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On the cover is the 2010 Army Photo of the Year. U.S. Army Sgt. Larry J. Isbell, representing the Army National Guard, watches his firing lane for targets at the M-4 Range Qualification event during the 10th Annual Best Warrior Competition at Fort Lee, Va., on Oct. 21, 2010. This issue of Communicator recognizes the Defense Contract Management Agency's 2010 Annual Awards and explores how DCMA personnel in theatre provide support to soldiers, sailors, airmen and Marines. The agency continues demonstrating integrity, service and excellence in its service to America's warfighters. (Department of Defense photo by Spc. Venessa Hernandez, U.S. Army)



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Director's Message



This is certainly a very exciting time to be part of the Defense Contract Management Agency family. I know each of you have contributed to our agency's transformation process. For that, I want to thank you for your efforts. In this issue of the *Communicator*, we recognize some of the individuals who went above and beyond their duties in supporting our mission. The recipients of DCMA's 2010 Annual Awards have each achieved outstanding performance, and we want to thank them for their contributions.

Also in this issue, you can read some highlights of our recent achievements in a number of areas.

- We have hired new employees to fill positions in key functions such as our new Cost and Pricing Center. This is an area the department has been focused on in order to reduce costs, and we have made tremendous strides in hiring a capable workforce to meet these demands.
- We are continuing to meet the department's increased requirements in support of the Contingency Contracting Administration Services' mission. I recently had the opportunity to travel to Afghanistan, Iraq and Kuwait to review our operations and meet with senior leaders. The passion and professionalism of those who have deployed is absolutely impressive in every respect. Despite long hours, austere working and living conditions, and a huge workload, our people — your coworkers — are digging in every day to deliver for the warfighter.
- Our Base Realignment and Closure transition is going smoothly. There are now more employees working at our temporary offices around the Richmond area than in our Alexandria headquarters. With every passing day, we are closer to establishing Building 10500 in Fort Lee, Va., as our new home. The move remains on schedule for September 2011.
- We have found new ways to generate savings in efforts to become better stewards of taxpayers' resources — a responsibility each of us shares. Over the past year, we have implemented many steps to achieve efficiency in the way we operate, including launching initiatives to reduce travel, conferences and supply costs. The *Communicator* is an area where we also found savings. You are currently reading the first fully online edition of the *Communicator*. By switching to online, we have significantly curtailed the magazine's printing costs and hope you enjoy the online edition as much as the print.

While these are just some of the highlights you will find in this issue of the *Communicator*, we are continually working toward fulfilling our mission as a combat support agency. What was just a vision two years ago is now becoming a reality. Two years ago, we introduced our Strategic Plan and set out to meet the challenges facing our agency. We have consistently strived to execute the strategies laid out by the plan, and our progresses are evident across the agency. Throughout this journey to transform our agency from good to great, the dedication and quality of DCMA employees have never wavered. The most important customer, the warfighter, has remained the number one priority, and it is with that focus that we continue to perform our duties.

Warmly,

Charlie E. Williams, Jr.
Director

DCMA AIMO team supports Blue Angel transition

Navy Cmdr. Ty Frautschi | DCMA AIMO

The last “Blue” Blue Angel aircraft, BL001, piloted by Navy Capt. Eric Holmberg, Defense Contract Management Agency

Aircraft Integrated Maintenance Operations commander, was recently delivered to the Navy Flight Demonstration Squadron at Naval Air Station Pensacola, Fla.

DCMA Aircraft Integrated Maintenance Office actively manages aircraft overhaul, modification, maintenance and repair in 10 states and oversaw the delivery of more than 700 aircraft last year. DCMA AIMO personnel oversee contract operations, performing safety-of-flight, quality, engineering, contracting and administrative functions for a wide range of modification and repair services, including those performed on F/A-18 Hornet and Superhornet (A through F models) aircraft.

BL001, better known as “Blue-1,” was the 701st F/A-18 aircraft delivered to Navy and Marine Corps squadrons since the contractor began Hornet modification and repair operations in

October 1999. Although one unpainted Blue Angel aircraft still remains, “the milestone delivery of BL001 to the Navy Flight Demonstration Squadron at Naval Air Station Pensacola was made possible through the professionalism, technical expertise and solid teamwork by all involved,” Holmberg said.

The Navy’s Blue Angels have been flying single-seat A- and two-seat B-model F/A-18 Hornets since 1986 but are now exchanging them for newer F/A-18 C- and D-model aircraft. In 2007, the contractor was tasked to convert 10 fleet aircraft to the Blue Angel configuration, a process that includes gun system removal and installation of a smoke trail system, an extended inverted flight fuel system, a civilian instrument landing system and several other modifications required for the unique NFDS mission.

Because the replacement C- and D-model Hornets have been in active fleet status for a substantial time, various repairs were required to ready them for service as “Blue” jets.



Navy Capt. Eric Holmberg, Defense Contract Management Agency Aircraft Integrated Maintenance Operations commander, checks instruments during the delivery of the last Navy Flight Demonstration Squadron, or Blue Angels, aircraft. The Blue Angels enhance Navy recruiting efforts and showcase Navy and Marine Corps aviation expertise. (Photo courtesy of the Blue Angels)

“Some of those repairs constituted significant technical challenges and are a testament to the great DCMA AIMO and contractor teaming effort,” Holmberg said. “The execution and administration of this F/A-18 contract continues to be a model program in many respects. I am convinced this is due in large part to the experienced and mission-focused DCMA AIMO team who are always giving 110 percent.” 

Keystones make connections by visiting Joint Base Lewis-McChord

Martha Bushong | Staff Writer

Barb Brandewie, Defense Contract Management Agency Boeing Seattle Keystone coordinator and earned value

specialist, thinks the best learning takes place in context. “There’s no substitute for sitting in a Stryker armored vehicle, seeing the last wings of an F-22 ship out or standing on the flightline of the C-17 Globemaster III to convey the scope and significance of the work we do at DCMA,” she said.

“(DCMA) personnel get products into the hands of the right people at the right time,” said Brandewie. “The Keystones often ask me questions about the work in the field. . . . The best way to connect them to the end-product would be to actually go and see.”

The group toured facilities at Joint Base Lewis-McChord near Tacoma, Wash. Days before Boeing delivered the Air Force’s 209th Globemaster to Joint Base Lewis-McChord, DCMA Keystones saw how their work ends up in the skies, on the runways and in hangars across this country and overseas.

At McChord, Keystones were briefed on how DCMA and Boeing keep Globemasters flying and ready to perform their global airlift missions. The

group toured one airplane on the flightline where they sat in the cockpit, saw demonstrations of its on-load/off-load capabilities, paratroop drop systems and emergency and maintenance systems.

“I know what an absolute luxury it is to work with a quality product in combat situations,” said Air Force Maj. Steve Roycroft, engineering team chief at DCMA Boeing Seattle. Roycroft believes warfighters have peace of mind knowing DCMA employees handle their behind-the-scenes work with the utmost care. “When we are on a mission, not having to worry about whether a piece of equipment is going to function correctly is the best scenario.”

The Keystones also learned how DCMA inspects and accepts new and reset Stryker vehicles. While on base at Fort Lewis, they watched the handoff of reset Strykers to 4th Brigade, 2nd Battalion soldiers and saw how soldiers load equipment and gear into Strykers.

“This visit was a great way to learn . . . how DCMA is involved in the process, especially getting exposure to things done outside of the office,” said Victoria Lum, DCMA Keystone engineer.



Keystones from Defense Contract Management Agency Boeing Seattle sit inside a Stryker armored vehicle during a visit to the Joint Base Lewis-McChord, Wash., March 16. Pictured from left are Emily Wanninger, Kathryn Scanlan, Victoria Lum, Ted Saibeni and Wayne Brown. (Photo by Bruce Zimmerman, DCMA Seattle)

“We owe a tremendous debt of gratitude to Bruce Zimmerman, a DCMA retiree who was with us on the tours,” she continued. “As one of the early pioneers of the Keystone Program, Bruce helped the program develop from its inception to its current, more mature stage. I know he must be so pleased to see how it continues to evolve. Keystones are our future workforce; I feel like investing our time and energy now will pay big dividends down the road.” 

Three cheers for Western Region support of **Delta IV Heavy rocket**

Martha Bushong | Staff Writer



Frances Singson views the first West Coast Delta IV Heavy rocket launch Jan. 20 from Space Launch Complex-6 at Vandenberg Air Force Base, Calif. The largest rocket ever to launch from the West Coast of the United States, it carried a national security payload for the National Reconnaissance Office. (Photo by Air Force Senior Airman Andrew Satran)

If residents of Santa Barbara County had looked into the cloudless blue California sky on

Jan. 20, they would have seen the first-ever Delta IV Heavy rocket to lift off from Vandenberg Air Force Base, Calif., soar overhead and disappear into space. But, before seeing it, those same residents would have heard its roar and felt its rumble.

“The low-frequency bass sounds like nothing else in the world,” commented one onlooker. In fact, local broadcasters warned their listening and viewing audiences about

the launch so they would not mistake the sound and feeling for an earthquake.

The United Launch Alliance Delta IV Heavy rocket, which carried a high-priority mission payload for the National Reconnaissance Office, culminated years of work by contractors and government employees and engineers. Before the vehicle arrived at the launch site, Defense Contract Management Agency civilian contract administration personnel, quality assurance specialists, engineers, and manufacturing and production

experts in Denver, Colo., and Decatur, Ala., performed a myriad of highly skilled, technical oversight tasks to prepare for liftoff.

This oversight included assessment of ULA’s quality management system, as well as evaluating manufacturing and assembly by performing process reviews and product examinations. DCMA also confirmed ULA’s systems engineering and software processes its compliance to those processes.

Designated NROL-49, the mission supports national defense. The powerful



The first West Coast Delta IV Heavy launch vehicle lifted off Jan. 20 from Space Launch Complex-6. (Photo by Air Force Airman 1st Class Lael Huss)

Delta IV Heavy rocket has a center common booster core with two strap-on CBCs, and it used a five-meter payload fairing for the NRO payload. At 235 feet tall, the rocket is one of largest ever built, the tallest in current use and has the capacity to lift 23 tons of payload.

“Most of the excitement for this launch centered around preparing the launch site for the Delta IV Heavy vehicle and occurred after the vehicle was delivered to the launch site and was out of DCMA oversight,” said Victor Lankamer, DCMA

Lockheed Martin Denver – West program integrator. “We did not identify any significant issues or any other DCMA action that needed to be taken during the manufacturing and assembly of NROL-49 beyond our normal surveillance activities. Although ULA always has some issues to overcome for every mission, they worked these through to final resolution to support the launch. I think that is a reflection of how well the ULA, Air Force and DCMA team works to achieve success.”

This was the fifth launch of a Delta IV Heavy and the first launch from Vandenberg. The rocket was the 352nd launch in the Delta family history. ULA launches approximately four to six Delta IV vehicles per year from the eastern and western ranges.

“This successful launch demonstrates another outstanding achievement for the entire DCMA Lockheed Martin Denver team,” said Air Force Col. Gordon C. Griffin, DCMA Lockheed Martin Denver commander. 

DCMA Brigadier General reflects from the shoulders of giants at promotion ceremony

Matthew Sablan | Staff Writer

Defense Contract Management Agency military personnel serve as exemplars for their peers and provide the nation with unparalleled service. On Feb. 16, the Air Force honored then Air Force Col. David O'Brien at the Pentagon's Hall of Heroes during a ceremony formally recognizing his promotion to brigadier general, which became effective Dec. 22, 2010. Since October 2009, O'Brien has served as the mobilization assistant to the director. He advises the director on employment of Total Force capabilities and provides specialized technical and management advice to the director and senior staff.



Charlie E. Williams, Jr., Defense Contract Management Agency director, administers the oath of office to Air Force Brig. Gen. David O'Brien, DCMA mobilization assistant to the director. Williams recalled O'Brien's love for acquisition and praised him for his service for the U.S. Air Force, the Department of Defense and the American taxpayer. (Photo by Carolyn Baum)

Air Force Col. Kurt Stonerock, DCMA chief of staff for military personnel, narrated the ceremony, introducing O'Brien's family. Air Force Staff Sgt. Clinton Newell sang the National Anthem. Army Lt. Col. Kitt Jones led the invocation. After the invocation, Stonerock introduced Charlie E. Williams, Jr., DCMA director.

"O'Brien has done very significant things for the U.S. Air Force, the Department of Defense and the American taxpayer," Williams said. "While at Kirtland Air Force Base, he learned the business of acquisition. He became entrenched in space," going on to work as an Air Force officer, Reservist and civilian to improve the nation's space capabilities. Williams again praised O'Brien before the publication of orders, stating: "We at DCMA are very pleased to have O'Brien on our staff. ... He has a great set of experiences wrapped in a good education."

His family pinned his new rank insignia onto his uniform. In addition to his family, Air Force Maj. Gen. William McCasland, principal staff assistant and advisor to the deputy under secretary of defense and under secretary of defense for acquisition, technology and logistics; Air Force Maj. Gen. Edward L. Bolton, Jr., director, Cyber and Space Operations Directorate of Operations, deputy chief of staff for operations, plans and requirements, Headquarters U.S. Air Force; Jim Russell, DCMA deputy director; and other SES personnel attended. Equipped with his new rank, O'Brien turned to face Williams, who administered the oath of office, reaffirming his oath of service to the U.S. Air Force and the nation. After the oath of office, O'Brien was presented with an official flag.

"I look up to all of you," he said to his family and other guests. He admired their support and said that there was one other organization he had to thank for getting him where he is today.

"Thank you, Navy," he said. He credits the Navy for making him the Air Force officer he is today. When he was finishing high school, his father suggested that he join the Navy. O'Brien agreed and took the SATs, applying to the United States Naval Academy. "Combined, my scores don't even make a good credit score," he said.

"The lieutenant commander (at the Naval Academy) put his arm on my



The O'Brien family stands in the Hall of Heroes at the Pentagon during the promotion ceremony for Air Force Brig. Gen. David O'Brien, Defense Contract Management Agency mobilization assistant to the director. O'Brien, second from left, expressed his gratitude for his family's support. (Photo by Carolyn Baum)

"While in the Air Force, I developed a love for contract administration that I never knew I would have."

