its U.S. and German subcontractors, as well as federal, state and city officials at the "Roll-Out Ceremony" of the Heavy Expanded Mobility Tactical Truck Load Handling System Compatible Water Tank Rack System (HIPPO).

Attending the official roll-out ceremony at the Dayton Exhibition Center were Ms. Nancy Brautigam, DCMA Dayton industrial specialist, and DCMA Dayton product assurance specialists Mr. Mike Fowler and Mr. Mike Drinkard.

U.S. Army Lt. Col. Francisco Espaillat, head of the program for TACOM, presented Mr. Jim Donaldson of Mil-Mar Century with a plaque commending the company on its superior work producing the HIPPO, a task which took over three years. Lt. Col. Espaillat stated that he is looking forward to getting the final product shipped to the service members located around the world.

The HIPPO is a tank rack-compatible water system that provides the abilities to transport, store and distribute potable water in both bulk and retail application. It has a 2,000-gallon capacity that is contained within a standard 20-foot International Standards Organization frame and can interface with worldwide shipping and handling equipment for transportation via air, rail, land or sea. The HIPPO is completely self-sustaining and operates on a 13.5-horsepower diesel engine, which is operable on all kerosene-based fuels — including JP-8 jet fuel. The water pump is capable of self-loading and distributing 125 gallons per minute, can be operated on the ground or mounted atop a prime mover, and can operate and function at temperatures as low as minus 25 degrees Fahrenheit.

Lt. Col. Espaillat stated that TACOM anticipates future orders with Mil-Mar and that even NATO is looking at the HIPPO for use in NATO-sponsored missions. The award was an honor for both Mil-Mar and the government.

DCMA Dayton employees Ms. Nancy Brautigam, industrial specialist, and product assurance specialists Mr. Mike Fowler and Mr. Mike Drinkard attended the official roll-out ceremony at the Dayton Exhibition Center.

(Top) Members of the DCMA Dayton and Mil-Mar Century (MMC) HIPPO production team, from left: Mr. Jim Donaldson, MMC director of Marketing; Mr. Michael Drinkard, DCMA Dayton product assurance specialist; Ms. Nancy Brautigam, DCMA Dayton industrial specialist; Mr. Mike Fowler, DCMA Dayton product assurance specialist; Mr. Tim Vosler, MMC program manager. (Photo courtesy of Mil Mar Century Corporation)
(Above) The HIPPO positioned on a Heavy Expanded Mobility Tactical Truck-Load Handling System (HEMTT). (Photo courtesy of Mil Mar Century Corporation)

Security Workshop 2006

by Ms. Katherine Crawford, Staff Writer

The Defense Contract Management Agency's (DCMA's) Security office recently held its 2006 Security Workshop. The approximately 65 employees who attended were security specialists from the DCMA Security Center and security representatives from DCMA's contract management offices (CMOs) within all six Agency divisions. They convened to focus on their mission of ensuring the security and force protection of Agency facilities, personnel and resources. As Mr. Keith Ernst, DCMA acting director, noted in his address to workshop attendees, Security has a unique mission-critical position within DCMA: "Without security clearances, without physical security, without facilities' security and everything that's done, we couldn't execute our mission."

"Without security clearances, without physical security, without facilities' security and everything that's done, we couldn't execute our mission."

The workshop, held in Lansdowne, Va., June 6-8, included guest speakers from the National Reconnaissance Office and Army Intelligence and Security Command; presentations by employees; three breakout sessions on the topics of communications security, anti-terrorism and personnel security; one specialized breakout session for senior Security Center personnel to work on the Center's strategic plan; and focused training seminars in all the security disciplines — information security, counterintelligence, antiterrorism, personnel security and communications security — and some functions of the Security budget. The objective was to provide the representatives with the latest security training techniques and initiatives as well as an opportunity to network with one another.

Attendees also focused on customer-centered security, which was the theme of this year's workshop. As the Agency implements and enhances performance-based management, Security is following suit with its own processes. "We have both internal and external customers," explained Mr. Patrick Wright, director, DCMA Security Center, "but our main focus is on our internal customers, which are the division and CMO commanders. Our job is to meet their outcomes — that's why the Center exists." To do this with maximum effectiveness and efficiency, attendees worked to streamline and perfect the Security Services Memorandum of Agreement, which lists the customer outcomes, services and products the Security Center will provide to commanders and directors. These outcomes, services and products are then negotiated and adjusted based on the needs of each individual commander and director. "Our goal with customer-centered security is … to work with commanders and directors to say, 'OK, how do we meet your outcomes and at the same time meet the intent of the various executive orders, [Department of Defense] regulations and standards that we've placed on ourselves as an Agency?' … It's a balancing act," said Mr. Wright.

(Above) DCMA Acting Director Mr. Keith Ernst addresses Security Workshop attendees.
(Photos by Ms. Carolina Woods, BRTRC)

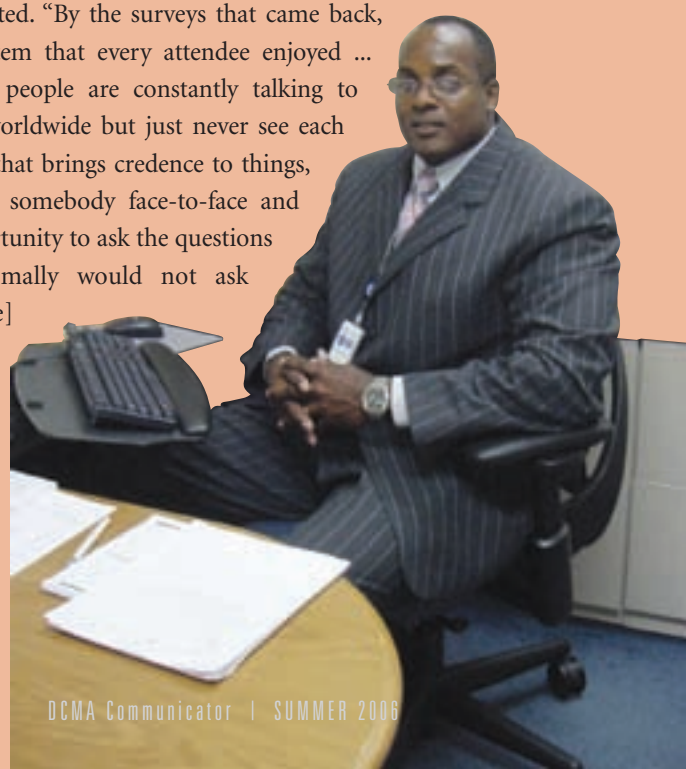
"Our goal with customer-centered security is … to work with commanders and directors to say, 'OK, how do we meet your outcome and at the same time meet the intent of the various executive orders, [Department of Defense] regulations and standards that we've placed on ourselves as an Agency?'"

The workshop itself was an overwhelming success, and there was excellent feedback in the form of positive comments and suggestions provided from the post-workshop attendee surveys. Mr. Wright is extremely pleased with the outcome and is eagerly planning improvements to make next year's event even better. One of the most significant changes will be increasing the workshop's frequency. The workshop, which has historically been held every two years, will occur annually beginning in 2007. "The attendees actually recommended that because there's just too much information that passes within a two-year period in the Security community," Mr. Wright stated. An annual workshop will better provide the Security representatives with "the training they need to support the commanders in meeting their missions," he added.

Mr. Wright would also like to expand the number of attendees. This year's budget only allowed for security representatives from the larger CMOs. "My goal is, next year, to allow all of them to attend; basically, that's what we've budgeted for," he said. Whereas being a security specialist is a primary duty, being a security representative is a collateral duty; thus, the workshop is crucial for providing security representatives with the basic security training they need. "They're having to take on all this knowledge and trying to learn the security discipline with limited training," said Mr. Wright. However, with the annual training, "we [can] ensure that specialists and representatives maintain a high level of proficiency," he noted.

In addition to expanding the number of attendees, Mr. Wright is also considering extending the duration of the workshop from three days to a week based on comments from attendees, who stated that they really enjoyed themselves and felt they were receiving a lot of beneficial information but that there wasn't enough time. The additional time would also allow for more breakout sessions, the most popular event according to the post-workshop evaluations. Consequently, Mr. Wright plans to add more breakout sessions next year that will encompass a wider variety of topics, including information security.

With the 2006 Security Workshop having such success, Mr. Wright is looking forward to 2007. The DCMA Carson, Calif., office will be compiling a list of possible venues, and then the various Security sectors will select their top choices; a final decision will be made based on feasibility and a cost analysis. Wherever the workshop is held, Mr. Wright and the other attendees are looking forward to their next opportunity to meet with one another in person. "I think the next workshop is going to be great and, again, the networking is going to be one of the most important functions," Mr Wright stated. "By the surveys that came back, that was an item that every attendee enjoyed ... because these people are constantly talking to one another worldwide but just never see each other. I think that brings credence to things, when you see somebody face-to-face and have the opportunity to ask the questions that you normally would not ask [of someone] 1,000 miles away."



(Above) Ms. Becky Allen, DCMA deputy chief of staff, addresses Security Workshop attendees.
(Right) Mr. Patrick Wright, director, DCMA Security Center, at his office at DCMA Headquarters in Alexandria, Va.

DCMA Sikorsky Employees Recognized for Outstanding Performance

by Mr. Walt Zaborowski, Contract Administrator, DCMA Sikorsky

On May 12, 2006, at a luncheon in Berlin, Conn., the Connecticut Federal Executive Association presented Ms. Debra Prucinsky and Mr. Armand LeVasseur awards for their achievements at Defense Contract Management Agency (DCMA) Sikorsky in Stratford, Conn. Ms. Prucinsky won the award for Professional Employee of the Year – Technical, Scientific and Specialty and Mr. LeVasseur won the Outstanding Customer Service Award.

Ms. Prucinsky, industrial specialist, reviews proposals submitted by Sikorsky Aircraft Corporation to the Army, Navy, Marine Corps and other government customers. Proposals are for items that range from routine spare parts to multi-billion dollar projects encompassing design, development, manufacture, delivery and support of new aircraft models. To advise buying activities, Ms. Prucinsky needs to understand a number of functions, including labor estimation, tools, materials, production control, program and project management, and logistics. To develop that understanding, she attended every training session she could find, arranged visits with subject matter experts, attended Sikorsky production training sessions and worked with other DCMA industrial specialists and industrial engineers. The end result was well-written, comprehensive reports completed on time.

Mr. LeVasseur leads significant initiatives both as a contingency contracting officer in Kuwait and as a program integrator (PI) for the CH-53K heavy-lift helicopter program in Connecticut. He was deployed to Kuwait as a management administrative officer during the first half of 2006 in support of the Contingency Contracting Directorate. His work in personnel pre-combat theatre administration and logistics operations ensured that all Agency objectives were met on time and on target. As a PI for the CH-53K program, he leads a program support team through the challenges of creating new product lines. His input and guidance at daily program meetings ensure that both the customer and DCMA are clear on issues that need to be resolved.

(Above) Mr. Armand LeVasseur, DCMA Sikorsky program integrator, in the cockpit of a Sikorsky aircraft at the company's plant in Stratford, Conn. (Photo by Mr. Jon Geppert, DCMA Sikorsky)
(Left) Ms. Debra Prucinsky, industrial specialist, DCMA Sikorsky, at the Sikorsky office in Stratford, Conn. (DCMA staff photo)

World Cup Provides Morale Boost

by Mr. Wayland Burton, Strategy and Performance Development, DCMA Southern Europe

The electrifying atmosphere of the Federation Internationale de Football Association (FIFA) World Cup transcended Europe and the employees of Defense Contract Management Agency (DCMA) Southern Europe. Those that experienced World Cup soccer for the first time and those that were familiar with the event were equally excited.

National flags hanging on desks, a printout of the tournament play sheet and water cooler conversations of who would win the next round abounded at DCMA Southern Europe during the FIFA World Cup. DCMA Southern Europe's area of operation covers Europe to South Africa, and its employees' ethnic backgrounds are just as diverse. With employees located in Germany, Italy and Israel, World Cup interest runs high.

The enthusiasm began when reduced-price tickets for several USA exhibitions were offered to those in the office in Germany. Painted faces of red, white and blue populated the stands, and all in attendance enjoyed the festivities. Once the World Cup competition matches began, office members met regularly after work to watch them. The small American community of fans huddled around a TV set tuned to American Forces Network – Europe, and many of our host country foreign personnel eagerly explained the rules to those of us unfamiliar with soccer. If there had ever been hesitation to communicate with the locals, it was overcome by this world ice breaker.

"The World Cup event is just one example of taking advantage of the local activity to boost morale and promote an international relationship with our host nations."

Employees' moods were high, laughter abounded in the hallways and work was done at an increased speed because of released adrenaline and talk about the games. "It was the single most enjoyable time during my tour," stated Ms. Jeannette Spann, DCMA Southern Europe quality assurance specialist. When Germany played Italy in the finals, there was a friendly rivalry between the DCMA offices in both locations. Ultimately, the Italian office was able to claim bragging rights when they won the match against the Germans.

Our love affair with 2006 FIFA World Cup Soccer ended with an Italian victory, but in 2010 South Africa will host the World Cup, and a renewed interest in soccer is expected in DCMA Southern Europe once again.

"The World Cup event is just one example of taking advantage of the local activity to boost morale and promote an international relationship with our host nations. Our employees have tasted the international excitement surrounding a sport beloved by much of the world. It will linger with them for the rest of their lives and the impact on morale has been immeasurable," stated Army Col. Timothy D. Dixon, DCMA Southern Europe commander.

FIFA WORLD CUP
GERMANY
2006

New *Communicator* Editor-in-Chief

by Ms. Katherine Crawford, Staff Writer

Ms. Dianne Ryder, Defense Contract Management Agency (DCMA) Headquarters, was recently named editor-in-chief of Communicator *magazine. We sat down with Ms. Ryder to find out more about her, both personally and professionally, as she embarks on this new role.*

***Communicator* (C):** Please tell us a little about yourself.

DR: Well, I'm the fourth of six children — I've got four brothers and one sister. [I was] born and raised in the Northern Virginia area, which is rare around here. I also "survived" eight years of Catholic school. And, I always love to tell people this, I met my husband, Joe, when we were in high school and he was only 14 [laughter] … I was 15, robbing the cradle. I went to Hayfield High School just down the street [from DCMA Headquarters in Alexandria, Va.]. And I have three wonderful teenagers — teenage boys. That's it in a nutshell.

"I had always wanted to get into the [Public Affairs] field because I enjoyed writing so much."

C: How did you get your start in Public Affairs?

DR: Well, all of my government experience since '84 has been, up until [recently], administrative, and to me that [experience] really tied in because I was doing a lot of editing and composing … so certain steps leading up to getting into Public Affairs helped along the way. … I had always wanted to get into the [Public Affairs] field because I enjoyed writing so much. [When I worked at the Defense Logistics Agency (DLA)] I was actually assistant to the Public Affairs officer there, and yet my title didn't reflect Public Affairs, which frustrated me. It wasn't until I came here, really, that I began doing Public Affairs work, and that's why I always have to tip my hat to Dan McGinty, my first boss [at DCMA], because he really took a chance on me. Basically, I had a friend tell me about the job. She recommended me to Mr. McGinty, and he kind of went on blind faith.

C: Where did you work prior to DCMA?

DR: The Defense Energy Support Center [DESC], which was formerly the Defense Fuel Supply Center, which is a field activity of DLA. … So all of my government service up until I came [to DCMA] was with the DESC, and it was very much a family atmosphere. ... [However] it was very frustrating to me that I was basically doing Public Affairs work and yet my supervisor there would always tell me, 'Well, you need experience with the media [to get into Public Affairs],' but how do you get that experience if you don't just jump in and do it? … I just wanted to write — that was my thing — and I thought I had proved myself, so it was time to move on because I wasn't getting ahead there.

C: Please describe your duties and responsibilities as editor-in-chief.

DR: I help organize and conduct the [*Communicator*] editorial boards; develop concepts, story ideas and themes; help plan the publication of the magazine; assign articles; … research and write articles; assist [the Public

"To me, [the Communicator*] has really become a great vehicle for telling the story of people behind the scenes here [at DCMA] — not just human interest stories but really what they're doing in their day-to-day jobs that the average person doesn't know."*

Affairs contractor] in designing and laying out the publication; monitor the publishing contract and ensure compliance; and oversee the dissemination of the magazine. I would tie into that the News Service, because it's the electronic companion, if you will, to the magazine; it has become an increasing part of what we do. And right now we're so short staffed I'm still doing my old job [as Public Affairs assistant], still handling a lot of the administrative duties and timekeeping functions, distributing mail and such; but, as the office grows, I'll hand those over. I also manage our credit card program, the [International Merchant Purchase Authorization] card. That's a big duty that I'm hoping to hand off to concentrate more on the magazine.

