

COMMUNICATOR

News for DCMA Professionals

Putting the Pieces Into Place:



DCMA's Realignment



Inside

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Performance-Based Management: The Customer's Perspective



When I came to DCMA, I was eager to become part of an organization I had worked closely with as a major customer for many years. As a member of a predecessor organization, the Air Force Plant Representative Office at Northrop Corporation, I developed an appreciation for what DCMA does in support of our country. I now see DCMA's role as even more invaluable as we realign to increase our influence on customer outcomes. DCMA's adoption of the performance-based management (PBM) model is a key element in delivering exceptional service to our customers, and I would like to share some of my perspectives on developing customer outcomes and on moving the Agency forward in its quest for excellence and a PBM-focused culture.



of our product divisions. We must continue to mature the PBM process and forge ahead with the change in culture. A successful performance-based organization becomes better able to link customer outcomes to high-impact DCMA activities. Our success should be measured in terms of achieving customer outcomes and satisfying customer requirements. DCMA organizations should utilize objective performance results (metrics) to make critical operational/business

decisions and evaluate organizational and individual performance using performance measures. That is why we are developing Individual Performance Plans (IPPs) that are performance-based and are directly linked to achievement of our customers' outcomes.

I am impressed by the steps taken thus far to become a performance-based agency. Events such as the Alliance Meetings with the Air Force Space and Missile Center, the Missile Defense Agency Immersion Day and the Joint Executive Meeting with the Defense Contract Audit Agency (DCAA) clearly demonstrate that DCMA has opened a dialogue with its customers to assess and understand their needs and desired outcomes. I know that our contract management offices (CMOs) have similar ongoing discussions with customers to provide them the best possible service in executing the mission. We cannot engage just once — continuous communication and feedback are essential. Mr. Bob Schmitt, District East director, and I will continue our visits with the program executive officers to ascertain their needs, particularly the need for predictive analysis and input to aid decision making and minimize problems.

An example of a high-impact activity that supports a customer outcome is our increasing surveillance and insight on Earned Value Management Systems (EVMS). Our customers have clearly articulated EVMS surveillance as an outcome they need to be more predictive in preventing cost growth. EVMS surveillance is also a program management tool that is vital to effective management of any program. Another example is the use of Technical Cost Estimating Reviews at selected locations to strengthen the link between EVMS and contractors' estimating systems. One desired outcome of these reviews is a strengthened relationship between DCMA and DCAA in ensuring that contractors have estimating systems that produce accurate proposals. It is also imperative that we share the lessons learned across the Agency from one Division and one program executive officer portfolio to the next.

As we consider our path toward the implementation of PBM, we have an overarching strategic goal: "Embrace a performance-based management culture through an ongoing process of establishing strategic performance objectives." DCMA's business processes must be aligned to translate the voice of the customer into multiple objective criteria that will establish the attributes of the Agency's products and assess the Agency's performance. The goal is to institutionalize PBM throughout each

There is a great opportunity for DCMA to contribute to the Defense acquisition process during this critical time of the global war on terrorism and the wars in Afghanistan and Iraq. By working with our customers to meet their needs and achieve their outcomes, we will be moving forward with PBM and better serving the warfighters as they carry out their vital mission.

Ms. Patricia Kirk-McAlpine
Director, DCMA District West

Editor's Note:

In the Fall 2005 issue of *Communicator*, Air Force Lt. Col. Charles Sherwin Jr.'s military title was incorrectly listed as "Col." in the byline on page 44. Lt. Col. Sherwin is the commander of DCMA Northern California – Roseville.

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COMMUNICATOR

NEWS FOR DCMA PROFESSIONALS



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WHISTLEBLOWER

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(On the cover, clockwise from left) The Los Angeles class nuclear-powered attack submarine *USS Memphis* (SSN 691) heads out to sea following a brief port visit at Souda Bay, Crete, Greece, in December 2003. (U.S. Navy photo by Mr. Paul Farley); Air Force Capt. Chris Batterton aggressively banks his F-22A Raptor during a basic fighting maneuver training mission off the Virginia coast in February 2006. (U.S. Air Force photo by Tech. Sgt. Ben Bloker); Soldiers assigned to the 1st Infantry Division's 2nd Battalion, 3rd Brigade Combat Team head back to their base in Iraq in an M1 Abrams on July 1, 2004. (U.S. Army photo by Staff Sgt. Klaus Baesu); A fish-eye view shows Space Shuttle *Discovery* moments after liftoff from Launch Pad 39B on the historic Return to Flight mission STS-114 on July 26, 2005. (Photo courtesy of NASA)

Leadership Torch Passes to Mr. Keith Ernst



On Jan. 12, in a ceremony at Defense Contract Management Agency (DCMA) Headquarters in Alexandria, Va., Air Force Maj. Gen. Darryl A. Scott relinquished his position as Agency director to Mr. Keith D. Ernst.