— Air Force Brig. Gen. David O'Brien, Defense Contract Management Agency mobilization assistant to the director

forearm, looked me in the eyes and said, 'Dave, school is not for you.'" O'Brien said that the advice was "frank and honest," and, while difficult to hear, it set him on an exciting new path.

"After that experience, I was fortunate to meet a parade of giants in my life," O'Brien said. One of those giants, Mr. Bornstein, was a World War II Air Force veteran. After mentioning his experience with the Navy, Bornstein responded, "So?"

"That was it. But, there was a lot in that one word — 'So?'"

O'Brien joined the Air Force and tenaciously pursued his education. He acknowledged facing several challenges, but he met each one with the support of his mentors, family and friends. In 2003, he earned his doctorate in business and organizational leadership. Now teaching at the university level, he hopes to inspire a new generation as the giants in his life inspired him.

"While in the Air Force, I developed a love for contract administration that I never knew I would have," O'Brien said. Contract administration led many places, and as he was preparing to leave the Air Force, another giant stepped into his life — his father-in-law, whom he affectionately calls dad. "I thought my Air Force days were over, when dad came to me and convinced me to stay in as a Reservist." His father-in-law has since passed away, but O'Brien remembers him fondly and remains thankful that his father-in-law convinced him to remain with the Air Force Reserves.

Remaining in the Air Force Reserves required sacrifice and dedication from his family, and he again expressed his gratitude for their support during his service. "You've probably heard it before, but the message I want to get out is that it doesn't matter how many times you get knocked down; it is how many times you get back up. Thank you all — you have all helped to pick me back up." His service and love of contract administration ultimately led him to DCMA.

He closed his remarks by saying, "My commitment is to earn your faith in me and to serve and provide for the betterment of our nation, our service and our family." Then, without missing a beat, he added, "And to someday get those SAT scores up." 📺

DCMA, Army Corps of Engineers continue successful headquarters construction

Cassandra Locke | DCMA Public Affairs

The Defense Contract Management Agency is only months away from the congressionally mandated deadline to be fully compliant with the *Base Realignment and Closure Act of 2005*.

Although there are many milestones that the agency needs to accomplish for the BRAC, the largest milestone has been overseeing the construction and ensuring the timely relocation of the agency's headquarters building onto Fort Lee, Va. According to Bob Allen, DCMA BRAC program manager, the agency's teaming with the U.S. Army Corps of Engineers has been directly responsible for the successful construction effort.

Allen said the teaming was formalized in June 2009 with the signing of the Building 10500 Program Management Plan. The PMP, signed by DCMA and USACE representatives, is a formally approved and living document used to define project requirements, identify expected outcomes and guide the project's execution and control.

"The PMP established the framework necessary for the successful completion of a project that meets DCMA's expectations," said Allen.

In addition to identifying the project's schedule and resource requirements, the PMP addresses the supportive planning, roles and responsibilities necessary for the



Bret Wilbur, Building 10500 facilities engineer, leads the tour group through the first-floor workstations in Building 10500. Charlie E. Williams, Jr., Defense Contract Management Agency director, and others follow to get a preview of the furniture placement and office space. (Photos by Mark Woodbury, DCMA Public Affairs)

“The Program Management Plan established the framework necessary for the successful completion of a project that meets the Defense Contract Management Agency’s expectations.”

— Bob Allen, DCMA Base Realignment and Closure program manager

project’s success. Embedded in the PMP is the communication plan. It establishes requirements for information and data sharing among team members. Design status updates, project team meetings and conflict-resolution processes are some of the communication plan’s important aspects, according to Allen.

The PMP also has a change management plan that addresses changes that can occur during the construction. It identifies processes to manage and review mandatory changes (building site condition changes, errors or omissions in the design plans, etc.) and DCMA-requested changes (floor plan, technological, etc.). Considerations include

validating the changes and evaluating their potential cost and schedule impacts.

The PMP’s quality management plan requires the construction contractor, Whiting-Turner, to establish and maintain an effective quality control system consisting of plans, procedures and the organization necessary to meet contract requirements.

“Whiting-Turner’s robust quality assurance system, coupled with USACE’s quality control requirements and on-site presence have been an integral and visible part of the construction process,” said Allen.

Another good example of DCMA and USACE teaming is Building 10500’s furniture acquisition strategy and installation, according to Bret Wilbun, Building 10500 facilities engineer. Instead of purchasing and installing the facility’s furniture after the construction is complete, DCMA and USACE coordinated with Whiting-Turner to have the furniture purchase and installation added to the construction contract as a bid option. The strategy’s benefits included integrating furniture planning (office/cubicle configurations, telecom access locations, etc.) into the overall construction planning, and installation scheduling was included as a concurrent task within the building construction timeline.

Additionally, the USACE interior designer played a large role in recommending options for the color and selecting furniture, carpeting and wall coverings.

“Throughout the construction process we’ve had the right people on the bus in the right seats focused on the right things. It has been a pleasure being part of the DCMA/USACE team,” said Allen. 

Building 10500 facts

Original construction year: 1978

Building square footage: 159,000

Private offices: 142

Cubicle spaces: 444 7’ x 8’ cubicles and 60 hotel offices

Conference rooms: 18

Estimated final refurbishment cost: \$17.3 million

Approximate parking spaces: 478 — 454 regular spaces; 24 fuel-efficient/low emission vehicle spaces; 11 handicap access (car) spaces; and two handicap access (van) spaces



Rows of workstations in Building 10500 provide employees with storage space and lighting. The section height between the cubicles can be adjusted for privacy or collaboration depending on individual preferences.

Engineering and analysis pioneers interact with CMO systems engineers and specialists

Keith Plourd | DCMA Engineering and Analysis Directorate
Systems Engineering Division

“While we have thoroughly enjoyed the opportunity to engage with the field engineers on a more regular basis and through one-on-one exchanges, posting a consolidated question-and-answer log to the portal has improved our communication efficiency tremendously.”

— Kellie Unsworth, Defense Contract Management Agency Systems Engineering Division acting director

In an unprecedented initiative, divisions and centers within the Defense Contract Management

Agency Engineering and Analysis Directorate have launched a variety of mechanisms that foster and encourage interaction between engineers and specialists at contract management offices and with Headquarters E&A staff. While the format for information exchange may vary among different E&A elements, the focus is a shared common goal of improved communication within the agency.

By means of an adjudication spreadsheet, Headquarters staff members in the Systems Engineering Division capture questions regarding surveillance planning, tools and training and post these questions to the portal.

“While we have thoroughly enjoyed the opportunity to engage with the field

engineers on a more regular basis and through one-on-one exchanges, posting a consolidated question-and-answer log to the portal has improved our communication efficiency tremendously,” said Kellie Unsworth, DCMA SE Division acting director.

This first step for Q&As has resulted in a marked decrease in the duplication of questions being asked, according to Unsworth. “Pointed questions not currently contained in the Q&A log are still strongly encouraged, and updates to the portal Q&A will be frequent,” she said.

According to Don Jacobs, DCMA Manufacturing and Supply Chain Predictability Division director, “We have Manufacturing and Production Instruction Frequently Asked Questions on the manufacturing portal front page under the community projects.” This approach

is similar to the SE mechanism. The data largely comes from the Thursday Q&A telecon run by the Operations Directorate, but emails and personal interactions with CMOs are also included.

The Earned Value Management Center maintains a help desk that uses an application developed by DCMA Information Technology employees called IssueTrak. This application stores and retrieves Q&A data to ensure consistent responses.

The Software Center uses an email address, AskSAMI, to field questions, according to Gary Gumpright, DCMA Software Engineering Acquisition Management Center. Personnel from the SEAM Center monitor the system and ensure timely coordinated responses back to the field.





Defense Contract Management Agency Engineering and Analysis Systems Engineering personnel currently located at the Springfield, Va., DCMA headquarters, gather for a photo. From left, Jacob Pak, Keith Plourd and Ramlala Sinha. (Photo courtesy of Keith Plourd)

“We have Manufacturing and Production Instruction Frequently Asked Questions on the manufacturing portal front page under the community projects.”

— Don Jacobs, Defense Contract Management Agency Manufacturing and Supply Chain Predictability Division director

These mechanisms allow E&A divisions to retain the rationale for policy decisions and interpretations and make the same knowledge available to engineers and specialists at CMOs who implement policy and seek guidance on surveillance plan execution and recording. The mechanisms also leverage E&A's initiative to integrate policy, tools and training to make engineers' and specialists' jobs much easier.

This initiative has great potential for thwarting unnecessary and time-consuming phone conversations while keeping Headquarters staff members honest and consistent in their

interpretation and counsel concerning Contract Administration Service activities.

“Our key focus upon publication of the SE policy was CMO customer service and support. As we have strived to assist the field during implementation of the new policy, the importance of providing clear and consistent guidance, regardless of who within HQ SE is asked, has only been achieved through disciplined processes. Posting coordinated Q&As to the portal supports this goal,” Unsworth said.

“Our Headquarters E&A folks stand ready and willing to continue to engage with CMO staff members through our

unique communication mechanisms as well as through emails and telecons as we continue to work through policy implementation and integration across the E&A functional areas. We within E&A are all about teamwork as we jointly continue to evolve DCMA's capability toward better efficiencies and greater effectiveness,” said Gordon Kranz, DCMA E&A Directorate director. 

Q. With the announcement of the new SE instruction, I went off to the policy section of the SE portal page and found two documents that seem to be instructions. One is an HTML page — “Systems Engineering Surveillance Instruction.” This only displays in (Internet Explorer) and, when printed out, does not contain any title page or indication as to what it is, just the words. And the other is a Word document released Sept. 30, 2010, — SE Surveillance Planning, Execution and Documentation. Which is supposed to be the new instruction? Need an answer on this one as soon as possible as we in the field are supposed to be planning this activity starting today.

A. “The Systems Engineering Surveillance Policy/Instruction” can be accessed by clicking on “Systems Engineering Surveillance” under “Instructions” on the DCMA homepage. It can also be accessed by clicking on the “A Link to SE Surveillance Policy” on the SE portal. The documents provided under “SE Policy” are for supportive guidance.

Shay Assad, Defense Procurement and Acquisition Policy director, discusses improving the department's buying power with members of the acquisition community at the "Making Every Dollar Count — Improving Acquisition Outcomes" symposium hosted by the Defense Acquisition University April 12. (Photos by Carolyn Baum)

Assad starts department-wide intelligent business discussion

Matt Sablan | Staff Writer

Based on the guidance offered by Dr. Ashton Carter, under secretary of defense for acquisition, technology and logistics, on better buying power, the Defense Acquisition University in Fort Belvoir, Va., held a symposium April 12 on "Making Every Dollar Count — Improving Acquisition Outcomes."

As the keynote speaker, Shay Assad, Defense Procurement and Acquisition Policy director, asked the audience to join in an informed, intelligent discussion to increase buying efficiency throughout the Department of Defense.

Identifying the problem

Assad began by discussing the need for efficiency. The secretary of defense realized the only way to find the funds to fill DoD's budget shortfall is to look inward. "We're just flat out paying too much for this stuff," said Assad. "We have to do a better job at the table."

Of the \$700 billion DoD spends, it spends \$400 billion through the acquisition community. That \$400 billion represents an enormous opportunity for savings. Assad asked the audience to think about ways

to increase buying power. He pointed to the five areas outlined in Carter's memo where DoD would concentrate: targeting affordability and controlling cost growth; incentivizing productivity and innovation in industry; promoting real competition; improving tradecraft in services/acquisitions; and reducing unproductive processes and bureaucracy.

Targeting affordability and controlling cost growth

One area the department is choosing to be informed better about is cost and price, which it made a Key Performance Parameter, which DoD defines as "attributes or characteristics of a system that are considered critical." These are used when analyzing systems and proposals to ensure they meet requirements and accomplish the product or service's goal. "I don't know of a competitive company that doesn't think (that cost is a KPP)," Assad said. "Price is always important, and it has to play a role."

Part of affordability requires analyzing the cost and engineering tradeoffs. Assad asked whether warfighters would need a piece of equipment in two to three years

and for it to receive continuous updates throughout its service life, or if they could wait 15 years, when some would no longer be in the field. In addition, sustainability drives a large portion of cost, but going for a cheaper solution is not always the right answer. Assad cited the Mine Resistant Ambush Protected vehicle program as one that, while expensive, he believes will be remembered as successful. It succeeded on the most important metric: it saved thousands of warfighters' lives.

The flipside of targeting affordability is controlling cost growth. To do this, Assad said DoD needed more upfront discussions and research that identifies and eliminates potential risks. In addition, program managers must state their requirements clearly, prevent creep and indicate what additional costs they will pay for additional capabilities. "We have paid a dear price for speed over the last 10 or 15 years," Assad said.

"We're the only company in the world that tries to spend our money as fast as we can. ... Every other company treats cash for what it is and only tries to spend it absolutely when they have to," Assad said. In the

business world, industry receives value for spending money quickly, such as lower price or quicker deadlines, but the government does not see these benefits. Assad asked those making purchasing decisions to recoup that value for the taxpayer.

“Spend what you need to spend,” he said, “but never any more than that.”

Incentivizing business and promoting competition

While discussing how to give business appropriate incentives, Assad suggested the community reference a 1969 publication, “DoD and NASA Guide: Incentive Training Guide.” It provides numbers and data points to ensure a baseline opportunity for a fair and reasonable return.

“We are trying to do what business does every day ... have an intelligent business discussion about risks and opportunities,” Assad said.

“DoD is all for a healthy industrial base. We create a business deal where, if (the contractor) delivers the goods and services on time and within spec, they have an opportunity to make a fair and reasonable return for their shareholders,” Assad said. The government’s role is to try and incentivize business to create high-quality, low-price products to ensure the government can get more for less. DoD would prefer for industry to make, for example, \$12 in profits on \$90 in sales instead of \$12 in profits on \$102 in sales. Likewise, communicating with industry earlier can save potentially billions of dollars.