C: What role does the *Communicator* play within and for the Agency?

DR: Well, the short answer is that it's the primary tool to communicate information to the Agency at large. But, to me, it has really become a great vehicle for telling the story of people behind the scenes here [at DCMA] — not just human interest stories but really what they're doing in their day-to-day jobs that the average person doesn't know. … To me, that's the best way to find out what really makes the Agency work — what each individual's piece of the puzzle is and how it fits in. Also, I think it helps identify the leaders as well as new people coming into the Agency. I think we've gotten better at identifying these people and writing articles to let others know more about them.

C: What is your vision for the future of the magazine?

DR: I think that we'll be able to establish a better network of Public Affairs liaisons (PALs) so we can keep getting these great stories from the field. It's important that people see the human side of DCMA employees as well as what they do in their jobs every day. I think it's headed in a really great direction; I hope we continue that and continue to get really great photos.

"I think it's important that people see the human side of DCMA employees as well as what they do in their jobs every day."

C: This new position is a significant step in your career. What are your future professional aspirations?

DR: To tell you the truth, it all happened so fast my head is still spinning. Basically, just short and sweet, [my aspiration is] to continue my education. I've taken kind of a long break. While it was wonderful to have gone to DINFOS [Defense Information School at Ft. Meade, Md.] back in 2004, that [was] almost two

(Above) Ms. Dianne Ryder, *Communicator* editor-in-chief, in her work area at DCMA Headquarters. (Photo by Ms. Carolina Woods, BRTRC)

"I enjoy the process of learning new things … so I'm trying to find a good time to start up again and get back into the groove, but it is hard after you've been out of it for a couple years."

years [ago], and so I really want to get back on track. With DINFOS I had so much concentrated education on being an editor and actually getting hands-on experience working in PageMaker and seeing what other editors, especially of military publications, are doing. … I took the basic editor's course, which had very few [prerequisites], and even though there were only two of us civilians in the class, it was very exciting and just exhilarating, really, because there was instant feedback on how well we were doing and obviously we had to takes tests and do assignments. …

I have a hodge-podge of education — I always say I have the equivalent of an associate degree — because I've participated in various DLA programs. They had one thing I wish DCMA would adopt, which was they had instructors from [Northern Virginia Community College] come to the building, and so you'd come into work a little early then afterwards take classes in the evening. That way I was able to complete my 24 hours of business, which was really a [Defense Acquisition Workforce Improvement Act] requirement, but I just took it because I wanted to have that under my belt. And then I was also in the educational enhancement program, which allowed me to go to school during the day and also work a certain amount of hours each week. … I enjoy the process of learning new things, it's just that my plate has been very full with work, so I'm trying to find a good time to start up again and get back into the groove, but it is hard after you've been out of it for a couple years.

C: How does the Office of Congressional and Public Affairs contribute to and further DCMA's mission?

DR: [The Public Affairs] mission is tied into the mission of the support staff, but, basically, we're information brokers, that's our job, and of course there's the congressional piece. … But basically I think it's just to use whatever tools are at hand, whether it be publications, brochures, the exhibit that we take around to trade shows, promotional items, etc., to communicate the message of DCMA — who we are, what we do. And I think for having such a small group, our [Public Affairs] team is top notch, because they all have different areas of expertise. I think it's great how we all help each other in the furtherance of getting information out to the Agency. Julia [Wyant] has broadcasting background, and Tom [Gelli] not only has the congressional piece but he has a strong Public Affairs background himself. Ken [Ross] is our graphics person, and he helps tremendously with all kinds of things: posters, programs, you name it, and he has a wealth of experience having once been in business for himself. And Art [Forster] brings a unique perspective, because he was in the Service, and then he was with private industry, and I think he has brought a lot of new ideas, a fresh perspective to this organization and has increased the ways that we communicate. Plus he has made sure a lot of the information on the Web, at least that we have purview over, is current — [senior leadership team] biographies come to mind and the *Hometown News Service*, which is still kind of getting off the ground.

C: When you're not at DCMA, what types of hobbies/activities do you engage in?

DR: My husband and I both like to go antiquing and to flea markets and such, but since our house is bursting, we've found other [pastimes]. We like to travel, and that's something we're able to do now that the boys are older. And, of course, writing — I try to keep up with a journal, and I have taken creative writing courses in the past to keep my skills sharp, plus it's fun for me. I also enjoy listening to different kinds of music, but as evidenced by the "decorations" on my desk, the Beatles are my favorite! And other than that, just give me a bowl of popcorn and a good movie that I can kick back with my guys and enjoy.

Two Sisters Reunited

by Ms. Melanie Kordana, Public Affairs Student Intern, DCMA St. Petersburg

Imagine searching for your sister for nearly 47 years. This was the experience of Defense Contract Management Agency (DCMA) St. Petersburg Procurement Technician Ms. Linda Holley and her sister, Ms. Susan Stewart, a former Department of Defense employee.

The two sisters were immediately separated at birth after their mother, Doris, allowed a family friend to adopt Ms. Stewart. The foster mother, Cressie, then relocated the family from the Bronx, N.Y., to Jacksonville, Fla., where Ms. Stewart grew up. Out of respect for her foster family, Ms. Stewart never asked many questions about her birth mother or family. Yet every time she looked at her birth certificate, which noted that she had five siblings born before her, she would start to wonder who and where they were. She often envied her childhood friends who had siblings and knew that one day she would look for her brothers and sisters.

Ms. Holley, on the other hand, had the opportunity to be around her other siblings but always felt that by not knowing one of her sisters, a part of her was missing. In 2003, she transferred from DCMA New York to DCMA St. Petersburg in Florida, and it was after this move that Ms. Holley found her long-lost sister while searching the Adoption.com Web site. On Oct. 13, 2005, she contacted Ms. Stewart via e-mail in the hopes that she had finally found her sister.

Although at first Ms. Stewart thought the message might be a hoax, she decided to send a reply. This initial contact led to several online conversations; however, after talking online for several days, Ms. Stewart was still unsure whether Ms. Holley was her sister. They finally decided to exchange pictures and right away Ms. Stewart's daughters noticed the resemblance between the two women. From there the story of their lives came together, and so did they.

Ms. Holley always felt that by not knowing one of her sisters, a part of her was missing.

To date, Ms. Holley and Ms. Stewart have met twice since they found each other. Ms. Holley sees a strong resemblance between her, Ms. Stewart and their mother. Not only do the three look alike, but they also think alike. Both women still cannot believe that they have found one another, and each feels that she has found the missing part of her life.

(Above) Recently reunited sisters, from left: Ms. Susan Stewart, a former Department of Defense employee, and DCMA St. Petersburg Procurement Technician Ms. Linda Holley

Combat Soldier Brings Expertise to DCMA Atlanta Through *Hire a Hero* Program

by Ms. Bernice Keith, Administrative Contracting Office, DCMA Atlanta

Army Sgt. James Lee Kirchner is a soldier from Douglasville, Ga., in the Georgia Army National Guard's 48th Brigade Combat Team and an Iraq war hero. The Merriam-Webster dictionary defines a hero as "**c:** a man admired for his achievements and noble qualities or **d:** one that shows great courage."[1] Sgt. Kirchner meets both definitions.

Sgt. Kirchner's outstanding military track record coupled with his educational background and professional experience made him a prime candidate for the Defense Contract Management Agency's (DCMA's) *Hire a Hero* program, which is designed to facilitate a smooth transition from military to civilian employment for veterans who have been wounded in military service. DCMA Atlanta Commander Army Col. Jesse Stone and Deputy Commander Ms. Vivian Hill have been actively recruiting wounded war veterans who are eligible for the program. Col. Stone's recruiting goal was to find someone whom he could assist in making a positive life change. To find the candidate most suited for the program, Col. Stone sought "to provide a no-cost, win-win opportunity [for] one or two recuperating wounded veterans living in the Atlanta area that might result in a permanent position with DCMA," he explained. "The soldiers win because they [learn about] how DCMA supports the warfighter and gain knowledge about exercising the skills that are necessary to succeed. DCMA wins by leveraging valuable weapon systems knowledge and experience possessed by these soldiers at no cost to the Agency."

Sgt. Kirchner's outstanding military track record coupled with his educational background and professional experience made him a prime candidate for DCMA's *Hire a Hero* program.

Sgt. Kirchner's journey from military to civilian employment began June 12, 2005, when he was wounded near Baghdad, Iraq, by an insurgent mortar attack. After five surgeries, parts of Sgt. Kirchner's neck, right arm and right hand remain paralyzed. His medical records indicate he can no longer carry a weapon or even salute, and he is advised to lift or carry no more than five pounds at once. Although he can walk, he still hurts, sometimes intensely.

Sgt. Kirchner remembers many details about the mortar attack. It was his third day at Forward Operating Base Michael, about 20 miles south of Baghdad. He had just finished night guard duty. He took off his body armor and helmet and lay in his cot half asleep. Some time that morning, a mortar round exploded just outside his tent, spraying his back, shoulders, right arm and head with shrapnel. The deafening blast threw him to the floor. He glanced around and tried unsuccessfully to raise himself off the floor. He was injured too badly. "My back was shredded. My arm was just bleeding like a pig," Sgt.

[1] *Merriam-Webster OnLine*, "hero," 2006, Merriam-Webster Online Dictionary, 18 July 2006, <http://www.m-w.com/dictionary/hero>.

Some time that morning, a mortar round exploded just outside his tent, spraying his back, shoulders, right arm and head with shrapnel. The deafening blast threw him to the floor.

Kirchner recalls. "I was screaming, 'I'm hit! I'm hit! Medic! Medic!'"

Army Staff Sgt. Joe Wilson was also in the tent during the attack. He and other soldiers from the 1st Battalion of the 108th Armor Regiment rushed to Sgt. Kirchner's aid. "I couldn't hear anything because my ears had been blasted," Staff Sgt. Wilson explained in a telephone interview from Iraq. "I had temporary hearing loss. The tent was full of smoke and dust. [Sgt. Kirchner] was screaming in pain and bleeding, and I reached for my vest to throw over him to protect him from what else was going to happen." Staff Sgt. Wilson then joined Sgt. Kirchner in yelling for medics. Help arrived in less than a minute.

When Sgt. Kirchner returned to the U.S. for treatment at Walter Reed Army Medical Center in Washington, D.C., his wife, Cynthia, stayed by his bedside. She put her hands on his wounded body and prayed. "It is a miracle he survived," she said. "It is a true blessing."

During his military career, Sgt. Kirchner managed operations as a team leader, chemical officer, commander's driver and gunner, and he served in various other key positions. He always displayed outstanding professionalism and integrity, exceptional personal conduct and sound judgment in all aspects of his assigned duties. In August 2005 he was awarded the Purple Heart Medal. Other decorations he has earned include the Army Commendation Medal (First Oak Leaf Cluster), Combat Action Badge, National Defense Specialty Medal, Air Assault Badge and Army Achievement Medal, as well as numerous others.

Sgt. Kirchner, who graduated from The Pennsylvania State University with a bachelor's degree in information systems and the Officer Candidate School at Pennsylvania National Guard Military Academy, is currently assigned to DCMA Atlanta's Operations Group. The assignment will bring him full circle as he observes how DCMA supports the warfighter. Currently, he is sharpening his technical skills by taking several training courses offered through Defense Acquisition University. His short-term goals include participating in an array of shadowing assignments, which will enable him to see firsthand how DCMA operates and interfaces with the customer. His long-term goals include landing a position in DCMA's Keystone Intern Program working as a product assurance specialist and/or small arms weapons inspector. Such positions will match his qualifications and best utilize his technical knowledge and military expertise, resulting in a mutually beneficial arrangement for him and DCMA.

Sgt. Kirchner is currently retained on active duty status and is receiving ongoing medical treatment and physical therapy at a local medical facility while working at DCMA Atlanta. With the support of his family, including his four children Dustin, 19; Hillary, 15; Jesup, 12; Andrew, 6; and another little one on the way, Sgt. Kirchner is excited about this opportunity and the beginning of a new chapter in his journey. He believes the *Hire a Hero* program is an excellent way to recognize the sacrifice of our war heroes.

(Top) Army Sgt. James Lee Kirchner, a soldier from the Georgia Army National Guard's 48th Brigade Combat Team and an Iraq war veteran, is currently assigned to DCMA Atlanta's Operations Group.
(Right) Sgt. Kirchner's Purple Heart Medal, which he was awarded in August 2005 for near-fatal wounds received in action in Iraq.

Finally Living the Dream

by Mr. Stephen Sanders, Office of Counsel,
DCMA Lockheed Martin Fort Worth

Mr. Robert L. Berry Jr., a logistics management specialist at Defense Contract Management Agency (DCMA) Lockheed Martin Fort Worth, has been dreaming of being an artist since he was 5 years old. From drawing on blackboards for his fourth grade teacher's holiday presentations to the present day, Mr. Berry has spent countless hours in an effort to bring his dream to life. Now, after over 50 years and thousands of hours devoted to his art, Mr. Berry's dream has come true in a very meaningful way.

Mr. Berry creates what he calls "JazzXpressions," a series of bold, colorful abstracts based on a jazz and blues theme.

From his earliest memories, Mr. Berry knew he wanted to be an artist, but life kept getting in the way. After graduating from high school in his native Alabama, he enrolled in college to pursue an art degree; however, he wound up instead in the U.S. Air Force serving in Vietnam. "Things got pretty hairy over there," said Mr. Berry, "but I survived it and decided to stay in the military."

His 20 years in the Air Force also included tours of duty in the Philippines, Middle East, Korea, Japan, Australia and Iceland. These journeys and his exposure to various cultures influenced Mr. Berry greatly and added to the depth of his work. "Traveling the world would inspire me to create art with a passion, although it would be difficult at times," Mr. Berry mused. "I never gave up the dream, though, and my art was always on my mind."

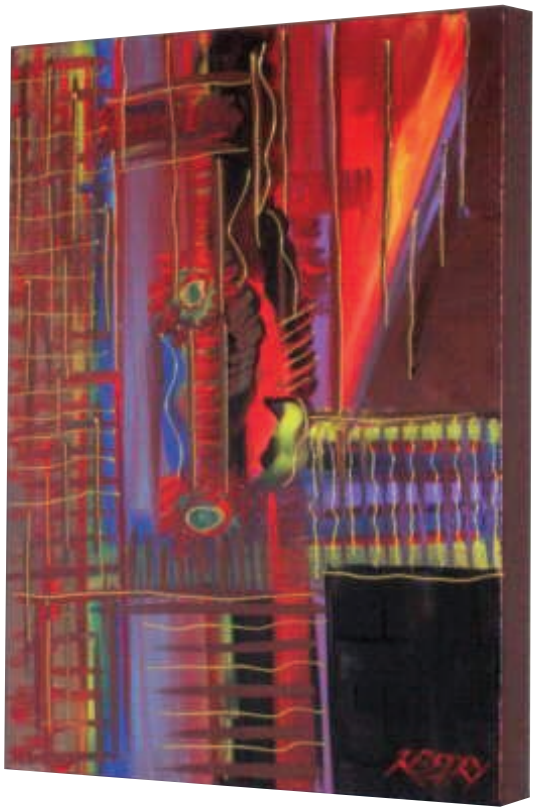
Mr. Berry retired from the Air Force in 1991 and received a master's degree in political science from the University of Central Oklahoma in 1993. He then moved to Fort Worth, Texas, in 1998 and worked for the Air Force. He began working for DCMA in 2000. Throughout his life he never ceased working on his art, continuing to paint and exhibiting his work in art competitions, art festivals and other venues. Today he is commercially established and continues to work towards becoming nationally known as an artist.

Mr. Berry works in several genres, but his specialty is using acrylics and a paint knife to create his works, and he has used the same knife for 20 years. Utilizing this medium, he creates what he calls "JazzXpressions," a series of bold, colorful abstracts based on a jazz and blues theme. "I depict images that are distorted caricatures of jazz musicians and instruments with bold strokes, heavy textures and radical colors and try to present a 'happy Southern feeling,'" Mr. Berry said with a grin. "They might just put a smile on your face!" Mr. Berry has also created a line of hand-painted glass and crystal pieces. Everything from glass vases to plates, stemware to

(Above Left) This painting, entitled "Sax Play," shows the mellow side of Mr. Berry's work.
(Above Right) One of Mr. Berry's paintings, "Piano Madness" — a hot red landscape crisscrossed with black and white keys.

