SUMMER 2009 • VOLUME 9, NUMBER 2

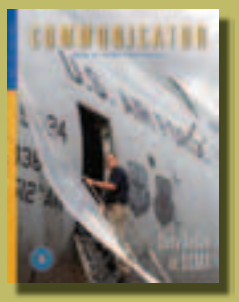
DEFENSE CONTRACT MANAGEMENT AGENCY

COMMUNICATOR

News for DCMA Professionals

Heroes Among Us

2009
HERMES CREATIVE AWARDS



DCMA's *Communicator* is the proud recipient of the Hermes Gold Award in the publications/magazine category.

Hermes Creative Awards is an international competition for creative professionals involved in the concept, writing and design of traditional materials and programs and emerging technologies. Entries come from corporate marketing and communication departments, advertising agencies, PR firms, design shops, production companies, Web-based innovators and freelancers.

Hermes Creative Awards is administered and judged by the Association of Marketing and Communication Professionals. The international organization consists of several thousand marketing, communication, advertising, public relations, media production, Web and freelance professionals. The association oversees awards and recognition programs, provides judges and sets standards for excellence.

In conjunction with our layout and design contractors, BRTRC, the entire *Communicator* staff wishes to acknowledge our contributing authors, staff writers, public affairs liaisons and everyone in the agency who has helped us make *Communicator* an award-winning publication. We thank you and we hope to continue a legacy of effectively communicating DCMA's news in a way that displays pride in our organization and our nation's warfighters.

COMMUNICATOR

News for DCMA Professionals

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(On the cover) Army Spc. Lukas Shook, left, and Loren Duwel, right, DCMA Aeronautical Systems Division emergency essential employee, pose for a picture during their reunion at Walter Reed Medical Center on May 2. (Photo by Cynthia Shook)

DIRECTOR'S MESSAGE

The Next Step in Our Journey

When I joined the agency, I made a commitment to maintain the rich tradition of service and to exceed the expectation of our customers. Through insights from the workforce and guidance of the Senior Leadership Team, we have developed a plan that builds on our accomplishments and provides us with a clear path into the future.

Soon after this issue of *Communicator* is distributed, the DCMA Strategic Plan will be distributed and available for your review. The Strategic Plan lays out what we are trying to achieve as an agency, establishes priorities and creates detailed courses of action to reach our desired "*end state*."

This plan resulted from a deliberative and comprehensive examination of our core functions and infrastructure.

The Strategic Plan has four key focus areas:

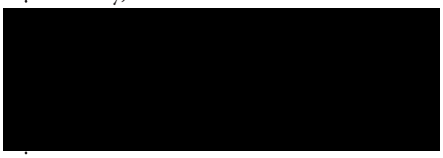
- **The Delivery of exceptional customer service** — One of the plan's major initiatives is a streamlined approach toward performance management. This streamlined approach maintains our focus on the customer but moves us towards a more standard set of performance indicators. This approach will allow us to retain the best aspects of performance management in a way that is much less complex and intrusive to the mission.
- **Growing and retooling our workforce** — The key to our future success is improving and leveraging our human capital skills. The Strategic Plan specifies what we must do to improve the functional skills of our current workforce and develop a high-performing future workforce representative of the public we serve.
- **Enhancing policies and processes** — Another cornerstone of high performing organizations is they all have effective policies and processes for delivering consistently high-quality products and services. Our Strategic Plan specifies the formula we will follow to beef up our policy infrastructure and to build effective and efficient policies and processes.
- **Improving Agency efficiencies** — To effectively execute our mission with a workforce of more than 9,500 people dispersed in more than 800 locations, we must have our organizational roles, responsibilities, infrastructure and management controls clearly defined and fully aligned.

Without resources, a plan is just a dream. Since my first day, I have worked closely with senior leadership at the Pentagon securing the funding DCMA needs to perform our critical mission. This fall, we secured a significant commitment of funding that will provide for moderate growth in personnel in the coming years. This shift in our funding profile is a major success for DCMA and demonstrates that the Department of Defense recognizes and values our critical role in the acquisition system.

We can now begin turning DCMA from a "good" organization into "great" one; however, the new Strategic Plan is only the beginning of this journey. I am excited about the course we have charted for our agency and look forward to working with each of you to realize the vision of our Strategic Plan.

Thank you for your dedication and enduring commitment to the success of DCMA.

Warmly,



Charlie Williams, Jr.
DCMA Director

DCMA Director
Charlie Williams, Jr.

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

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

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

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

OUTSTANDING DCMA ACHIEVEMENTS

DCMA's Steven Davis Recognized by NASA

Feb. 25, 2009

Steven Davis receives his NASA Quality and Safety Achievement Recognition (QASAR) award. From left: Robert Cabana, Kennedy Space Center director; Debby Davis; Steven Davis; and Air Force Col. Ray Harris, DCMA NASA Product Operations commander.

Steven Davis, DCMA Kennedy Space Center quality assurance representative, recently received NASA's Quality and Safety Achievement Recognition, or the QASAR award. The QASAR award recognizes individual government and contractor employees at NASA headquarters and centers who have demonstrated exemplary performance contributing to the quality and/or safety of products, services, processes or management programs and activities.

Davis, one of four recipients at the Sixth Annual NASA Project Management Challenge in Daytona Beach, Fla., garnered recognition for his attention to detail and leadership in an incident involving an unissued-waived inspection. After realizing that contractor personnel did not perform the inspection, Davis discovered a mistakenly waived mandatory proof pressure test on a solid rocket booster gas generator. NASA requires closed-loop accountability for performance of mandatory inspections, and he found the error when reconciling completion records.

Davis, who is responsible for issuing subtier delegations for solid rocket booster hardware in support of Marshall Space Flight Center in Huntsville, Ala., worked closely with NASA and contractor safety and mission assurance specialists to document the missed inspection for a space shuttle program review, ensuring the gas generator received its examination. The risk was mitigated by NASA documenting the missed inspection in the non-conformance Material Review Board system and processed with appropriate rationale for flight. Davis then informed the solid rocket booster supply chain community to ensure the prohibited practice of waiving mandatory inspections is understood.

"This is a great honor, and I feel extremely privileged to be given this award," Davis said. "Winning this award is not about me — it took a lot of people everywhere to make this happen."

— By Michael Smutek, DCMA Kennedy Space Center

DCMA's Julie Harmon Receives DoD Award

March 24, 2009

Julie Harmon is a 2009 DoD Women's History Month Foreign Language and Science, Technology, Engineering and Math Role Model Award winner. From left: Gail McGinn, deputy undersecretary of defense for plans; Army Brig. Gen. Rhonda Cornum, director of the Army's comprehensive soldier fitness program; Raji Bezwada, deputy executive director, corporate support, and Julie Harmon.

Julie Harmon, computer engineer for the Delta IV Program Support Team at DCMA Launch Vehicle Operations Denver, recently received special recognition from the Department of Defense. Harmon was one of 10 military and civilian females honored as 2009 DoD Women's History Month Foreign Language and Science, Technology, Engineering and Math Role Model Award winners. She received the award at a ceremony held at Arlington National Cemetery's Women in Military Service for America Memorial in Arlington, Va.

"I was both surprised and honored by the award," Harmon said. "The ceremony was amazing, and the whole event was special for me."

In addition to leading the Delta IV PST's software efforts, Harmon also supports DCMA LVO Denver as its Keystone Program coordinator, while actively supporting numerous other CMO activities, such as the local annual holiday gift program. In 2008, Harmon was named DCMA Newcomer of the Year.

"[For generations] women across our great land have helped make our country stronger and better," remarked Gail McGinn, deputy undersecretary of defense for plans and guest speaker at the event. "They have improved our communities and played a vital role in achieving justice and equal rights for all our citizens. The [Defense Department] joins our nation to recognize the many contributions women make to our society and ensure that the history of American women is recognized."

— By Danny Petee, DCMA Launch Vehicle Operations Denver

DCMA's Army Maj. Jason Jefferis Honored with AMC Award

Army Maj. Jason Jefferis, DCMA Phoenix, received the 2008 Army Materiel Command's Frank S. Besson, Jr. Award for Excellence in Contracting at AMC headquarters at Fort Belvoir, Va. The award — a tribute to AMC's first commander, the late-Army Gen. Frank S. Besson — is presented annually to recognize exceptional performance in contract execution and superior customer support. Jefferis, DCMA Soldier Systems and Civilian Augmentation Program director in Albuquerque, N.M., received the Besson Award in the "Military Officer" category.

In his previous assignment, where he performed actions that warranted the AMC honor, Jefferis served as deputy to the executive for contracting at the U.S. Army TACOM Life Cycle Management Command's Rock Island, Ill., Acquisition Center. At TACOM, Jefferis provided staff support to the contracting office chief while also managing operations for the 230-person facility. He also served as ombudsman, receiving and resolving numerous contractor complaints and inquiries. TACOM personnel credited him with spearheading the consolidated efforts of the contract award process for a major program, stating that he "possesses an unsurpassed work ethic and exudes a can-do attitude that is visibly contagious to those around him."

Jefferis is just one example of the personal pride and commitment to the DCMA mission exemplified each and every day by agency employees. Through innovation, training and customer-focused commitment, DCMA is making a valuable contribution to the safety and security of warfighters and the United States.

— By Danielle Saunders, DCMA Phoenix

Maj. Jason Jefferis, center, receives the 2008 Frank S. Besson, Jr. Award for Excellence in Contracting.

Clint Browning Successfully Completes DLAMP

May 1, 2009

Clint Browning, Defense Contract Management Agency Special Programs South chief, and his fellow participants were recognized for completing the Defense Leadership and Management Program. DLAMP is a

leadership development program for senior Department of Defense civilians and is a key element in DoD's succession planning strategy. The program combines education and development to mature a select group of highly skilled and capable senior civilian leaders. Through a joint perspective, this select group will someday be able to manage DoD's workforce and programs.

The ceremony's keynote speaker was Gail McGinn, deputy undersecretary of defense for plans. In her comments, she emphasized the significance of the ever-evolving leadership necessary for the DoD construct. McGinn also discussed DLAMP's importance in developing those employees who would contribute to the future of DoD and the nation. DLAMP participants must have an advanced degree from an accredited institution or earn an advanced degree through professional military education or an accredited institution while enrolled in the program. Additionally, participants must attend senior-level professional military education at one of the senior service schools or the National Defense University as well as two courses in executive leadership.

DLAMP accepted Browning in 2005. Having completed the prerequisites, he was admitted to the Industrial College of the Armed Forces, where he graduated in June 2008. In addition to earning a Master of Science in national resource strategy, Browning completed the senior acquisition course and the supply chain management concentration course.

Clint Browning recently received recognition for completing the Defense Leadership and Management Program.

DCMA ITCSO Reaches IA Goals Two Years Early

DCMA Director Charlie Williams, Jr., left, presents an IA certificate of excellence to DCMA CIO Mike Williams.