In addition to making business more cost effective, DoD recognizes that real competition increases the value of products and services. Assad cited that approximately one-third of contracts receive a single proposal. This hurts the bottom line. Businesses want to win, and intense competition increases that desire. By giving clearer guidance and having well-refined

requirements, program managers can promote competition. Those requirements signal to industry what the government values. “It is in our best interest to do this. ... When we compete, we get a much better deal 99 percent of the time,” Assad stated.

Competition creates a sense of urgency among industry. “We want delighted warfighters and taxpayers and a highly motivated, incentivized contractor community,” Assad said. When competition exists, government can demand excellence and choose among viable alternatives.

Contract management and auditing

“The fact of the matter is that we are very fortunate to have the Defense Contract Management Agency and the Defense Contract Auditing Agency, but we have to recognize what we did to those organizations,” Assad said. DCMA and DCAA have lost a significant amount of their workforce and are now rebuilding.

“Only one organization will give contracting officers recommended rates,” Assad said. “That is DCMA. ... They will provide the government’s position as it relates to rates.” However, if DCAA conducts an audit, DCMA will adopt those as the government’s position. By working together and within their clearly defined roles, the organizations provide support for the acquisition community and generate savings for the taxpayer.

“We spend a lot of time worrying about contractors. We need to worry about us; they’ll worry about them,” Assad said. “At the end of the day, we shouldn’t take any shame saying, ‘I have to do what is in the best interest of the taxpayer and warfighter.’”

Assad also discussed should- and will-cost reviews, reviews that industry does every day. DCMA is currently rebuilding its expertise in these areas and has conducted should-cost reviews for the Air Force.

Continuing the discussion throughout government

Discussions on buying power are occurring throughout government. Congress wants DoD to succeed; the president made statements concerning the need for improvements in military acquisitions. All three senior acquisition executives, the under secretary and deputy secretary are all aligned and focused on improving DoD’s buying power. Leadership is starting this discussion in places like DAU, which trains the acquisition community’s

Currently, government spends more on services than on acquisitions; it also spends more on knowledge-based services than on major weapons systems in a year. What does saving 3 percent in services mean for acquisitions? That buys, every year, for no additional increase in budget:

- **A couple ships for the Navy**
- **The entire MRAP complement every single year for the Army and Marine Corps**
- **A whole multi-year of F-22’s for the Air Force**

next generation while preparing the current workforce to handle changes. “We have a jewel. No organization begins to rival DAU,” Assad said.

“When you look at what we have done, we have continued to hold the best-equipped warfighting capability the world has ever known,” Katrina McFarland, DAU president, said. “We have to do that now with a lesser amount of funds because that is the nature of where we are, but we can still do it.”

These cost-saving measures directly benefit the government and warfighters. “It really gets me excited when I hear a procurement manager say, ‘What benefit do I get?’ I (explain that I am) talking about more rifles in Marines’ hands, more gas for F-18s and F-15s, more gear on naval ships, being able to maintain MRAPs for Soldiers with money we don’t have,” said Assad.

“This is a great time to be in our profession in this department,” Assad said. “There’s a lot of money to be saved, and we can never forget that these warfighters need and deserve the very best equipment as quickly as we can get it to them.” 

“We are trying to do what business does every day ... have an intelligent business discussion about risks and opportunities.”

— Shay Assad, Defense Procurement and Acquisition Policy director



The Defense Acquisition University at Fort Belvoir, Va., held a symposium April 12 on “Making Every Dollar Count – Improving Acquisition Outcomes.” At the symposium, Christine Fox, Department of Defense Cost Assessment and Program Evaluation director, presented information on CAPE’s objectives and analysis on all aspects of the defense program. (Photo courtesy of the Defense Acquisition University)

CAPE unveils tools and analyses

Matthew Sablan | Staff Writer

The Department of Defense Cost Assessment and Program Evaluation office presented a variety of

capabilities and tools that it offers to those making decisions within the acquisition workforce during the Defense Acquisition University symposium, “Making Every Dollar Count – Improving Acquisition Outcomes,” at Fort Belvoir, Va., April 12.

CAPE is an independent organization within DoD that provides the secretary with information and analysis on all aspects of the defense program. In the fiscal year 2009 annual report on cost assessment, Christine Fox, DoD CAPE director, wrote, “The organization’s ultimate intent is to provide sound and unbiased cost and schedule assessments that are essential for effective acquisition decision-making and oversight.”

At the symposium, Fox discussed her office’s mission within the department as well as the “analytics of tough choices,” or how the government could begin analyzing the costs it bears.

“One of the biggest changes (CAPE brings) is the opportunity to marry the work that the analysts that do program evaluation and assessment do with our cost analysts,” Fox said. “You are on the front lines of the procurement challenges and opportunities.”

DoD’s independent analytic organization, CAPE supports multiple areas, including acquisition. “In the past, when we had large draw downs, the operating and maintenance accounts have not (kept pace), and as a result, the procurement accounts have gone down disproportionately, about 60 percent,” Fox said.

In both eras the force was hollowed, and the force is not as healthy as after previous draw downs. In addition, much of the operating and maintenance costs are in leap-ahead technologies that must go through reset, recap or be replaced.

The threat spectrum also varies radically from previous eras. “We face everything from very capable nation states that are investing heavily in their defenses and in their militaries to terrorist cells, which is a very different kind of threat,” Fox said.

With the force in need of recapitalization during a time of war and budget pressures, CAPE will support the acquisition community to respond to those pressures. “For people like all of us, we’re going to have to find a way to make every dollar count, because every dollar is going to be extremely precious going forward,” Fox said.



Christine Fox, Department of Defense Cost Assessment and Program Evaluation director, briefed attendees of the Defense Acquisition University April 12 symposium on CAPE's tools and expertise. (Photo by Carolyn Baum)

Making tough choices

CAPE provides a variety of analytics and services to help organizations make tough choices and answer difficult questions. The first question Fox posed was, "What is good enough?" Echoing what Shay Assad, Defense Procurement and Acquisition Policy director, said earlier in the day, Fox said CAPE believes that the best place to make this determination is in upfront risk assessments and feasibility studies. "The goal of front-end assessments is to try and inform the service, the final program and budget reviews," she said.

Next, Fox asked, "When and what should we give up?" This is potentially one of the most difficult decisions for organizations,

"For people like all of us, we're going to have to find a way to make every dollar count, because every dollar is going to be extremely precious going forward."

— Christine Fox, Department of Defense Cost Assessment and Program Evaluation director

but CAPE can help them decide. Fox wants to involve the community and offer incentives for making these decisions and recommendations up to the secretary of defense to provide for informed decisions. In addition, the community and CAPE need to learn how to make difficult analyses, such as ignoring sunk costs, in their decision process.

Third, Fox asked the audience to consider how the government can invest in science and technology. "We also need to have a workforce out there that can help us identify and design these game changers," Fox said.

When the budget is under pressure, it is hard to find the appropriate S&T areas to search. CAPE wants to work with program managers and the acquisition community to provide information to maximize these investments.

CAPE's outlook on pricing

CAPE has looked over the history of pricing and hopes to make the community conscious of making every dollar count. "In a nut shell, it is teamwork," Fox said. "When we found cases where the program managers, the acquisition executives, the partners in industry and the analysts in CAPE all worked together — those are the places where we've seen the most success in programs going forward."

Fox cited several fundamental attributes that she saw in every successful program: "A shared view of an aggressive but achievable development schedule, an experienced team ... and resisting requirements creep."

As a team member, CAPE offers several tools, such as independent cost assessments. One tool Fox referred to was a stack chart. These charts break out each cost's initial estimate and can be compared to the actual expenditures. This allows those reviewing the program to see exactly where costs increased. "(Stack charts) are a chart of what, not why," Fox cautioned. It is possible that the initial estimates were too low, or that other factors made cost increases reasonable. The stack chart, however, provides areas for reviewers to begin digging for more information.

CAPE must do a cost assessment before sending a multi-year proposal forward.

"When we found cases where the program managers, the acquisition executives, the partners in industry and the analysts in Cost Assessment and Program Evaluation all worked together — those are the places where we've seen the most success in program's going forward."

— Christine Fox, Department of Defense CAPE director

CAPE can also provide cost estimates comparing single year to multi-year programs. Occasionally, it has found cases where single-year program estimates that, when modified, turn out to be more cost-effective than multi-year programs. While CAPE is working from a hypothetical, it is another opportunity where teamwork can benefit the government.

"We all need better tools," Fox said. CAPE provides analyses, charts and other negotiation tools. They are based on accurate numbers, include sustainability issues and give a bigger picture of where costs can be reduced. CAPE also is an excellent tool because it makes costs extremely visible and transparent; as an independent analysis, it is also objective and can inform decision makers as an honest broker. CAPE's analyses provide a better understanding of the trade space for programs, and it will help create a cultural shift toward early understanding of the trade space to make CAPE's analyses even more accurate.

"The (independent cost estimate) and analysis of alternatives have more weight, and we are getting a lot of requests to get us involved early," Fox said. 



Enterprise Integrated Toolset provides situational awareness

Maichi Halley | DCMA ITSCO Communications

The Enterprise Integrated Toolset, or EITS, is available to give the Defense Contract Management

Agency community a new way to interact with eTools functionality and data, resulting in improved workload management for its users. *EITS Release 1*, which includes new eCapabilities, was fielded April 4.

As the amount of data within the agency grew, the technology's maturity and business managers' sophistication also have grown. Therefore, it became imperative that the agency begin to leverage data sets in an integrated, consistent and rational manner. DCMA leadership identified a need to address the challenge of harnessing all available agency data and turning it into actionable information. The DCMA Information Technology Customer Service Organization conceptualized EITS to address this challenge.

On Sept. 1, 2010, at DCMA Headquarters, Springfield, Va., more than 50 representatives from across DCMA convened as Integrated Product Team 1 to participate in a forum to solicit ideas and requirements for EITS. Participants, including contract management office leadership and members from the quality, engineering and contracting communities, were given the underlying rationale for this undertaking: to develop a means of integrating information from existing eTools from the bottom up and to provide top-down situational awareness for leadership based on "what a user can do" and "what a user can know" about existing real-time corporate information.

Some exciting features included with *EITS Release 1* are: the ability for powerful customized contract searches (supporting all functional communities); a customizable application tool bar; enhanced contract-related data visibility; tailored reports access; the ability to



Four members of the Defense Contract Management Agency Information Technology Customer Service Organization discuss its Enterprise Integrated Toolset. From left: Jeremy A. Moore, application lead; Thad Pinney, software development project manager; Paul Martin, senior learning architect; and David R. Colvin, program manager. (Photo by Carolyn Baum)

"I believe everyone involved has learned lessons in strategic and tactical excellence."

— Marlean Jones, Defense Contract Management Agency Enterprise Integrated Toolset program manager

upload locally generated reports; and integration of eTools training.

The release's most notable feature is the dashboard, which provides actionable information rather than raw data to all levels of DCMA. The initial version includes visibility into new contracts; past and scheduled deliveries; and contract audit follow-up data overlaid with elements tied to vendors with associated risk factors. The dashboard also shows all automated performance indicators, including target, actual and trend functions.

Three additional IPTs are currently brainstorming new capabilities for incorporation into future EITS releases.

Some highlights already identified include:

- Supplier risk functions such as: surveillance plan fine tuning based upon a risk probability factor; data gathering prior to a pre-award survey; CMO workload prioritization; and management of information regarding the health of weapon systems and sectors
- Scorecards for commercial and government entities, corporate/suppliers and programs
- Enterprise ability to share program assessment reporting.

"EITS is an exciting, stimulating and innovative way to take advantage of the data available to the agency. I knew I had to be a part of the solution," said Marlean Jones, EITS program manager. "I believe everyone involved has learned lessons in strategic and tactical excellence. EITS is not an eTool, but it is the path to DCMA's excellence in providing information intelligence."

To learn more about EITS, visit <https://home.dcma.mil/ITCSO/training/index.cfm>. ©

Agency diversifies talent pool

Cassandra Locke | DCMA Public Affairs



From left: Stanley Broadus, Stepheny Finnie and Rick Bedford, Defense Contract Management Agency Forward recruiting team, contribute to the agency's number one Human Capital strategic initiative: to attract, recruit, develop and retain a high-performing and diverse workforce representative of the public it serves.

The Defense Contract Management Agency's number one Human Capital strategic initiative is to

attract, recruit, develop and retain a high-performing and diverse workforce representative of the public it serves.

According to Karen R. Penn, DCMA Diversity, Inclusion and Recruiting Division director, more than 60 percent of DCMA's workforce is eligible to retire in the next five years.

"While there may be a delay in retirements due to the current economy, we must still ensure we have a pipeline of top talent comprised of the right people for the right seats in our acquisition workforce," said Penn.

According to Penn, labor force statistics reveal an extremely diverse talent pool, and the federal government aims to have a workforce reflective of such diversity. Recent and pending executive orders require federal agencies to implement strategies for improving overall diversity with a particular focus on veterans, Hispanics and individuals with disabilities. Several special appointing authorities exist to facilitate expedited, noncompetitive appointments for veterans, 30 percent or more disabled veterans and individuals with targeted disabilities.

"Diversity is more than race and gender ... it includes the full range of talents, skills, perspectives, backgrounds and life experiences that make an individual unique."

— Karen R. Penn, Defense Contract Management Agency Diversity, Inclusion and Recruiting director

"It is important for employees to understand that diversity is more than race and gender — that it includes the full range of talents, skills, perspectives, backgrounds and life experiences that make an individual unique," said Penn.

"When we acknowledge, nurture, enhance and leverage the richness of diversity and incorporate such into all our practices, policies and procedures, we can leverage such as a catalyst for increased productivity, creativity and innovation and as a competitive strength in fulfilling our mission in providing unparalleled support for our nation's warfighters."

The team will also be able to better attract, recruit and retain a diverse, high-

performing workforce reflective of the public served.

According to Mariangela Monsalve, DCMA diversity and recruitment coordinator, the agency has spent the last year focused on recruitment.

"For the first time, we have been soliciting and analyzing the demographics of candidates, which enable us to understand the diversity yield of our recruitment efforts and to conduct return on investment analyses and course correct when necessary," said Monsalve.

She said the agency's current pipeline of talent reflects improved diversity across all demographics.