Mr. Ernst, DCMA deputy director since October 2005, will serve as acting director until Maj. Gen. Scott's military successor is named. In attendance were several former DCMA directors, current DCMA employees and Defense Department dignitaries, including the Honorable Kenneth J. Krieg, Undersecretary of Defense for Acquisition, Technology and Logistics, who presided over the ceremony.

Maj. Gen. Scott, who assumed leadership of DCMA on Dec. 5, 2003, is now commander, Joint Contracting Command–Iraq and Afghanistan in Baghdad, Iraq. His legacy is one of strong leadership through a time of change and increased focus on the customer.

Maj. Gen. Scott expressed his gratitude for having had the opportunity to serve as DCMA director, telling attendees that it had been a “blessing and an honor.”



Mr. Ernst, a former Marine Corps pilot and acquisition veteran, pledged to continue the vision set forth by Maj. Gen. Scott, emphasizing the continued importance of performance-based management and the conversion of customer requirements into customer outcomes. “We must hold ourselves individually and collectively responsible for achieving those outcomes,” he said.

Mr. Ernst, DCMA deputy director since October 2005, will serve as acting director until Maj. Gen. Scott's military successor is named.

(Above) From left: the Honorable Kenneth J. Krieg, Undersecretary of Defense for Acquisition, Technology and Logistics; Air Force Maj. Gen. Darryl A. Scott, former DCMA director; Mr. Keith Ernst, acting director, DCMA (DCMA staff photo)

Around DCMA



Desert Design

Desert Design

SEPTEMBER – Air Force Maj. Bob Macaraeg, a former DCMA Northern Europe quality assurance specialist (QAS), is serving his country in Afghanistan as a force protection officer at Kandahar Air Field. His unit, after being hit by Taliban fire from Chinese 107 mm rockets, conceived a modification to the life-saving barriers that are used worldwide to better withstand these rockets. The unit developed sketches of the proposed modification and used Maj. Macaraeg's connections to get the idea to the manufacturer, Hercules Engineering Solutions Consortium (HESCO) Barriers. Maj. Macaraeg, a former HESCO QAS, worked with the unit to create the barrier (left)

and conduct tests while the contractor worked through barrier stabilization, packaging and transportation issues. The wall increases barrier configuration options as well as survivability. It will provide a high level of protection from direct-fire small arms, anti-personnel rocket-propelled grenade fire and near-miss indirect fire. (by Air Force Maj. Robert Macaraeg, force protection officer, Kandahar Air Field, Afghanistan)

Sharing the Supplier Side

SEPT. 23 – DCMA Detroit employees (right), organized a visit for contracting interns from the U.S. Army Tank-automotive and Armaments Command (TACOM) Life Cycle Management Command (LCMC) in Warren, Mich., to Loc Performance Products of Plymouth, Mich., a supplier facility. This visit, which followed a one-day workshop on DCMA's functions and services, offered the interns an opportunity to meet the supplier's personnel with DCMA functional experts present. Loc employees offered valuable presentations on computer numerical control machining and assembly; chemical agent resistant coating technique; shipping; quality assurance; and contracts. In-depth discussions were held on topics related to request for quotations; equitable price adjustments for market fluctuations; supplier risk and purchasing power; and balancing reasonable and supportable delivery extensions with fair consideration. One DCMA team member reminded the new buyers that they will be under tremendous pressure to award contracts but to remember they serve the warfighter, taxpayer and industrial base. DCMA team members coordinating the visit included Ms. Elaine Ionescu, contract administrator; Mr. Ron Lehmann, industrial specialist; and Mr. Justin Miller, DCMA Keystone Intern contract administrator. (by Ms. Marya Davis, team leader, DCMA Detroit)



Sharing the Supplier Side



Demonstrated Logistician

DCMA Employee Achieves “Demonstrated Logistician” Designation

OCT. 18 – Mr. Len Salazar (left), DCMA West operations directorate, was recently designated a “demonstrated logistician” by the U.S. Army Logistics Management College (ALMC). Mr. Salazar was one of 29 individuals participating in the Army’s Demonstrated Logistician Program as part of a pilot program that included civilian and military members. The program, developed by the International Society of Logistics Engineers and the ALMC, is designed to serve the total Army logistics workforce. In order to qualify for one of three qualification levels — demonstrated logistician, demonstrated senior logistician or demonstrated master logistician — participants must demonstrate successful achievement of standardized criteria drawn from broad categories such as academic education, lifelong learning and mandatory learning, as well as actual experience. (by Ms. Ashley Wuytens, Public Affairs Student Career Experience Program intern, DCMA West Headquarters)