Recently, the Office of the Secretary of Defense recognized DCMA's Information Technology Customer Service Organization with a certificate of excellence for outstanding support implementing the Department of Defense Information Assurance Strategy. The certificate commends DCMA for achieving an IA certification rate greater than 90 percent in 2008, positioning the agency to achieve DoD goals two years ahead of schedule.

"The award demonstrates that DCMA is further ahead than other organizations," said IA Director Joe Moretz. Additionally, the achievement positions DCMA as a model for other organizations.

To achieve certification, ITCSO identified 300 IA positions in DCMA and selected a certification vendor to provide the necessary training at locations around the country. Employees with IA responsibilities successfully completed the training required to receive the essential certification.

"The award truly recognizes the hard work that people in the agency put in toward attaining the certification," Moretz stated.

— By Bill Walker, Information Technology Customer Service Organization

Peelle Takes "Boston Marathon in Iraq" by Storm

By Lt. Col. Severin Blenkush
DCMA Iraq/Kuwait

The Boston Marathon is the oldest marathon in the world — and for the fifth time, the Boston Marathon Association sponsored Contingency Operating Base Adder, Ali Base, Iraq, for the event.

Nine members of Defense Contract Management Agency Iraq/Kuwait committed to run the marathon and, led by their commander, Army Col. Jeff Gabbert, travelled to Ali Base in Tallil to compete in the 2009 Boston Marathon, Iraq. The race was held on April 18, two days before the actual Boston Marathon.

Preparing for a marathon under ideal conditions is an involved, time-consuming process, but a deployed environment brings additional challenges to a training regimen. Long duty hours coupled with rough terrain and frequent dust storms truly test the commitment of anyone choosing to run the 26.2-mile race.

Air Force Maj. Harland Peelle receives a trophy for placing first in the 2009 Boston Marathon Iraq.

Two days prior to the race, the weather was hot and dusty, which concerned marathon participants.

DCMA runners took four of the top 16 spots and six of the top 31.

Race organizers mitigated some of the potential heat problems with a 5 a.m. start time, and skies were clear on race day. The course was two laps around the base (there was also a half marathon where runners stopped after the first lap) and though it was far from

Air Force Maj. Melissa Krambeck receives a medal for finishing her first marathon.

smooth, there was no "Heartbreak Hill," as in the Boston route.

One hundred and twenty people finished the full marathon, with Air Force Maj. Harland Peelle, a DCMA deployee, taking first place. DCMA runners took four of the top 16 spots and six of the top 31. Those who finished in less than six hours automatically qualified to run in Boston's 2010 race.

"I've participated in several marathons before," Peelle said. "When I heard about this one, I wanted to come out and compete. It's pretty nice being this year's overall winner, but I did it for fun."

Other DCMA members who completed the marathon were: Army Col. Jeff Gabbert, Air Force Lt. Col. Severin Blenkush, Air Force Maj. Harland Peelle, Army Maj. Kevin Moore, Air Force Maj. Jesse Warren, Air Force Maj. Bill Shum, Air Force Maj. Melissa Krambeck and Kurt Robinson. Air Force Maj. Kristi Lowenthal completed the half marathon. C

Army Maj. Kevin Moore, Army Col. Jeff Gabbert, Kurt Robinson, Air Force Maj. Jesse Warren, Air Force Lt. Col. Severin Blenkush and Air Force Maj. Kristi Lowenthal pose with their medals.

Air Force Lt. Col. Severin Blenkush, Air Force Maj. Melissa Krambeck, Air Force Maj. Harland Peelle and Army Maj. Kevin Moore pose for a picture at a pre-race pasta dinner.

HEADQUARTERS

Industrial Analysis Center for Disaster Support

By Capt. Robert Dodson
DCMA International

The Defense Contract Management Agency Industrial Analysis Center hosted a two-day workshop March 23-24 to support contingency planning. Mary Grace Dondiego, IAC director, opened the workshop by emphasizing the importance of reserve support and readiness to augment DCMA personnel on the DCMA crisis action team.

Conference participants reviewed guidance, processes and procedures; assessed critical upcoming events; identified logistical requirements; established training plans and schedule; and coordinated for an operational exercise in early June.

As part of the Defense Industrial Base Defense Critical Infrastructure Program, DCMA IAC has the unique mission to identify, prioritize and assess risks and coordinate the protection of critical DIB assets. In direct support of the mission, Navy and Army reservists supplement the IAC in case of a contingency

(Image courtesy of iStockphoto)

and Reservists Prepare

operation within or outside the continental U.S. This mission is in accordance with *Homeland Security Presidential Directive 7: Critical Infrastructure Identification, Prioritization and Protection* and DoD Directive 3020.40 *Defense Critical Infrastructure Program*. For a contingency operation, DCMA IAC reports to both the assistant secretary of defense for homeland defense and America's security affairs and the U.S. Northern Command.

As part of DCMA's response plan, reservists are critical to assist in any crisis — natural or man-made — which is especially important with hurricane season fast approaching. Reservists report to DCMA IAC to provide a 24/7 capability in a crisis or contingency environment. The crisis action team is augmented on a graduated approach based on requirements.

> **"The joint reserve community provides essential support to DCMA's crisis team, and the workshop was just another building stone on which we build a team ready to respond to a crisis in support of the industrial base."**
>
> **— Mary Grace Dondiego**

DCMA IAC personnel convened for a two-day workshop supporting contingency planning, March 23-24, 2009.

The operational plan consists of four levels: response cell, response team, modified crisis action team and full crisis action team. The basic proof of concept was tested in August 2008 with Hurricane Ike, where Navy and Army reservists manned the IAC operations center 24 hours a day for a three-day period. Since that time, the Navy reserve community has established a subordinate unit at the IAC.

Key DCMA IAC personnel, Navy reservists and Army reservists all benefitted from the workshop. Dondiego reinforced the criticality of the event, stating, "The joint reserve community provides essential support to DCMA's crisis team, and the workshop was just another building stone on which we build a team ready to respond to a crisis in support of the industrial base." C

INTERNATIONAL

World's Four Corners Merge i International Commander's C

By Mark Woodbury
DCMA Public Affairs

Defense Contract Management Agency International Division Commander's Conference attendees pose for a group photo in front of the British Parliament building directly after taking a tour of the building. (Photos by Mark Woodbury, DCMA Public Affairs)

The four corners of the earth merged in London for the 2009 Defense Contract Management Agency International Division Commander's Conference held April 27 to May 1, 2009.

The conference opened with Navy Capt. David Graff, DCMA International Division commander, addressing attendees about the importance of establishing dialog and maintaining communication channels among the division's contract management offices, while also sustaining work relations and networks throughout the conference.

Graff's briefing also stressed the criticality of everyone in the division understanding and striving toward accomplishing five goals: (1) Support the warfighter — period; (2) Actively support the agency's vision; (3) Be positive and open to upcoming changes; (4) Listen until it hurts and provide constructive feedback; and (5) Lead your workforce and manage resources wisely. Graff encouraged division leadership to communicate these goals to their employees and challenge them to achieve the goals.

DCMA Director Charlie Williams, Jr. then emphasized to attendees the importance of maintaining the four pillars of DCMA's management

in London During onference

framework — human capital, processes, policy and stewardship. He said underlying the four pillars is the necessity of following and maintaining the core values of integrity, service and excellence. Williams reiterated that it is impossible to have strong DCMA management pillars while having questionable core values.

The director also discussed current and upcoming changes involving performance management. He repeatedly underscored the importance of cross-division communication toward implementing both new and future program changes.

According to attendees, a particular conference highlight was the opportunity to hear from a member of British Parliament, Andrew Selous, who represents the South West Bedfordshire, England, county constituency. Selous answered questions from attendees about his role within the United Kingdom's political system and the system as a whole. Selous ended his remarks by thanking the group for having the conference in the U.K. and jokingly encouraged attendees to spend their money freely while visiting.

The remaining conference briefs focused on divisional and CMO roles and responsibilities as well as other subjects specific to the division. In concluding the conference, both Graff and Navy Capt. Scott Bailey, DCMA Northern Europe commander, expressed their thanks to the Northern Europe team for its efforts in ensuring the conference details were well-managed. "From everything I heard from attendees, the conference met its intended goals of open dialog, information sharing and networking," said Graff. "Attendees have already told me of some of the immediate benefits and insights they gained from attending the conference, and I am confident I will hear additional long-term benefits from other attendees down the road."

The conference host is rotated among the various International CMOs from year to year. Next year's conference will be hosted by DCMA Pacific. C

Presentation slides from the conference are accessible on the DCMA International Portal page under the "Useful Links" tab.

DCMA International Division Commander Navy Capt. David Graff, left, DCMA Director Charlie Williams, Jr., right, pose for a picture with Andrew Selous, middle, British Parliament member representing the South West Bedfordshire county constituency. Selous spoke to conference attendees about his roles and responsibilities within the British Parliament.

A nighttime photo of Buckingham Palace, the official London residence of Britain's sovereigns.

Focus

Core Leadership Traits Found

By Navy Capt. David Graff
DCMA International

Several weeks ago, Defense Contract Management Agency Director Charlie Williams, Jr. posed a challenge to the agency's senior leadership. He asked that each of us prepare an article for *Communicator* concerning our views on "leadership." Specifically, he tasked each of us with answering the question, "What are the core traits of leadership?"

Aeronautical Systems Division Director Marie Greening broke the ice on this challenge in the spring *Communicator* with the article, "A New 'Core' Focus in a New Year." I was tempted to simply write that I agree completely with what she wrote on the matter and call it good. Instead, I will say that I completely agree with what director Greening said concerning leadership but will offer some additional points or ideas that complement her effort.

So, what *are* the core traits of leadership?

Having worked with each military service and various Department of Defense agencies for a number of years, I have noticed a common thread among them — a set of core values. Each service does a great job communicating to its members these values and how the values contribute to its goals and mission accomplishment. Although the values are communicated somewhat differently from service to service, I have observed three key words common to each service's core values: *integrity*, *service* and *excellence*. I believe these three words are also key core traits that every leader, civilian or military, must possess to be considered great.

Integrity

Integrity means doing the right thing at the right time and place, doing it consistently and doing it when no one is looking. This first trait is fidelity to high moral standards and principles. Integrity derives from the word integral, which means whole or not fractional. In other words, integrity should encompass one's entire being down to the core — this is where character begins. Integrity is a character trait that remains "first among equals."

No matter what your profession, integrity is crucial to maintaining

DCMA International Command Capt. David Graff believes that integrity, service and excellence are key core traits that every leader must possess to be considered "great."

> **"Great leaders always challenge themselves to grow and learn something new to expand the available tools in their leadership toolbox."**
> **— Capt. David Graff**

Within Services' Core Values

the confidence of those you serve and those you serve with.