"We also regularly have local area field recruiters, Keystones, subject-matter experts and special emphasis program coordinators at all of our recruitment and hiring events," she said. The diversity team has also worked with the Office of Equal Employment Opportunity to provide EEO and diversity training.

According to Penn, plans for this fiscal year call for an agency diversity council and continued collaboration with the Office of EEO to ensure DCMA leads the way in executing the pending executive order in the Department of Defense's forthcoming diversity and inclusion strategy. 



GDLS ensures on-time fielding of Iraqi Army tanks

Jo Adail Stephenson | DCMA Public Affairs

Tanks are on schedule to be completed and delivered later this year to the Iraqi Army. This

would not have been possible without the Defense Contract Management Agency – General Dynamics Land Systems. DCMA-GDLS is helping the U.S. deliver on its commitment to modernize the Iraqi Army by providing oversight on a contract ensuring M1A1 Abrams tanks are produced and delivered on time.

DCMA-GDLS performs contract management/administration, industrial surveillance, product quality assurance, vehicle test and acceptance, and transportation services for the Iraqi tank contract, which procures M1A1 tanks to be produced at the Joint Systems

Manufacturing Center in Lima, Ohio. JSMC is a government-owned, contractor-operated heavy manufacturing facility owned by the U.S. Army TACOM Life Cycle Management Command, operated by GDLS and managed by DCMA-GDLS on behalf of TACOM LCMC.

Production planning began in 2008 when the Iraqi government signed the letter of agreement. Contract discussions and plant facilitation for the program began in early 2009. The initial long lead material contract was signed in March 2009, and actual production began in February 2010.

DCMA-GDLS QA representatives inspect and accept the tanks on behalf of the U.S. government. Then the tanks are

shipped to the deprocessing site in Iraq to be prepared for hand-off to the Iraqi Army.

“The DCMA-GDLS team responded to an urgent request by the Office of the Secretary of Defense to help resolve critical transportation and security requirements impacting the first delivery of M1A1 tanks, ensuring on-time fielding to the Iraqi Army,” Wade McVey, DCMA-GDLS deputy director, said.

DCMA transportation and security personnel were instrumental in ensuring the tanks destined for Iraq were delivered on time.

“DCMA transportation and security personnel play a vital role in the successful execution of the delivery of the Abrams tanks to both foreign and domestic



Defense Contract Management Agency – General Dynamics Land Systems personnel answer questions from Iraqi delegation members during their acceptance inspection demonstration at the Joint Systems Manufacturing Center in Lima, Ohio, where M1A1 Abrams tanks are being produced for the Iraqi Army. (Photos by Brian M. Hahn, DCMA-GDLS)

locations, safeguarding and protecting the interest of our national security in support of our warfighters and foreign customers,” McVey said. “Due to the efforts of the DCMA-GDLS team, this program is on schedule with deliveries in accordance with all regulatory requirements.”

Iraqi delegation witnesses DCMA oversight

Late last year, a delegation of representatives from the Iraqi Ministry of Defense observed firsthand how DCMA-GDLS personnel were performing QA inspection and product acceptance on these tanks.

“This visit reinforced the U.S. commitment to modernizing the Iraqi Army to ensure they will be capable of providing their own internal defense,” said McVey. “DCMA-GDLS is very proud to be a part of that mission and strives to ensure every combat system leaving this plant is the very best possible system that can be put into the warfighter’s hands, whether U.S. or ally.”

The visit to JSMC came about when the Abrams Program Office asked DCMA-

“Defense Contract Management Agency transportation and security personnel play a vital role in the successful execution of the delivery of the Abrams tanks to both foreign and domestic locations.”

— Army Lt. Col. Don Hurst, DCMA – Northern Iraq commander

GDLS if they would be willing to host several Iraqi Army representatives and give them a demonstration of how DCMA personnel inspect their tanks. DCMA-GDLS not only performs contract management for the Abrams but also manages installation on behalf of TACOM LCMC.

“It made sense for us to host the visitors. The visit was specifically focused on observing the QA inspection and product acceptance DCMA-GDLS performs,” McVey said.

During the visit, the Iraqi representatives were provided overview presentations on the facility, the Iraqi tank program and DCMA’s responsibilities from contract administration through end-item acceptance of the M1 tanks they will receive.

Following the presentations, they received a plant tour, including the M1 Abrams assembly lines, vehicle test and acceptance process and final preparation and shipping. After the tour concluded,

the delegation received an opportunity to perform a modified end-item final inspection on several of their tanks with DCMA-GDLS personnel.

“The delegation members were very appreciative of the chance to see their own vehicles during this time as they were to provide a report back to the Minister of Defense on the quality of their vehicles upon their return home,” McVey said.

“The visit’s result allowed Iraqi Army personnel to go back to Iraq with positive information that the vehicles DCMA-GDLS is producing for them are high-quality items and are built to the same specifications as U.S. tanks. The visit went extremely well; they appreciated the experience and opportunity,” McVey said.

Since the original notification of the Infrastructure Modernization, DCMA-GDLS has had four other Iraqi delegation visits, including the Iraqi ambassador to the United Nations in August 2009. ©



Iraqi Ministry of Defense representatives perform a modified end-item final inspection with Defense Contract Management Agency – General Dynamics Land Systems personnel. Last year, the delegation visited the Joint Systems Manufacturing Center in Lima, Ohio, where DCMA-GDLS personnel perform quality assurance inspection and product acceptance on M1A1 Abrams tanks their government is procuring.



A shipment of M1A Abrams tanks departs on the first leg of its journey to Iraq. The Defense Contract Management Agency provides a unique service to its customers by overseeing complex Foreign Military Shipments like this. (Photo by Brian M. Hahn, DCMA – General Dynamics Land Systems protocol officer)

Transportation Branch follows long and winding ‘contract to combat’ road

Martha Bushong | Staff Writer

Shipping something as large as an aircraft engine overseas isn’t exactly like mailing a care package to a family member or loved one. Shipping a small military radio can be equally daunting. It isn’t as if the local post office or commercial mail store can handle the size, scope or special requirements of foreign military shipments. One of the many important contract management services the Defense Contract Management Agency provides to contractors, however, includes shipping exactly these kinds of items to deployed warfighters worldwide by land, sea or air.

“I think given adequate contract data, we are capable of moving any item,” said Kenneth McManus, a DCMA supervisor who oversees the functions of six worksites in the Northeast. With more than 23 years of experience in DCMA’s Transportation Branch, McManus has witnessed some interesting scenarios. He describes his

interaction with customers as, “Rarely routine, never dull!”

“We have continual requests for expedited shipment movements via air,” continued McManus. “Usually we can support these requests as long as the request is consistent with the contract terms.” The most unusual request McManus ever had involved sending a shipment of fully constructed helicopters to the government of Colombia.

Although branches of the military have their own transportation services and personnel, DCMA is unique because it provides transportation services from contractor facilities to end-users; military transporters do not. Another unique aspect is DCMA’s role in the duty-free process; no other Department of Defense element performs this function. Over the last year, the DCMA Transportation Branch helped move more than 11,000 shipments to Afghanistan and Iraq and

an additional 10,000 to other locations around the globe.

The shipments of M1A1 Abrams tanks to Iraq provide a perfect case study illustrating the critical role the transportation center plays and precisely how a major shipment flows through the DCMA transportation pipeline. Sales of weapon systems to foreign militaries can be one of the biggest challenges the Transportation Branch faces, especially when the shipment involves classified items such as the M1A1 Abrams tank. Even after DCMA employees complete management/administration, industrial surveillance, product quality assurance, and vehicle test and acceptance functions, the tanks stay within agency oversight through the Transportation Branch.

Wanda Jackson is a DCMA transportation management specialist at the Joint Systems Manufacturing Center, a government-owned, contractor-operated

“Transportation is ever-changing. There are always numerous situations underway globally.”

— Wanda Jackson, Defense Contract Management Agency transportation management specialist

manufacturing facility operated by General Dynamics Land System where the tanks are built. Jackson is part of a team that supports procurement for Iraq. “Transportation is ever-changing,” said Jackson. “There are always numerous situations underway globally.”

Moving a major weapons system like the M1A1 Abrams tank has unique challenges, and it is up to Jackson and her team to keep informed about the issues. “We have to watch the alerts, try to keep up with the current world situation and do our best to meet all of the requirements,” she said.

The 70-ton weight and 26-foot length of an M1A1 Abrams are only the beginning of the challenges transportation specialists face when moving this equipment. An M1A1 Abrams security classification guide provides the rules and regulations that mandate how tanks must be transported and safeguarded. The security procedures protect the system according to the

“Defense Transportation Regulations.” These regulations safeguard classified, sensitive and armored tactical vehicle shipments in transit and have their own unique classification guide.

Working with the program managers from the buying command at the case’s beginning, along with U.S. Army Security Assistance Command, makes the complex requirements easier to manage. “Many shippers do not realize the amount of work it takes to transport a classified major weapon system and the amount of preplanning required,” said Jackson.

Before DCMA releases items for shipment, specialists develop a comprehensive transportation plan that details specific actions for each shipment. “Developing a transportation plan requires months of coordination, teamwork and reams of paper,” said Jackson. “With the M1A1 Abrams shipments, some of these actions included establishing rail

routings, booking tanks on board sea vessels, dealing with numerous external agencies, such as Customs and the U.S. Army Transportation Command, as well as keeping the Office of the Secretary of Defense informed throughout the process.”

The first shipment of 11 tanks rolled out of the Joint Systems Manufacturing Center in June 2010. The team’s expertise played a vital role in delivering the shipment to Iraq about a month-and-a-half later. As of January 2011, 99 tanks had been shipped to Iraq to help modernize the Iraqi Army. The team’s scrupulous attention to detail and steadfast support of the customer provided them with on-time deliveries that met all regulatory requirements.

In April, Jackson accepted the “Shipper of Merit Award” on behalf of her team at the Surface Deployment Distribution Command Symposium in Dallas. The award recognizes shipping activities that have shown great performance over the past year. “Without everyone’s help, this mission could not go forward,” said Jackson. “It truly takes teamwork.”

Cathy Fox, DCMA North Central team chief, said, “We are honored to get this award. Wanda (Jackson) and her team made it happen.” 

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Roland Quitariano, Defense Contract Management Agency International host nation program manager, speaks at a seminar April 13 during an international government quality assurance conference at the Koreana Hotel in Seoul. (U.S. Army photos by Pfc. Park Young-ho, Eighth Army Public Affairs)

Agency hosts international contracting officials in Seoul

Walter T. Ham IV | Eighth Army Public Affairs

Defense contracting officials from 14 nations gathered in the Republic of Korea's capital of Seoul April 11–13 to discuss best practices in government quality assurance.

Held at the Koreana Hotel in the heart of downtown Seoul, the conference brought together military and civilian officials from nations with whom the United States has international agreements for the exchange of government quality assurance services and those nations interested in entering into such agreements with the United States.

The 2011 gathering, hosted by the Defense Contract Management Agency and the South Korea Defense Agency for

“The opportunity for sharing has helped other nations to adopt other ideas or processes. As we globally standardize our approach ... we will provide our customers and each other the confidence to know our products will work at the right time, every time.”

— Roland Quitoriano, Defense Contract Management Agency International host nation program manager

Technology and Quality, marked the first time the conference was held outside of Europe. Held almost every year since 1997, the first conference was in Wiesbaden, Germany.

“(The conference is) an opportunity to benchmark successes, share lessons learned and develop joint strategies for the future,” said Roland Quitoriano, DCMA International host nation program manager. “It’s not only what DCMA wants to share with the other nations, but it’s also an opportunity for DCMA to learn from our partners.”

Quitoriano said the conference enabled the quality assurance professionals to network and develop future strategies together.

“If we have an agreement with a nation, we can request that they perform quality assurance for us on our contracts in their country,” said Quitoriano, “and we reciprocate by doing the same for their contracts in our country.”

In addition to saving money, Quitoriano said the mutual government quality assurance process benefits the United States and its allies by putting quality equipment into warfighters’ hands.

“The opportunity for sharing has helped other nations to adopt other ideas or processes,” Quitoriano said. “As we globally standardize our approach into a truly mutual GQA process, we will provide our customers and each other the confidence to know our products will work at the right time, every time.”

Another conference participant, Zvi Margalit, Israeli Ministry of National Defense deputy quality assurance minister, said the conference had allowed him to meet people he had only talked with on the phone before. “It is very good to meet the people that we are talking with,” said Margalit. “This meeting is very good and useful.”

U.S. Air Force Maj. Lateef Hynson, DCMA Korea commander, said

the conference had fostered greater partnership and engagement among the United States and its allies.

DCMA Korea provides quality assurance on the performance of U.S. contracts for U.S. forces in South Korea and around the globe. DCMA Korea partners with South Korea’s Defense Agency for Technology and Quality, which is celebrating its 30th anniversary this year. “This is the first time (the conference) is in Asia, and it allows everyone the opportunity to see Korea,” Hynson said.

Choi Seong-gyun, South Korea Defense Agency for Technology and Quality Daegu Center team chief, said he was honored to introduce the conference participants to Korea.

“We want to show Korea to other nations,” said Choi, calling the conference, “a good opportunity for us to understand the government assurance system of each country.” 



U.S. Air Force Maj. Lateef Hynson, Defense Contract Management Agency Korea commander, said the conference had fostered partnership and engagement among the United States and its allies.



These Defense Contract Management Agency – Northern Iraq team members pose after conducting final inspections and acceptance for a series of upgrades to the current Mine Resistant Ambush Protected vehicle configuration used in Iraq. The team recently accepted the 100th MRAP. Their efforts dramatically decreased the number of MRAP upgrade defects and increased the number of MRAP acceptances. (Photos by DCMA-NI)

MRAP theater upgrade provides key to soldier survivability

Courtesy of DCMA – Northern Iraq

Defense Secretary Robert Gates made production and fielding of Mine Resistant Ambush Protected vehicles the Department of Defense's top acquisition priority and the third largest acquisition program in the department in 2007. The Defense Contract Management Agency has been involved with the MRAP program since its inception, making the program a top priority in DCMA's continuing efforts to support the warfighter.