"I believe that art is a powerful weapon in the struggle for world peace. It is one of the highest expressions of human victory."

expensive crystal urns, turns into visions of color and texture under his hand.



Mr. Berry has shown his works at events throughout the South, including the Bayou Arts Festival in Houston, the Paseo Arts Festival in Oklahoma City, the Dallas Arts and Jazz Festival and various galleries and arts festivals in Oklahoma and Texas. He was recently selected as the featured artist at the 2006 Jazz on the Boulevard Festival, presented by Cadillac, in Fort Worth, Texas — his greatest accomplishment to date and the culmination of his years of effort. Because Mr. Berry was this year's featured artist, one of his images will be used nationwide on billboards, posters and advertisements for next year's festival. Exposure of this magnitude is not only a testimony to the beauty and inspiration of his work, but it is also a validation and a confirmation of his efforts to achieve the title "artist."

"I am still searching," said Mr. Berry, "for that elusive, ultimate reward of becoming a recognized and successful artist. But I believe that art is a powerful weapon in the struggle for world peace. It is one of the highest expressions of human victory. I hope that my effort to perfect my own art enhances the human condition in general."

As children, many people dream of accomplishing great things but most never quite reach their goals. In this case, what started as a schoolboy's fantasy has grown over time and become a reality through perseverance and an attitude of triumph. By being selected for this great honor, Mr. Berry is living his dream, and he has, without a doubt, achieved the goal of being recognized as a true artist.

Examples of Mr. Berry's JazzXpressions and other work can be found on his Web site, **http://www.jazzxpressions.com.**

(Top and Above Left) Examples of Mr. Berry's abstract work, which is his foundation. These pieces show the dazzling style that he has combined with the jazz motif to produce his "JazzXpressions."
(Above Right) Mr. Robert L. Berry Jr., DCMA Lockheed Martin Fort Worth logistics management specialist and artist, in his studio in Texas.

Full Circle, From the Private Sector to DCMA

by Ms. Michelle Brignac, Public Affairs Student Intern, DCMA Congressional and Public Affairs, DCMA Aeronautical Systems and Naval Sea Systems Divisions

Born at K.I. Sawyer Air Force Base, Mich., and raised in central Illinois, Mr. Paul Greene grew up around aircraft. As the son of an Air Force major, he was given the opportunity at a very young age to understand and admire the magnificent machines.

Mr. Greene has come full circle now as a software engineer with Defense Contract Management Agency (DCMA) Boeing St. Louis in Seattle, Wash. For Mr. Greene, the most enjoyable part of his job is his hands-on involvement with aircraft systems. His projects range from production aircraft to developmental systems. Mr. Greene explained, "On my way home I drive past an Air Force base, and I know that one of my colleagues or myself has inspected, reviewed and analyzed the building, repair, maintenance and training required for that aircraft as it flies overhead."

For Mr. Greene, the most enjoyable part of his job is his hands-on involvement with aircraft systems.

Mr. Greene attended Olivet Nazarene University in 1998 and, upon graduation, worked four years in private industry with three different companies. He began his DCMA career in May 2004 when he joined the Agency as a Keystone Program intern. "One of the biggest disabilities to private industry is the instability of the job market in terms of employment. … New [people], most of the time, were the first to go within a company," he said.

Mr. Greene really enjoys working in the DCMA environment "because of the control over the products that I have with working for the government. [I] can produce a report, and it is what I write — it gives me more ownership. It also allows me to be a part of a bigger picture of not only what is being used now but what is going to be used in the future," he said. The military personnel "on the line need [things] now and also need us to look out for the future," added Mr. Greene.

Some of the biggest challenges he has faced while on the job include, "reminding the contractor, or at least a few people, that even when the

(Background) Air Force Lt. Col. James Hecker, 27th Fighter Squadron commander, banks his F/A-22 Raptor at Langley Air Force Base, Va. Mr. Greene is involved with the pilot training system on the F/A-22, which allows the pilot to become familiar with the aircraft and its systems. (U.S. Air Force photo by Tech. Sgt. Ben Bloker)

The military personnel "on the line need [things] now and also need us to look out for the future."

system is developmental, it is for the soldier," Mr. Greene explained.

At the same time, many of the rewarding experiences occur on a daily basis, such as, "aiding contractor [personnel] in improving how they do their day-to-day work. For example: improving contractors' use of their own databases and management systems to make their jobs easier and more efficient," he said.

Mr. Greene recently requested that his father be allowed to view and tour an F/A-22 aircraft. His father was in the Air Force and flew B-52s, the oldest aircraft in the fleet. Because the F/A-22 is the newest aircraft in the Air Force fleet, he thought it would be a great experience for his father to see and understand all the different parts. "I really enjoyed being able to give him that opportunity," said Mr. Greene.

"My current projects mainly involve [the] airborne laser and the integration software that allows me to solve and document problems and help towards finding final solutions. I really enjoy being part of a final solution," remarked Mr. Greene. "I am involved with the pilot training system on the F/A-22, which allows the pilot to become familiar with the aircraft and its systems."

He gives a lot of the credit to having such a great team and experienced employees. Mr. Greene explained, "We work well together, and the seasoned employees embrace and train the newer employees and, as for the younger ones, give the guys credit."

(Right) The airborne laser team at Boeing in Seattle, Wash., of which Mr. Greene is a member — from left: Ms. Karen Crumley, Ms. Manta O'Shea, Mr. Scott Rehn, Ms. Lynda Buchmann, Mr. Jim Pratt, Air Force Capt. Michelle Libbey and Mr. Paul Greene. (Photo by Ms. Ann Jensis-Dale, DCMA Aeronautical and Naval Sea Systems Divisions)

Joint Contracting Command — Iraq/Afghanistan:

Providing Responsive, Full-Spectrum Contracting Support to U.S. Military Forces

An Interview with Air Force Maj. Gen. Darryl A. Scott, Commander, Joint Contracting Command — Iraq/Afghanistan

Former Defense Contract Management Agency (DCMA) director Maj. Gen. Darryl A. Scott is the commander of the Joint Contracting Command – Iraq/Afghanistan (JCC-I/A) in Baghdad, Iraq. Maj. Gen. Scott reports directly to the commander, Multi-National Force – Iraq and is responsible for planning, executing and managing mission-critical contracting efforts supporting U.S. and coalition forces, security operations, humanitarian relief and the reconstruction efforts in Iraq, Afghanistan and Pakistan.

Communicator (C): What is the mission of JCC-I/A?

Maj. Gen. Scott (MGS): First and foremost, we provide responsive, full-spectrum contracting support to our military forces to acquire vital supplies and services not readily available through our organic logistics capabilities. We also support the embassy chiefs of mission to execute their Iraq and Afghanistan relief and reconstruction efforts by contracting for everything from hospitals and prisons to electrical distribution systems to clean drinking water plants. Finally, we provide capacity building to establish effective contracting and procurement processes within the Iraqi and Afghan government ministries so they can build

(Background) A view of the International Zone in Baghdad, location of the JCC-I/A headquarters (Photo by Mr. Kevin Koch, DCMA customer liaison at NAVSEA Washington, D.C.)

"Our first and foremost customer is the warrior executing the mission. … The 'voice of the customer' comes from the Multinational Corps – Iraq, the senior headquarters, Multinational Force – Iraq and other major subordinate commands."

and sustain self-sufficient security forces and economic infrastructure.

C: Who are your customers?

MGS: Just like our diverse mission, our customers are varied and spread throughout the AOR [area of responsibility]. Our first and foremost customer is the warrior executing the mission. In this AOR, the "voice of the customer" comes from the Multinational Corps – Iraq, the senior headquarters, Multinational Force – Iraq and other major subordinate commands such as the Gulf Region Division of the Army Corps of Engineers and the Multinational Security and Transition Command – Iraq (MNTSC-I). We also serve the soldiers, sailors, airmen and marines of the Combined Forces Command – Afghanistan. Closely tied to our warrior customers is the Department of State chief of mission, with relief and reconstruction efforts aimed at revitalizing the Iraqi industrial, social and economic infrastructure. To that end, we also work closely with other non-DoD [Department of Defense] government agencies in Iraq and Afghanistan. We provide them with vital advice and counsel to build and maintain a self-sufficient acquisition process. Furthermore, in our capacity as a lead organization for contracting efforts in the AOR, we also interact with other governmental agencies such as the [Defense Contract Audit Agency] and [United States Agency for International Development]. Finally, our customers also include the outstanding acquisition professionals serving in the AOR to whom we must provide policy and guidance to achieve a unified contracting effort in the theater of operations.

C: Please describe your organization: how are you organized, how many personnel are you assigned and where are your folks located?

MGS: JCC-I/A is a relatively new command. Our initial organization was created by a November 2004 U.S. Central Command Fragmentary Order [FRAGO] covering only the Combined Joint Operations Area [CJOA] Iraq. We officially opened our doors on Jan. 29, 2005. However, a subsequent July 2005 FRAGO expanded the organization's responsibility to include CJOA Afghanistan. Our [fiscal year 2006] workload through June includes awarding 19,500 contract actions worth $3.4 billion. We have 235 folks in the command. We're mostly GIs, but we have DoD civilians, local nationals and contractors. Our current enterprise mixes a functional and geographic organization structure. First, we have the JCC-I/A headquarters, located in Baghdad, Iraq, which provides overall policy and guidance to the field. The executing arm of JCC-I/A in Iraq is then divided into two principal assistants responsible for contracting [PARC]: one primarily supporting reconstruction, PARC-R; and the other primarily supporting our forces,

(Right) Air Force Maj. Gen. Darryl A. Scott, former DCMA director (pictured far right), at the Feb. 2, 2006, change-of-command ceremony whereupon he took command of Joint Contracting Command – Iraq/Afghanistan in Baghdad, Iraq.

"Our regional centers/offices are located throughout the [area of responsibility] close to major customer commands and [are] usually near main economic centers of the respective nations."

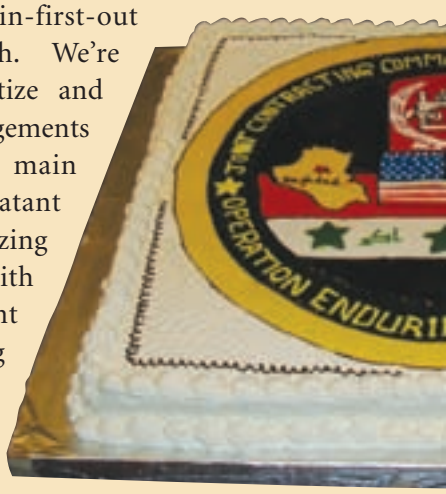
PARC-F. For Afghanistan, our executing arm is organized under the umbrella of a single PARC responsible for all contracting operations in Afghanistan, PARC-A. However, the current organization will give way on Oct. 1, 2006, to a new geographically based structure. PARC-A will remain unchanged, but PARC-R and PARC-F will be combined to form a new organization responsible for all contracting in Iraq, PARC-I.

The PARCs are organized around regional contracting centers and regional contracting offices [RCCs/RCOs]. The RCCs/RCOs are located throughout the AOR close to major customer commands and [are] usually near main economic centers of the respective nations (such as Baghdad, Tikrit, Mosul and Fallujah, Iraq, and Kabul and Kandahar, Afghanistan). This allows [an] RCC/RCO to harness the local business base quickly to satisfy customer requirements.

We also embed contracting personnel within key government ministries to provide advice and counsel in building nations' capabilities for self-sustaining acquisition processes.

C: Since you have been commander, what types of changes have you implemented in JCC-I/A?

MGS: As a relatively new command, change is a continuous business around here. Foremost among those changes is the focus on "effects-based contracting." Effects-based contracting is like the ultimate in performance-based management! The outcomes we're tracking range from, "I need to put 300 military-aged males to work so they won't join the insurgents," to, "We need to provide clean drinking water to 10,000 residents of this neighborhood by Aug. 31," to, "I need 100 Jersey barriers for a security checkpoint by Tuesday," to, "We've got 72 hours to fix the air conditioning in the Baghdad Convention Center so the first-ever meeting of Iraq's elected council of representatives can happen on time," to things so unusual they could only happen in Iraq! In every case, though, we have to link ourselves tightly to the maneuver commanders so we can synchronize contracting resources and capabilities in time, space and purpose to achieve the effect the warrior wants. This means looking at contracting from a different perspective. We no longer simply execute business arrangements through a resource-driven, first-in-first-out prioritization approach. We're now looking to prioritize and execute business arrangements that support the main effort of the combatant commander. Synchronizing contract execution with a commander's intent requires the contracting process to be an active part of operations/mission planning so that the desired operational and tactical goals are understood and translated into effective contracting actions.



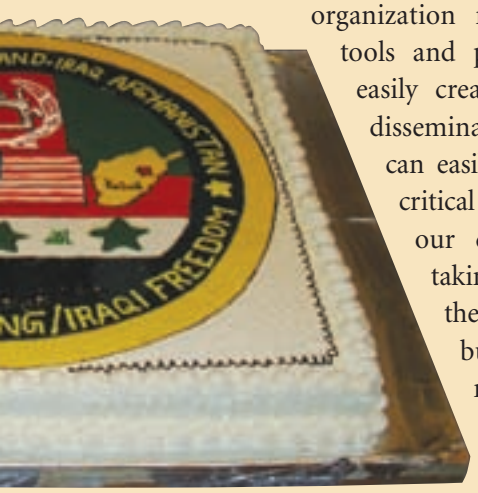
Achieving effects-based contracting also requires a change in organizational philosophy. We can't afford to simply react to our customers' formal requirements; in fact, we've had to learn to anticipate them and get ahead of the game so that we can deliver the effect the warriors need on their schedule, not on a schedule driven by our processes. We've had to realign our regional contracting centers to the different multi-national divisions to better incorporate contract planning with operational planning

(Above) A cake with the JCCI-I/A seal made in honor of Air Force Maj. Gen. Darryl A. Scott assumption of command of Joint Contracting Command – Iraq/Afghanistan in Baghdad, Iraq, on Feb. 2, 2006.

"Taking another page from the DCMA playbook, we're building a knowledge management system that encompasses ... the critical campaign/mission planning data that sets the tone for our effects-based contracting execution."

— not unlike the way DCMA realigned itself. We need to be flexible and agile so that we can adapt and mobilize right alongside our fast-moving customer. We're learning to focus and to exploit our acquisition rules and regulations to make our contingency contracting processes faster and less bureaucratic. And where those rules, regulations and even laws prevent us from supporting our customer, we're getting them changed!

Organizational philosophy alone cannot achieve the effects-based contracting we desire. The organization must also posses the tools and processes necessary to easily create, mine, exploit and disseminate relevant data that can easily be transformed into critical information supporting our contracting goals. So, taking another page from the DCMA playbook, we're building a knowledge management system that encompasses not just data from our business processes but also the critical campaign /mission planning data that sets the tone for our effects-based contracting execution.



To achieve these goals, we are working closely with the Deputy Under Secretary of Defense for Business Transformation, CENTCOM and the Deputy Assistant Secretary of the Army for Plans and Programs to create the right tools and processes to make contingency contracting more responsive to the warrior.

C: How do you work with DCMA?

MGS: Like in any other government contracting enterprise, DCMA plays an important role in delivering goods and services to our warrior. They perform type, kind and condition inspections ensuring that contractors deliver exactly what was promised. They also handle typical contract administration duties such as payment processing and contract closeout. Particularly noteworthy here in JCC-I/A is the work they performed in reconciling and closing out nearly 10,000 contract actions funded with Development Funds for Iraq (DFI). The DFI are funds that were seized from Saddam [Hussein] and designated by the U.N. Security Council to be used only for the benefit of the Iraqi people. These contracts were mostly awarded during the Coalition Provisional Authority days. Many of these projects were delivered for less than was obligated on the contracts. DCMA folks have been working to close out those contracts and de-obligate the excess funds. Their outstanding work resulted in de-obligating over $475 million of unexpended funds that could be reallocated for additional projects to benefit the people of Iraq.

C: Now that you're a customer of DCMA, do you see customer focus and performance-based management at work in your interactions with DCMA? If so, in what ways?