In our work it is imperative that each team member possess integrity, not just our leaders. This is a trait that each agency employee must embrace from his or her first day on the job to his or her final day here. It is my experience that once embraced, integrity stays with one both on and off the job, as well as after one leaves government service. As employees embrace this trait and continue to learn and grow within the agency, leadership becomes a natural step in one's career progression. If an employee maintains integrity in all he or she does, the uprightness and soundness of his or her leadership will be above reproach.

Occasionally we work with people within the contract management community who lack the personal and professional integrity needed to perform their duties. Unfortunately, such individuals damage DCMA's credibility and tarnish the agency's reputation. I admonish everyone to, as our director often says, "Get on the bus!" Being truthful and honest in each and every decision you make, from day one, means integrity infuses every action or process you influence as a leader.

Service

I often remind the folks in the International Division that, regardless of your position within the organizational structure, I expect one goal to be accomplished — do everything we can to support and serve the military men and women of this country.

Recently, DCMA's senior leadership looked at the agency's mission statement to ensure it aligned with the agency's vision for the future.

(Image courtesy of iStockphoto)

Capt. David Graff, center, with DCMA Director Charlie Williams, Jr. in Iraq. (DCMA staff photo)

After hours of thought and careful consideration of each word in the statement, we agreed on the following as the agency's new mission statement: *We provide contract administration services to the Department of Defense acquisition enterprise and its partners to ensure delivery of quality products and services to the warfighter; on time and on cost.* We've all heard the saying, "You must stand for something, or you'll fall for anything." But what does that really mean? Standing firm when it comes to DCMA's policies and procedures is all well and good, but it does not speak to having a vision. As a leader, you must learn to communicate your vision and the agency's vision to the people you want to follow you. But how can you do that? By doing the following:

- Learn to paint a picture with words. Speak it, write it, draw it, touch it. Whatever methods you can use to create a picture, do it. After all, "a picture is worth a thousand words."
- Ask each of the other managers in DCMA to tell you, in his or her own words, about the agency's vision. How close are their words to what you thought they understood as the vision? Is your team on the same page as you?

> **"Although the values are communicated somewhat differently from service to service, I noted three key words common to each service's core values: integrity, service and excellence."**
>
> **— Capt. David Graff**

As you work, DCMA's vision should be in your mind everyday, and you should occasionally reevaluate the vision so that it stays current with the changing times. Remember, your staff needs to be just as engaged as you in keeping it up to date if you truly want them to buy into the vision. Be sure to

keep your key players involved. Great leaders understand how to do these things while mentoring and guiding subordinates toward performing the agency's mission and, in turn, serving the warfighter.

Excellence

The director has reminded the agency many times that "good is the enemy of great." With this in mind, he is asking that all of us set our navigational compasses toward making the agency great.

Leaders do not command excellence; they build excellence. Excellence is "be[ing] all you can be" within the bounds of doing what is right for the organization. To reach excellence you must first be a leader of good character. You must do everything you are supposed to do. Organizations will not achieve excellence by figuring out where it wants to go, thus having leaders striving aimlessly to get the job done and hope each member acts with good character — this type of thinking is backward.

Pursuing excellence should not be confused with accomplishing a job or task. When you are planning, you do it by backward planning. But you do not achieve excellence by backward planning. Excellence starts with leaders of good, strong character who engage in the entire process of leadership — and the first process is being a person of honorable character.

A great leader also understands that getting people to strive toward greatness is never a "one-size-fits-all" approach. What motivates one employee toward greatness is not necessarily what motivates another. It is important to understand that if agency leadership, at all levels, is going to help influence and guide those within the organization toward becoming great, then the agency must adapt its motivational approach to best fit the individual.

> **"If you have the desire and will power, you can become an effective leader."**
> **— Capt. David Graff**

Great leaders are *made*, not born. If you have the desire and will power, you can become an effective leader. Great leaders develop through a never-ending process of self study, education, training and experience.

To inspire your teammates and subordinates to higher levels of teamwork, there are certain things you must *be*, *know* and *do*. These do not come naturally but are acquired through continuous work and study. We can learn something from almost anyone by observing either how to do something or how not to do something … even from watching television.

I read a book entitled *All I Really Need to Know I Learned from Watching Star Trek*. In it, the author, Dave Marinaccio, discusses how Star Trek's primary character, Capt. James T. Kirk, was an excellent leader and manager because the viewer always knew who was in charge. After watching the show again, I recognized that Marinaccio's observation is true. When he was on screen, Capt. Kirk was in charge. When he was not on screen, there were no questions about who was in charge, because Capt. Kirk always designated an alternate leader. Straightforward, simple and direct instructions eliminated any doubt, confusion or miscommunication for the members of his team.

This takes me into my closing thought. Great leaders always challenge themselves to grow and learn something new to expand the available tools in their leadership toolbox. They are the type of people who do not rest on their laurels. When we lose this edge and desire to learn, it is time for us to step aside and make room for those we have trained and mentored to take our places. Because, as leaders, succession planning is one of the key elements of an effective, high-performance organization that has made the leap from "good to great." C

DCMA's Core Values

- Service
- Integrity
- Excellence

Focus

DCMA Employee Helps Save

By Mark Woodbury
Associate Editor, DCMA Public Affairs

"To be honest, I don't remember much of what happened that day," Army Spc. Lukas Shook said about the rocket attack that nearly took his life. "I remember the impact of the rocket, and then, at most, a few seconds after. The next thing I really remember is waking up in the hospital."

Fortunately for Lukas it was during his "forgotten" period of time that Loren Duwel, a Defense Contract Management Agency Aeronautical Division emergency essential employee, took action.

Duwel said Nov. 30, 2008, seemed just like any other day. He never thought this would be a day that would be forever imprinted on his mind. Duwel was pulling an SUV out of a parking space at Forward Operating Base Freedom, Iraq, when out of nowhere the impact of a 107 mm rocket just 75 feet away jolted him into the realities of living and working within a warzone. Trying to process mentally what had just happened, and dealing with what he called a "surreal situation," Duwel witnessed a soldier being thrown by the explosion into the parking lot.

While recovering from his injuries sustained in Iraq, President George W. Bush shakes the hand of then Army Pfc. Lukas Shook after presenting him with a Purple Heart Monday, Dec. 22, 2008, during a visit to Walter Reed Army Medical Center. Looking on are Pfc. Shook's mother and father, Dennis and Cynthia Shook. (White House photo by Eric Draper)

Instinctively, Duwel scrambled to put on his body armor and helmet. His next instinct was to find better protection from any additional incoming rockets. He ran to a nearby dumpster only to realize that following a soldier into a nearby building would offer more protective shelter. Duwel said, "As the soldier entered the building, he started yelling, 'medic!'" A medic immediately grabbed his aid bag and left to assist the injured. Without thinking, Duwel turned and followed behind the medic as he went out the door.

> "I remember the impact of the rocket, and then, at most, a few seconds after. The next thing I really remember is waking up in the hospital."
> — Spc. Lukas Shook

After hurrying to the injured soldier's location, Duwel and the combat medic could now see that the soldier thrown by the explosion had sustained a large laceration to his head and several large wounds to his back and legs. While assisting the medic, frantically doing whatever he

Soldier's Life

could to stop the soldier's bleeding, another soldier with shrapnel wounds to his leg came up seeking medical help. Duwel, certified as an Army combat lifesaver while in Baghdad, quickly assessed the soldier's leg injury.

Realizing both soldiers required greater medical attention than both he and the medic could provide, Duwel informed the medic they could use his nearby vehicle to take the soldiers to the hospital within the Green Zone. Bringing the vehicle to the injured soldiers' location, he and the medic loaded the more critically wounded soldier into the back of the SUV — allowing the medic to continue to work on the soldier during the drive to the hospital. After assisting the soldier with leg injuries into the passenger seat, Duwel sped off in the direction of the hospital.

Acting off of adrenaline and prior training, "I just remember telling the wounded soldier in the passenger seat to keep telling the other soldier he could see the gates to the hospital — hoping to calm the soldier and slow his bleeding," said Duwel. "Throughout the drive to the hospital, I remember the medic working frantically on the critically injured soldier while yelling for him to 'stay with us man.'" Managing his way through Green

From left: Army Spc. Lukas Shook and Loren Duwel, DCMA Aeronautical Systems Division emergency essential employee, pose for a picture during their reunion at Walter Reed Medical Center on May 2. Duwel assisted in getting Lukas to the hospital for treatment within the International Zone in Iraq after a rocket exploded nearby causing a large laceration to his head and several large wounds to his back and legs. (Photo by Cynthia Shook)

> **"We feel Loren was an instrument in the hand of the Lord that day in the saving of our son's life."**
> **— Cynthia Shook**

Zone checkpoints, Duwel said he was relieved when he actually saw the gates to the hospital and even more relieved to see emergency medical staff standing outside the hospital ready to take over care of the injured.

As the staff rushed the injured soldiers into the emergency room, Duwel was asked to provide any information he could on the soldiers to assist in admitting both of them. He said "it was at this moment I first remember hearing the name Lukas Shook" — the name of the critically wounded soldier. It was also at this time he learned Lukas was assigned to the 110th Military Police Company.

Shortly after being admitted to the hospital doctors discovered Lukas had a blood clot on his brain. The clot required immediate removal, or Lukas would die regardless of the treatment and stabilization of his other injuries. According to Cynthia Shook, Lukas' mother, Duwel played a critical role in getting her son to the hospital in enough time for the hospital staff to identify and treat the clot as quickly as possible.

Lukas summed up his appreciation for Duwel by saying, "Simply put, I wouldn't be here if it wasn't for Loren and the medic doing everything they could to get me treated and transported to the hospital. The actions taken by Loren that day saved my life."

A feeling shared between both Lukas and his parents is how Duwel's being "in the right place at the right time" was more than just a coincidence.

"My husband and I were, and still are, eternally grateful for the act of courage that Loren exhibited," said Cynthia. "We feel Loren was an instrument in the hand of the Lord that day in the saving of our son's life. We will be forever grateful for Loren's part in saving our son's life."

Cynthia says Duwel's actions to help her son in the face of danger remind her of the saying that, "A good man out of the good treasure of his heart bringeth forth that which is good." Based on this saying, Cynthia knows, "Loren is a good man."

From Iraq, Lukas was eventually transferred to Germany and then on to Walter Reed Army Medical Center in Washington D.C. for further treatment and operations.

Lukas is working through an intense physical therapy routine and is progressing well through his program. He said he is approaching his rehab like any other mission the Army threw at him. He is confident, with the help and strength of everyone around him, he will accomplish this new mission the same way he did all others before this one.

After much coordination and effort, Duwel was able to reunite with Lukas before a recent surgery of his at Walter Reed Medical Center on May 2. Duwel said his meeting with Lukas was a "rewarding and emotional experience that further solidified how tough a soldier Lukas is."