In July 2010, DCMA – Northern Iraq began work with a delegation from the MRAP Joint Program Office to conduct

final inspection and acceptance for a series of upgrades to the current RG-33 MRAP configuration used in Iraq. These upgrades help support improved operational readiness while incorporating solutions to make vehicles more survivable and effective.

Bob Sadler, a DCMA-NI quality assurance veteran with 30 years of experience and eight deployments to his credit, quickly identified a number of challenges, including inconsistencies in drawings, plans and other key vehicle documentation. These challenges, coupled

with the lack of a quality control plan and the austere Iraqi environment, led to a hectic initial start.

Sadler, who has an extensive quality assurance background in automotive programs, worked diligently with the contractor to implement sound processes and a highly effective quality program. The DCMA-NI quality team's extensive process-proofing effort resulted in the issuance of numerous continuous improvement opportunities. This process caused more than 260 assembly book changes, 46 weld book changes and



Defense Contract Management Agency – Northern Iraq personnel provide quality oversight on a series of upgrades to the Mine Resistant Ambush Protected vehicle’s current configuration for use in Iraq. DCMA-NI will continue providing quality oversight for the upgrade program’s duration, which is expected to run through June 2011.



A welder works on upgrading a Mine Resistant Ambush Protected vehicle to the current MRAP configuration used in Iraq. The Defense Contract Management Agency – Northern Iraq quality team’s process-proofing effort resulted in the issuance of numerous continuous improvement opportunities. This process has resulted in more than 260 assembly book changes, 46 weld book changes and 40 build book changes, all contributing to a steady growth in production and a substantial decrease in defects.

“This continues to be a great team effort by the Joint Program Office (Forward) requiring activity and Defense Contract Management Agency.”

— Army Lt. Col. Don Hurst, DCMA – Northern Iraq commander

40 build book changes, all of which contributed to steady production growth and fewer defects.

This effort provides another example where DCMA identified a shortfall, partnered with the stakeholders and developed executable processes resulting in a fully functional, game-changing combat platform with a focus on soldier survivability — a key design feature. The collaborative effort and hard work has paid off, and the statistics tell the story. To date, DCMA has accepted 100 vehicles. When the program started, 145 defects were identified against five vehicles for a 29 percent defect rate. Since that time, the number of defects has dramatically decreased to a 1 percent defect rate while the number of accepted vehicles has steadily increased.

“This continues to be a great team effort by the JPO (Forward) requiring activity and DCMA,” said Army Lt. Col. Don Hurst, DCMA-NI commander. “These efforts have ensured everything possible has been done to provide a conforming product to the warfighter. Its chief design feature is to ensure our servicemen and women can do their jobs and return home safely.”

JPO MRAP and the requiring activity continue to praise DCMA for its efforts. DCMA-NI will provide quality oversight for the duration of the upgrade program, which is expected to run through June 2011. 

Personnel accept 2,000th refurbished in-theater Army vehicle

Jo Adail Stephenson | DCMA Public Affairs

In areas with temperature extremes as low as 35 degrees Fahrenheit in winter and more than 130 degrees Fahrenheit in summer with frequent dust storms, Defense Contract Management Agency – Middle East personnel in Kuwait have been performing process reviews, final inspections and acceptance on refurbished U.S. Army vehicles since April 2007.

A significant milestone was reached recently when DCMA-ME personnel performed final inspection and acceptance on the 2,000th refurbished vehicle in the Theater-Provided Equipment Refurbishment program.

“The warfighters are dependent upon the vehicles being properly refurbished for use in the war effort,” said Joseph Harfman, DCMA-ME Operations and Maintenance Team.

Through the TPER program, DCMA - ME personnel work together with the U.S. Army TACOM Life Cycle Management Command and the contractor to ensure the restored battle-damaged and heavily worn vehicles meet military equipment-readiness standards and full mission operability. “We talk on a daily basis and help them resolve technical issues when necessary,” Harfman said.

The TPER program eliminates the cost of shipping vehicles to the U.S. for repairs and returns the vehicles faster and more economically to warfighters in Iraq and Afghanistan.

“As I look at each vehicle, I think of my own children who could be driving or riding in these vehicles, and they must be 100 percent right,” said Harfman. “I am very proud to be a part of this program and to be able to work with outstanding employees who contribute directly to this support of our warfighters.”



Contractor inspectors examine refurbished U.S. Army vehicles in the Theater-Provided Equipment Refurbishment program. The 2,000th vehicle received final inspection and acceptance by Defense Contract Management Agency – Middle East personnel in Kuwait. The TPER program eliminates the cost of shipping vehicles to the U.S. for repairs and returns the vehicles faster and more economically to warfighters in Iraq and Afghanistan. (Photos courtesy of DCMA-ME)



Defense Contract Management Agency – Middle East personnel in Kuwait perform final inspection and acceptance on refurbished U.S. Army vehicles as part of the Theater-Provided Equipment Refurbishment program. In extreme summer and winter temperatures and frequent dust storms, DCMA-ME personnel performed process reviews, final inspections and acceptance on vehicles refurbished through the TPER program since April 2007.



Through the Theater-Provided Equipment Refurbishment program, Defense Contract Management Agency – Middle East personnel work together with the U.S. Army TACOM Life Cycle Management Command and the contractor to ensure the restored battle-damaged and heavily-worn vehicles meet military equipment-readiness standards and full mission operability.

Fly like a goose, work like a lion, live like a dragonfly

Martha Bushong | Staff Writer



Image used with permission from Kerri Farley/Kreations by Kerri

On the ground or in the air, Defense Contract Management Agency employee Binh Thanh Nguyen has

dedicated much of his life to flight and flying. An aerospace engineer at DCMA Hamilton Sundstrand, Windsor Locks, Conn., Nguyen began his experience with aircraft as a helicopter pilot for the South Vietnamese Air Force. Flying figured prominently in his escape from Vietnam after the fall of Saigon, and it continues to dominate his career. Currently, he works with DCMA as a member of the program support team for the F-135 engine. He previously served as an engineer in the NP-2000 Program helping to develop eight-blade composite propeller systems for aircraft.

Nguyen's first experience with flight, however, was not with fixed-wing aircraft, like the Hawkeye or F-35. It was with the unstable rotary wings of helicopters. "Flying a helicopter is a lot like my life's journey," he said. "I have traveled many different directions and sometimes just hovered. Sometimes I had to go backward,

and other times I had to make split-second decisions."

One of those decisions — the one to leave Vietnam — changed life completely and forever for Nguyen. Looking back, he said, "I can vividly recall the last days of turmoil that took place in my homeland. I was assigned as a duty officer with a helicopter squadron, having graduated from the Vietnamese Academy Air Force School as a pilot in 1972. We had received reports that Saigon had fallen, but we weren't quite sure because our base was still under heavy attack by North Vietnamese forces."

At first, Nguyen thought he would stay in South Vietnam, even after the North Vietnamese took control, but when the moment to decide came, he decided to leave. Even now, he can't say what made him change his mind, but he has kept moving, adapting and changing.

"We kept asking our commanding officer for confirmation as to whether we should continue to fight or get our helicopters in the air so they wouldn't

fall into enemy hands. When we saw him break for his helicopter, we decided to do the same thing."

Nguyen said he made secret arrangements with the maintenance officer to get a helicopter out of the hangar and to land it on his complex so that he could use it to escape. "We were waved off when dozens of people began to climb all over the chopper," he said. "Even as I took off, people were hanging on the skids. I can still see the horrified looks on their faces as some of them began losing their grip and falling to the ground."

Someone suggested that the helicopter land at a political prisoner island where they could refuel. Swarms of helicopters fought for fuel, and without air traffic control, chaos reigned. Somehow, miraculously, Nguyen said no accidents happened.

"We kept contacting the U.S. Seventh Fleet for landing permission," said Nguyen. "Finally, when it was granted, all copters took off carrying in each of them only about two and a half hour's worth of fuel. After a one-hour trip, along with three



Binh Nguyen, second from left, poses for a photo with Keith D. Ernst, third from left, former Defense Contract Management Agency director, and other DCMA employees in front of a commercial six-blade propeller, which is similar in design to the NP-2000. (Photo courtesy of Binh Nguyen)

other copters, I spotted the small carrier and decided to land rather than taking the risk to search for a bigger one. Four helicopters landed on the carrier *Hancock*, which was part of the Seventh Naval Fleet evacuation team on April 30, 1975 — the same day that the North Vietnamese Communists took over South Vietnam.

“I breathed a sigh of relief when the skids touched the carrier deck because, somewhere along the way, we had picked up 10 or 15 more people than the helicopter was designed to hold. A helicopter will fly with more people than the maximum capacity, but it is harder to get airborne. In these types of situations all a pilot can say is, ‘I’ll try my best.’ You don’t want to leave anyone behind because most of the time you can’t go back.”

Nguyen described the process as flying like a goose. Which means the aircraft must fly and glide, fly and glide, fly and glide. Finally, it creates enough lift for takeoff.

“Because the carrier was so crowded with refugees, mechanics removed the chopper’s engine and then dumped it in the ocean. I saw the pictures in *Newsweek* a short while later, and it just reinforced my feelings about how lucky we were to have escaped.”

“When I got to the U.S. mainland,

my first job was working at a Chinese restaurant in Providence, R.I. I made a terrible waiter because I had no experience doing that kind of work. There was a huge language barrier. I worked one night and then asked my sponsor if I could please do something else. My sponsor at the Congregational Beneficial Church in Providence found me a job at the Tower Manufacturing Company doing piecework. I worked there for a year and a half earning \$70 a week.”

Nguyen remembers the days at the manufacturing company fondly. “Those were happy, carefree days. I had my friends. We went fishing, grilled outdoors in the summer and really enjoyed our freedom. We didn’t have much money; of course, we didn’t have any bills either.”

“But I was always thinking about education. I had a feeling my college career could lead to something else, so one day I asked my supervisor to lay me off. He was surprised that I would ask and told me he was sad to see me go, but I told him I wanted to go back to school. I picked the University of Rhode Island, where I



Binh Nguyen in his South Vietnamese Air Force dress uniform. After arriving in America, he considered joining the Army Reserves, but he instead chose to support America’s warfighters through service with the Defense Contract Management Agency. (Photo courtesy of Binh Nguyen)

“Flying a helicopter is a lot like my life’s journey. I have traveled many different directions and sometimes just hovered. Sometimes I had to go backward, and other times I had to make split-second decisions.”

— Binh Thanh Nguyen, Defense Contract Management Agency engineer

majored in mechanical engineering.”

“During my senior year,” said Nguyen, “I had the opportunity to be interviewed by many major companies. I decided to accept Hamilton Standard’s offer, which came even before my graduation in May 1980. While working at Hamilton Standard, I studied toward my master’s degree. I graduated with an M.S. in mechanical engineering in 1982 and earned another master’s from Rensselaer Polytechnic Institute in 1984.”

Later, Nguyen combined his knowledge of flying and mathematics into a career in aerospace engineering. For almost three decades, he has served the people of the United States and its warfighters. First, he worked at Hamilton Standard, which became Hamilton Sundstrand, and later joined the DCMA team.

Patrick McMann, a former supervisor who worked with Nguyen for more than 12 years on the NP-2000 Program, said, “Binh was one of those people who always did more than expected. There are some people who like to swim in their own lane, but he was not one of them. For a while, he essentially did two jobs. He worked as the engineer and as the program integrator. He always put the needs of the customer ahead of his own needs.”

When Nguyen describes his work philosophy, he talks about the way big cats hunt. “Tigers,” he said, “hunt by themselves, but lions work together. They hunt with their pride. I like to work more like the lion. As humans, I think we are stronger as a group than we are individually. For me, the more collaboration and interaction I have the better.”

“One of the highlights of my career,” said Nguyen, “was having the opportunity to meet the E-2 Hawkeye pilots and talking with them about the eight-blade propeller system we were developing to replace the

four-blade propellers on their aircraft as part of the NP-2000 Program. I was very excited to see the result of our work and to have the opportunity to meet with our end-users.”

Nguyen looks forward to his recent shift in duties from work with the NP-2000 to opportunities with the new F-135 program. With his experience and expertise for the mature NP-2000 Program, he hopes to provide great DCMA support to the new program.

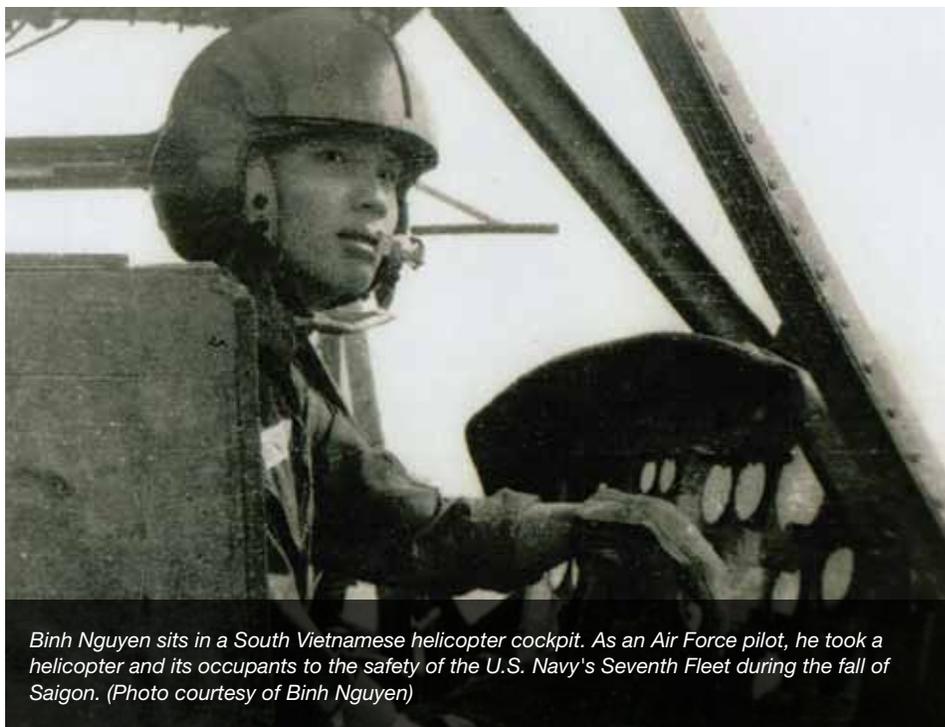
“I haven’t flown a helicopter since I left Vietnam,” said Nguyen. “I thought about joining the Army Reserves when I first came to this country and serving as a pilot, but by the time I got my citizenship, I had a job on the ground and wasn’t willing to risk flying. Everything above the ground is dangerous. When I was young, I didn’t consider the risks.”