MGS: Absolutely. In January 2006, DCMA Iraq established a performance-based Customer Relations Plan with JCC-I/A. This plan serves as a vital management tool for ensuring that DCMA is focusing their efforts on the outcomes that are critical to JCC-I/A as its customer. It clearly identifies JCC-I/A's desired outcomes for administering and closing out both DFI and appropriated fund contracts, for minimizing Prompt Payment Act interest penalties and

"One of DCMA's performance standards for contract closeout is that they maintain a cumulative closeout rate of at least 80 percent for DFI contracts. Their current cumulative closeout rate ... is over 99 percent."

for inspecting and accepting contractor deliverables. It then provides specific performance standards for DCMA that allow both parties to effectively measure DCMA contributions in meeting these critical outcomes. It also identifies how corresponding performance data will be collected and reported, providing an essential tool for managing activities, prioritizing workload and fostering continuous improvement.

The results have been impressive. For instance, one of DCMA's performance standards for contract closeout is that they maintain a cumulative closeout rate of at least 80 percent for DFI contracts. Their current cumulative closeout rate for DFI contracts is over 99 percent. Performance-based management tools have been instrumental in fostering greater integration of coordination of effort between JCC-I/A and DCMA Iraq and have demonstrably contributed to JCC-I/A achieving our critical outcomes in supporting the warfighter. The success of this signed Customer Relations Plan clearly demonstrates how performance-based management can be effectively and successfully applied in an extremely fast-moving contingency environment.

C: How does JCCI/A interact with the U.S. ambassadors in Iraq and Afghanistan?

MGS: The reconstruction efforts in both Iraq and Afghanistan fall under the responsibility of the ambassador, who is the chief of mission. Overall responsibility for management of the reconstruction effort is assigned to the Department of State. In Iraq, for example, the effort is managed through the Iraq Reconstruction Management Office (IRMO) — an arm of the chief of mission. Through IRMO, the chief of mission releases funding and sets priorities for all reconstruction efforts. JCC-I/A stays close to this process to ensure we're ready to execute contracts assigned to us and to advise the chief of mission on alternative sources or approaches to fulfilling a specific project.

C: Similarly, how do you work with the governments of Iraq and Afghanistan?

MGS: We have forged close relationships, at both executive and working levels, with ministerial organizations aimed at developing self-sustaining acquisition processes. A key aspect of this developmental process is the Iraqi First and Afghan First Programs. Through these outstanding efforts we have been able to help local businesses bid and, most importantly, win an increasingly larger proportion of awarded contracts. This is a good-news story. Sixty days into the program, we have seen a dramatic increase in the amount of contract awards to host nation companies. Key to this success is the creation of Host Nation Business Advocates [HNBA] — bilingual, bicultural American citizens who actively seek, train and advise local businesses on how to participate in the acquisition process — similar to what Small Business specialists do at home. Complementing the HNBA's work with private industry is a team of contracting professionals embedded in key government ministries, principally the Ministries of Defense and Interior. This on-site team provides training and advice to their Iraqi and Afghan counterparts on the process of building a self-reliant government acquisition process.

C: As commander, what are your greatest challenges?

"Our greatest contribution to those that will follow in our footsteps is to ensure that the lessons learned today are properly incorporated into Joint Doctrine so that mistakes and inefficiencies are not repeated in the future."

MGS: Wow! There's a bunch of them! Probably the greatest is developing the full potential that JCC-I/A was created for: unifying effort for all contracting activities in the AOR to restore and secure Iraq and Afghanistan. Achieving unity of effort is challenging because not all contracting resources in the AOR are aligned under the responsible combatant commander [COCOM]. Therefore, the COCOMs, and by extension JCC-I/A, have no authority to compel compliance with the CJOA commander's policies. If you really want to achieve the full potential of economic effects in a counterinsurgency fight, the CJOA commander needs to have every dollar spent contribute to all of his or her objectives — that would be the ultimate in effects-based contracting. We don't have that today. There are contracting activities in theater that are spending big bucks that are focused on much narrower agendas. They see their mission as direct support of a small customer base — but they're spending hundreds of millions. It would be much more effective if we were able to coordinate all our activities — we could leverage what they're doing to reduce unemployment in a certain region that I may not have requirements in, for example. There would be efficiencies, too. There's one base over here that I can't name that has four contracting offices on it, working for four different sets of customers. All the work could easily be done in one office with perhaps a 25 percent savings in overall manpower. So I'm trying to clarify and simplify the command and control arrangements for contracting over here so that JCC-I/A has insight and coordination into all contracting in the AOR. We continue to work this issue hard with all affected agencies and hope to have a workable solution in the near future.

C: What do you see ahead for JCCI/A?

MGS: I see the joint contracting model becoming a standard for future contingencies. Yes, we have some challenges to overcome, and we're discovering new ways of becoming more effective daily. Our greatest contribution to those that will follow in our footsteps is to ensure that the lessons learned today are properly incorporated into Joint Doctrine so that mistakes and inefficiencies are not repeated in the future. Like I used to say about DCMA contingency operations, the majors, captains, Navy lieutenants and GS-12s are solving unprecedented problems every day, and we ought to hang medals on all of them. But if we make their successors solve the *same* problems, all of us senior folk ought to be fired! I have no doubt that a flexible and agile organization — one capable of molding our contracting processes and structure to fit the combatant commander's desired effects like JCC-I/A is — will earn its way into the warriors' standard toolkit for future campaigns.

(Right) Air Force Maj. Gen. Darryl A. Scott, former DCMA director, makes a speech shortly after taking command of the Joint Contracting Command – Iraq/Afghanistan on Feb. 2, 2006, in Baghdad, Iraq.

Journal Entries from Iraq

International Zone
Baghdad, Iraq

Every day is progress ... although the workers change, the demand remains unchanged.

Every morning I go to my office in the International Zone, Baghdad, Iraq. I greet everyone and receive a smile from each and a "good morning" from all in return. As time passes, more and more of these greetings are also coming from Iraqi citizens. They are very motivated to perform contract administration tasks and are gradually assuming more and more of the workload.

Defense Contract Management Agency (DCMA) Central Iraq has actively participated in this gradual transition to a more self-sustaining Iraq. Since October 2004, our role as contract administrators has significantly impacted the Iraqi people's quality of life, the safety of U.S. and coalition forces and the independence of the Iraqi people.

One of DCMA Iraq's primary customers is the Joint Contracting Command – Iraq/Afghanistan (JCC-I/A). Their main mission is to augment the Department of State's Iraq Project and Contracting Office in support of the Iraq Reconstruction Management Office. DCMA administers contracts that provide services and supplies for the various offices. Tasks are divided into sectors: electricity, oil infrastructure, water resources/public works, facilities and transportation, and security and justice.

During the last six months, Maj. Gen. Darryl A. Scott (the previous DCMA director) addressed JCC-I/A. His comments reinforced the importance of our mission as contract administrators and put it in a more global perspective. He reminded everyone how contracting directly affects the lives and livelihood of the people and country of Iraq. What a wonderful way to look at things! When you don't always see the direct fruits of your labor, that new perspective serves to boost everyone's morale.

The whole contracting process may not seem very fast or even very glamorous – especially when you are working hard to coordinate with a contracting officer's representative, reconciling a contract or tracking down an inspection and receiving report. But that all changes when a turbine is finally delivered, spare parts arrive on time, magazines for a children's hospital are made available or a Coalition/Iraqi security force member is protected by body armor you supplied. When that happens, you can't help but feel you are at the top of your game. At that moment, you know you have made a real difference in people's lives.

This activity introduced yet another evolving need required by our customers. In this environment, everything is not as neat and organized as we are accustomed to in the United States. We don't have all the high-tech programs and tools. Despite that limitation, we all help and mentor each other on a daily basis in order to get the job done.

Each day, we all interact with our host country coworkers. We all take pride mentoring and sharing what we know with them. When DCMA finally transitions from Iraq, we will feel confident that our work is done here and that it is in the capable hands of the Iraqi people.

The time will come when DCMA will completely transition their workload to their Iraqi counterparts. DCMA is now working to prepare the host nationals to manage contracting programs in a way that supports fairness, progress and prosperity and enriches the lives of the Iraqi citizenry. Once that is done, our mission here will be finished, and we can head home with a heightened appreciation for our freedoms and the progress we've been able to pass on to the Iraqi people.

– Ms. Karen Parris, Administrative Contracting Officer, DCMA Central Iraq

An aerial view of the International Zone in Baghdad, Iraq, location of the JCC-I/A headquarters. (DCMA staff photo)

(Right) Army Spc. Alejandro Guevara, from the 223rd Maintenance Company, at Camp Taji, Iraq, builds an armored box for a five-ton truck to protect Iraqi soldiers. DCMA has a quality assurance representative assigned to the Taji National Depot and Radio/Communications Warehouse located at Camp Taji, Iraq. These facilities process weapons, uniforms, vehicles, tools, radio communication equipment and many other supplies used by the Iraqi military. (U.S. Army photo by Sgt. David Foley)
(Below) Army Spc. Rambo Rapu, a communications specialist from the 3rd Infantry Division, installs Internet cable in the server room of Camp Taji, Iraq. (U.S. Army photo by Mr. Brian P. Henretta)

Camp Taji, Iraq

The Defense Contract Management Agency (DCMA) has a quality assurance representative (QAR) assigned to the Taji National Depot and Radio/Communications Warehouse located at Camp Taji, Iraq. These warehouses process weapons, uniforms, vehicles, tools, radio communication equipment and many other supplies used by the Iraqi military.

The U.S. Army provides training to the Iraqi Army and instructs them on how to perform depot operations. DCMA coordinates with the U.S. Army and the Iraqi Army as equipment is readied for distribution. As an on-site DCMA QAR, I provide contract/quality guidance to the U.S. and Iraqi Army depot personnel.

The receipt of supplies at the warehouses poses some problems. When supplies are received, there are definite language barriers that must be overcome. Working with the Iraqi truck drivers (who make the deliveries) and the Iraqi Army (who receive the deliveries) is a challenge. Assisting the Iraqis can be awkward due to the language differences. This is overcome by using interpreters to communicate between the U.S. Army, DCMA and the Iraqi Army.

By learning and understanding cultural differences, DCMA has fostered teamwork and esprit de corps with the locals. I works through interpreters to instruct the Iraqi Army on the importance of contract requirements. I do this to ensure that only supplies meeting contract specifications will be accepted.

I also communicate with Iraqi and other foreign contractors regarding incoming material and delivery concerns. Not all supplies meet contract requirements. As a result, I instruct the Iraqi Army Depot personnel on how to return defective products to the contractor. Friendships are formed during the day-to-day working environment with the Iraqi Army. Oh yes, and my Arabic is coming along nicely, too!

– Richard Coffman, Quality Assurance Representative, DCMA Central Iraq)

Supporting the Body Armor Supply Chain

by Ms. Michelle Brignac, Public Affairs Student Intern, DCMA Aeronautical Systems and Naval Sea Systems Divisions

Mr. Vern Clifford is a quality assurance specialist (QAS) for Defense Contract Management Agency (DCMA) Wichita, Kan. He has been a part of DCMA for 22 years after having spent many years in the Air Force and Air National Guard. He is responsible for overseeing 43 small business contractors in Wichita and the surrounding area, spending most of his days at the contractors' facilities. Mr. Clifford describes his job as, essentially, "[going] to the contractor's plant to inspect and accept the products they manufacture for [the Department of Defense]." His inspections involve a wide variety of products, with body armor being the most important product he inspects.

"Working with people like Vern and Todd and contractors like LTC make my job a lot easier. We've never had a problem with LTC's on-time delivery, and that's remarkable …"

The body armor, manufactured by Leading Technology Composites (LTC) of Wichita, is intended to protect warfighters on the battlefield. LTC provides thousands of small arms protective inserts (SAPIs) that are used to protect a person's chest, back and underarms. The actual design of the body armor consists of two hard armor plates, front and back, that can be used alone or with small, six-inch by eight-inch armor plates that fit under a person's arms for additional protection. The plates consist of a ceramic core that is encased in carbon fiber with a custom-molded backing.

The company also provides armor panels for military vehicle protection. So far, LTC has sent approximately 216,000 pieces of armor to troops serving in Iraq and Afghanistan.

In addition to performing quality control duties, Mr. Clifford monitors the ballistic testing of the personal body armor. The testing takes place at the U.S. Test Lab of Wichita, and the tests include shooting bullets into the body armor to check whether the armor will stop the bullets and prevent them from penetrating the body. Mr. Todd Lair, president of LTC, explains, "We do most of the testing; however, we also use HP White Lab in Street, Md. There are two tests that are performed, and the lot size and the test

(Above) DCMA Wichita Quality Assurance Representative Mr. Vern Clifford in the work area of the Leading Technology Composites body armor plant in Wichita, Kan. (Photos by Ms. Ann Jensis-Dale, DCMA Aeronautical and Naval Sea Systems Divisions)

"I find myself wishing for some stability in the day-to-day operations within our Agency. However, the best way to work through these challenges is [to have] a positive attitude and apply patience and flexibility."

group size are dependent upon Army or Marines requirements. For example, if the Marines need 1,200 SAPIs, we take five and send them to a lab for ballistics testing. It is a three-shot test using two different types and sizes of ammunition to duplicate enemy rifle fire."

The body armor material is approximately 0.85 inches thick, and its weight varies from four to seven pounds, depending upon the size of the plate. There are five body armor sizes: extra small, small, medium, large and extra large. "The U.S. Army and Marines go above the industry standards and norms to get the best protection for our soldiers," noted Mr. Clifford.

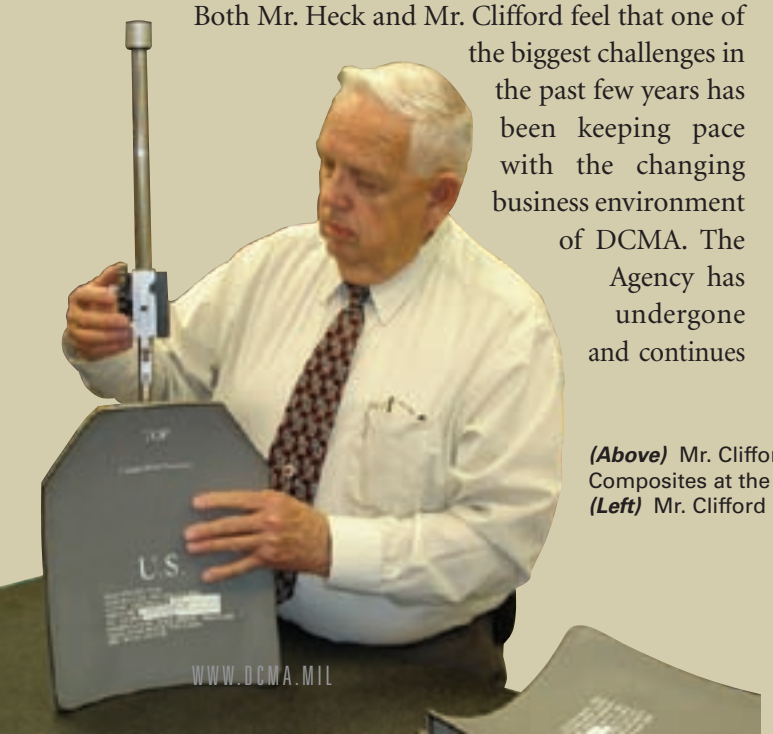
Mr. Allen Heck, a DCMA industrial specialist and Mr. Clifford's coworker for the last few years, explained what it is like to have such important responsibilities as part of his duties. "Working with people like Vern and Todd and contractors like LTC makes my job a lot easier. We've never had a problem with LTC's on-time delivery, and that's remarkable, especially when you're dealing with a lot of variables such as changes in design and user requirements — they are just great folks to work with."

Both Mr. Heck and Mr. Clifford feel that one of the biggest challenges in the past few years has been keeping pace with the changing business environment of DCMA. The Agency has undergone and continues

to go through a number of significant changes, including organizational changes, the consolidation of contract management offices, documentation files going electronic and changes in software and operational instructions. As Mr. Clifford stated, "I find myself wishing for some stability in the day-to-day operations within our Agency. However, the best way to work through these challenges is [to have] a positive attitude and apply patience and flexibility."

"This is where I get to be involved in the development of new products [and] processes, and I get to witness the development of new high-tech products."

For Mr. Clifford, the most rewarding part of the job as a QAS is the direct access he has to many contractors' manufacturing facilities: "This is where I get to be involved in the development of new products [and] processes, and I get to witness the development of new high-tech products," he remarked. "Being involved in the supply chain, from design, engineering, manufacturing and delivery of quality products to our warfighters [gives me] a sense of accomplishment and a sense of value [that] we provide to our warfighters."



(Above) Mr. Clifford (right) with an employee of Leading Technology Composites at the company's body armor plant in Wichita, Kan.
(Left) Mr. Clifford in the work area of Leading Technology Composites.

