

Employees' Thoughts on Realignment

by Ms. Ann Jensis-Dale, Congressional and Public Affairs Advisor, DCMA East

The Defense Contract Management Agency's (DCMA's) realignment from four geographic-based districts into four product-aligned divisions and seven operational centers has involved a tremendous amount of change. Although the realignment is still underway, we asked employees around the Agency how the changes are affecting them and their customers thus far. Their responses have been collected in a two-part article. This first installment features employees from the Aeronautical Systems and Naval Sea Systems Divisions. We received an overwhelming response from personnel in the field and, unfortunately, due to space constraints are only able to print excerpts from the respondents. We would like to thank all who participated for taking the time to share their thoughts with us.



Mr. Nick Verna

Deputy Commander

DCMA Naval Sea Systems Operations (N.J.)

Naval Sea Systems Division

C: What has been the response thus far from your teammates and customers?

NV: Overall the response has been very positive. Our teammates and customers are excited about the synergies being created by realignment. Recently, after receiving a briefing on DCMA's realignment, a customer commented that he had always received great support from DCMA

but he thinks the realignment will provide an opportunity for even better support in the future.

Mr. Albert Melone

Program Integrator Littoral Combat Ship (LCS)

DCMA Naval Sea Systems Operations (N.J.)

Naval Sea Systems Division

C: What are some of the challenges you are encountering with realignment?

AM: Our LCS program hasn't encountered many significant challenges as yet in relation to the realignment. We've had a few minor challenges in identifying which of our newly aligned organizations would be responsible for performing overarching duties within the program, but nothing we haven't been able to quickly resolve.

Air Force 1st Lt. David Brown

Performance-Based Management Coordinator

DCMA Naval Sea Systems Operations (N.J.)

Naval Sea Systems Division

C: What are some of the challenges you are encountering with realignment?

LB: As Naval Sea Systems Operations [NSSO] PBM [performance-based management] coordinator, a major challenge is integrating PBM processes with the new DCMA teams and commands coming into NSSO, obtaining

(Left from top to bottom) Mr. Nick Verna, deputy commander, DCMA Naval Sea Systems Operations; Mr. Albert Melone, program integrator, Littoral Combat Ship, DCMA Naval Sea Systems Operations; Air Force 1st Lt. David Brown, performance-based management coordinator, DCMA Naval Sea Systems Operations (DCMA staff photos)

“The easy part of drawing the organization chart is done. The hard part of getting the synergy and improved performance from the realignment remains.”

visibility of outcomes and associated performance in support of our Navy customer and ensuring the entire DCMA network is tracking to the same outcomes and goals. Currently we are working with representatives from every contract management office (CMO) to align PBM practices and create a seamless transition for the customer.

Mr. Fred Lundy

*Deputy Commander
DCMA Boeing Long Beach (Calif.)
Aeronautical Systems Division*

C: What has been the response thus far from your colleagues and customers?

FL: I actually asked for input from the CMO employees. Many have said the realignment was transparent, which I take as a good thing. I only received one comment that had a concern about organizational chain of command and communication, and this issue has been addressed. Out of a group of nearly 100 personnel, the realignment has been relatively transparent to our colleagues.

Mr. John F. Hartman

*Management Analyst
DCMA Aircraft Integrated Maintenance Operations (AIMO) (Conn.)
Aeronautical Systems Division*

C: How far along is your division in the realignment process?

JH: AIMO has completed the realignment process and accelerated into the PBM phase. We are closing any gaps through the development of an AIMO Enterprise Portal that will provide for a virtual telework environment for any employee, anywhere around the world,

24/7. This initiative is aligned with the AIMO Continuation of Operations Plan and supports [Department of Defense], Agency and local goals.

Ms. Paula Merritt

*Technical Assessment Group Manager
DCMA Aircraft Integrated Maintenance Operations – St. Augustine (Fla.)
Aeronautical Systems Division*

C: What are you doing to meet these challenges?

PM: Although we were aligned over two years ago, we still do not have the resources we need. We have been unable to obtain these resources because of the hiring freeze and the continuing limitation on outside hires. Our employees are “stepping up to the plate” and ensuring that we are providing the best possible customer support within our capability.

Mr. Bob Schmitt

Director, District East (Boston, Mass.)

C: How far along is your division in the realignment process?

BS: The easy part of drawing the organization chart is done. The hard part of getting the synergy and improved performance from the realignment remains.

Mr. John Rossiello

*Contract Cost/Price Analyst
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What are some of the challenges you are encountering with realignment?



(Right from top to bottom) Mr. Fred Lundy, deputy commander, DCMA Boeing Long Beach; Mr. John F. Hartman, management analyst, DCMA Aircraft Integrated Maintenance Operations; Mr. Bob Schmitt, director, DCMA East; Mr. John Rossiello, contract cost/price analyst, DCMA Long Island (DCMA staff photos)
Not pictured: Ms. Paula Merritt

“The QARs are used to adapting and adjusting to reassignments and readjustments in their workload.”