The helicopter is much like a dragonfly. Both are marvels of flight engineering, and both the helicopter pilot and the dragonfly

use their incredible flying skills to evade capture. In Eastern cultures, the totemic dragonfly symbolizes strength, peace and harmony. The dragonfly lives a short life and is known for its ability to make the best of any environment.

As an immigrant, Nguyen learned how to make the best of his new life and still works to improve life for himself and for others. His service to Asian-American immigrants won him honors from the state of Connecticut. Over the years, he has helped community service organizations support families with job placement and training, health, business opportunities and citizenship.

“I tell new immigrants this is the opportunity country. They need to understand life is different here and accept the fact that they are new and the old ways are no more,” said Nguyen. “We have to work hard, study hard and help others.”



Binh Nguyen sits in a South Vietnamese helicopter cockpit. As an Air Force pilot, he took a helicopter and its occupants to the safety of the U.S. Navy’s Seventh Fleet during the fall of Saigon. (Photo courtesy of Binh Nguyen)



Left image used with permission from www.TobySimkin.com; right image used with permission from the National Park Service.

8,000-mile, 30-year journey brings Cambodian émigré to DCMA

Matthew Sablan | Staff Writer

Defense Contract Management Agency employees come from all walks of life, including civilian experts and uniformed and retired military. From coast to coast, around the world, the agency's diversity fosters fresh perspectives and new approaches. Meng Kuoch, DCMA Boston, is one of the new contract cost/price analysts hired to renew the agency's cost and pricing capabilities.

Kuoch's expertise is grounded solidly in a degree in finance and accounting

"I realized what I didn't have in Cambodia when I put my feet down in the U.S. — freedom."

— Meng Kuoch, Defense Contract Management Agency Boston contract cost/price analyst

and her 21 years as an auditor with the Defense Contract Audit Agency. While there, she performed various types of audits and provided support as requested by contracting officers from all military departments, DCMA and other federal agencies. She came to DCMA, saying, "Supporting warfighters by helping ensure supplies and services get to them on time at fair and reasonable prices has always been important to me. At DCMA, I feel closer to the warfighter and know that my contributions can make a difference."

At DCMA, Kuoch interacts with the various buying commands, as well as internal customers such as DCMA administrative contracting officers. She said, "We analyze contractors' cost proposals and provide advice and insight to our contract negotiators."

"Our internal customers have, one-by-one, built up a level of confidence in her," Al Rutledge, DCMA Boston contract cost/

price analyst supervisor, said. "She is my go-to person."

It is not only her experience at DCAA that provides her motivation and drive to excel at DCMA. Like each employee, she has a unique path that brought her to the agency. Her path began in the 1970s in Cambodia under the authoritarian regime of the Khmer Rouge.

Life in Cambodia

"Most of my memories of Cambodia were not good," she said. "I didn't see my parents often. ... The rulers, they kind of brainwash you. They treated you like animals."

She recalled her two younger sisters as well as aunts and uncles — all among the estimated 2 million victims of the Khmer Rouge's brutality. Kuoch was separated from her family and, like the rest of the population, placed into controlled populations based on her age. Though she was only 14 years old, Kuoch understood

the regime's nature. "In Cambodia, you could say something in the morning and disappear by the afternoon."

Nevertheless, when her dad, Mok Khun Kuoch, approached her with a plan to escape through Thailand and, ultimately, go to America, Meng said, "I didn't want to leave my mother behind, and I told my dad I didn't want to go."

"My late dad understood what it meant to come to America. He had always said, 'I want you to have a better future.' Now, he said, 'We have to do this. It's for your future. You'll understand later.'"

Today, she reveres her father for his heroism, wisdom and for leading her and her brother to America, even though he left his wife and everything that he knew behind. With help from the American Red Cross and Catholic Charities, he escaped with his family from Cambodia into Thailand in 1979. Kuoch said that he became both her dad and her mom; she would not see her mother again until they were reunited in America in November 1994.

Feeling the freedom

Kuoch and her family flew from Thailand, destined for Logan International Airport in Boston. The journey, more than 8,000 miles, ended June 21, 1979. As she disembarked the plane, she realized that she did not understand what anyone was saying or asking her to do. But amidst the confusion, she felt other emotions.

"Everything is enormous here. There were so many people. So many cars," Kuoch said. "I realized what I didn't have in Cambodia when I put my feet down in the U.S. — *freedom*."

Her family continued the final leg of their journey to Providence, R.I., by bus. There they met with a member of Catholic Charities, who helped them establish their life in America. Because Kuoch arrived in June, she was able to attend the Adult Education Program class for non-English speakers that helped her learn English before attending high school in the fall. For the next two-and-a-half months, she spent hours a day in class drilling, listening with headphones and learning a language that she never dreamed she would need to know.

"I was very fortunate to meet lots of people like my teacher, Ms. Betty, who

"If I am able to help somebody, that makes me really happy, and I feel like, 'mission accomplished.'"

— Meng Kuoch, Defense Contract Management Agency Boston contract cost/price analyst

took an interest in me," Kuoch said. They helped her learn and inspired her to strive for more education.

Kuoch worked in a factory making light switches after school throughout her high school years, and she took a full-time position during her senior year. While attending college, she worked for her father at his restaurant. When exploring career options, she initially thought she might become a secretary or a typist, but once she learned to type, she realized she wanted to do something different. She continued her education, ultimately finding the skill set that would bring her to DCMA more than 20 years later.

She chose to pursue a career in accounting and finance because, "Numbers can't fool me — numbers are the same around the world. A number is a number," Kuoch said. Her expertise allows her to

provide pricing support to contracting officers and advise them on cost accounting standards non-compliances, cost impacts, withholding of funds for deficient business systems and similar complex issues.

"If I am able to help somebody, that makes me really happy, and I feel like, 'mission accomplished,'" she said. Though she has only been with the agency for a little over a year, she has already become a mentor to another cost/price analyst. She not only mentors at DCMA; she also volunteers in her community, helping new immigrants from Southeast Asia by translating and assisting them with their paperwork. She also volunteers with a Buddhist temple to teach youth about language and culture.

Kuoch dedicates her work, life — everything she has accomplished — to the person who made her life possible: her father. "He brought us to America, helped us realize our dreams, teaching us that hard work has its own rewards and, lastly, live below your means but within your needs," Kuoch said. "I'll always be thankful for the sacrifices he made; he is my engine, my inspiration. I now understand what he meant about my future in America." 



Meng Kuoch, now a Defense Contract Management Agency Boston contract cost/price analyst, poses with a sculpture in a park after arriving in the United States. Her father, right, brought her and her brother from Cambodia to the United States for the freedom and opportunities they would find here. (Photo courtesy of Meng Kuoch)



Looking inside new **cost** and pricing workforce

Matthew Sablan | Staff Writer

Jarrell Costen, Defense Contract Management Agency Hartford associate, reviews pricing and contract information at his desk in Hartford. (Photo by Mars Healey, DCMA Hartford)

The Defense Contract Management Agency Cost and Pricing Center is shaking up its efforts to unearth

fresh accounting techniques, skills and expertise. DCMA has aggressively recruited new employees from the private sector, many of whom joined the agency more than one year ago. These analysts bring unique perspectives that will empower the agency and provide a solid foundation to meet future challenges.

Who they are

DCMA cost and pricing personnel touch nearly every product and service DCMA provides to warfighters. These analysts come from a variety of backgrounds in the public and private sectors and even a small sampling demonstrates their varied backgrounds.

Their past experiences include a broad range from private industries. J. Kevin Hunt, DCMA Boeing-Philadelphia cost/price analyst, previously worked in commercial banking, credit and debit cards, and financial service companies. Holly Mills, DCMA Philadelphia analyst,

ran her own business prior to joining DCMA and is a Certified Management Accountant. Vincent Perez, DCMA Headquarters cost/price analyst, who worked as a revenue collection officer in Minnesota, said, “My background experience face-to-face with taxpayers and businesses gives me a depth of understanding of the challenges they face.”

William Bullock, DCMA contract cost/price analyst, who reports to the Greensboro, N.C., contract management office, said he was “delighted to be back with the Department of Defense as a DCMA cost/price analyst.” Before returning to DoD, Bullock worked as a civilian in procurement with the Air Force and in the private sector. Other analysts also come from federal organizations, such as Mills, who used to work for the U.S. Department of Agriculture.

The Cost and Pricing team’s knowledge of what warfighters need augments their civilian experience. Robert Panaroni, DCMA Hartford cost/price analyst, served three years in the Marine Corps, 13 months of which were in Vietnam. “I



Laura Crowley, Defense Contract Management Agency Boeing-Seattle cost/price analyst, poses at her desk. Crowley served in the Air Force and cited the Sept. 11 attacks as a motivating factor in returning to working for the government. (Photo courtesy of Laura Crowley)

know firsthand how important it is to have quality supplies and services delivered to you when you need them. Keeping that in mind allows me to place things in perspective,” Panaroni said.

“In our position as pricers, we are at the forefront of protecting the taxpayers’ dollars and ensuring that warfighters get the most bang for the buck. Everything centers on proposals and the contracts that the Defense Contract Management Agency administers.”

— Damon McCoy, DCMA St. Louis contract cost/price analyst

Laura Crowley, DCMA Boeing–Seattle cost/price analyst, served in the U.S. Air Force in the Defense Intelligence Agency and North American Aerospace Defense Command. Damon McCoy, DCMA St. Louis contract cost/price analyst, served five years in the Army in Military Intelligence as a Russian voice interpreter. They share their perspectives with the agency’s current uniformed members and others who served.

Many analysts already have a thorough background in contracting, either from the government end, like Bullock, or from the civilian end. Noelle Phommavong, DCMA cost monitor, had previous experience with SAIC and Northrop Grumman. Tom Maher, DCMA Hartford price analyst/cost monitor, spent 25 years at Sikorsky Aircraft. “While I was old enough to retire, I felt I was too young to stop working. I happened to come across a job posting as a cost/price analyst with DCMA, and I was fortunate enough to be chosen,” he said.

Shani Mack, DCMA Baltimore cost monitor, said, “As part of the group of cost monitors/price analysts who were hired as journeymen, many of us have similar types of private sector experience such as finance, information technology/information security and project management. Given our mandate for efficiency and cost control, this group is uniquely positioned to bring an outside perspective, as well as industry and technical expertise to DCMA’s cost recovery efforts.” Mack is a certified Project

Management Professional and has worked at DCMA for more than a year; she brings experience from the other side of the equation from her work as a contractor in a global IT corporation.

“The Cost and Pricing Center was set up quickly with a depth of knowledge and experience,” Perez noted. This knowledge and experience helps keep the analysts focused and equipped with the tools to accomplish the agency’s mission, support the nation’s warfighters and steward the taxpayers’ money.

Mission focused

The analysts use their experience at DCMA offices around the globe to pursue the agency’s mission of providing the best services and products to warfighters at a fair and reasonable cost. When asked about their reasons for joining the agency, DCMA’s mission surfaces as a constant theme.

“Being in government is different than industry because you are serving your country. After Sept. 11, I wanted to go back to work in the Defense Department,” Crowley said. DCMA gives her and many others that same chance.

For Mack, the dedication that government civilians demonstrated in their work brought her to DCMA. “As a contractor, our customer base included DoD Morale, Welfare and Recreation. I saw how the folks we worked with served the warfighters and their families. Their dedication inspired me,” she said.

Joining the agency was a novel experience for some, like Hunt, who acknowledged he gained new insights. “Working with DoD gave me great appreciation for what our warfighters do for us every day, and I was more than pleased to come to work for DCMA in a role supporting them,” he said.

An average day

Through their day-to-day tasks, the cost and pricing team helps DoD achieve savings as their work takes them to the contractors, agencies and buying commands where they touch any number of products and procedures. “Our team of DCMA pricers is responsible for analyzing a large portion of the cost pie,” Mills explained.

Perez expanded, saying, “We answer, ‘How is the contract doing?’ after it has started.” They accomplish this by establishing forward pricing rate agreements and forward pricing rate recommendations: analyzing contractor data, should-cost reviews and indirect costs; and performing other necessary tasks to provide the agency’s negotiators the information they require to achieve the fairest and most reasonable prices for the government.

“When I try to explain to friends what it is we actually do, it is almost like seeing the light bulb go off in that they had no idea just how complex defense contracting can be,” Bullock said.



In Huntsville, Ala., while attending a training session at the Defense Acquisition University, new Defense Contract Management Agency cost/price analysts from throughout the agency gathered for a picture. Bottom row, from left: Vincent Perez, DCMA cost/price analyst; Sean Burke, DCMA Dallas; Anne Hyde, DCMA Huntsville; top row, from left: Richard Foster, DCMA Orlando; Gray Vermette, DCMA Aircraft Propulsion Operations – Pratt and Whitney East Hartford. (Photo courtesy of Vincent Perez)

“Working with the Department of Defense gave me great appreciation for what our warfighters do for us every day, and I was more than pleased to come to work for the Defense Contract Management Agency in a role supporting them.”

— J. Kevin Hunt, DCMA Boeing-Philadelphia cost/price analyst

“Being a financial guy, I really had no idea coming in what goes into a program the size of Boeing’s roto-craft enterprise,” Hunt said, echoing Bullock’s statement. “We recommend considerable savings to the buying commands that negotiate contracts.”

Maher went into more detail, saying, “I look at our position, and it has three aspects that help complete the agency’s mission. First, we deliver much-needed supplies and equipment to the servicemen and women stationed around the world. Second, we recommend a price objective that protects the government’s interest. Third, our price objective recommendations are also fair to the contractor.”