Seamlessly Integrated Operations

An Interview With Army Col. Jacques A. Azemar, Commander, DCMA Iraq

The Defense Contract Management Agency (DCMA) is involved with many important missions overseas that directly support the warfighters, those at "the tip of the spear." One office that is providing this type of support is DCMA Iraq. To get a better idea of what type of work is being done at DCMA Iraq, we spoke with that office's commander, Army Col. Jacques A. Azemar.

***Communicator* (C):** What is DCMA Iraq's mission, and how many employees are there in total?

Col. Azemar (CA): DCMA Iraq's mission is to provide 24/7 Contingency Contract Administration Support in support of Operation Iraqi Freedom. Specifically, DCMA Iraq is responsible for the administration and execution of the U.S. Army's $5.8 billion Logistics Civil Augmentation Program (LOGCAP). LOGCAP provides critical base life support services such as water, food, fuel, power generation, billeting and morale, welfare and recreation services to over 250,000 U.S. and Coalition Force personnel, Department of Defense civilians and contractor personnel on over 55 forward operating bases (FOBs) dispersed throughout Iraq. DCMA Iraq is comprised of a headquarters element based on Camp Victory in Baghdad and three tertiary commands located in the International Zone, on Camp Anaconda in Balad and on Camp Slayer, which is located within the Victory Base Complex. In total, DCMA Iraq has 47 personnel in theater, split almost evenly between military and civilians. In addition to the four command locations, we have teams of administrative contracting officers and/or contract administrators and quality assurance representatives deployed to over 15 additional FOBs in theater. From these pre-positioned locations, DCMA teams "cover down" and provide LOGCAP contract performance management oversight to each of the 55-plus FOBs receiving base life support services under the LOGCAP contract.

"DCMA Iraq's mission is to provide 24/7 Contingency Contract Administration Support in support of Operation Iraqi Freedom."

C: How many DCMA personnel support the Joint Contracting Command – Iraq/Afghanistan (JCC-I/A)?

CA: As of August 2006, we have a total of eight DCMA personnel supporting JCC-I/A; two administrative contracting officers, three contract administrators and three quality assurance representatives. At this time last year, our total staffing was 24 personnel. The fact that we've been able to reduce our staffing at JCC-I/A over the last year is a real testament to the tremendous progress our contract administration team, and the entire JCC-I/A organization, has made in reducing the backlog of completed contracts requiring reconciliation and close out. Over the past year, DCMA has closed approximately 9,000 contracts for JCC-I/A.

"The fact that Maj. Gen. Scott was previously the DCMA director — and fully understands what DCMA brings to the fight as an organization — has been a tremendous asset for DCMA Iraq."

C: How does DCMA Iraq work with JCC-I/A?

CA: In September 2004, DCMA and JCC-I/A entered into a formal Memorandum of Agreement to provide operational contracting support to JCC-I/A in support of the Chief of Mission, Multinational Forces – Iraq, and Combined Forces Command – Afghanistan. This support focuses on the performance of contract administration functions for contracts awarded by JCC-I/A and its predecessor organizations, to include the provision of material inspection and acceptance support at a number of material receipt and storage points inside Iraq. In support of this vital mission, DCMA Iraq has a dedicated team that has become fully integrated into the JCC-I/A organization, providing daily support and coordination to customers throughout the JCC-I/A itself, as well as the customers JCC-I/A supports and the wide range of companies with whom JCC-I/A operates. With regard to how DCMA Iraq works with JCC-I/A, it would be fair to look at it as if the DCMA team supporting this effort were part of JCC-I/A's organic organization.

C: Please describe your working relationship with Air Force Maj. Gen. Darryl A. Scott, JCC-I/A commander, and his staff.

CA: It is an outstanding relationship. The fact that Maj. Gen. Scott was previously the DCMA director — and fully understands what DCMA brings to the fight as an organization — has been a tremendous asset for DCMA Iraq. At the same time, it's a great challenge, as Maj. Gen. Scott has high expectations for DCMA as well. This serves as a great incentive to DCMA Iraq to ensure we continue to provide the high level of service and responsiveness that Maj. Gen. Scott expects and demands.

C: How do you define good customer service, and in what ways is DCMA providing it?

CA: Our view of customer service essentially lines up with the fundamental concepts of performance-based management. We ask ourselves the following questions: Do we know what the customer's critical requirements are? Do we focus and prioritize our support to help accomplish these outcomes? Can we measure how effectively we are helping to achieve the customer's goals? Can we use our performance data to improve our operations and offer the customer even better support in the future? If the answer to all these questions is, "Yes!" then we know DCMA Iraq is providing, and our many customers are receiving, good customer service.

The performance-based agreements that we've put in place with our customers here in Iraq, such as the performance-based Customer Service Agreement we have with JCC-I/A, reflect one of the ways we help ensure we're providing good customer service. These are critical tools in evaluating what we need to do, where we currently stand and where we need to go to continue to provide superior support to those at the tip of the spear.

(Above) Col. Azemar (front row, 3rd from left) reviewing water operations at Camp Victory in Baghdad, Iraq.

"One of the greatest contributions DCMA Iraq has made to JCC-I/A has been the creation and maintenance of the JCC-I/A contract management database."

C: What are your greatest challenges in supporting JCC-I/A?

CA: Continuity of personnel and records. As with a great many tasks in supporting Operation Iraqi Freedom, the frequent transition of personnel from all organizations makes it extremely difficult to ensure continuity of operations. Much of our support to JCC-I/A focuses on closing out completed contracts. Due to the continuous rotation of personnel in theater, one of our biggest challenges in supporting JCC-I/A in closing out contracts is reconciling the records and actions of personnel who left the theater several rotations ago. I believe one of the greatest contributions DCMA Iraq has made to JCC-I/A has been the creation and maintenance of the JCC-I/A contract management database. This database covers over 16,000 contracts awarded in the last three-plus years. While an arduous task, its development and maintenance by DCMA personnel has been critical to ensuring the continuity of JCC-I/A contract files. It has been the key tool in closing out over 11,000 completed contracts. It also provides the repository of all newly issued contracts and the template necessary to properly maintain and administer JCC-I/A contracts into the future. As contracting personnel continue to rotate in and out of JCC-I/A, this database will continue to serve as the backbone of JCC-I/A's contracting continuity.

C: The working conditions for employees at DCMA Iraq can be very difficult — long hours, periodic loss of electricity, extreme temperatures — to what extent do these and other such formidable working conditions hinder your work?

CA: Certainly the working environment in Iraq presents challenges for our personnel to overcome. A typical workweek consists of 80-plus hours, often enduring harsh environmental conditions. Not only do DCMA personnel have to deal with the desert conditions, they are also under constant threat of small arms and indirect rocket and mortar attacks. In addition, many of our administrative contracting officer, quality assurance and contract administrator personnel must travel in convoys in order to provide direct and responsive customer care to LOGCAP-supported FOBs under their purview. Risk analysis is performed prior to every mission; DCMA personnel do not travel unless it is absolutely mission-essential to do so and it has been determined that no other means of communication is acceptable and that DCMA presence is a compelling requirement. This cannot be overemphasized. Our personnel live and work in air-conditioned trailers, and DCMA has provided each of us with CamelBak® hydration packs to facilitate the maintenance of proper hydration. Communication challenges exist in the form of dropped phone calls due to bandwidth limitations and very limited cell phone coverage. While the conditions described do hinder our workforce in performing their assigned duties, through their perseverance and dedication to duty, the men and women of DCMA Iraq will continue to prevail and successfully complete their mission.

C: In what areas do you see room for improvement in DCMA's support of JCC-I/A?

CA: To date we've closed 9,163 Development Fund Iraq (DFI) contracts issued by JCC-I/A and its predecessor organizations — over 99.9 percent of all completed DFI contracts. We have 10 extremely difficult DFI contracts left to close out. Maj. Gen. Scott has stated that his expectation is for DCMA to close out 100 percent of completed DFI contracts, so our area of focus is on making that happen.

C: In what ways are you implementing performance-based management at DCMA Iraq, and how will these measures help support JCC-I/A?

"No commander could be more proud of the outstanding support DCMA has been providing to our warfighters."

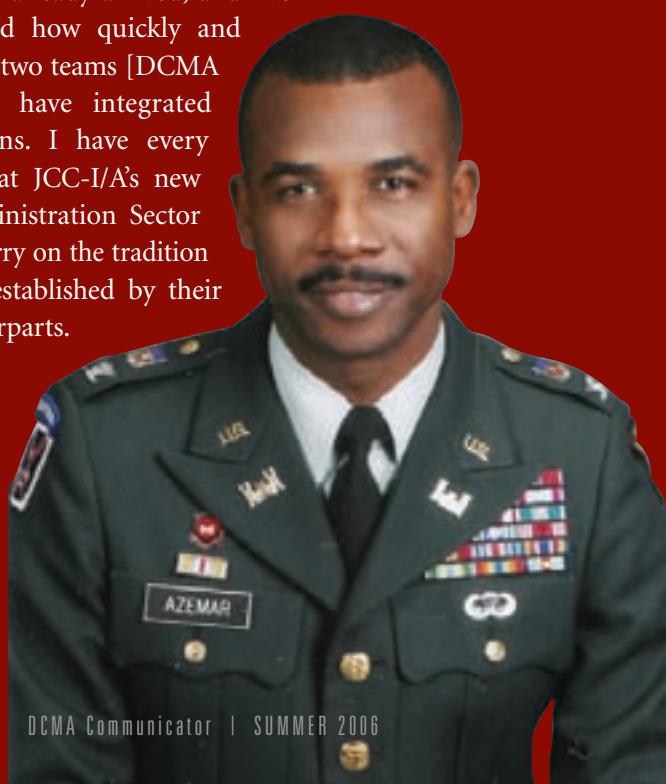
CA: DCMA and JCC-I/A established a performance-based Customer Relations Plan in January 2006, and the results to date have been a real good-news story. Through this agreement, JCC-I/A has clearly defined their desired outcomes impacting each area of DCMA support, including contract reconciliation and close out, Prompt Payment Act interest penalties and material inspection and acceptance. In concert with JCC-I/A, DCMA developed performance measures that allow both organizations to determine how well DCMA is contributing to the accomplishment of JCC-I/A's desired outcomes. By tracking and evaluating our performance, we've then been able to continuously raise the bar so that we're not only meeting JCC-I/A's performance expectations but exceeding them. For instance, the Customer Relations Plan calls for DCMA Iraq to maintain a cumulative closure rate for DFI contracts of 80 percent. Today, that rate is over 99 percent. It also calls for DCMA to reduce fiscal year 2006 Prompt Payment Act penalties by at least 10 percent from fiscal year 2005 totals. For fiscal year 2006, to date, DCMA personnel have reduced Prompt Payment Act interest penalty totals by 82 percent from the previous fiscal year.

C: What type(s) of feedback, if any, have you received from members of JCC-I/A about DCMA's support?

CA: The DCMA Iraq leadership has had an opportunity to visit with a great number of the JCC-I/A staff, including Maj. Gen. Scott; Principal Assistant Responsible for Contracting Reconstruction Mr. Doug Packard; and Contract Administration Sector Chief Ms. Cheryl Miles. The comments we continually receive have been unanimously laudatory. This is largely due to DCMA's impressive results on the ground, from achieving a 99 percent cumulative DFI contracts close out rate to deobligating $475 million of unexpended funds, to name a few. That notwithstanding, JCC-I/A does receive weekly performance reports from DCMA. Consistent with our performance-based management approach, these reports enable both organizations to engage in a healthy dialogue concerning resolution of outstanding issues as well as desired outcomes. No commander could be more proud of the outstanding support DCMA has been providing to our warfighters.

C: In providing support to JCC-I/A, what do you see ahead?

CA: Our mission in supporting JCC-I/A will draw to a close in December of this year, as JCC-I/A sets up its own organic contract administration and material inspection and acceptance capabilities and our DCMA personnel are realigned to support the overall Contingency Contract Administration Support mission. In the meantime, we're focusing on training JCC-I/A's incoming contract administration personnel to ensure our mission with JCC-I/A is transitioned back to them as smoothly and seamlessly as possible. Some of JCC-I/A's new Contract Administration Sector personnel have already arrived, and I've been impressed how quickly and effortlessly the two teams [DCMA and JCC-I/A] have integrated their operations. I have every expectation that JCC-I/A's new Contract Administration Sector will proudly carry on the tradition of excellence established by their DCMA counterparts.



(Right) Army Col. Jacques A. Azemar, commander, DCMA Iraq

Providing the Best for Our Troops

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

"An Army marches on their stomachs." – Napoleon

Air Force Maj. E. Jay Kilpatrick, Defense Contract Management Agency (DCMA), based at Camp Eggers in Kabul, Afghanistan, ensures that our troops are fed and have what they need to perform their best. Maj. Kilpatrick is serving as a quality assurance representative for life support and supply services provided under the U.S. Army's Logistics Civil Augmentation Program (LOGCAP) contracts. "Whether it is a three star commanding general, the lowest ranking military member, [Department of Defense] civilian or our coalition partners, we ensure they have all their basic needs met and more, so they can effectively combat terrorism," said Maj. Kilpatrick.

"Whether it is a three star commanding general, the lowest ranking military member, [Department of Defense] civilian or our coalition partners, we ensure they have all their basic needs met and more, so they can effectively combat terrorism."

According to Maj. Kilpatrick, our troops are provided with all the possible creature comforts that they might have at home in the United States. These items and services provided under LOGCAP contracts include morale and leisure time activities. "We have PlayStation™ and X-Box™ games, computers for e-mail and Internet, a library, magazines, a game room, two gyms, video rentals, a movie lounge that seats 20 people and even sewing services," said Maj. Kilpatrick.

The most sought after item at Camp Eggers is whatever is cooking on the grill manned by Chef Danny from Peru. "His food is so good it is sinful," said Maj. Kilpatrick. "He has the skill to take very basic ingredients and make a meal that is truly something special. The troops swear they are eating four-star restaurant quality food. All that is missing is a little garnish," he continued. What are Chef Danny favorites as voted by our troops? Lasagna, burgers and the incredible four-cheese stuffed peppers; the lines are long at Chef Danny's grill, but everyone patiently waits.

Not covered under the LOGCAP contract but also important to our troops are the outreach efforts with the local Afghan people. Maj. Kilpatrick and other members of our U.S. Armed Forces participate in a volunteer community relations program that reaches out to the local population. A recent fire destroyed the Afghan Street Children and New Approach School in June 2006, leaving them without critical supplies. Various organizations from all over the world donated backpacks full of school supplies for this school and others. "We work with a group associated with Mission Afghanistan that

(Right) Air Force Maj. E. Jay Kilpatrick, DCMA, in Kabul, Afghanistan, with Afghani children.

"We go to these sites twice a month, delivering food and clothing. As an added bonus, we get to interact with about 50 to 200 children. This fosters relations with the Afghani people and reinforces that we are here to help."

scouts out the sites where assistance is most needed and a location where we can travel to safely," said Maj. Kilpatrick. "We go to these sites twice a month, delivering food and clothing. As an added bonus, we get to interact with about 50 to 200 children. This fosters relations with the Afghani people and reinforces that we are here to help," he continued.

Maj. Kilpatrick is due back home to his position as a deputy team lead for the F-35 *Lighting II* (Joint Strike Fighter) program at DCMA Lockheed Martin Ft. Worth, Texas, by September 2006. What is he looking forward to most when he gets home? "Seeing my family, no question about that; it has been difficult while I was away — my son has lost two teeth, my daughter is walking and saying her first words and my wife is pregnant with our third child. I can't wait to play with my kids."

Napoleon famously said, "An army marches on its stomach." Clearly, military personnel need to eat well to perform well. But what Napoleon was really getting at with this maxim was the importance of the supply line. Logistics — getting food, clothes and spare parts to the front — is often what makes or breaks a conflict. The truth of this was illustrated by Napoleon himself when, in June 1812, he tried (and failed) to invade Russia with a force of 500,000 men. Because the Russians removed most of the food and crops in advance, Napoleon's army couldn't live off the land as they had in previous campaigns.

Despite this, his forces made it to Moscow by September, but they were too emaciated to hold their position and in October went into retreat. Napoleon failed to live up to his own dictum about supply and, as a result, his bid for continental domination was thwarted.

Today logistics are just as important, if not more so.

(Top) Chef Danny, working the grill at Camp Eggers, Afghanistan, where he creates spectacular meals for the troops. ***(Above)*** The Afghan Street Children and New Approach School, which was destroyed by a fire in June, is one of the organizations receiving volunteer assistance from Maj. Kilpatrick and other members of the U.S. Armed Forces.