Loren is currently on his second DCMA deployment — this time to Afghanistan. Loren is scheduled to be presented a Bronze Star during his unit's homecoming at Fort Carson, Colo., sometime in August. C

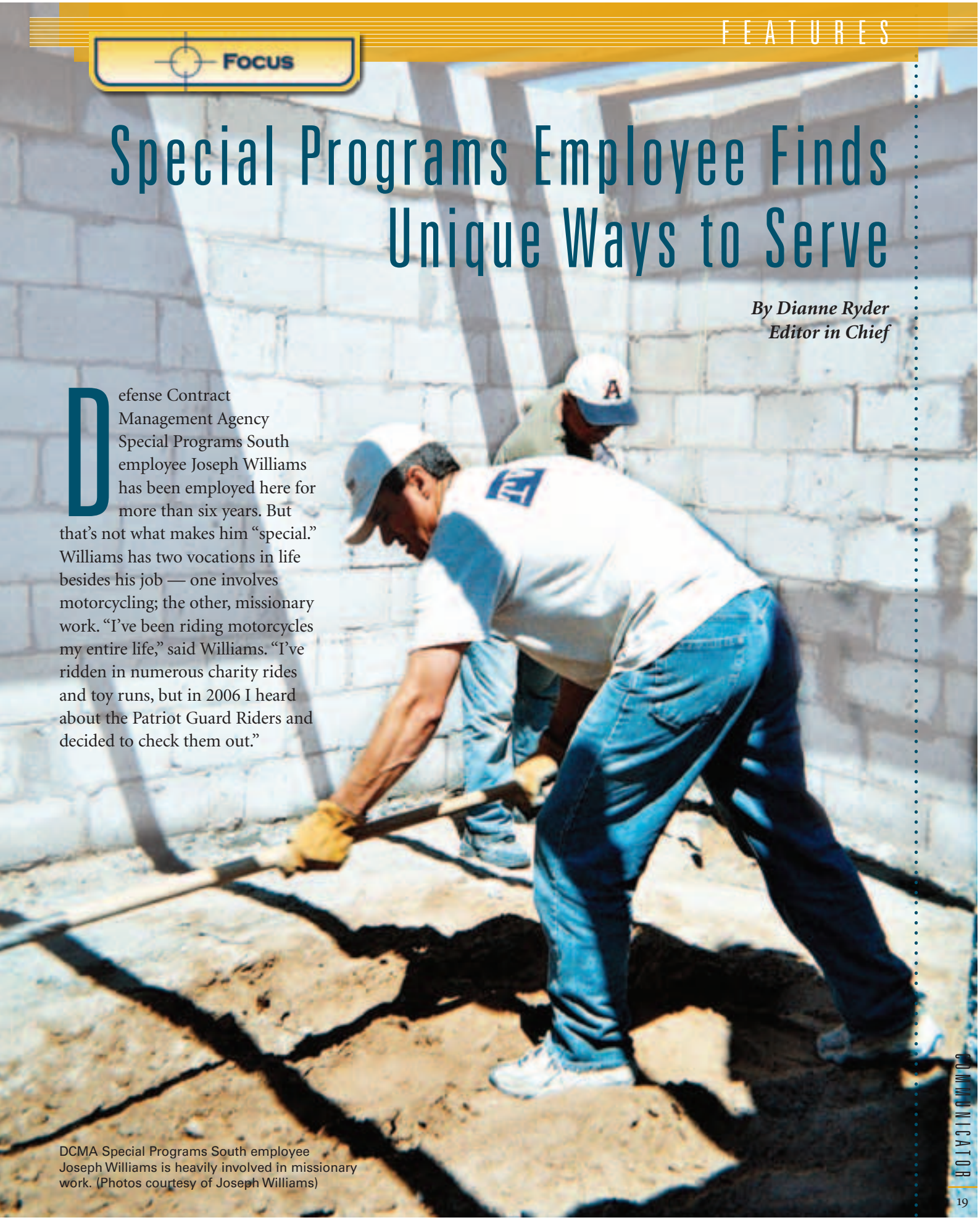
Loren Duwel, DCMA Aeronautical Division emergency essential, poses for a picture with Army Gen. David Petraeus, U.S. Central Command commander, during his most recent deployment to Iraq. During his deployment to Iraq, Duwel assisted a fallen Army soldier who was injured by a rocket that struck Forward Operating Base Freedom on Nov. 30. (Courtesy photo)

Focus

Special Programs Employee Finds Unique Ways to Serve

By Dianne Ryder
Editor in Chief

Defense Contract Management Agency Special Programs South employee Joseph Williams has been employed here for more than six years. But that's not what makes him "special." Williams has two vocations in life besides his job — one involves motorcycling; the other, missionary work. "I've been riding motorcycles my entire life," said Williams. "I've ridden in numerous charity rides and toy runs, but in 2006 I heard about the Patriot Guard Riders and decided to check them out."



DCMA Special Programs South employee Joseph Williams is heavily involved in missionary work. (Photos courtesy of Joseph Williams)

> **Escorting for funerals is always emotional, although at the same time very uplifting — especially when the family gives you thanks for just being there.**
> **— Joseph Williams**

The PGRs' primary mission is to attend funeral services for fallen American heroes. They perform escort services and set up flag lines to honor those fallen. "During one of the PGR missions, I met an individual for the local American Legion Riders Post. I soon joined this group also," said Williams. The ALR serves the local veteran population as well as the local community in a multitude of ways. Some of its functions this year included performing escort duty for Ride 2 Recovery and hosting dinners for Disabled American Veterans and a policemen and firemen appreciation breakfast.

The PGR also has "help on the home front" missions. These include going to the airport to welcome troops home or see them off, assisting family members of those deployed and fulfilling almost any request from military service members. "I've participated in many 'help on the home front' missions and too many funerals, including one for a DCMA family member," Williams stated. "Escorting for funerals is always emotional, although at the same time very uplifting — especially when the family gives you thanks for just being there."

Williams remarked that during his Air Force tenure, he was heavily involved with base and community service, mostly with the Air Force Sergeants Association. He said retiring from the Air Force and moving away from a military community left a void in his life. "Sitting in church one morning in 2004, a plea went out for an upcoming trip to build houses in Juarez, Mexico. I volunteered for the trip and thoroughly enjoyed the experience," Williams said.

Since that trip, Williams has returned to Juarez six times to

Joseph Williams rides his motorcycle with the Patriot Guard Riders, whose primary mission is to attend funeral services for fallen American heroes. They perform escort services and set up flag lines to honor those fallen.

Williams has been to Juarez, Mexico, six times to help build cinderblock homes for families living in cardboard shacks.

help build cinderblock homes for families living in cardboard shacks. "In 2006, I was asked to join the church's mission committee and have served on the committee since that time," he stated.

According to Williams, the impact of these experiences on the recipients is evident. "Watching the families' faces as they step into their new homes is always inspirational," he said. "However, one poignant time was right after blessing a new home for a family. As we walked out of the home, I noticed the neighbors' home next door — wooden pallets covered in cardboard. One family's need was met, but there is much more to do." When asked about unique challenges involved in both of these activities, Williams stated, "I have found that time is my biggest resource. Balancing volunteerism with work and family can be a challenge." One way Williams deals with this obstacle is to get his family involved with the mission work. "My wife has helped with the Dallas Ramp Project," he continued, "and both of my daughters have traveled to Juarez — in fact, both are going with me in May for the college mission trip."

Williams said his work at DCMA has helped him with "time management and being able to balance numerous tasks." Other "tasks" Williams balances include the following mission activities:

- Amigos Days — a hands-on ministry that meets two weekends a year, where urban and suburban churches join together with urban residents to perform home repairs and building projects.
- Dallas Ramp Project — a ministry that meets two to three times per year to build access ramps onto homes of those who would otherwise be homebound.
- Allen Shoe Ministry — a new ministry that provides shoes to needy children.
- Hurricane Relief — a ministry that has taken three trips in the past three years to various locations to provide various hurricane relief activities.

Remarked Williams, "Volunteering has opened my mind to see what's important in life." C

Information Resources

- For more information on the PGR, go to: **http://www.patriotguard.org/**.
- For more information on the ALR, go to: **http://www.legion.org/programs/legionriders/about**.
- For more information on Williams' mission work, go to: **http://www.suncreekumc.org/missions/missions.html**.

Focus

DCMA "Hero" Making a Differ

By Michael Olbrych
DCMA Aircraft Propulsion Operations Hamilton Sundstrand

Dave Brannick has been a dedicated and respected civil servant for the past 34 years — all of which have been served within the Defense Contract Management Agency. Brannick is a divisional administrative contracting officer at the DCMA Aircraft Operations Hamilton Sunstrand office at Hamilton Sundstrand Corporation in Windsor Locks, Conn.

For many years, Brannick has served his Manchester, Conn., community in several capacities. Perhaps Brannick's foremost community endeavor is his devoted passion for helping the less fortunate members of his community. Through his church, Brannick works as a volunteer in a homeless shelter and has performed this service regularly for many years.

During the first week of March, Brannick spent three evenings in the shelter providing supervision for the safety and well-being of more than 35 residents, while also ensuring that all residents complied with the shelter's rules. Brannick stayed each night, providing a sense of order and safety as the residents slept and made sure to catch a few hours of sleep himself. In the morning, he prepared breakfast for the residents and performed kitchen clean-up duty — all before going to his job at DCMA.

Brannick often performs extra duties at the shelter, such as preparing the evening meal if the regular staff fails to show, and he routinely augments the breakfast menu with interesting food items that he supplies at his own expense. His efforts are geared toward helping shelter residents get to the point where they can make a productive return to society and independently improve their overall quality of life.

In the morning, he prepared breakfast for the residents and performed kitchen clean-up duty — all before going to his job at DCMA.

Dave Brannick has served his Manchester, Conn., and workplace communities in several capacities.

Brannick also finds time to serve on a church council that provides financial assistance and advisory counsel to local families who need help paying monthly utility bills. This service is critical for underprivileged families during the winter months, when fuel costs can be exceptionally high and fuel-saving tips are particularly welcomed.

In another act of community service, Brannick makes weekly visits to an elderly Manchester resident who recently lost his wife.

rence in the Lives of Many

Brannick volunteers a portion of his personal time to provide the man with some much-appreciated social interaction.

Brannick also served as an active participant in the "Meals on Wheels" program that was provided through the local DCMA office for several years. He was part of a team that used its lunchtime to deliver warm meals to grateful house-bound senior citizens.

Another workplace inititiative Brannick is involved with is voluntarily managing an employee "Cup and Flower" fund that provides his office with an essential employee morale boost. The money raised for this fund is used to purchase flowers and fruit baskets for employees who are recovering from a serious illness or who have lost close family members during the year.