“For the last eight months, my tasking and priorities change almost daily, and that’s the best part about my position,” Phommavong said. “The challenges never end. ... DCMA’s cost and pricing efforts provide crucial contributions in terms of

validating the allowability, fairness and reasonableness of the costs claimed.”

DCMA cannot accomplish all of its work alone, and cost and pricing analysts bridge the gaps between the agency’s customers and partners. “I work with the Defense Contract Audit Agency to retrieve historical and real-time data on the contractor to complete the analysis,” McCoy said.

Mack’s work with DCAA also shows the working relationship between the agencies. “My corporate administrative contracting officer and I meet with DCAA regularly and are making inroads into the existing backlog. We utilize technology wherever possible to maximize efficiencies. We are currently working on forward pricing for 2011–2013, as well as historic analysis of our contractor’s submissions,” she said.

The agency supports large and small contracts. “The Philadelphia CMO has a lot of small- to mid-size contractors,” Mills said. “Our team helps lots of small contractors understand what they need to do to help themselves prosper and help our customers get the products they need at a value beneficial to the taxpayer. A ‘win-win-win’ situation.”

“In our position as pricers, we are at the forefront of protecting the taxpayers’ dollars and ensuring that warfighters get the most bang for the buck,” McCoy said. “Everything centers on proposals and the contracts that DCMA administers.”

Building institutional knowledge

Agency resources, such as mentors and the DCMA Learning Center, helped prepare the new employees. Other resources include Defense Acquisition University, rotational assignments and each other. “I really appreciated the people at the DCMA Learning Center; Noreen

Cassaro was wonderful and gave us a great introduction to the agency. The caliber of the new employees is very high,” Crowley said. “All of the wonderful people at DCMA are really outstanding.”

“Once back from training, it was like hitting the ground running rather than transitioning,” Panaroni said.

Bullock was one of the many analysts to praise DCMA’s mentors. “Diana Rivera (Bullock’s CACO) has been a fantastic teacher and mentor! Having a great mentor is very important to one’s success when starting out working on complex contracting issues.”

Phommavong also recounted her experience with DCMA mentors. “My CACO, Mr. Keith Palmer, and a former supervisor, Ms. Penny Vermie, were wonderful. They both ensured that my transition to my new home was pleasant and enjoyable. ... DCMA found training to be crucial to our job to achieve and fulfill our obligations to the DoD acquisition community.”

McCoy wrote his first pricing report for the Defense Supply Center Columbus under the guidance of his mentor Dave Marcanik, DCMA divisional ACO, which yielded the first award for a section 852 employee. The cost and pricing analysts also return the favor, with several, like Crowley, mentoring Keystones. At DCMA Baltimore, the cost and pricing team has taken additional steps to build institutional knowledge.

“Late last year, we formed a cost and price round table for knowledge and resource sharing, as well as to address issues, concerns and lessons learned,” Mack said. “Additionally, our DCMA Learning Center class has plans to share pricing cases via Web conference.”

“Over the years, many of the basic aspects of cost and price analysis were lost at DCMA. Those same basic aspects of cost and price analysis that were lost are now being resurrected,” Panaroni said. Now, with a dedicated base of cost and pricing experts at the agency, DCMA can rebuild its capabilities and reap the benefits for years to come. ☐



Robert Panaroni, Defense Contract Management Agency Hartford cost/price analyst, reviews a recent forward pricing rates analysis with George Mettey, DCMA Hartford Contracts director. (Photo by Mars Healey, DCMA Hartford)

Annual Awards

The Defense Contract Management Agency's Annual Awards recognize individuals and teams that have made exceptional contributions over the past year in support of America's warfighters. Award nominations generally occur at the beginning of each calendar year and are open to the entire DCMA workforce. This year's honorees include Active Duty, Reserve members and civilian employees. In an announcement on April 18, Charlie E. Williams, Jr., DCMA director, said that the awardees "outstanding accomplishments, dedication to the agency's mission, and service to our nation are truly worthy of this recognition."



Director's Cup

The Director's Cup recognizes a DCMA organization that has improved organizational performance by using structured improvement methods to advance the principles of performance-based management.

Defense Contract Management Agency Lockheed Martin Sunnyvale

This contract management office's accomplishments reflect its incredible spirit and performance. Its personnel tirelessly met customer's demanding expectations while

improving their processes. They predicted the top Air Force program's first space vehicle flight software delivery date, addressed surveillance gaps in the Fleet Ballistic Missiles and identified contractor satellite proposal deficiencies. The extra scrutiny from the CMO forced changes

in its customers, including cost estimating discipline, independent review of proposals and other measures that save the government money.

DCMA Herb W. Homer Award

The DCMA Herb W. Homer Award recognizes teams who best exemplify Herb Homer's principles and attributes by advancing teamwork and improving team performance to achieve organizational goals. The award is named in honor of Herb W. Homer, a DCMA employee killed Sept. 11, 2001, on United Airlines flight 175, during the terrorist attacks on the World Trade Center in New York City.

Evolved Expendable Launch Vehicle DCMA Overhead Should Cost Review Team

Exceptional teamwork, organizational support, character, dedication to customer success and outstanding professionalism demonstrated their commitment to the agency's mission. The agency's efficiency initiative and significantly reduced Department of Defense costs and aligned the review's strategic vision.

The team includes: Danetta Adams, Floyd Berchenbriter, James Brincks, Denise Chezek, Rodger Christiansen, Reynald Clemons, Simon Cooke, Del Coulson, Robert Dorich, Susy Hatfield, Randy Herrera, Mary Hilton, Maureen Irwin, Troy Judd, Paul Karkainen, Peter Leahy, Vivian Lee, Maj. Donna M. McAuley, Ken McGowan, Justin McNaughton, Craig Michaelis, Edwin Millian, Marge Morbach, Chuck Neuman, Vernon Neumann, Jennifer Nguyen, Terry O'Neill, Christine Putera, Daniel

Rodriguez, Bill Romenius, Bob Roy, Wayne Rybak, Mike Sheridan, Tom Slining, Tim Stout, Scott Sturgill, Paul Szymula, Jeff Tallmadge, Herbert Thornton, Steve Trautwein, Penny Verie, Margarita Wegmann, James Whitehead and Robert Whitney.

Civilian Personnel Annual Awards

DCMA Mentoring Award

Douglas Drake — DCMA Lathrop supervisory industry specialist

Drake mentored two Keystones, a journeyman security specialist and a mechanical engineer participating in the Tier II Leadership Program. His guidance was tailored for each to develop their specific skills. His mentoring skills also spread into his personal life, where he acts as a trainer with the Boy Scouts and tutors at a local school.

Petra Duffey — DCMA Wichita lead quality assurance specialist

Duffey's accomplishments as Keystone coordinator accelerated the Keystones' careers. Her role as a subject-matter expert allowed her to provide mentoring in the entirety of the quality assurance field. She has smoothed new employee orientation and encouraged long-time staff to engage with Keystones and other new hires.

Todd Gallagher — DCMA Boeing-Philadelphia supervisory general engineer

Gallagher demonstrated the highest level of dedication to his protégés, advising and counseling his Keystone and Student Career Experience Program hires. He established an ongoing relationship with a university to reinvigorate the office's SCEP program. Each SCEP expressed serious interest in returning to DCMA.

G. Ron Grantuskas — DCMA Lockheed Martin Owego contract administrator

Grantuskas volunteered to mentor Owego's three Keystones. His Keystones continue to return to him for guidance and advice, and each independently nominated him for this honor. His professional example and skills training served to put the agency forward in the best possible light and also encouraged and improved his Keystones for the agency.

Julie Harmon — DCMA Lockheed Martin Denver computer engineer

Harmon mentors all of the office's Keystones, as well as other employees. Her passion for DCMA makes her a role model for her protégés. She is the driving force behind the office's model Keystone program. She has created an efficient Keystone program that leaves a lasting impact on all those who graduate from it.

Outstanding DCMA Personnel of the Year Award (Leadership)

Doris Gordon — DCMA Special Programs West principal operating manager and contract management deputy

Gordon's selfless support and dedication have proven to be part of her distinctive leadership. She contributes to actively preparing and training agency leaders, nominating two successful candidates for DCMA's program for developing managers. She led the Special Programs Diversity Council, which was cited as a model for other agency organizations.

Susan Jackson — DCMA NASA Product Operations deputy director

Jackson's visionary leadership as both the NASA Product Operations deputy and acting director allowed her to craft and execute a workforce shaping plan. She led an agency-wide relocation integrated process team to place more than 120 personnel through voluntary relocation actions. Her efforts to reshape DCMA-wide support for NASA programs were superb.

Timothy McCorkle — DCMA Aircraft Integrated Maintenance Office St. Augustine technical director

McCorkle is responsible for oversight of seven contract management offices, 40 contractor and 265 technical personnel. His dedication to duty, vision and proactive leadership were invaluable to the AIMO's successful delivery of 560 aircraft and 139 major aircraft components during 2010. AIMO and agency commands seek out McCorkle to provide training and problem solving.

Hugh Wiley — DCMA Security director

Wiley is responsible for the overall planning, programming, policy development and implementation of agency-level security, antiterrorism and counterintelligence programs. His leadership, vision, innovation and desire to enhance DCMA and DoD security posture have resulted in DoD enterprise-level best practices.

Raymond Yoshida — DCMA Lathrop pricing team supervisor

Yoshida led his pricing team through evolving policies and the recent realignment. His team's efforts at forward

pricing rate recommendations resulted in \$437 million in potential cost savings. He developed customer-focused technical support for the negotiations process; his leadership and mentoring abilities serve to distinguish him and his team.



Outstanding DCMA Personnel of the Year

Katherine A. Beal — DCMA Dallas ACO

Beal is a Lean Six Sigma black belt whose creative ideas and desire to learn allow her to understand DCMA's processes. She is a superb mentor and recognized in her contracting field. She has taught more than 85 LSS green belts; continuous process improvement projects she mentors normally attain a three-year savings of 4 to 1.

Kevin Bradshaw — DCMA AIMO-Greenville industrial specialist

Bradshaw's actions were critical to successfully standing up the KC-10 program. He maintained negotiations with the contractor and customer, and his extensive dedication has included more than 300-days temporary duty and more than 700-hours overtime. He manually processed more than 66,000 documents, leading to the delivery of 13 aircraft.

George Francis Frey, Jr. — DCMA Dallas quality assurance specialists supervisor

Frey distinguished himself as a DCMA supervisor in Riyadh, Saudi Arabia, where he provided technical management for the Saudi F-15 Foreign Military Sales program. His work supported a successful air and ground campaign against Yemeni Shiite Houthi rebels, securing a key partner for the nation in the region.

Thomas T. Hays — DCMA Lockheed Martin Denver software and avionics integrated product team lead

As the lead for Atlas V, Hays directed day-to-day IPT activities and ensured avionics components and software were delivered to the Air Force. In addition to Hays' technical experience, he also stepped in to act as the program integrator for the project. His efforts supported three launches, a 100 percent mission success.



J. Brett Hollowell — DCMA Lockheed Martin Orlando management analyst

Hollowell provided outstanding leadership. His management of the office's processes and development of a modified control panel materially contributed to increasing the office's and agency's efficiency. His work has increased morale, and he is held in the highest esteem by his colleagues and supervisors.

Gary J. Jungwirth — DCMA Mission Review Team Ontario supervisory contracts management examiner

Jungwirth's efforts improved DCMA's Contract Administrative Services to the DoD Acquisition Enterprise. He directly supervised 20 mission reviews, providing analysis of findings with recommended corrective actions. He provided agency commanders with the assessment reporter publication tool.

James Larson — DCMA Twin Cities program analyst

Larson's efforts have led to positive impacts, making DCMA Twin Cities a leader within the performance management community. Larson also volunteered as a member of the Headquarters Performance Management Integrated Product Team; his expertise in his field is shown by the recognition he received in multiple letters of appreciation in 2010.

Vickie Latham — DCMA AIMO Kelly ACO

Latham tackled a wide variety of demands and challenges for the KC-135 programmed depot maintenance contract. She partnered the customer, contractor and program support team to revamp the order process to provide more precise cost information to manage the program's main cost driver. This resulted in the delivery of 33 aircraft.

Suky I. Legris — DCMA Special Programs Directorate budget analyst

Legris is recognized for her team building and resource management accomplishments in 2010. She set the agency standard for annual financing and manpower targets. She volunteered to lead analysis and population of post-2011 requirements. Her field-site inspections helped the directorate to earn accolades during two CMO reviews.

Brunilda Rosario — DCMA Lockheed Martin Orlando management analyst

Rosario continually demonstrated DCMA's core values while providing outstanding support for performance management, data integrity and management analysis. She provides outstanding assistance to all office personnel and is a recognized subject-matter expert for several contract management tools. She volunteers to help others above and beyond her assigned duties.

James P. Smelser — DCMA Pricing Center, St. Petersburg Hub Site, contract cost/price analyst

Smelser developed negotiation positions on seven overage Final Indirect Rate agreements. His positions sustained \$35.5 million in Defense Contract Audit Agency questioned costs. He also supplied critical expertise to four special cost/rate reviews and provided outstanding customer and DCMA support in rebuilding the agency's cost and pricing capabilities.



Outstanding Acquisition Newcomer Award

Christina L. Bible — DCMA San Diego general engineer

Bible performed surveillance/monitoring on design, development, production and test efforts. She served as a program integrator and general engineer for two Acquisition Category Prime Programs. She concurrently led a policy analysis team. Her work has been of the highest quality, earning numerous awards from her office for herself and her team.

Reynald Clemons — DCMA Lockheed Martin Denver journeyman 852 cost/price analyst

Clemons provided exceptional pricing and estimating support to the divisional administrative contracting officer. He also participated in the Space and Missile Systems Center United Launch Alliance Evolved Expendable Launch Vehicle Launch Capability contract extension proposal. His contributions will lead to affordable launch services for generations.

Victoria Lum — DCMA Lathrop industrial engineer

Lum performed in an exemplary manner supporting Navy P-8A, Missile Defense Agency Airborne Laser and KC-X Tanker requests for proposals, as well as in her ambitious and comprehensive Keystone training and rotational experiences. She reflected the agency's core values through her leadership and reputation as a highly skilled engineer.