DCMA Middle East: Ensuring Quality for the Warfighter

An Interview with Air Force Col. Kurt A. Stonerock, Commander, DCMA Middle East

Another Defense Contract Management Agency (DCMA) contract management office (CMO) at the tip of the spear is DCMA Middle East. This office is primarily involved with operations and maintenance contract work, Contingency Contract Administration Support and Foreign Military Sales missions. To get an in-depth look at the type of work being done at DCMA Middle East, we spoke with that office's commander, Air Force Col. Kurt A. Stonerock.

"I think DCMA Middle East's mission can most easily be visualized in three complimentary parts … [and] each part is equally important to the United States' national security goals and its prosecution of the global war on terrorism."

***Communicator* (C):** What is DCMA Middle East's mission, and how are you organized?

Col. Stonerock (CS): Currently, we administer contracts in 13 different countries in the Middle East and Central Asia, but I think DCMA Middle East's mission can most easily be visualized in three complementary parts — each part is equally important to the United States' national security goals and its prosecution of the global war on terrorism.

First, our CMO has a Contingency Contract Administration Support mission comprised of civilian and military personnel deployed to six locations in our DCMA Afghanistan tertiary command, two locations in our DCMA Kuwait tertiary command and at Camp Lemonier in Djibouti. We also have personnel deployed to Kuwait to support the Agency's Reception, Staging, Onward movement and Integration [RSOI] process for both our CMO and DCMA Iraq. All of these deployed personnel primarily support the Army's Logistics Civil Augmentation Program [LOGCAP]. Additionally, we have an administrative contracting officer deployed to Al Udied Air Base in Qatar in support of the Air Force Contract Augmentation Program.

Second, we have a growing operations and maintenance [O&M] contract workload across the Middle East region. These contracts are administered by our permanent party CMO personnel. An example of this workload would be our support of the Army's Stryker (infantry fighting vehicle) battle-damaged repair facility in Qatar, which is designed to repair and

"We work very hard to ensure we remain keenly aware of our customers' desired outcomes, and then we seek to ensure the actions of our personnel are fully aligned toward helping achieve those outcomes."

quickly return four battle-damaged Strykers back into the fight per month. Another example would be our work on the High Mobility Multipurpose Wheeled Vehicle [HMMWV] refurbishment program in Kuwait. This is also a critical contract to the warrior, designed to return 150 battle-damaged, battle-worn or upgraded HMMWVs back into the fight each month. We even have nine such O&M efforts being performed in Iraq, which we support in part via the six-month deployment of two quality assurance personnel, with DCMA Iraq providing the necessary administrative support of those personnel.

Third, we have a very important, ongoing Foreign Military Sales [FMS] mission across the Middle East, administered by the permanent party personnel in our Kuwait command and DCMA Saudi Arabia and DCMA Egypt tertiary commands. We also have individual FMS contracts in several other countries in the region, such as Pakistan and Bahrain, which we support itinerantly. Examples of our FMS responsibilities would include F-15C/D aircraft program depot maintenance work in Saudi Arabia, Low Altitude Surveillance System program work in Kuwait, M1A1 tank program work in Egypt and work on the P-3C aircraft recovery program in Pakistan.

C: How does DCMA Middle East define good customer service, and in what ways is the CMO providing it?

CS: As with all other CMOs in the Agency, DCMA Middle East defines good customer support as consistent with the principles of performance-based management (PBM). By that I mean we work very hard to ensure

we remain keenly aware of our customers' desired outcomes, and then we seek to ensure the actions of our personnel are fully aligned toward helping achieve those outcomes.

Are we providing good customer support? Without a doubt we are based on the numerous unsolicited compliments we receive from our customers on an ongoing basis. But, of course, like all other CMOs, we are making the journey beyond just relying on that anecdotal customer feedback to developing and posting meaningful metrics in Metrics Manager that will enable us to demonstrate how we know that we are providing customer support that truly is having a positive impact on the issues keeping our customers awake at night. We are making very good progress in establishing these metrics and flowing them into bi-laterally signed, PBM-based Customer Relations Plans for all our prime and support contracts. We are also on track to develop meaningful Individual Performance Plans for both permanent party and deployed personnel.

C: Does the execution of PBM differ in theater as compared to Stateside?

CS: Certainly the overarching principles of PBM and the tools we use to execute it do not differ here in theater. At times, the urgency of a

(Above) Mr. Don Watt, quality assurance representative, DCMA Boeing St. Louis, inspects the quality of work of KBR's Djiboutian workforce in the laying of the foundation of a construction project on Camp Lemonier, Djibouti.

"I have been in theater here for nearly a year and a half now, and I am consistently impressed with the absolute professionalism and selflessness of the civilian and military personnel who deploy in support of DCMA's in theater mission."

warrior requirement will require us to expedite those PBM processes, but I think we are well on the way to having embraced the important concept that PBM is not an additional program that we need to execute but rather is simply the way we do business, the way we think, the way we tackle problems and seize opportunities. In this regard, we benefit directly from the excellent work being done at other CMOs across the Agency. When personnel deploy to our area of operations already having embraced PBM, familiar with both its principles and its tools, they hit the ground running even faster during their deployments.

"In theater PBM" does differ from PBM in other parts of the Agency in one important aspect. While, for instance, in the case of the LOGCAP contract, we still very much solicit and seek to align our efforts to desired customer outcomes of the LOGCAP program manager (as flowed down to us via a support delegation from DCMA Phoenix), we also focus heavily on continually aligning our efforts to satisfy the desired customer outcomes of the "boots on the ground" senior leadership in theater. In support of this concept, we are in the process of developing both strategic, theater-wide outcomes for that senior leadership as well as continuing to ensure our deployed personnel remain aware of, and seek to positively influence, unique desired customer outcomes of the senior leadership at the local camps and bases where they are deployed. An example of a "strategic, theater-wide outcome" of in theater senior leadership would be the Afghan First initiative of [Army] Lt. Gen. [Karl] Eikenberry [commander, Combined Forces Command – Afghanistan]. In support of that initiative, our deployed personnel in Afghanistan are currently executing focused strategies to encourage the employment of greater numbers of Afghan Local Nationals as part of the LOGCAP contract. In fact, we have an Afghan First metric being tracked in Metrics Manager.

C: What is DCMA Middle East's relationship with the Joint Contracting Command – Iraq/ Afghanistan [JCC-I/A]?

CS: JCC-I/A is the lead organization for contracting efforts in the entire area of operations. They interact with our CMO primarily in our jointly aligned efforts to ensure the warrior gets timely delivery of the quality goods and services they need. JCC-I/A also provides us with very useful policy and guidance on key in theater issues and initiatives thus helping us to contribute to a unified contracting effort across the theater.

An interesting, informal example of our efforts to align ourselves with JCC-I/A occurred in mid-August as [Air Force] Maj. Gen. [Darryl A.] Scott [commander, JCC-I/A] transited through Kuwait. While here, he described to us his ongoing initiative to focus his personnel even more keenly on achieving the effects the warrior wants. Maj. Gen. Scott noted that "effects" can

(Above) From left: Ms. Melanie Peterson, property administrator, DCMA Southern Europe; Ms. Rose Aguirre, administrative contracting officer, DCMA San Antonio; and Army Maj. Sidney Gourdine, contract administrator, DCMA Northrop Grumman Baltimore in a teleconference with DCMA Iraq at the DCMA Kuwait office at Camp Arijfan, Kuwait, to discuss a proposed KBR cost avoidance measure with a KBR official.

"What DCMA brings to the fight is very apparent on a daily basis to both our deployers and the warriors they support."

largely be thought of as performance-based outcomes. I think the concept of a desired customer effect might indeed be a useful concept for us to also use to enable some to better visualize outcomes.

C: Like at DCMA Iraq, the working conditions for your deployed employees can be difficult (e.g., physical danger from incoming fire, long hours, periodic loss of electricity, extreme temperatures). To what extent do these and other such formidable working conditions hinder your work?

CS: I have been in theater here for nearly a year and a half now, and I am consistently impressed with the absolute professionalism and selflessness of the civilian and military personnel who deploy in support of DCMA's in theater mission.

You are correct about the working conditions. For instance, Kandahar Airfield and Forward Operating Base Salerno, two locations in Afghanistan where our personnel are deployed, do indeed take incoming mortar and rocket fire at times. Another example would be the streets of Kabul, Afghanistan, which our personnel are sometimes restricted from traveling on when performing their quality assurance duties due to threats from improvised explosive devices. And, a deployed lifestyle at all locations in theater certainly entails some sacrifices from the quality of life our deployers enjoy in the States (e.g., dining facility food, small sleeping quarters, often very long hours, extreme heat conditions, etc.)

But I think the significant point to make here is that our civilian and military professionals know about these sacrifices before deploying, and yet they come in theater without hesitation. They hit the ground running. They selflessly dive into their work here with what can best be described as passion. If you read their after action reports, almost everyone mentions how rewarding their deployment experience was. This is for good reason. What DCMA brings to the fight is very apparent on a daily basis to both our deployers and the warriors they support. Our deployers are indeed part of something very immediate and important over here, and they know it. Thus, in answer to the second part of your question, our DCMA professionals don't let the working conditions here in theater slow them down. They get the mission done, every time.

I want to make one more point here, though. Our permanent party personnel (in Kuwait, Saudi Arabia and Egypt) also often face tough working conditions (force protection threats, extreme desert heat, difficult travel, adapting to working and living in different cultures, etc.). However, just like our deployed personnel, they also consistently dive right in to skillfully tackle the toughest challenges in working our O&M and FMS

(Right) Soldiers of 1st Armored Division's Company A, Task Force 1st Battalion, 35th Armor Regiment in their M1A1 Abrams tank patrol a street in Baghdad, Iraq. DCMA Middle East works extensively with Foreign Military Sales missions across the Middle East, and their work includes M1A1 tank program work in Egypt. (DoD photo)

"Wherever someone chooses to work within DCMA, they should know their work has a very direct and obvious impact here in theater — not only to the success of our CMO as we reach back for the deep expertise the entire DCMA enterprise … but, more importantly, to the [military personnel] we see every day."

contracts. I can't tell you how proud I am of both our deployed and permanent party professionals and to be part of the mission over here.

C: Any final comments for us?

CS: I'd like to note two things. First, there are some awesome job opportunities and work experiences to be had here in the Middle East, and we are always recruiting for permanent party and deployed personnel who want to be a part of our segment of the Agency's mission. Second, wherever someone chooses to work within DCMA, they should know their work has a very direct and obvious impact here in theater — not only to the success of our CMO as we reach back for the deep expertise the entire DCMA enterprise can and does bring to the issues we face here but, more importantly, to the [military personnel] we see every day. Someone, somewhere in DCMA, enables those warriors to carry or have access to virtually every piece of equipment they use. DCMA plays a huge role in making them extremely effective and bringing them home safely.

(Above) A General Dynamics mechanic drives a Stryker combat vehicle on its final test drive after extensive repairs at the Army's first repair facility for the Stryker in Qatar. DCMA Middle East's contract workload includes support of the Army's Stryker battle-damaged repair facility in Qatar. The facility is designed to repair and quickly return four battle-damaged Strykers back into the fight per month. (Army photo by Mr. Charles Sprauge)

Space & Missile Systems Division Hosts Joint Immersion Day

by Ms. Ashley Wuytens, Congressional and Public Affairs Student Intern, DCMA Ground Systems & Munitions and Space & Missile Systems Divisions

At the Defense Contract Management Agency's (DCMA's) Space & Missile Systems Division it is believed that "space acquisition is different (from other organizations)." On June 28, 2006 that idea was proven.

Representatives from the Air Force Space and Missile Systems Center (SMC), DCMA space-centric contract management offices (CMOs) and space industry partners met for the first Joint Immersion Day, which was cohosted by DCMA Space & Missile Systems Division and SMC. The events were held at the Air Force's Fort MacArthur housing area community center in San Pedro, Calif.

Mrs. Patricia Kirk-McAlpine, director, DCMA Space & Missile Systems and Ground Systems & Munitions Divisions, began the morning by welcoming attendees. She encouraged everyone to learn throughout the day in the various workshops and take seriously the concept of government, customers and industry all working together to keep warfighters safe. Her remarks were followed by an SMC overview given by Mr. Lawrence Clark, acting director of contracts.

The workshops covered a wide variety of topics, including contracting incentives; evolutionary acquisition; Six Sigma culture; systems engineering; *Federal Acquisition Regulation* (FAR) *Part 45*; the Berry Amendment; earned value management (EVM); subcontract and supply chain management; proposal pricing and compliance/internal governance; implementation of specifications and standards; and National Security Space Acquisition Policy. The workshops were led by representatives from SMC, DCMA, the Defense Acquisition University (DAU) and industry representatives.

Representatives from the Air Force Space and Missile Systems Center, DCMA space-centric CMOs and space industry partners met for the first Joint Immersion Day.

The contracting incentive workshop, presented by Mr. James McNulty, professor, DAU, discussed the Government Accountability Office report to the U.S. Senate's Subcommittee on Readiness and Management Support, Committee on Armed Services. The report found that "award fees have not been effective in achieving acquisition outcomes; the Department of Defense [DoD] engages in practices that undermine efforts to motivate contractor performance and contractors; and contractors are not held accountable for achieving desired acquisition outcomes in things such as cost, schedule and performance," said Mr. McNulty. As a result, DoD concurred with three of the GAO's recommendations, which are to issue

(Left) Mr. Len Salazar, property manager for DCMA Space & Missile Systems Division, gives an overview of the *FAR Part 45* rewrite.

Mrs. Patricia Kirk-McAlpine encouraged everyone to learn throughout the day in the various workshops and take seriously the concept of government, customers and industry all working together to keep warfighters safe.

DoD guidance on when contract "rollover" is appropriate, move toward outcome-based award fee criteria and develop a mechanism to share best practices. "DoD stated it was fair and reasonable to pay a portion of the fee based on satisfactory performance while the bulk should be based on excellent performance," said Mr. McNulty.

Evolution acquisition, "the preferred DoD strategy for rapid acquisition of mature technology to the user," as Air Force Maj. George Bock, DAU, explained, was the topic of another workshop. The benefits of evolution acquisition were discussed, including the reduction in cycle time, speedy delivery of advanced war-fighting capabilities and the development and fielding of manageable pieces of hardware and software with demonstrated technologies providing for continual improvements in capability. "Performance-based contracts fit well with [evolution acquisition] strategy," said Maj. Bock. "Flexibility allows the contractor to achieve results."

Six Sigma, a process whereby new products and processes are designed to meet customer needs, was the topic of a third workshop. "Six Sigma is more than just a process improvement ... there is a need to improve existing processes so that their outputs meet customer requirements," explained Mr. Craig Wesser, Six Sigma operations manager, Northrop Grumman Space Technology. He went on to outline the critical components of process management: well-defined processes; visible measures that are accurately and routinely collected; measurement of things that are important to the customer and business success; identification of gaps and target improvements; and an open culture willing to self-examine. "Skill enhancement of employees improves the effectiveness and efficiency of people working on programs," Mr. Wesser said, adding, "through reduced task costs, customers can expect overall costs (and potentially bid rates) to decrease … [and] customers can have higher confidence in bid accuracy."

Mr. Len Salazar, DCMA Space & Missile Systems Division property manager, presented the *FAR Part 45* rewrite implications workshop, discussing the goals of the proposed rule, which are to update and clarify terminology, leverage existing resources with new technologies and applications, limit the amount of government property furnished to contractors, create a modern performance-based policy and maximize continuous improvement. "A major change to the FAR is the introduction of the use of commercial standards and industry

(Above) Mrs. Patricia Kirk-McAlpine, director, DCMA Space & Missile Systems Division, and Mr. Lawrence Clark, acting director of contracts, Space and Missile Systems Center, discuss the agenda for the day before welcoming all attendees to the June 28 Joint Immersion Day.

"Lt. Gen. Michael A. Hamel [commander, SMC, Air Force Space Command] was so impressed with the event that he included it as a success story in his weekly video-teleconference with the Undersecretary of the Air Force, Dr. Ron Sega."

leading practices into the property management process, where applicable, to the maximum extent possible," said Mr. Salazar.