Brannick's continued donation of time and money toward worthy human causes makes him an everyday hero. C

Dave Brannick has a passion for helping the less fortunate members of his community.

Not Your Typical Afternoo

By Ann Jensis-Dale
DCMA Public Affairs

Last March, Air Force Capt. Brian Walburn, DCMA Boeing Seattle, thought he was in for a typical afternoon commute on his way home via Interstate Five northbound from McChord Air Force Base near Seattle.

According to Walburn, it was the late-afternoon rush hour, when stop-and-go traffic is common. "It was one of those 'everybody-brakes-hard' events. I thought it was probably someone trying to change five lanes at once a half-hour earlier or something," said Walburn. Then, all of a sudden, Walburn saw an automobile three car lengths ahead of his careening to the right across traffic on its side, as he remained stationary in the left lane.

> **"It was one of those 'everybody-brakes-hard' events. Probably someone was trying to change five lanes at once a half-hour earlier or something."**
> **— Brian Walburn**

Walburn immediately pulled his vehicle over to the left-hand shoulder, jumped out of his car and ran to the ravaged automobile. "There was a driver still in the vehicle with two young children, ages two and three, in the back seat," he said. "The driver and one of the children were bleeding very badly from head injuries. They were all stuck in the car and could not get out."

Walburn leaned in through the window, shut the car engine off and attended to the passengers' head wounds. The next thing he knew, a few Army personnel and a truck driver arrived at the scene to assist. "We decided to remove everyone from the car since it was leaking gas, and we were all worried about the possibility of an explosion or fire," Walburn said. "Everyone was still conscious but appeared to be in very bad shape."

Walburn, the Army personnel and the truck driver went through the

Air Force Capt. Brian Walburn, DCMA Boeing Seattle, Army personnel and a truck driver attend to victims of a car accident on Seattle's I-5. (Photos courtesy of Brian Walburn)

Air Force Capt. Brian Walburn was the first person to aid victims of a severe car accident on Seattle's I-5.

Focus

n Commute

The passengers in the car accident were a woman and two toddlers. Walburn believes that, "In the end, everyone came out of this pretty good."

car trunk, ripped out the back seat and cut the seat belts to free the trapped passengers. The group then lifted and passed the children out through the sunroof. Once everyone was out, they stayed with the injured passengers, keeping pressure on their wounds and ensuring they remained conscious.

The police and ambulance crews arrived on the scene approximately 15 minutes after the heroes removed the passengers from the vehicle. Walburn continued to assist and called the driver's husband to inform him of the accident, telling him everyone was safe and at what hospital they were located. "I think, in the end, everyone came out of this pretty good. Hopefully maybe just a concussion or two and a totaled car," Walburn remarked. C

Focus

Patrolling the Mountains on the East Coast

By Ann Jensis-Dale
DCMA Public Affairs

Joseph Kulina, product assurance team supervisor for DCMA Aircraft Propulsion Operations Pratt & Whitney, recently received the Hartford, Conn., Federal Executive Association 2009 Community Service Award. The award cited Kulina's 34 years of continued, dedicated volunteer service for the National Ski Patrol System.

In 1974, Kulina joined the NSPS, a nonprofit, federally chartered organization, as a basic candidate patroller. In the winter of 1978, he passed his senior ski and toboggan test and two years later was appointed senior ski and toboggan trainer and examiner. Currently, he serves at Killington/Pico Ski resort in Vermont, the largest and busiest ski area, serving hundreds of thousands of skiers and riders each season. As a certified patroller, Kulina provides training and refresher courses on outdoor emergency care, senior ski and toboggan training and NSPS certification for patrollers. He is also the volunteer director for the Otter Ski Patrol, overseeing 40 patrollers and their continued training and certification.

Skiers and riders know the importance of the all-volunteer ski patrol. If one is injured on the mountain, NSPS is the only nationally recognized service at ski areas and resorts to provide emergency medical attention and transport victims off the mountain safely via toboggan to a medical facility. What many people do not know is this service is provided at no cost to the customer. According to the NSPS mission statement, NSPS "members support and participate in the ski and outdoor recreation community by providing emergency care, rescue and education services."

Kulina's dedication to his NSPS role is noteworthy. "Due to his high-performance skill level, he is highly regarded and respected throughout the Eastern Division," said Frey Aarnio, Ski and Toboggan Program, Eastern Division National Ski supervisor. "His contribution of time, energy and leadership on a volunteer basis is what sets Mr. Kulina apart from others." C

DCMA's Joseph Kulina has been a dedicated NSPS volunteer for 34 years. Here he demonstrates toboggan rescue with his wife, Marianna. (Photos courtesy of Joseph Kulina)

Since 1974, Kulina has been patrolling the Vermont slopes.

Focus

Human Capital Solutions Initiative: So Far, Agency Effort More Than "Moderately Successful"

By Dick Cole
Chief, DCMA Public Affairs

"So far, the Human Capital Solutions Initiative has been fairly fruitful," said Joe Winiarz, deputy executive director of human resources. "Our efforts have been more than 'moderately successful' in meeting some of our goals and targets, while other areas are just kicking into high gear."

You may recall that the agency began the HCSI, in earnest, earlier this year to provide a laser-like focus on several human capital areas such as recruiting, workforce planning, succession planning, position description consolidations and updates and workforce development initiatives.

"I would say that we are still in the building mode," said Winiarz. "For example, one of our current recruiting initiatives is focused on recruiting pricing specialists," he explained. "We decided to try some nontraditional recruiting methods in an effort to hire more than 160 pricing specialists by using Monster.com, a job referral and recruiting Web site; to date, more than 5,700 people have applied for those positions!"

From left: Brent Stiles, DCMA Human Capital Solutions Initiative program manager, and Joe Winiarz, DCMA deputy executive director of human resources, discuss the Human Capital Solutions Initiative. (Photo by Dianne Ryder, DCMA Public Affairs)

Winiarz also explained that the agency has been successful in recruiting interns and participants for the Keystone Program. The agency recently sponsored a "Philly Blitz" hiring event, where interviews were conducted "on the spot" and 28 conditional job offers were made within 24 hours of the event. "We've also explored partnering with the Federal Acquisition Intern Coalition," said Winiarz.

In 2007, the Federal Acquisition Institute was tasked with raising the visibility of the acquisition career field, specifically that of the contracting professional, on behalf of the entire federal government. This task ultimately led to the creation of the Federal Acquisition Intern Coalition, which combines the recruiting of acquisition interns and other

> **So far, the Human Capital Solutions Initiative has been fairly fruitful … Our efforts have been more than 'moderately successful' in meeting some of our goals and targets, while other areas are just kicking into high gear.**
>
> **— Joe Winiarz**

career development programs. Additionally, the FAIC provides access to other valuable career tools to assist the job seeker in finding the best place to start their future in the field of acquisition.

The agency has also expanded its recruiting efforts by adding three professional recruiting positions on staff. "Rick Bedford is already in place, and the other two will join our staff shortly," Winiarz said. "Along with Dave Andersen, who had been the sole agency recruiter for some period of time, this will allow us to begin putting together an aggressive, active recruiting approach that is centrally managed at agency headquarters level."

"Recruiting the right people for the right job is paramount to the agency's success," Winiarz stated confidently. "We are upgrading our sourcing strategies and techniques, linking realistic job previews to updated position descriptions and refocusing our outreach, marketing and branding efforts."

DCMA has been "moderately successful" at hiring agency interns. "We've got more than 400 interns on board and more than 150 new applicants in the pipeline. Our end-of-fiscal-year goal was to have 300 new keystone interns on board and we should hit our mark," Winiarz remarked.

So what else does the ongoing HCSI mean to DCMA employees?

Through the recent survey of the DCMA workforce and other HCSI initiatives, the agency is "more in tune" with employees' desires, and "they are ready for a concrete agenda to create the workforce of the future," said Winiarz. The survey also revealed

Joe Winiarz, in his office at DCMA headquarters, said the agency is "still in building mode" of the Human Capital Solutions Initiative. (Photo by Dianne Ryder, DCMA Public Affairs)

From left: DCMA'S Randy Sawlsville and Joe Winiarz stand beside a Human Capital Solutions Initiative banner. Winiarz stated that the agency is "more in tune" with employees' desires through the HCSI. (Photo by Jacob Boyer, Defense Acquisition)

that employees are generally proud of DCMA, characterized by great respect for colleagues and the manner in which our people articulate the agency mission. "However," Winiarz continued, "it was clear that people want to see improvements in training, more consistency in the execution of human capital policies and processes and increased opportunities for relevant training across the board."

To that end, DCMA established HCSI Advisory Panels (championed by DCMA Council members) and will continue to utilize focus groups and "think tanks" to help transform DCMA into the "workforce and workplace of the future." Already some merit promotions and staffing policies have been put in place, and the HCSI team is presently working to complete new employee orientation programs and "on-boarding" processes, awards recognition programs and several efforts focused on workforce development.

Winiarz stated that DCMA values all its employees' professional development. "The more skilled we become, the better able we all are to ensure customer satisfaction and product quality," Winiarz stated.

"The one thing that people can do to help is to be engaged … this is your human capital program," said Winiarz. "We need our employees to help us deliver our key messages and to move the agency forward to meet demands." One area that will be a challenge is the sustained recruiting of 300 to 400 new keystones per year and another 150, or so, journeymen keystones. "Our employees … our colleagues … are critical to this process. It would be difficult to obtain any level of success without them."

For more information about DCMA' Human Capital Solutions Initiative, go to: **https://home.dcma.mil/dcmahq/dcma_k/index.cfm.** C

> **"We need our employees to help us deliver our key messages and to move the agency forward to meet demands."**
>
> **— Joe Winiarz**

AERONAUTICAL SYSTEMS

2009 Aircraft Operations Training Symposium

By Dick Cole
Chief, Public Affairs

On a March Monday as the Eastern Seaboard lay paralyzed by an unseasonably heavy snow, DCMA personnel were doing their best to get to Denver for the 2009 Aircraft Operations Training Symposium. In Denver, the weather was uncharacteristically warm for March 2, with bright sunshine and temperatures hovering around 75 degrees.

"The annual symposium is a safety and training requirement for all military flight operations personnel as a forum for training, sharing ideas and refining policy. It also helps the attendees to sharpen their professional skills to aid cooperation with our industry partners and provide customer-focused, quality products and services to operational units in the field," said AO Acting Executive Director Jim Broadway.

Somehow, all of the agency attendees managed to get to Denver, including Charlie Williams Jr., the DCMA director, and the symposium began, in earnest, with a reception at 6:30 p.m. Monday. After trading harrowing tales of their journeys to Denver, many attendees "hit the sack" for a restful night before the busy conference got underway the next morning at 7 a.m.