Michelle Romero — DCMA Phoenix contract administrator intern

Romero distinguished herself through exceptional business team support for contract administrators. She accomplished critical contract closeout milestones and ensured the government's needs were met. Her extraordinary and untiring efforts reflected highly on DCMA for the agency and its customers.

Nicholas Velazquez, Jr. — DCMA AIMO Kelly quality assurance specialist

Velazquez has proven his worth to AIMO Kelly by implementing agency instructions and ensuring warfighter success. His aircraft expertise, enthusiasm and proficiency with applications have proven extremely valuable for the C-17 program. He was the driving force for innovative surveillance tools and sustainable process improvements.



Military Personnel Annual Awards



Army

Field Grade Officer “Best in Service” Army (Active Duty)

Army Maj. David Bigelow, DCMA Lockheed Martin Denver (West Region)

In Iraq, Bigelow’s efforts resulted in a 90 percent drop in fires and 80 percent drop in electrical shocks, vastly increasing the safety of troop facilities. His analysis of planned workload under the Logistics Civilian Augmentation Program contract revealed more than 300 projects that were not needed due to the drawdown, the cancellation of which saved more than \$20 million.

Field Grade Officer “Best in Service” Army (Reserve)

Lt. Col. Ruby Lardent, DCMA Huntsville (Central Region)

Lardent demonstrated exceptional leadership while filling in as the acting Army deputy area reserve team leader. Her team managed more than 300 contract closeouts and 550 contract receipt and reviews. Her efforts brought the Huntsville team to its most effective and efficient level. Lardent provided the synergy that made DCMA a complete success.

Company Grade Officer “Best in Service” Army (Active Duty)

Capt. Domingo Negron, DCMA Philadelphia (East Region)

As a team leader, Negron assessed and balanced the workload on his team, cleaning up six months of backlogged work within his first 90 days. His leadership led to superb oversight of the 4,407 contracts his team managed. In addition, he led the archiving of more than 1,500 closed contracts.

Senior Noncommissioned Officer “Best in Service” Army (Active Duty)

Sgt. 1st Class Ronald Fox, DCMA Boeing-Philadelphia (East Region)

Fox displayed unparalleled leadership and technical proficiency while assigned as aviation maintenance manager. His focus

on quality and attention to detail drove the contractor to provide continually higher-quality aircraft at a rate unmatched at the facility in the past 20 years. Fox was responsible for the delivery of four mission-critical MH-47Gs to Special Operations Aviation during this year.



Navy

Field Grade Officer “Best in Service” Navy (Active Duty)

Lt. Cmdr. James Chisholm, DCMA Aircraft Propulsion Operations General Electric Lynn (East Region)

Chisholm executed his responsibilities with fervor, determination and overall superb success. He allowed the Eisenhower Strike Group to meet operational readiness requirements. His efforts facilitated the advance release of 58 F/A-18E/F aircraft ahead of contract delivery, desperately needed to alleviate aircraft shortages.

Company Grade Officer “Best in Service” Navy (Active Duty)

Lt. Jeffery Quell, DCMA Sikorsky Stratford (East Region)

Quell contributed and facilitated the execution of 2,880 mishap-free flight hours during more than 2,642 maintenance, acceptance and delivery flights. He was critical to the program performance, logging more than 187 mishap-free flight hours while completing 48 government acceptance flights and delivering 16 aircraft to the customer.

Company Grade Officer “Best in Service” Navy (Reserve)

Lt. Steven Goul, DCMA Headquarters

Goul completed two critical projects at DCMA Industrial Analysis Center and Naval Inventory Control Point in Philadelphia. He used lean continuous process improvement techniques to develop recommendations contractors could undertake to improve resiliency during times of crisis with an improvement of 35 percent instead of the expected 5 percent.

Senior Noncommissioned Officer “Best in Service” Navy (Active Duty)

Chief Petty Officer Eric Riess, DCMA Boeing St. Louis (Central Region)

Riess managed daily surveillance of four defense contractors, five contracts and 26 aircraft maintenance programs for Department of Defense and Foreign Military Sales customers. His work ensured the delivery of 57 F/A-18E/F and EA-18G aircraft, as well as more than 100 Navy trainer aircraft. His outstanding accomplishments are worthy of this prestigious honor.

Noncommissioned Officer “Best in Service” Navy (Active Duty)

Petty Officer 1st Class James Cassidy, DCMA AIMO St. Augustine (Central Region)

Cassidy’s leadership ability and interaction with contractor supervisors was instrumental in improving a program from yellow (medium risk) to green (low risk). Cassidy also performed more than 1,000 audits on more than 300 toolboxes and kits; he contributed to a combined 98 percent product acceptance rate by front line units on all aircraft types.



Air Force

Field Grade Officer of the Year “Best in Service” Air Force (Active Duty)

Maj. Steve Jacque, Special Programs Directorate (South)

Jacque has excelled in every facet of his role at DCMA. His efforts resulted in measurable improvements in inspections, and he provided direct flight testing support to the Air Force, resulting in zero reportable mishaps. He flew functional check and modification test flights on weekends and holidays in support of the “Project Liberty” platform.

Military Personnel Annual Awards

Field Grade Officer of the Year “Best in Service” Air Force (Reserve)

Maj. John Poulter, DCMA Lockheed Martin Marietta (East Region)

Poulter’s meticulous attention to detail was key to the safe and efficient production and flight operations, including 676 hours of flight time delivering 48 aircraft of four major variants on contracts of more than \$89 billion. Poulter is the epitome of a citizen-soldier.

Company Grade Officer of the Year “Best in Service” Air Force (Active Duty)

Capt. Kelly A. Gerlach, DCMA Boeing Seattle (West Region)

Gerlach’s work has included U.S. and foreign aircraft. She directly contributed to the green status of the cancelling funds performance indicator for DCMA Lathrop as DCMA Boeing Seattle closed the fiscal year saving 100 percent of at-risk funds. She accurately forecast a \$44 billion sustainment cost for the Navy’s P-8A aircraft.

Company Grade Officer of the Year “Best in Service” Air Force (Reserve)

Capt. David Romo-Garza, DCMA Albuquerque (West Region)

Romo-Garza represented DCMA on procurement management reviews supporting the Assistant Secretary of the Army for Acquisition, Logistics and Technology. He effectively served as contracting officer for DCMA Albuquerque, managing more than 1,713 contracts. He provided excellent support as lead inspector covering three forward operating bases in Afghanistan.

Senior Noncommissioned Officer of the Year “Best in Service” Air Force (Active Duty)

Senior Master Sgt. Kerry Rose, DCMA AIMO Greenville (Central Region)

Rose was responsible for flight and ground operations at five defense contractor facilities, maintaining more than 15 unique aviation programs/assets valued at more than \$13 billion. His actions resulted in 73 aircraft deliveries supporting American warfighters. He received green “low risk” overall ratings for his eighth consecutive green aircraft operation inspection.

Noncommissioned Officer “Best in Service” Air Force (Active Duty)

Tech. Sgt. Steven Knox, DCMA Lockheed Martin Marietta (East Region)

Knox ensured 100 percent on-time flight testing and delivery to the warfighter of C-130J aircraft valued at more than \$900 million. His keen safety oversight led to identification and correction of key safety and aircraft systems improvement issues. Knox’s vision, tenacity and leadership skills serve as confirmation of his unlimited abilities.



Marine Corps

Noncommissioned Officer of the Year “Best in Service” Marine Corps (Active Duty)

Staff Sgt. Dustin Broome, DCMA Japan (International)

Broome displays dedication to duty as aviation maintenance manager for DCMA Japan and New Zealand. His unwavering attitude toward aviation safety when dealing with contractor procedures and surveillance allowed him to assist in flawless administration of flight operations at two major aviation contractors.

“Their outstanding accomplishments, dedication to the agency’s mission and service to our nation are truly worthy of this recognition.”

— Charlie E. Williams, Jr.,
Defense Contract Management
Agency director





Aircraft Operations Individual Annual Awards

2010 Outstanding Chief, Flight Operations

Air Force Lt. Col. Charles Rogers, DCMA Lockheed Martin Fort Worth

Rogers spearheaded the management overhaul of \$12.7 million worth of government test equipment. He also led first delivery of three new F-16s to Pakistan, and he tackled a rash of F-35 production mishaps, spurring the contractor to adopt a safety-first culture. His work has been 97 percent foreign object damage/debris-free and 100 percent on time.

2010 Outstanding Government Flight Representative

Army Chief Warrant Officer Brian Middleton, DCMA Palmdale

Middleton has provided oversight for 9,926 sorties of 3,993 flight hours for DCMA Palmdale's robust Army unmanned aerial vehicle operations. He took charge of a program to coordinate A-160 program deployment to Belize. He has provided vital support to warfighters, ensuring that they are trained and prepared for deployments.

2010 Outstanding Aviation Safety Officer

Marine Corps Capt. Jason Duke, DCMA Bell Helicopter Fort Worth

Duke has exceeded expectations in everything he has been asked. He was the unit aviation safety officer and led the way as the H-1 government flight representative. Duke flew 100 sorties for a total of 160 hours; he accepted and delivered 15 "H-1 Upgrades" aircraft worth approximately \$200 million.

2010 Outstanding Aviation Maintenance Manager

Air Force Senior Master Sgt. Danny R. Coggins, DCMA Northern Europe

Coggins provided ground operations expertise and leadership to three CMOs, five commanders and seven U.S. and foreign military sales contracts. He monitored multiple sites and delivered 33 aircraft to U.S. forces in Europe. Coggins also identified critical safety concerns and implemented a lock-out/tag-out program.

2010 Outstanding Enlisted Acceptance/Delivery Crew Member

Air Force Master Sgt. Jonathan Rabalais, DCMA Long Beach

Rabalais' contributions have had a significant impact in enabling global mobility. He has received two-star

accolades. He led the implementation of the foreign object debris/damage augmentee audit for C-17 production, tripling the inspections without additional staff. He also trained air crews on the aircraft's new capabilities to prepare warfighters for service.

2010 Outstanding Individual Mobility Augmentee

Air Force Maj. John Poulter, DCMA Marietta

Poulter's work achieved deliveries that were 100 percent foreign object debris/damage-free; 100 percent of the C-130Js and C-5Ms his team delivered were defect-free, while 75 percent of the F-22s were also defect-free. He also led a Class B safety investigation and was responsible for successful aircraft operations inspections green rating.

2010 Outstanding Contract Safety Specialist

Winston LaCroix, DCMA Marietta

LaCroix devised a risk handling plan and conducted 240 annual audits. In addition, he is key to safety at a 9-million-square-foot facility that delivers 58 aircraft a year with contracts of \$89 billion. He identified safety hazards and buildings that were not up to code and eliminated a dangerous practice that the contractor had used for 16 years.

2010 Outstanding Quality Assurance Representative

Candelario Rendon, DCMA South

Rendon has made significant contributions to aircraft operations within DCMA as well as the Navy. His team's average workload increased for on-site platforms per month from 7.3 in fiscal year 2009 to 11.9 in fiscal year 2010. Yet, he overcame 16 percent labor shortage to successfully meet all delivery timelines with zero delays.

Aircraft Operations Unit Annual Awards

2010 Outstanding Aviation Program Team (Large)

DCMA Aircraft Integrated Management Office Greenville

New acquisition, modification, training and deployment benchmarks DCMA AIMO Greenville personnel set

enabled them to field 36 aircraft to Iraqi warfighters in less than 10 months. In addition, the team established a root cause analysis process that has helped identify specific work area mishap trends. In total, the team has achieved zero foreign object debris/damage or flight-related mishaps at five sites during 703 sorties with 2,359.6 mission, test and evaluation flight hours.

2010 Outstanding Aviation Program Team (Small)

DCMA Special Programs South

The team identified 126 defects out of 3,127 opportunities, overcoming a 16 percent labor shortage. The team's work allowed the government to deliver on-time customer testing of significant assets that were expected for use in theater. All 58.5 hours of test flights were mishap-free. Their hard work paid dividends in improving contractor processes, recovering months of precious program schedule time and reducing risk to valuable government assets.

2010 Outstanding Flight Activity (Large)

DCMA Palmdale

DCMA Palmdale conducted flight operations oversight for 16 different aircraft types for a total of 12,135 sorties, 6,281 flight hours and 699 aircraft deliveries in fiscal year 2010. The team achieved a 99 percent acceptance rate over its 4,787 safety of flight inspections and three Level II Corrective Action Requests. DCMA Palmdale teamed with the program office and realized \$125,000 in savings to the Air Force for transportation to storage.

2010 Outstanding Flight Activity (Small)

DCMA Wichita

DCMA Wichita's outstanding professionalism and efforts cultivated a seamless operations environment with contractors and government that directly impact every air mission. The office created new processes that yielded an 89 percent drop in its foreign object debris/damage rate. DCMA Wichita is the first team to deliver a VC-25 in 11 years without a lost tool. They introduced a new scheduling system that enabled delivery of 29 new aircraft 10 weeks ahead of schedule.



Faces *of* DCMA



My name is:
Chris Bolen

I am:
A program integrator for Defense Contract Management Agency Lockheed Martin Missiles and Fire Control in Grand Prairie, Texas.

Describe your job in a sentence.

I am the team leader for a multidiscipline program support team for several programs where I ensure the customer receives a quality product through involvement with their item throughout its production or development stage and by communicating to the customer any issues or concerns that may arise.

How long have you worked for DCMA?

I have been with the agency for just under two years.

What's your favorite thing about working for DCMA?

I enjoy working with our customers and the contractor in producing the equipment and technology that is going to support our warfighters. This position also requires and provides for continuing education, which I think is important in today's world.

What's your best memory of working here?

One program achieved a fairly significant milestone in the number of years of successful production as well as on-time deliveries. Not only was the customer pleased but the contractor and our team were, as well; I felt a great sense of personal accomplishment as a result of this.

How do you make a difference in the agency?

I make a difference by going the extra mile in whatever the customer may need and in the analysis of matters relating to the programs. Thoroughly digging into a situation or problem and getting as close to the bottom line as possible provides the customer with the best information they can get.

Chris Bolen





DCMA

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