JR: The biggest challenge is determining how best to use our skills and knowledge to meet our customers' needs. This can only be accomplished after we truly understand what is important to our customers.

Ms. Michelle Varvaro

*Quality Assurance Management and Information System Coordinator
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What has been the response thus far from your colleagues and customers?

MV: Whenever there is change, there is some resistance to it. Once the change finally is in place and all the wrinkles are worked out, I feel this will be best for the CMO and the Agency.

Army Lt. Col. Michael Yorke

*Chief, Program Integration
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What has been the response thus far from your colleagues and customers?

LCY: Generally positive. But it's still too early to judge how effective the realignment has been or its impact on our customers.

Mr. Frank Oppedisano

*Team Leader
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What are some of the challenges you are encountering with realignment?

FO: Trying to maintain an effective team with an increased workload and no additional resources to keep up with new demands under PBM; maintaining a streamlined operation and becoming more focused under these changes; and adjusting to workload, skills and personnel realignment.

Ms. Rosalyn Marks

*Senior Quality Assurance Specialist
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What are you doing to meet these challenges?

RM: I am reviewing training records and facility data through [the Mechanization of Contract Administrative Services database] and receiving input from the quality assurance representatives [QARs] to better assess the workload reassignments.



(Top) An F/A-18F Super Hornet, assigned to the “Diamondbacks” of Strike Fighter Squadron (VFA) 102, launches off the flight deck of the *USS Kitty Hawk* (CV 63). (U.S. Navy photo by Photographer's Mate 3rd Class Jonathan Chandler)

(Left from top to bottom) Ms. Michelle Varvaro, quality assurance management and information systems coordinator, DCMA Long Island; Army Lt. Col. Michael Yorke, chief, Program Integration, DCMA Long Island; Mr. Frank Oppedisano, team leader, DCMA Long Island (DCMA staff photos) Not pictured: Ms. Rosalyn Marks

“The first challenge I encountered ... is understanding exactly what desires our customers are expecting me to accomplish ... that differ from the services currently provided.”

Ms. Kathryn Moeller

*Senior Industrial Specialist
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: How far along is your division in the realignment process?

KM: [We are in the] initial stage. We were just informed, Jan. 19, of the breakdown of teams, with changes in personnel and contractors assigned to our teams. My team is presently reviewing and working the assignment of contractors' workloads to the appropriate members of our team to support the effort required for making changes to databases.

Mr. Surg Toolasprashad

*Computer Software Engineer
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What has been the response thus far from your teammates/colleagues and customers?

ST: Some like it and some do not. Each person sees things differently — some people accept and respond to changes better than others.

Mr. Gerald A. Allen

*Property Administrator
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What are some of the challenges you are encountering with realignment?

GA: The first challenge I encountered during this initial stage of the realignment, as an employee, is understanding exactly what desires our customers are expecting me to accomplish in performing my assigned duties as property

administrator that would differ from the normal services currently provided or contributed to our customers, other than the noticeable change of establishing four defined DCMA divisions, hopefully to better serve our major customers. In addition, at this particular stage of the DCMA realignment, I have not experienced an immediate effect in job performance.

Ms. Pat Infante

*Administrative Contracting Officer
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What are some of the challenges you are encountering with realignment?

PI: Because of realignment, contractor assignments and contract points of contact at this office and others are changing. Databases will have to be revised accurately and quickly to avoid confusion. [As a result] I am making new workload assignments to myself and the CAs [contract administrators] working on this team.

Mr. Fred Kaye

*Senior Industrial Specialist
DCMA Long Island (N.Y.)
Aeronautical Systems Division*

C: What are you doing to meet these challenges?

FK: Scheduling visits to new contractor facilities. Introducing myself and explaining how my position as an industrial specialist will affect them. In addition, I am currently reading several business, industry and financial reports/journals, mostly via the Internet, that concern the new contractors assigned to me.



(Right from top to bottom) Ms. Kathryn Moeller, senior industrial specialist, DCMA Long Island; Mr. Surg Toolasprashad, computer software engineer, DCMA Long Island; Mr. Gerald A. Allen, property administrator, DCMA Long Island; Ms. Pat Infante, administrative contracting officer, DCMA Long Island; Mr. Fred Kaye, senior industrial specialist, DCMA Long Island (DCMA staff photos)

"I am currently reading several business, industry and financial reports/journals, mostly via the Internet, that concern the new contractors assigned to me."



Mr. Rich Scotti

Senior Quality Assurance Representative
DCMA Long Island (N.Y.)
Aeronautical Systems Division

C: What are you doing to meet these challenges?