"The annual symposium is a safety and training requirement for all military flight operations personnel as a forum for training, sharing ideas and refining policy."
— Jim Broadway

Williams was first on the agenda for the symposium, spending 45 minutes speaking to attendees about changes instituted in the agency's performance management program and discussing the functional realignment review that was underway among the agency's senior leadership team. Following his address, Williams presented annual awards to AO personnel who excelled in the performance of their duties.

Williams presented annual awards to AO personnel who excelled in the performance of their duties.

Also addressing the attendees were Air Force Col. Aaron Clark, Aeronautical Systems Division deputy director; Ron Youngs, Special Programs Division director; Scott Blank, deputy director of the International Division and Broadway. Also introduced to the attendees was Navy Capt. Marc Feallock who was to assume the executive directorship of AO a few days after the symposium's conclusion.

The symposium's second day featured presentations by a panel of legal experts, a Naval Safety Center representative, an Air Force Flight Safety Center representative and briefings from the Department of Defense, Sikorsky and the Army. The one presentation that held the audience's full attention came from retired Army Chief Warrant Officer 4 Michael Durant (see sidebar, "Black Hawk Down Vet Speaks to Symposium Attendees").

All of the AIMO personnel attending the symposium gathered for a group photo (Photos by Dick Cole, DCMA Public Affairs).

Durant was the pilot of *Black Hawk* helicopter "Super 64" that crashed during a combat operation in Mogadishu, Somalia, Oct. 3, 1993. After a horrific street battle, Durant fell captive to a street mob and held prisoner for 11 days. Throughout his captivity, Durant suffered from a broken back, leg as well as face and gunshot wounds. His image as a POW appeared on the cover of *Time, Newsweek, US News and World Report* and on worldwide television.

Durant told the AOTS audience about that day's events and turned them into compelling lessons for personal and professional growth. He also applies the lessons learned that day to show how organizations and individuals can succeed through better planning, motivation and flexibility. The feature film, "Black Hawk Down," directed by Ridley Scott, dramatized the events of that day and the 15-hour rescue mission to bring the participants home. C

Acting AO Executive Director Jim Broadway addresses the attendees.

Air Force Col. Aaron Clark, deputy director of DCMA's Aeronautical Systems Division, speaks to the symposium.

DCMA Director Charlie Williams, Jr., was the symposium's keynote speaker.

Ron Youngs, director of DCMA's Special Programs Division, reports to the symposium on the health of his division.

Aircraft operations personnel from around the world attended the symposium.

A legal panel conducted a question and answer session for symposium attendees.

Air Force Lt. Col. Matthew Evans tells the attendees they're on break.

Stephen Swenson, DCMA Aeronautical Systems Division director of technical operations, delivers a speech about safety.

AIMO Kelly attendees get together for a group photo.

Aircraft Integrated Maintenance Operations, Enterprise, Ala., Commander Army Lt. Col. John Jones accepts the award for Outstanding Small Aviation Program Team.

DCMA AIMO Kelly, Texas, Air Force Master Sgt. Roque Barrera accepts the award for Outstanding Aviation Maintenance Manager.

AIMO Kelly, Texas, Commander, Air Force Lt. Col. George Rogers accepts the Outstanding Large Aviation Program Team Award on behalf of his organization.

Navy Lt. Cmdr. Michael Fludovich accepts the award for Aviation Safety Officer of the Year.

DCMA Lockheed Martin, Owego, N.Y.'s, Navy Cmdr. Craig Washington accepted the award for Outstanding Small Flight Activity on behalf of his contract management office.

Air Force Maj. Andrea Maugeri, DCMA Korea, accepts the award for Outstanding Chief of Flight Operations.

Air Force Reserve Maj. Kerry Tidmore, DCMA Lockheed Martin Marietta, accepts the award for Outstanding Mobilization Augmentee.

Navy Capt. Dan Cuff, DCMA AIMO St. Augustine, Fla., Commander accepts the award for Outstanding Large Flight Activity on behalf of his AIMO.

Michael Morse, DCMA Special Programs South, accepts the award for Outstanding Quality Assurance Representative.

Jeffrey Eichholt accepts the award for Outstanding Contract Safety Specialist.

Black Hawk Down Vet Speaks to Symposium Attendees

Michael Durant tells the DCMA Aircraft Operations Training Symposium attendees about his 1993 shootdown and 11 days of captivity in the hands of Somali rebels. (Photo by Dick Cole, DCMA Public Affairs)

Army Chief Warrant Officer 4 Michael Durant and his crew — Bill Cleveland, Ray Frank and Tommy Field — were aboard "Super 64," an MH-60A Black Hawk helicopter assigned to D company of the 160th Special Operations Group during *Operation Gothic Serpent* in Mogadishu, Somalia, on Oct. 3, 1993.

The operation, designed to capture Somali warlord Mohamed Farrah Aidid, took place from August to October 1993 under the supervision of the Joint Special Operations Command. As part of the operation, Task Force Ranger, under the command of Army Maj. Gen. William Garrison, deployed in Mogadishu on a mission to arrest two of Aidid's lieutenants in what is called the Battle of Mogadishu.

Prior to the beginning of *Operation Gothic Serpent*, there was an ongoing civil war in Somalia, and Aidid and the United Somali Congress, and later the Somali National Alliance, drove Mohamed Siad Barre's dictatorial regime from power. Both sides were brutal in the ongoing conflict, in which the United Nations and the United States had interceded to restore order.

On the afternoon of Oct. 3, 1993, two leaders of Aidid's clan were at a residence in central Mogadishu, and Garrison sent 19 helicopters, 12 vehicles and 160 men to arrest them on orders from the United Nations. Once captured, the two Somali militia leaders were placed in ground vehicles. Armed Somalis converged on the convoy from all over the city. During the first hours of the battle, the Somalis shot down MH-60A *Black Hawk*, "Super 61," with a rocket-propelled grenade. The pilots did not survive; however, the crew survived the crash landing and held off the advancing militia until a rescue team was able to recover them.

Durant's *Black Hawk*, "Super 64," also fell to militia with an RPG while flying air cover during the rescue of "Super 61." This time no rescue team was immediately available. Two Special Forces snipers — Army Master Sgt. Gary Gordon and Sgt. 1st Class Randy Shughart — volunteered repeatedly to try to secure Durant's crash site and were finally given permission knowing full well it would probably cost them their lives. When the team arrived and attempted to secure the site, Gordon was shot. Eventually, after holding off Somalis and most likely killing many, all of Durant's surviving crew and Shughart died when they ran out of ammunition, leaving Durant alone at the crash site. The militia took him hostage after beating him violently.

Durant had a broken right leg, a broken back and he was shot in the right shoulder. Soon after his capture, CNN was showing pictures of jubilant Somalis bouncing on the rotor blades of Super 64. Militiamen also had bodies of the crew and their Special Forces rescuers, dragging them through the streets at the end of a rope as Somalis kicked and poked at them. Durant remained a prisoner for 11 days before returning to U.S. military control.

"All of a sudden, your life changes in a minute," Durant told the audience.

Durant at the controls of "Super 64." In the background is co-pilot, Army Chief Warrant Officer 4 Ray Frank, who perished with the rest of Durant's crew, Oct. 3, 1993. (Photo courtesy of Michael Durant)

"You think back on all the training and you hope you can remember everything. The key to success in any operation is people, not equipment." Durant also said that being a part of the special operations community taught him the value of teamwork and cooperation are essential to any enterprise. "If you go through adversity with people, you develop a strong bond and you depend on each other. You can't do without one another and you will do anything to help one another succeed."

Many people describe the Somalia mission as a failure. Durant, despite his personal experience, called it a success. "We went in to reopen relief supply lines that were cut by civil war. Before we went into Somalia, 300,000 people died of starvation because of the civil war and a multi-year drought. We did what we went there to do.

The "Super 64" wreckage, viewed from the air, more than two weeks after Durant and his crew were shot down. (Photo courtesy of Michael Durant)

Durant went through a number of surgeries and was able to return to flying about two years after the crash of "Super 64." He even ran a marathon to prove to military doctors that he was fit.

Based on his statement, he also saw to it that Gordon and Shughart posthumously received the Medal of Honor for their effort to save the crew of "Super 64."

Black Hawk similar to the one flown by Army pilot Michael Durant during the Battle of Mogudishu. (DoD photo)

DCMA Delivers the "Spirit of Glo

By Irene Johnson
DCMA Lockheed Martin Marietta

DCMA Lockheed Martin Marietta teammates delivered the first C-5M *Super Galaxy* aircraft to John Young, then undersecretary of defense for acquisition, and Sue Payton, assistant secretary of the Air Force for acquisition, on Feb. 9, 2009, at Lockheed Martin Plant six, Marietta, Ga. Air Force Gen. Arthur Lichte, Air Force Air Mobility Command commander, personally accepted the aircraft, "Spirit of Global Reach," and flew it to Dover Air Force Base, Del. "Today we get to add a new all-star to the Dover team lineup, the C-5M *Super Galaxy*," Lichte remarked.

> **"Today, we get to add a new all-star to the Dover team lineup, the C-5M Super Galaxy."**
> **— Gen. Arthur Lichte**

The DCMA and Lockheed Martin C-5 team enforced extensive quality control requirements, while overseeing the system development and demonstration process in support of the C-5 reliability enhancement and re-engining program — RERP. The delivery of the first C-5M *Super Galaxy* leads the program into low-rate initial production.