The Berry Amendment workshop, presented by Mr. Dave Ricci, DCMA Contract Operations deputy executive director, seemed to be a topic of particular interest for many attendees. The Berry Amendment "restricts the use of DoD funds to pay for certain items that are not grown, reprocessed, reused or produced in the United States," said Mr. Ricci. Items covered under Berry include cotton, woven silk, synthetic fiber, canvas products, wool, specialty metals such as stainless steel and hand or measuring tools. "As of June 15, there are 332 potential noncompliant suppliers," said Mr. Ricci. "It would be reasonable to expect to see training, more government oversight and possibly some refinement of regulatory language in the future."

The EVM workshop discussed DCMA's role as DoD's EVM executive agent. With regard to EVM, "the most common issues found were scheduling, work authorization, [management reserve/undistributed budget] management, change incorporation and estimate-at-completion issues," said Mr. Robert Chen, staff engineer, DCMA Space & Missile Systems Division. Recurring concerns included inadequate contractor analysis and oversight, credit earned without achieving intended results and failure to project longer-term impacts to cost and schedule. "EVM has been ineffective on a number of large-scale development programs," continued Mr. Chen. "The focus on underlying program performance is essential for effective earned value."

(Above) Attendees listen carefully in a workshop during Joint Immersion Day.

The fifth workshop, presented by Mr. Michael Bath, team leader, DCMA Space & Missile Systems Technical Operations, covered meeting customer expectations for mission assurance throughout the supply chain. Ideas discussed during this workshop included the importance of regular reporting of surveillance activities, mandatory government inspections and close and detailed communication on critical requirements with the customer.

In addition to the aforementioned six speakers, other workshop speakers included Air Force Capt. Shelli Brunswick, DAU; Ms. Beth Emery, Northrop Grumman; Mr. Steven Hansen, Northrop Grumman; Mr. Stan Albrecht, Boeing; Mr. Dan Noteboom, Boeing; Mr. Richard Snell, Boeing; Mr. Robert Baldridge, Lockheed Martin; and Air Force Col. James Horejsi, SMC.

The variety of interesting, relevant topics and excellent speakers helped to make the first-ever Joint Immersion Day a definite success. "Lt. Gen. Michael A. Hamel [commander, SMC, Air Force Space Command] was so impressed with the event that he included it as a success story in his weekly video-teleconference with the Undersecretary of the Air Force, Dr. Ron Sega," said Ms. Leslie Kenney, DCMA customer liaison representative.

Venturing Downrange to Oversee Contracts

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

If you look at the statistics, Defense Contract Management Agency (DCMA) Phoenix provides acquisition management for more than 9,000 contracts worth more than $21 billion in Arizona, Texas, New Mexico and northern Mexico — an area more than 500,000 square miles. But for Army Col. Peggy R. Carson, DCMA Phoenix commander, the area of responsibility is somewhat larger.

If you look at the statistics, DCMA Phoenix provides acquisition management for more than 9,000 contracts worth more than $21 billion in an area more than 500,000 square miles.

Col. Carson's personal area of responsibility and expertise also covers Iraq, Kuwait and Afghanistan. She is one of DCMA's representatives on the award fee board for the Logistics Civil Augmentation Program (LOGCAP), mainly in Iraq and Kuwait, and the Armed Forces Contract Augmentation Program (AFCAP), mainly in Afghanistan, contracts. She goes to Iraq and Kuwait twice a year; in other months, she goes to Afghanistan.

When the colonel ventures "downrange," she shares the same risks as many of our soldiers, sailors, airmen and marines. During her first trip into Iraq, she returned from dinner to a shocking surprise. "When I came back to my room, there was a hole in the ceiling and a spent bullet in the middle of my bed," she said. Someone, not too far away, had fired a shot into the air — and nearly caused a serious casualty. "Sometimes that is all it takes to seriously wound someone," Col. Carson added.

The primary contractor for LOGCAP and AFCAP is Kellogg, Brown and Root (KBR), headquartered in Houston. The team that administers the contract is located at the company's headquarters under Col. Carson's command. "As a result of the Agency's realignment, that team is now with its third contract management office (CMO) in three years," the colonel said. It began with DCMA Dallas, was transferred to DCMA San Antonio's jurisdiction (which became DCMA NASA Product Operations in Phase I of the realignment), then was transferred to the oversight of DCMA Phoenix.

The KBR contracts provide for the contractor to receive a fixed fee for each task accomplished under the work orders it is issued. Depending on how the work is graded (from poor to outstanding), the contractor can be given a monetary performance award, based on the task order ceiling of the contract. The award fee board (including the DCMA theater commander and customer representatives) meets twice a year in each theater of operations (Iraq/Kuwait and

(Above) Army Col. Peggy R. Carson, commander, DCMA Phoenix

"The clock where you are might indicate it's time for breakfast, but your body time tells you it's time to turn in for the night."

Afghanistan). Col. Carson is one member of the board that makes the award recommendation. Mr. Jerry Conry, a DCMA Phoenix team chief and systems administrative contracting officer at KBR, accompanies Col. Carson and briefs the board on the status of KBR systems.

Each trip downrange takes about two weeks from start to finish. "It isn't the actual travel [that is physically stressful] so much as the time changes," Col. Carson says. "The clock where you are might indicate it's time for breakfast, but your body time tells you it's time to turn in for the night."

According to Col. Carson, the contractor "generally does very well under tough circumstances." However, the Army recently announced that the current LOGCAP and AFCAP contracts would be rebid in order to give other potential contractors a chance to compete since the original contracts were not competitively bid.

Recently, Col. Carson was one of two Army officers named as DCMA finalists for the Secretary of the Army Acquisition Manager Award. (Army Lt. Col. James E. Simpson, who is no longer with the Agency, was the other.) Col. Carson was nominated for her outstanding contributions and leadership. Under her management, DCMA Phoenix has played an essential role in providing timely delivery of vital products such as body and vehicle armor and oversight of the logistical support contracts in Iraq and Afghanistan. She has also been a driving force in her CMO's support of other vital national and strategic programs.

She was a key member of the integrated process team (IPT) that developed the plans and strategies that resulted in DCMA's realignment into divisions. Col. Carson was also a key member of the Ground Systems & Munitions Division IPT. She has also led the realignment efforts within DCMA Phoenix to streamline teams. That effort was so successful, that indirect labor hours were reduced to less than 13 percent of total labor costs.

(Above) Col. Carson on one of her trips "downrange."
(Right) Col. Carson oversees KBR contracts as one of DCMA's representatives on the LOGCAP award fee board.

Making the Impossible a Reality

by Ms. Lisandra LaShomb, Office Automation Assistant, DCMA Syracuse

Radio-controlled improvised explosive devices (RCIEDs) have killed or wounded more Iraqi and U.S. personnel than perished in combat in Operation Iraqi Freedom. These weapons of terror have severely curtailed travel on Iraqi roads. It is a problem requiring an immediate solution, and the Program Executive Office for Intelligence, Electronic Warfare and Sensors (PEO IEW&S), in partnership with the Defense Contract Management Agency (DCMA), has set about finding it.

"Warlock Duke," the system developed by PEO IEW&S, is capable of jamming most RCIEDs. With tens of thousands of military vehicles operating in Iraq, rapidly producing systems to reduce further losses of life became paramount.

The Army awarded a $551 million contract to Syracuse Research Corporation for the development and mass production of a jammer to defeat all known radio-controlled improvised explosive devices. The Army also wanted the system to be capable of rapid modification to defeat emerging devices.

The coalition forces' advance into Iraq in 2003 was relatively straightforward compared to the challenges facing the troops today in combating the wide variety of terrorist groups intertwined into the local population. With information on making cheap roadside bombs readily accessible, the enemy had found a convenient weapon to seriously impede the progress in Iraq's quest for a stable and secure government.

By 2004, the U.S. Army's Central Command (CENTCOM) identified a need to produce systems to counter the remote-controlled IEDs that were starting to emerge. Consequently, various systems were deployed to Iraq and Afghanistan to counter specific RCIEDs in use at the time. Unfortunately, the terrorists adapted by using more powerful devices with higher ranges of frequencies. Again, the U. S. responded by developing systems to combat the new RCIEDs. The Army awarded a $551 million contract to Syracuse Research Corporation (SRC) for the development and mass production of a jammer to defeat all known RCIEDs. The Army also wanted the system to be capable of rapid modification to defeat emerging devices.

Given the urgency of this program and the need to accelerate the production process, DCMA Syracuse responded without delay, creating a dedicated team with program integration, engineering, quality assurance, software and industrial and contractual expertise to assist SRC.

Within six months of the contract award to SRC, the first delivery order of "Warlock Duke" included technical and operational testing, initial production quantities and contractor support. The contract contained a surge clause requiring the quantity delivered to the Army to exceed the initial requirements by more than 900 percent. As SRC geared up for production, it quickly became clear that they did not have the systems or trained personnel in place to support such a huge effort.

DCMA's role in contract management has traditionally been limited to contractual review and quality assurance. Given the urgency of this program and the need to accelerate the production process, DCMA Syracuse responded without delay, creating a dedicated team with program integration, engineering, quality assurance, software and industrial and contractual expertise to assist SRC. Specifically, DCMA Long Island and DCMA Philadelphia assisted in managing the major production challenges that occurred. Key to the success of the program was changing SRC's method of operation from research and development to large-scale production. As explained by Mr. Edward Bair, program executive officer, IEW&S, the integrated team's role included being "the program manager's eyes and ears in the contractor's plant, looking at what's going on and managing and monitoring things on the ground, right then and there."

Everyone involved recognized that DCMA's presence at SRC would require adjustments. DCMA's increased involvement was new to both organizations, but SRC's program manager, Mr. Matt Tryniski, was optimistic. "SRC has never had DCMA personnel resident in our facility, so we really did not know what to expect," he said.

The DCMA team members quickly assessed SRC's existing manufacturing processes and identified potential problems. Team members prioritized tasks to promote the critical path for first article testing and improve configuration management. For the manufacturing team, the most challenging issues included understanding system details, contract requirements and the bill of material and components and identifying critical suppliers. Quality assurance issues consisted of ensuring that drawings and test documentation were detailed enough to ensure repeatability and refining the process for inspection systems off

(Above) A rising cloud of black smoke is one remnant of the explosion caused by a roadside bomb, which U.S. Marines found May 30, 2006, during a patrol in Haqlaniyah, Iraq. An explosive ordinance disposal team detonated the roadside bomb to prevent it from doing harm to anyone traveling the road. (U.S. Marine Corps photo by Sgt. Roe F. Seigle)
(Right) Mr. Edward Bair, program executive officer, U.S. Army Intelligence, Electronic Warfare & Sensors.

"The DCMA team worked with SRC and provided us their expertise and knowledge as we developed all of the detailed, step-by-step processes necessary for a manufacturing program of this magnitude."

the assembly line. Another quality concern was a lack of certification of primary vendors. With the compressed production schedule — less than six months from development to the first shipment of a completed system — considerable effort was required to streamline the process.

Testing occurred concurrently with production. The configuration management system required changes, and "as-needed fixes" were identified through testing, adding to the difficulty of managing product configurations. With the compressed production schedule, the contract required modification to provide for the manufacture of the product without a complete configuration management system in place. Concurrent production and configuration management development required close coordination. Weekly feedback was required from the most critical vendors to ensure everyone was abreast of the situation. Mr. Bair praised the team's effort in working with the suppliers: "I would tell you, in my experience, this is the most comprehensive undertaking in terms of the supply chain management that I have ever observed." Mr. Tryniski added, "The DCMA team worked with SRC and provided us their expertise and knowledge as we developed all of the detailed, step-by-step processes necessary for a manufacturing program of this magnitude."

This process was extremely challenging and not without some missteps. Mr. Bair pointed out that in the beginning, communication amongst all of the team members was crucial and did not always go smoothly. "Certainly, understanding each other's roles was critical, and good communication was essential to this process. DCMA solved this problem by working closely with SRC personnel to quickly identify issues and suggest solutions. By working with both the buying command and SRC, DCMA was able to develop streamlined methods that ensured the acceptance of quality product required. Another key element in the ultimate success of the program was the recognition of and capitalization on each other's strengths," he said.

The same dynamics were at work in this manufacturing effort as exist within a family. "You take the good, the bad and the ugly. You're all together in this!" said Mr. Bair. This philosophy allows for differences of opinion, arguments and open discussion with the understanding that, in his words, "At the end of the day, the entire family or team is headed in a common direction. If you can't argue within your family, if your family can't tell you what's wrong with you, then who is going to tell you that?" This philosophy helped forge an effective team, united in one purpose, one goal and one objective: to save lives.

(Above) U.S. Army Staff Sgt. Cooper, with Bravo Company, 2nd Battalion, 506th Infantry Regiment, searches through a suitcase full of materials, which are suspected to be used for making improvised explosive devices, during operations in Southern Baghdad, Iraq. (U.S. Army photo by Staff Sgt. Kevin L. Moses Sr.)

For DCMA, the success of this proactive approach to supply chain management will serve as a model for incorporation on future programs.

Within the last 12 months, SRC increased the delivery rate of the new systems by 10 times the original contract requirements, and the success of this program has helped save hundreds of lives. Every member of the team agrees that this was the most important result of the project and found it rewarding to be personally involved in watching a product go from a few units per month production in a lab environment to a full-fledged production line in a matter of months.

SRC also benefited from DCMA's guidance and is moving toward its goal of becoming International Standards Organization (ISO) 9001 certified. DCMA's expertise in ISO programs will continue to be a primary resource in developing and evaluating the company's new procedures.

For DCMA, the success of this proactive approach to supply chain management will serve as a model for incorporation on future programs.

Mr. Bair emphasized that the fundamental foundation of an effective partnership includes trust, confidence and respect. "You can't just say DCMA is part of the team — let's go," he said. "You've got to engage them." DCMA's role, he stated, was to be there, on the ground, providing independent U.S. government oversight and insight. In the end, Mr. Bair had nothing but praise for the team effort put forth to ensure the success of this program, saying, "DCMA Syracuse program support is a model for DCMA to follow!"

(Top) Syracuse Research Corporation personnel deploy the "Warlock Duke" countermeasure.
(Above) A simulated improvised explosive device (IED) emits a firestorm as soldiers in the Iowa National Guard's 1-133 Infantry Battalion experience the concussion and noise of an explosion during Theater Immersion Training at Camp Shelby, Miss. (U.S. Army photo)

CCAS Deployees at DCMA Iraq

Following are photos of some of the hardworking Defense Contract Management Agency (DCMA) personnel who have chosen to deploy with DCMA's Contingency Contract Administration Services (CCAS) and have been assigned to DCMA Central Iraq and DCMA Northern Iraq.

DCMA Central Iraq

Mr. Harold Bowers, quality assurance representative

Mr. Rick Kundiger, operations officer

Navy Lt. Cmdr. Tim Craven, Navy Supply Corps and DCMA Central Iraq officer in charge

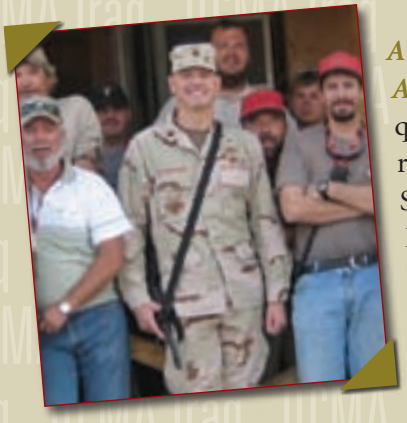
Mr. John Popehn, administrative contracting officer

DCMA Northern Iraq

Mr. Charles Sivels, quality assurance representative at Logistics Support Area Anaconda, Balad, Iraq, verifying Stryker final communication tests. Mr. Sivels performs quality assurance oversight for the $37 million unmanned aerial vehicle retrofit program, the $35 million Army Tanker Ballistic Protection System Program and the $1 million Stryker refit program.

Air Force Capt. Fred Shaw, quality assurance representative at Forward Operating Base Endurance, Iraq, standing below the air-conditioning control tower at forward operating base Sykes. Behind him is the main firehouse, which he has just audited. Far in the background is the Iraqi town of Tal Afar. Capt. Shaw

is a volunteer U.S. Air Force augmentee who arrived in Iraq in June 2006. He performs quality assurance at two geographically separated forward operating bases in Northern Iraq, interacting daily with both contractor personnel and the customer to ensure the contractor provides quality work/service.



Air Force Maj. Adam Rutherford, quality assurance representative, Logistics Support Area Anaconda, Balad, Iraq, standing front and center with the Camp Anaconda theatre transportation movement recovery team that is responsible for recovering battle-damaged or broken-down vehicles. This team has been recognized numerous times for their ingenuity, hard work and courage to do some of the most dangerous work the Iraqi theatre has to offer. Maj. Rutherford has run several missions with this team, which has allowed him to understand how they do their work and enabled him to institute several safety initiatives.