RS: Visiting those new contractors before transition to become familiar with their products, so I can make informed decisions about QAR assignments to meet the mission.

Mr. Vincent Calcara

Quality Assurance Specialist
DCMA Long Island (N.Y.)
Aeronautical Systems Division

C: What are you doing to meet these challenges?

VC: You must stay on top of all these changes. There is a lot of information being passed along to us throughout DCMA at every level in an effort to keep us informed. You need to pay close attention because these changes will affect all of us.

Ms. Sandra Edvardsdal

Contract Operations Supervisor
DCMA Long Island (N.Y.)
Aeronautical Systems Division

C: What has been the response thus far from your teammates and customers?

SE: As with any change, some teammates are pleased with their new assignments while others are dissatisfied with the composition of their new team and workload. Since BAE SYSTEMS will remain on my team and there will be little change in the personnel administering their contracts, I do not anticipate any feedback from our customers regarding the realignment. In regard to the additional contractors acquired by my team, the customer feedback will be forthcoming.

Ms. Cathy Peterson

Contract Price/Cost Analyst
DCMA Long Island (N.Y.)
Aeronautical Systems Division

C: How far along is your division in the realignment process?

(Above) USS Ohio (SSGN 726) returns to Puget Sound Naval Shipyard and Intermediate Maintenance Facility in Bremerton, Wash., after completing sea trials. Ohio is the first ballistic missile submarine to complete conversion to the new class of guided missile submarines. (DoD photo by Mr. Rick Chaffee, U.S. Navy)

(Left from top to bottom) Mr. Rich Scotti, senior quality assurance representative, DCMA Long Island; Mr. Vincent Calcara, quality assurance specialist, DCMA Long Island; Ms. Sandra Edvardsdal, Contract Operations supervisor, DCMA Long Island; Ms. Cathy Peterson, contract price/cost analyst, DCMA Long Island (DCMA staff photos)



“You must stay on top of all these changes. ... You need to pay close attention because these changes will affect all of us.”

CP: Financial Services is progressing smoothly. As mentioned earlier, the reporting schedule for tracking timeliness is basically completed and fully operational. Financial Services is still in the

process of developing the reporting schedule for tracking the quality of the pricing reports. Implementation is expected shortly.

The Role of DCMA's International District in Realignment

by Ms. Dianne Ryder, Public Affairs Assistant, DCMA Headquarters

DCMA International (DCMAI) is not currently realigning by commodities, but since a large part of its work comes from stateside delegations, it is directly affected by the stand-up of the commodity divisions. Navy Capt. Walter H. Melton took command of the International District in May 2005 and faces some unique challenges in implementing DCMAI's strategic vision and defining its role in the realignment.

“At the [October 2005] Commanders' Conference, we had our first meeting with all the commanders and deputies and mapped out our path forward,” said Capt. Melton. “We recently briefed Mr. [Keith] Ernst [DCMA acting director] so he could see where we're headed and give his advice. He agreed that we need to remain as we are (a separate district).” Some of the path forward items include: establishing an International commodity liaison, standardizing Performance Labor Accounting System reporting, division concept of operations, implementing performance-based management (PBM), and creating a resource allocation model, with each item assigned a lead. “We're preparing for a DCMAI Commanders' Conference in March, which will include the tertiary, and that will give us a chance to, as [former DCMA director Air Force Maj.] Gen. Scott used to say, ‘say it eight times,’ so that each level of the organization gets the word on where we are headed,” Capt. Melton offered. He also noted that the feedback from various commanders and deputies from the first meeting in October was very positive — they appreciated the opportunity to offer their input and be a part of the planning process.

“One of the challenges since I've been here is that we've started PBM in a contingency environment. It's an area where we face huge personnel turnover on a regular basis, but the commanders on the ground have jumped in and done some really amazing things,” said Capt. Melton. “Part of my brief at the Commanders' Conference last October included an update on PBM in a contingency environment. Essentially what I said was that PBM does work in a contingency environment, and I used one of DCMA Kuwait's examples to demonstrate. It's a different kind of work, but the concept of PBM, customer outcomes, measurements — it's all the same.”

DCMAI's current efforts are first to understand the realignment and then to review and adjust the operational relationships between overseas CMOs and their primary stateside customers. The ultimate goals are to improve customer engagement, align with the commodity divisions in consonance with PBM and adopt an organizational structure that best supports the needs of their customers. Part of DCMAI's success will be determined through the establishment and possible integration of International liaisons with the commodity divisions. Once the commodity divisions are fully functional, the International Division liaisons will provide the necessary coordination on such matters as resourcing, workload acceptance and program integration — all helping to fulfill the Agency's vision.



(Above) Navy Capt. Walter H. Melton, commander, DCMA International District, in his office in Alexandria, Va. (DCMA staff photo)