The C-5M *Super Galaxy* upgrade was a rigorous process involving implementation of two transformational phases. Phase I, the avionics modernization program, delivered three capabilities to the modified C-5 fleet. The aircraft navigation safety system assures global airspace access through communication, navigation and surveillance systems and air traffic management upgrades to the

bal Reach" C-5M *Super Galaxy*

A newly remodified U.S. Air Force C-5M *Super Galaxy* aircraft, left, is parked beside the later model C-5A *Galaxy* on the flight line at Ramstein Air Base, Republic of Germany, Aug. 14, 2008. The recent modifications give the C-5M an increased payload, fuel capacity and other operational advantages. (U.S. Air Force photo by Airman 1st Class Tony R. Ritter)

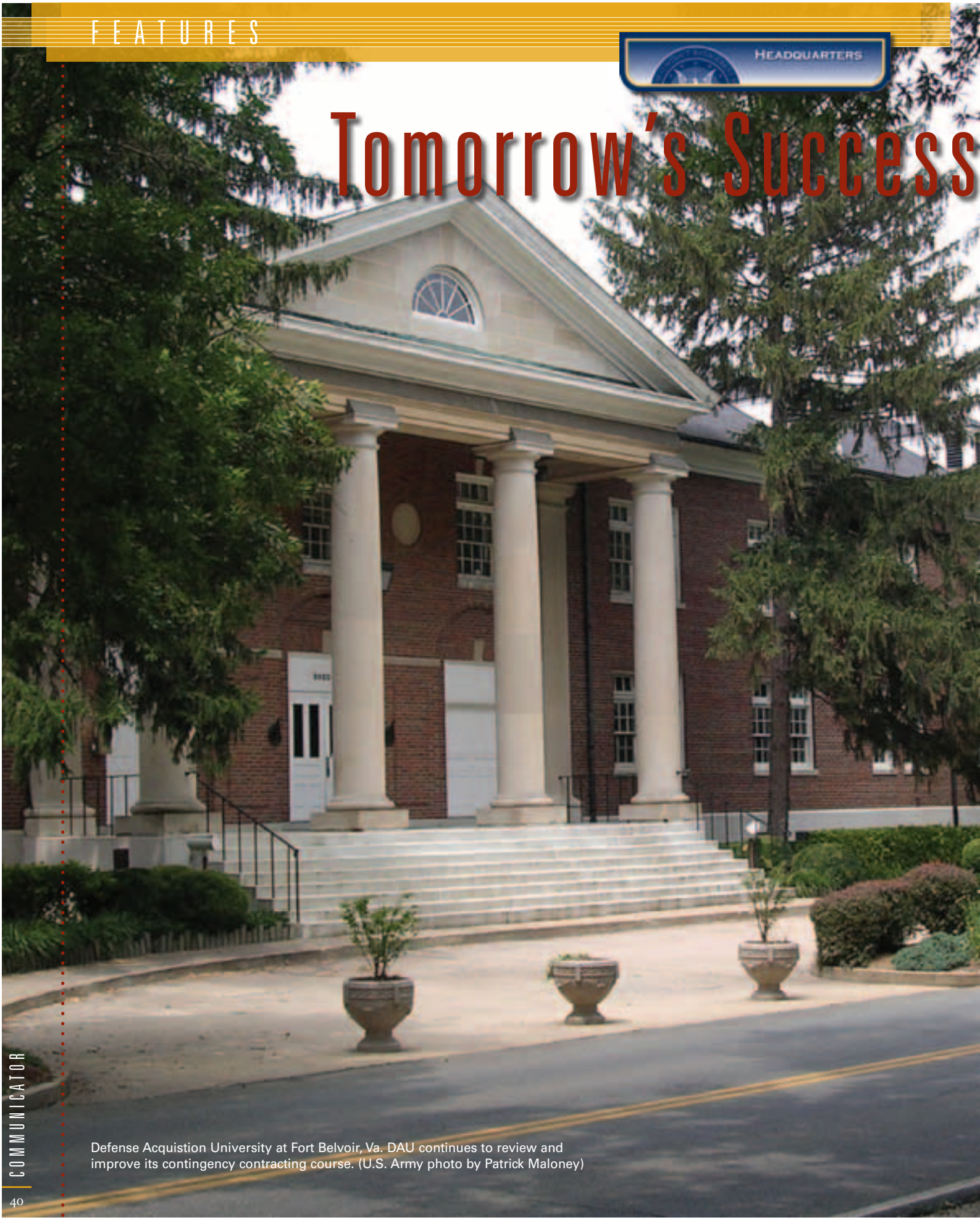
legacy C-5 avionics, including the digital automatic flight control system. This system comprises new computing throughput and the replacement of analog controls and displays, allowing for integration of the software-intensive engine replacement planned under RERP.

Phase II is the RERP, which involves replacing the C-5's current propulsion system, the TF39 General Electric engine, with the F138-GE-100 engine and replacing more than 70 other systems and components. These replacements will improve reliability and enable the aircraft to operate at maximum gross weight. C

Air Force Gen. Arthur Lichte, Air Force Air Mobility Command commander, personally accepted the DCMA-delivered C-5M *Super Galaxy* and flew it to Dover Air Force Base, Del. Shown here are, from left: Sue C. Payton, former assistant secretary of the Air Force for acquisition; John J. Young, Jr., former under secretary of defense for acquisition, technology and logistics; Gen. Arthur Lichte, Air Force Air Mobility Command commander; Maj. Aaron Tucker, C-5 test pilot and instructor pilot, 418 Flight Test Squadron; and Senior Master Sgt. Jeff Williams, C-5 instructor flight engineer, Detachment 4, 418 Flight Test Squadron.

HEADQUARTERS

Tomorrow's Success



Defense Acquistion University at Fort Belvoir, Va. DAU continues to review and improve its contingency contracting course. (U.S. Army photo by Patrick Maloney)

Depends on DCMA Support

By Ann Jensis-Dale
DCMA Public Affairs

The October 2007 Gansler Commission Report showed that the Defense Contract Management Agency has managed in-theater contracts in just a limited capacity. Additionally, the report stated that DCMA's role and staffing should be expanded and that the agency should be responsible for all post-award contract management for expeditionary operations. According to the report, "What should be a core competency — contracting, from requirements definition, to contract management, to contract closeout — is treated as an operational and institutional side issue."

As a result of these findings, DCMA's Contingency Contract Administration Services directorate continues to increase its contracting oversight presence on the battlefield. In support of this effort, DCMA CCAS personnel are doing an outstanding job of increasing overall awareness and knowledge of how DCMA administrative contracting officers, quality assurance representatives and property personnel perform their duties on the battlefield.

DCMA Southern Virginia Commander Daniel Seep, left, received a DAU Distinguished Guest Lecturer Certificate from DAU instructor Dolores Schnell. (Photo courtesy of Cmdr. Daniel Seep)

These types of collaboration and cross-training efforts are vital as our nation continues to meet its ultimate objectives of providing peace and security around the world.

To meet this critical operational and strategic requirement, DCMA CCAS is improving its basic contingency operations training program, and the Defense Acquisition University continues to review and improve its contingency contracting course. Recently, Navy Cmdr. Daniel Seep, DCMA Southern Virginia commander, served as a distinguished guest lecturer for a class of future contingency contracting officers. This group, led by Dolores Schnell, DAU instructor, included military and civilian personnel from various commands, such as the Army Corps of Engineers, Army Medical Corps, DCMA, Naval Facilities Engineering Command, Naval Supply Systems Command, Naval Sea Systems Command and other operational commands.

In preparation for the lecture, Seep received outstanding support from DCMA CCAS support personnel David Green, combat support center, and Matthew Clough, combat support center, transition management office. Seep's presentation shared the pitfalls associated with contractors on the battlefield. He helped the group understand the importance of Joint Contracting Command – Iraq/Afghanistan and DCMA's proactive partnering, especially regarding cost-type contracts with performance parameters.

Seep shared his operational experiences as the DCMA Afghanistan commander in 2007 and emphasized the importance of ensuring that tomorrow's contingency contracting officers understand the role of DCMA's expeditionary ACOs, QARs and property administrators.

Seep received a DAU distinguished guest lecturer certificate for his continued support of DAU's contingency contracting mission. These types of collaboration and cross-training efforts are vital as our nation continues to meet its ultimate objectives of providing peace and security around the world. C

HEADQUARTERS

Going Green in IT

By Ann Jensis-Dale
DCMA Public Affairs

The new Defense Contract Management Agency Information Technology office space color scheme may be different shades of blue, but this directorate is really undergoing a "green" initiative. When the time arrived to refurbish its office space, DCMA IT became a leader in promoting and applying "green" initiatives.

"The DCMA headquarters IT space was the first to apply 'green' initiatives," said Susan Shaver, IT program manager and Base Realignment and Closure team member. "A few years back, the IT office at headquarters was remodeled using an open environment approach that incorporated a new style of furniture more conducive to teleworkers. This style fostered open communication among coworkers and operated on the notion that there would be less paper."

Traditionally, team members worked in cubicles isolated from coworkers. The new office configuration uses open space design and cluster-style furniture that allows for coworkers to share ideas and be more efficient. "Another benefit of the new configuration is it can be used for multiple purposes," Shaver continued. "This new office space configuration is perfect for employees who telework and come into the office a few days a week. We can also hotel more employees and provide workspace to employees who travel frequently."

(Image courtesy of iStockphoto)

A workstation in DCMA IT's refurbished office space. (Photo courtesy of Ann Jensis-Dale, DCMA Public Affairs)

Based on the success of the IT headquarters office reconfiguration, the IT Customer Service Organization applied a similar IT space refurbishment at the Boston IT space located in the Barnes building. "The Boston space was in dire need of new carpet, paint and furniture. With the new IT reorganization coming, we felt it was the perfect time to physically update the space and make it more efficient for conducting business," Shaver said.

The Boston IT office refurbishment used a "government-to-government" business approach to purchase services and goods. This approach saved time and money and enabled the use of a Military Interdepartmental Purchase Request process that streamlined purchases, allowed funds to be transferred

quickly for payment and expedited products and services.

"A lot of time was saved because bids did not have to go out to the commercial world [with] all the [associated] paperwork that would be involved. This approach also saved money and supported other federal agencies and their programs," Shaver stated.

DCMA IT worked with UNICOR-Federal Prison Industries, Inc. to establish a new workstation model for the telework concept environment and provide a streamlined workspace configuration that promotes teaming between coworkers. UNICOR-Federal Prison Industries was selected to supply the majority of the new workstations, chairs, conference tables and other office furnishings.

The U.S. Department of Veterans Affairs was selected for the remodeling effort and provided services for carpet installation, painting, construction and electrical projects. According to DCMA IT, both contractors were choices that made sense for the Boston refurbishment project.

"UNICOR was able to provide us with quality office products for the best price. The VA was the common sense choice for this project because they provided top-notch services at low cost and helped our country's veterans at the same time," Shaver added. Recently, DCMA Deputy Director Jim Russell met with the Veterans Construction, Inc. team that was part of the Boston refurbishment effort. "This is how we need to approach these efforts … this makes total sense," Russell remarked.

DCMA employees in the new, green DCMA IT office space. From left: Mike Williams, DCMA CIO; Jim Russell, DCMA Deputy Director; Susan Kelly, ITCSO director of executive and management services; and Susan Shaver, IT program manager and Base Realignment and Closure team member. (DCMA photo by Dianne Ryder)

These types of projects also received approval from Susan Kelly, ITCSO director of executive and management services, especially when sensible practices are part of the preplanning and not an afterthought. "These are sensible and practical solutions and need to be incorporated into the remote worker plan," Kelly said. "Team cluster work centers can boost employee morale and save taxpayer dollars."

"Green" economic practices also were used toward driving the

Boston refurbishment project. For example, if a file cabinet was still in good working condition, it was painted and reused instead of replaced. A shared business center was created to cut down on supplies, equipment and space. Portable partitions, multipurpose conference tables and whiteboards were purchased for multiple, shared purposes, offering more flexibility in the office configuration and cutting down on the amount of material used.

DCMA IT leaders also took going "green" one step further by promoting telework as a viable option for their employees. The benefits of telework for an organization and individual are less energy-consuming, as it reduces the number of cars on the road as well as real estate and overhead costs. DCMA CIO Mike Williams is supportive of such initiatives, as they help support a more mobile workforce and entice people to join or remain at DCMA. "By providing a great work environment, we can increase employee satisfaction and hope to retain our talented employees," Williams remarked. "Also, we can attract and accommodate a mobile workforce by providing the environment they need to succeed."