Mr. Chet Lewis (left), quality assurance representative, Logistics Support Area Anaconda, Balad, Iraq, stopping for a photo by the new Army Morale, Welfare and Recreation gym and recreation facility at Camp Anaconda with the quality assurance/quality control manager.

Mr. Mikel Smith (second from left), administrative contracting officer, Contingency Operating Base Al Asad, Iraq, participating in the ribbon-cutting ceremony for the "Dawghouse" life-support area expansion project. The area provides billeting and vital life-support functions to Marines assigned to the 3rd Marine Aircraft Wing.

Air Force Capt. Steve Bury (left), administrative contracting officer, Forward Operating Base Diamondback, Mosul, Iraq, tackling the challenges of the day during the daily operations briefing in the KBR/DCMA Headquarters conference room with Lt. Col. Chris Davis.

Air Force Maj. Jose "Roberto" Silva, quality assurance representative, Forward Operating Base Diamondback, Mosul, Iraq/Contingency Operating Base Speicher, Tikrit, Iraq, inspecting the ice plant located at Forward Operating Base Marez. The plant can crank out up to 76 tons of ice a day to keep up with the demand of soldiers and dining facilities in Mosul along with several other outlying forward operating bases. The ice has to be produced in a sanitized environment and meet potable drinking water standards.

Mr. Gary MacLane (left), administrative contracting officer, Contingency Operating Base Speicher, Tikrit, Iraq, conducting an inspection of an old Iraqi dining facility for conversion to a new dining facility at Contingency Operating Base Speicher with Lt. Col. Hartman, Army Material Command chief logistics support officer, Northern Iraq.

Air Force Capt. Jacob Porter, quality assurance representative, Contingency Operating Base Speicher, Tikrit, Iraq, inspecting the KBR hazardous materials and burn pit area.

Air Force Capt. Joel Rivera (center), quality assurance representative based at Contingency Operating Base Al Asad, Iraq, for Contingency Operating Base Al Asad and Forward Operating Bases Al Qa'im, Haditha Dam and Korean Village, at Forward Operating Base Al Taqaddum with contractor personnel.

Air Force Capt. Andrew Rutkowski, DCMA Northern Iraq operations officer, Logistics Support Area Anaconda, Balad, Iraq, at his desk, where he spends most of the day handling personnel issues. Some of his primary tasks include writing end-of-tour award packages, coordinating theater travel and assembling command-wide reports to DCMA Iraq headquarters.

Air Force Maj. Jeffrey Skaja, quality assurance representative based at Forward Operating Base Fallujah, Iraq, for Forward Operating Bases Fallujah, Blue Diamond, Ar Ramadi, Al Taqaddum and Habbaniyah. In the photo Maj. Skaja is checking the storage of the refrigerant R22, which must be stored in a cool, well-ventilated area.

Army Lt. Col. Chris Davis, DCMA Northern Iraq commander, Logistics Support Area Anaconda, Balad, Iraq, awaiting a flight on a C-130 aircraft after having completed a Logistics Civil Augmentation Program site visit to Forward Operating Base Warrior, Kirkuk.

Protecting Taxpayers' Dollars — DCMA Contract Disputes Resolution Center

by Ms. Carolina Woods, Staff Writer

Nestled in the heart of historic Manassas, Va., is the Defense Contract Management Agency's (DCMA's) Contract Disputes Resolution Center (CDRC). The Center, which is collocated with the Virginia contract management office (CMO), was created in 2000 to resolve contract disputes between the Agency and defense contractors that are likely to, or do, end up in litigation. The Center currently has a staff of 15 attorneys who are divided into three trial teams: the West Team, which consists of four attorneys located in Carson, Calif., Chicago and the Twin Cities, Minn.; the East Team, with four attorneys divided between Boston and Manassas; and the Manassas team, comprised of five attorneys located in Manassas and Philadelphia. The Center also employs a chief trial attorney, located in Manassas, and an alternate disputes resolution (ADR) specialist located in New York City. The CDRC team also includes two paralegals and one legal technician, both located in Manassas.

(Above) Mr. Michael Chiaparas, DCMA Contract Disputes Resolution Center director (DCMA staff photo)

According to Mr. Arthur Taylor, deputy director and chief, Manassas trial team, CDRC, the Center is focused on providing the greatest level of support to its customers. The Center works very closely with the Agency contracting officers, administrative contracting officers and terminating contracting officers, since they are the ones who issue the final decisions resulting in disputes. "Once [these officers] issue a final decision, they want someone in the Center who can represent them if a dispute arises. We work with them on a day-to-day basis," reiterated Mr. Taylor. The Center also reviews all final decisions before they are issued in order to help contracting officers "avoid making bad final decisions and strengthen the good ones."

The Center was created in 2000 to resolve contract disputes between the Agency and defense contractors that are likely to, or do, end up in litigation.

Prior to the Center's creation, the contract litigation process was decentralized throughout DCMA. Thus, when contract disputes arose involving a particular CMO, the attorney in that office was responsible for handling that contract dispute. However, in many instances, this method of approaching contract disputes did not yield the best results. As stated by Mr. Taylor, "The problem with that [approach] was that the CMO attorneys were being pulled in many different directions due to the many

The decision to create the CDRC has paid off spectacularly for the Agency.

issues they faced. The CMO commanders were more concerned with personnel issues because these issues are usually more immediate, and [commanders] have to deal with them more quickly." Hence, personnel issues were taking most of the CMO attorneys' time, and contract litigation issues were suffering. Another major obstacle that CMO attorneys faced was that of resources. As Mr. Taylor explained, "The [CMO] attorneys were engaged in litigation against very specialized attorneys from some of the biggest law firms in D.C. Many of those firms were able to throw a lot more resources into these cases than the CMOs were." So a decision was made in 2000 to centralize the contract litigation function, taking it out of the districts and CMOs and placing it into one organization within DCMA.

The decision to create the CDRC has paid off spectacularly for the Agency. Between Jan. 1, 2003, and June 30, 2006, the Center has closed 111 separate appeals or cases. Of those cases, 44 were won by the Center and include cases where there was a favorable decision for the government or the contractor withdrew its appeals voluntarily. Only two of the closed appeals were lost during this time period. Thus, the CDRC's winning percentage in those cases that went to decision or were dismissed is in excess of 95 percent. The remaining 65 closed appeals were resolved by the parties through direct settlement negotiations or through the use of ADR. Although separately counted, the CDRC also considers cases that are settled as victories since settlements are win-win situations as they often expedite the resolution of the business dispute to the satisfaction of all parties. Combining the "settled" column with the "won" column raises the government's success rate to 98 percent. The direct savings to the government resulting from the settlements — that is, reduction of a contractor's claims or recovery by the government — is in the multiple millions.

One recent case that was settled is a clear example of the "settlement equals a win" concept. A dispute with the United Technologies Corporation (UTC) involved determining

(Above) Members of the DCMA Contract Disputes Resolution Center staff — seated, from left: Ms. Sharon Parr, Ms. Michele Simmons and Ms. Ronda Sekellick; standing, from left: Mr. Robert Duecaster, Mr. Michael Chiaparas and Mr. Arthur Taylor (DCMA staff photo)

"Many people do not realize the amount of money that is at stake in our cases."

whether certain transactions UTC had incurred while dealing with its subcontractors were actual costs that should be included in computing its overhead rates. "We were able to get a very good decision out of both the Armed Services Board of Contract Appeals and the Court of Appeals for the federal circuit since they ruled in favor of the government and denied some of [UTC's] legal arguments," Mr. Taylor remarked. Following the decisions by the two forums, and after close to 10 years of litigation, the parties were able to settle the case. The final resolution resulted in UTC paying $283 million to the government. This is especially noteworthy since UTC had initially maintained the position that it did not owe the government anything on the matter in dispute.

Since its creation, one of the Center's main approaches to solving contract disputes is the use of ADR. ADR, which can be used in personnel cases as well as contracts, is a method of resolving disputes that does not involve litigation. The normal contract disputes litigation process can be costly and lengthy, taking an average of three to five years to resolve. By using ADR to resolve contract disputes, the costs and timeframes to reach final resolutions are significantly reduced. "The best [ADR] method, in our opinion, is to allow the parties to reach their own decisions. The reason is that then the parties are controlling the outcome and not leaving the decision in the hands of a third party," stated Mr. Taylor. So far, the ADR method that has yielded the most success for the CDRC is using an Armed Services Board of Contract Appeals judge to serve as a settlement judge. With this approach, both parties have an opportunity to present their cases to the selected judge, who in turn addresses his/her findings with each party individually. Although the judge does not provide a decision on the

case, he/she gives each party his/her opinion on the issues in the case. With the settlement judge's assistance, the parties can then negotiate and hopefully settle the dispute. The CDRC has been very successful in resolving disputes with this process.

As of June 30, 2006, the Center had 50 outstanding Armed Services Board of Contract Appeals cases (including ADR cases) and 23 federal court cases on its docket. These cases have a total value of $3.2 billion in dispute. During fiscal year 2006, the Center had opened 36 new appeals and closed 36 appeals (through July 28, 2006); recovered $337 million in costs, which are either returned to DCMA's service customers or the Treasury; and realized $37 million in cost savings or cost avoidance for DCMA's military customers. "Many people do not realize the amount of money that is at stake in our cases," said Mr. Taylor. "When you look at the various services … they all have trial teams that deal with contract disputes. Although these trial teams may have more attorneys and more cases, the dollar value of their cases is not even close to what we do. They are dealing in the hundreds-of-millions total value for all their combined cases while we deal in the billions of dollars," he added.

(Above) Mr. Arthur Taylor, DCMA Contract Disputes Resolution Center deputy director (DCMA staff photo)

Assisting Homeland Defense With Donated Servers

by Mr. Richard Cole, Chief, Public Affairs, DCMA Headquarters

The Defense Contract Management Agency (DCMA) assisted in the creation of two critical homeland defense organizations this year by providing them with surplus computer servers.

The beneficiaries of the computers were the Texas Emergency Fail-Over Data Center and the 273rd Information Operations Squadron of the Texas Air National Guard (ANG). As a result of DCMA's assistance, the organizations went operational earlier than anticipated and under budget.

DCMA assisted in the creation of two critical homeland defense organizations this year by providing them with surplus computer servers.

In June, the Agency transferred 37 servers from its data center in Boston. The three-year-old servers formerly served in DCMA's telephone and computer networks. Previously, DCMA donated 92 servers from the San Diego network hub. The total value of the 129 servers is more than $750,000.

The servers went to the two new homeland defense organizations through the 136th Base Communications Flight of the Texas ANG. Based in Fort Worth, the unit's 35 part-time airmen and full-time technicians refurbished the servers for delivery to the end users. "A comparable active-duty unit has over five times the people we do," said Maj. Keil Hubert, the unit's commanding officer. "Many of our airmen come in on their own time and volunteer to do what's needed — [they're] middle-aged nerds," he said.

Members of the 136th flew from Fort Worth to Boston and San Diego and brought the servers to Fort Worth in rented trucks. Maj. Hubert said that the unit will "drive as far as is necessary" to get the type of equipment provided by DCMA.

The relationship between DCMA and the 136th is the result of the work of DCMA employees Air Force Tech. Sgt. Jeff Brady and Mr. Joe Holland. Tech. Sgt. Brady, who works for the Agency's data center in Dallas, is a Guardsman assigned to the 136th. He gave up his vacation time to serve in a military duty status to assist in both transfer events. Mr. Holland, the Boston data center manager, supervised the most recent server transfer.

(Above from left to right) The servers are carefully loaded onto planks before being packed up for shipment; Air Force Maj. Kyle Hubert and Air Force Staff Sgt. Patrick O'Connor place cargo straps around the servers to hold them in place during shipment; Air Force Tech. Sgt. Jeff Brady and Staff Sgt. O'Connor load new Compaq computer racks onto the truck. (Photos by Ms. Michelle Brignac, DCMA Aeronautical Systems and Naval Sea Systems Divisions)

The arrangement is a win-win situation for the 136th and DCMA.

The arrangement is a win-win situation for the 136th and DCMA because key homeland defense organizations get the servers needed to support real-world missions, the 136th gets real-world experience performing its mission and DCMA doesn't have to expend resources demilitarizing the surplus equipment.

Saving the government money; enhancing readiness and mission accomplishment; multiplying the force: DCMA accomplishes its missions in more ways than you'd think!

Where Do the Servers Go?

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

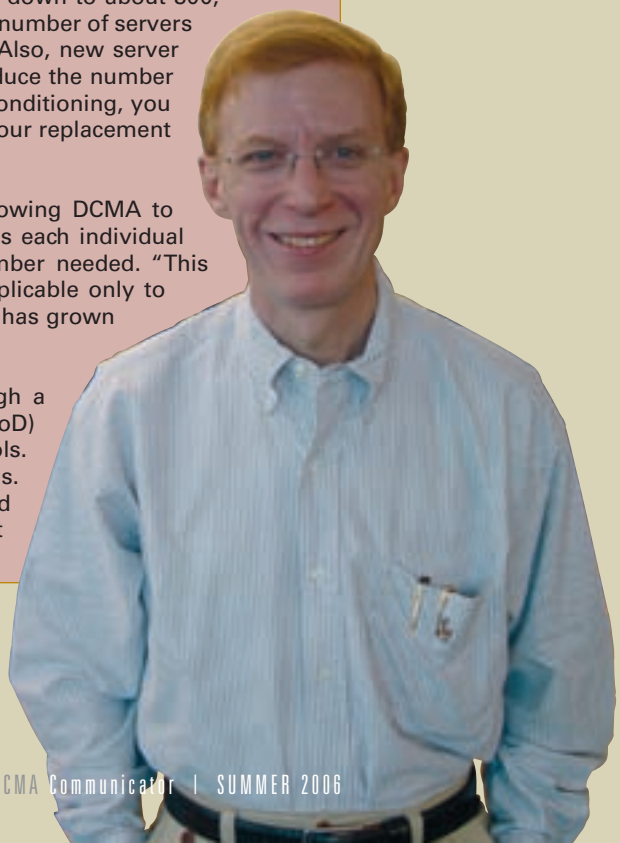
DCMA Information Technology Customer Service Organization (ITCSO) is responsible for keeping our computer networks up and running 24 hours a day, seven days a week. Operating, maintaining and periodically replacing servers (the technology components that handle databases, e-mail and multi-user applications), is a critical part of what ITCSO does.

"We replace one-third of our servers each year," said Mr. Mike Williams, DCMA chief information officer. Why? Mr. Williams said that statistics show that server components — particularly hard drives — start failing at an accelerated rate after three years as do other components. "Server manufacturers will warranty their products for three years, but that's it. You can't find any warranties longer than three years," said Mr. Williams. "And we definitely don't want to be in the server repair business. That would be really expensive for the Agency. Think about all the lost time and productivity that servers breaking down all the time would cause."

"Not too long ago we had over 600 servers," he continued. "Now we're down to about 300, and our goal is to get down to about 150 by March 2007." Why reduce the number of servers by so much? "Savings. Servers require electricity and air conditioning. Also, new server models put out more heat each year than their predecessors did. So, reduce the number of servers, and you reduce those costs — or at least, in the case of air conditioning, you keep that cost under control. And, if you reduce the number of servers, your replacement costs are lower, too," said Mr. Williams.

The advent of a new software technology called "virtualization" is allowing DCMA to reduce the number of servers it needs. "Virtualization" software enables each individual server to operate as if it were several servers, thus reducing the number needed. "This software technology has been around since 1995 but for years was applicable only to desktop computers. In the last few years, though, virtualization software has grown up, and it's now available for servers," said Mr. Williams.

Information technology equipment that is deemed excess goes through a screening process for potential use by other Department of Defense (DoD) agencies, federal agencies and non-profit organizations, to include schools. "This is not the first time we have donated servers," stated Mr. Williams. "We have donated servers to the Defense Contract Audit Agency and several other DoD organizations. But, this [129 servers] is the largest number of servers we've ever donated on a single occasion."



(Top) Back row, from left: Air Force Tech. Sgt. Adrian Christianson and Air Force Maj. Kyle Hubert. Front row, from left: Air Force Staff Sgt. Patrick O'Connor and Air Force Technical Sgt. Jeff Brady (Photo by Ms. Michelle Brignac, DCMA Aeronautical Systems and Naval Sea Systems Divisions)
(Right) Mr. Mike Williams, DCMA chief information officer, at DCMA Headquarters in Alexandria, Va. (Photo by Ms. Lindsay Gross, BRTRC)

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