Currently, DCMA IT is sharing lessons learned from its refurbishment projects with DCMA BRAC so that the Fort Lee relocation can enjoy similar "green" success. C

Keeping It Green — Recycling Computers

Ever wonder what happens to all those computers and hardware that are no longer used by businesses and individuals? I know I put mine back in the box and up in the attic. Hey, I may be able to sell it on eBay someday as a collector's item.

A better and more efficient use for older computers and hardware is donating them to less-fortunate families. Ruth Stanley, a property manager assigned to Defense Contract Management Agency Aircraft Integrated Maintenance Office, Melbourne, Fla., is ensuring that Brevard County, Fla., families and children have an opportunity to own a refurbished computer through her volunteer efforts with "Computers 4 Kidz."

According to Stanley, Brevard County businesses and individuals upgrade their computer equipment every few years and are left with outdated systems and hardware. "Computers 4 Kidz" picks up, refurbishes and properly licenses donated computer equipment. "Many of these kids and their families can't afford computers and only have computer access at school," said Stanley. "Having educational resources, computers, at home contributes to higher academic performance in school."

For more information please contact Ted Hackler at (321) 278-7235.

— By Ann Jensis-Dale

The "Computers 4 Kidz" service picks up, refurbishes and properly licenses donated computer equipment. From left: Ted Hackler, Brevard County, Fla., director, "Computers 4 Kidz"; Nick Barnes, volunteer, computer programmer; Tony Piero, volunteer, computer technician; Gene Nelson, volunteer, computer technician; Ruth Stanley, DCMA property management specialist; Ed Quillian, retired DCMA quality assurance specialist.

HEADQUARTERS

Business Intelligence Tool Helps DCMA Deliver on its Mission

By Bill Walker
Information Technology Customer Service Organization

Business intelligence, or BI, is an important concept for everyone in DCMA to know and understand. BI refers to the collection, sharing and analysis of data across an organization — or, more distinctly, making sense of patterns within the data. Doing this helps individuals and organizations within DCMA monitor achievements against goals and, ultimately, make more informed business decisions.

In May 2009, DCMA's Information Technology Customer Service Organization began upgrading its primary BI tool from Cognos 7 to IBM Cognos 8. When completed, the upgrade will provide DCMA personnel and organizations with the most current version, allowing the agency to receive timely bug fixes, security patches and other software support. The IBM Cognos 8 BI suite includes four modules:

1. Scorecarding (formerly Metric Studio) for monitoring and analyzing key performance indicators
2. Reporting (formerly Report Studio and Query Studio) for creating standardized and ad hoc reports
3. Planning (formerly Enterprise Planner) for planning and budgeting
4. Analysis (formerly Analysis Studio) for analyzing large sets of data online.

ITCSO's phased rollout of IBM Cognos 8 to DCMA users started with Scorecarding. Reporting will ensue, followed by Planning and Analysis, which replaces PowerPlay.

The most noticeable change for users is an updated interface that features enhanced viewing options intended to help increase data visibility and legibility. Administrators and users will also benefit from more user roles.

In Cognos 7, only two roles were available: consumer or administrator. With IBM Cognos 8, user roles are better defined. For example, there will be four user roles available in the Scorecarding module that rolled out in May: Metrics User, Metrics Power User, Metrics Author and Administrator.

These more descriptive and detailed user roles will help everyone avoid the accidental deletions of data sets and other problems experienced with Cognos 7 caused by limited user role definitions. Due to these limited definitions, some users were granted full administrative privileges even though they only needed some privileges.

To learn more about the upgraded software, DCMA personnel are invited to participate in interactive, computer-based training on IBM Cognos 8 using Adobe Captivate. For details, visit **https://home.dcma.mil/dcma-it/ITCSO/Training/index.htm**. C

When completed, the upgrade will provide DCMA personnel and organizations with the most current version, allowing the agency to receive timely bug fixes, security patches and other software support.

Diversity — "Beyond the

By Marc Bolton
DCMA Twin Cities

Poet Maya Angelou said: "History, despite its wrenching pain, cannot be unlived, but, if faced with courage, need not be lived again."

> "Today, we are bridging the past and our present with hope for a more humane future throughout the world."
> — Col. Rebecca Seeger

History shared the spotlight with the Defense Contract Management Agency's guest speakers on April 23, when DCMA Twin Cities recognized multiple cultural events. In a five-site video teleconference, DCMA celebrated its third semi-annual Diversity Day. This event encompassed Women's History Month, Asian Pacific Islander History Month, African-American History Month and Holocaust Remembrance Day. Air Force Col. Rebecca Seeger, DCMA Twin Cities commander, hosted the event, welcoming Keith Ernst, former DCMA director, and introducing the topics and speakers.

(Image courtesy of iStockphoto)

Dr. Jennifer Lee Hoffman, research associate in the intercollegiate athletic leadership program at the University of Washington, served as the day's first guest speaker. Hoffman began with a discussion of Title IX, Education Amendment Act of 1972, with a focus on athletics. She noted that Title IX is a federal law prohibiting exclusion or discrimination on the basis of sex under any educational program receiving federal assistance. This law, as Hoffman emphasized, continues to pave the way toward equality between men and women. The second speaker, retired Air Force Lt. Col. Steve Sato, is the

History Books"

DCMA Twin Cities held its 2009 Diversity Day. The event celebrated cultural diversity, featuring speakers, from left: Air Force Col. Rebecca Seeger, DCMA Twin Cities commander; Margo de Wilde, Holocaust survivor; and retired Air Force Lt. Col. Steve Sato.

son of Japanese-American parents who experienced Word War II in different ways. While his father, Shigeo Sato, a member of the 442nd Regimental Combat Team, 100th Infantry Battalion, fought for his country in France and Italy, his mother, Sue Sato, was detained in the Heart Mountain, Wyo., internment camp. Sato gave a candid and, at times, humorous history lesson, beginning with the immigration of Asians to the United States. Discussing his mother, Sato recalled her speaking of going to Heart Mountain, the camp for "bad people" and "troublemakers." However, Sato said his father and mother rarely discuss those experiences.

The 100th Infantry, or the "Purple Heart Battalion," became the most decorated unit in the European theater with more than 20 Medal of Honor recipients, and Sato's father received a Bronze Star and two Purple Hearts. Sato concluded

On April 23, DCMA Twin Cities held its 2009 Diversity Day celebration. Shown here, front row, from left: Paul Karkainen, DCMA Twin Cities; Dr. Jennifer Lee Hoffman, featured speaker; second row, from left: Harris Schaier, DCMA Twin Cities; Brian Johnson, DCMA Twin Cities; Marc Bolton, DCMA Twin Cities; third row, center: Craig Strandberg, DCMA Twin Cities.

by remarking on how his parents' experiences affected his own life. He noted that Japanese-Americans in the military did not receive a hero's welcome when they returned from the war, where prejudices still existed and many Asian families had to start their lives over again. Sato's parents moved the family from Seattle to Minnesota's Twin Cities to escape the overt prejudice they endured on the West Coast and give their children a better life. "This is not a Japanese-American story. It is not a Japanese story," said Sato. "It is an American story."

DCMA's third speaker, Mitchell Howell, DCMA Ground Systems and Munitions Division director, gave his personal perspective on growing up as an African

DCMA Twin Cities employees discuss friends who were in Nazi internment and extermination camps. They are, from left: Duane Earlywine, Sharon Yaunker and Gary Cancel.

American in segregated schools in Gadsden, Ala. Rather than let discrimination be a barrier, he looked at it as an opportunity to grow personally and professionally, relying on five tenets to live his life successfully: How choices shape our lives; Taking responsibility — "Your word is your bond"; Family — "That's who you lean on"; Friends — "People you really depend on"; and Religion — "A path has been laid out for me; it's not my own."

Howell emphasized that people are not in this alone. He noted the encouragement and advice individuals of different ethnicities gave him in recognizing his potential. Howell, a United States Military Academy graduate, had a successful Army career and learned from great leaders. He did not let himself become a victim, adding that DCMA should be inclusive, consider its differences, talk through them and plug the agency's strengths into its weaknesses, because, "We all have something to bring to the table."

The final speaker was Margot de Wilde, a Holocaust survivor. She gave a riveting and candid speech about her experiences before, during and after living in the notorious death camp, Auschwitz. She gave her insight on Hitler's rise to power and plan to first restrict and, ultimately, to exterminate Jews. To de Wilde, the loss of certain freedoms, lack of public schooling or transportation and the requirement to place valuables in a separate bank did not initially sink in. It was not until Germany defeated Holland in 1940 that a clearer picture emerged. Eventually everyone needed registration papers, and the Jews had a large "J" next to their pictures. The Jews were rounded up and sent to collection camps.

> **"This is not a Japanese-American story. It is not a Japanese story. … It is an American story."**
>
> **— Steve Sato**

de Wilde and her husband bribed a German officer for passage to neutral Switzerland. At their first stop in Cologne, they were arrested by the Gestapo, crowded into a boxcar and sent to a collection point in Berlin. Later they were sent to Auschwitz-Birkenau, the largest concentration and extermination camp established in Nazi-occupied Poland. They were separated into groups: men, women, elderly and women with children. de Wilde was stripped and had her head shaved and tattooed with an identification number. The survivor revealed how she covertly stepped out of the line and used dirt to remove the first tattoo. When she was caught without an identification number, she was tattooed once again, this one still visible on her left forearm.

Since de Wilde was childless, she was taken to the barracks that held, she later learned, those who would undergo sterilization experiments. de Wilde conveyed the stark reality of the Nazi regime's brutality by explaining that the women with children who were in the same transport as she and her husband were sent straight to the crematorium. "I had a guardian angel during the war, and by following my instincts, I knew I would survive," said de Wilde.

While in the camp, de Wilde heard that her husband was still alive but in the infirmary. She never saw him again, and she later learned of his death. To this day, though, she does not know if he died in the infirmary or was sent to the gas chamber. de Wilde concluded her talk by conveying that she does not hate those who inflicted such horror on an entire class of people. "Hate is just a waste of time," de Wilde stated. "Try not to discriminate and look for differences."

The overall theme among the speakers emphasized harboring no bitterness or hate. Their pride and dignity were evident as they related stories of personal courage, strength and the will to survive. They demonstrated the true meaning of diversity, and their individual triumphs over adversity are lessons to all.

"Today, we are going beyond the history books. We are furthering our own education on issues that are rooted in the past but remain in today's headlines under new guises, shrouded in new rhetoric or rationalized with new excuses," remarked Seeger. "Today, we are bridging the past and our present with hope for a more humane future throughout the world." C

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