DCMA Hartford Program Integrators Attend Forum

OCT. 19-20 – DCMA Hartford’s program integrators traveled to DCMA General Dynamics in Burlington, Vt., to attend the semi-annual Program Integration Functional Forum. Established in 2004, the forums are a place to openly communicate, address issues, share best practices and establish an internal network of employees. The forum focused on business writing, supporting contracting administration delegations and performance-based management/quality function deployment. Speakers included Mr. John Krasnitski, DCMA Hartford, and Mr. Richard Horne (far left), DCMA Headquarters. Other forum attendees, shown here from left, included: Mr. Don Messa, Ms. Lorna Noreault, Mr. Jose Negron, Mr. Jon Nestle, Ms. Leslie Shufelt, Navy Lt. Ricky Watson, Ms. Mary Hogrefe, Mr. Dave Winne, Mr. Mike Pantoliano, Mr. Casey Brzozowiec, Mr. Steve Sloboda, Air Force Capt. Shaun Hunt, Ms. Maria Salatino, Mr. Carl Salyer and Mr. Joe Fragnito. (by Ms. Mary Hogrefe, program integrator, DCMA Hartford, and Mr. Stephen Sloboda, program integrator, DCMA General Dynamics, Burlington, Vt.; photo by Mr. Jose Negron, DCMA General Dynamics, Burlington, Vt.)



Hartford Program Integrators



Orlando Walks for Hope

DCMA Orlando Walks for Hope

OCT. 30 – Navy Capt. R. L. Wilson (left), DCMA Orlando commander, joined several other DCMA employees participating in the Orlando Cancer Charities Foundation Walk for Hope for the cure of breast cancer. This event held particular significance for Capt. Wilson. His wife, Diana, also a Naval officer, has recently had a recurrence of breast cancer, and she began surgery and treatment in early October. He stated, “For me, it was the very least I could do, not only for my wife, but for the 250,000-plus women who will be diagnosed with breast cancer this year and for the many thousands of women who don’t even know they have [it].” Capt.

Wilson enjoyed both the act of walking itself and the camaraderie of hundreds of other participants sharing their stories of surviving the disease. “This strengthened our hope that Diana can beat this challenge ... again,” he said. Capt. Wilson is grateful to Ms. Anna Rodriguez, DCMA Orlando’s Wellness/Fitness coordinator, for organizing a DCMA team at the run/walk and encouraging participation in this very worthy event. (by Navy Capt. R. L. Wilson, commander, DCMA Orlando; photo by Ms. Anna Rodriguez, operations secretary, DCMA Lockheed Martin Orlando)

C⁴ Sends Afghan to Iraq

NOVEMBER – A group of friends and coworkers at DCMA Northrop Grumman Baltimore (right) united to form the Cozy Comforts Crocheting Club (C⁴) with the goal of making items for those in need of a little comfort. Their first project was a labor-of-love afghan comforter, which was



C⁴ Sends Afghan

completed in January 2006 and sent to Air Force Capt. Tommie McCloud, a contract administrator from DCMA Northrop Grumman Baltimore, who is currently stationed in Kirkuk, Northern Iraq. At left, the happy and warm Capt. McCloud displays the finished comforter. The group is planning several additional projects to include a second afghan comforter, neck scarves and hats, all of which will be donated to local charities. Members of the crocheting group, with their commander, Air Force Lt. Col. Christopher Athearn, from left: Ms. Beth Scott, Ms. Ronnie Urbont, Ms. Mary Wyatt, Ms. Sherry Dreschler, Ms. Terry Davis and Ms. Kathy Butler. (by Ms. Kathy Butler, contract price/cost analyst, DCMA Northrop



capt. McCloud's C⁴ Afghan

Grumman Baltimore)

Grumman Baltimore)

Union Agreement Signed

JAN. 11 – Air Force Maj. Gen. Darryl A. Scott, then DCMA director, hosted a signing ceremony at the Agency’s Headquarters in Alexandria, Va., to commemorate a new labor agreement between DCMA and Council 170 of the American Federation of Government Employees. Maj. Gen. Scott thanked the members of the negotiating team for their hard work, dedication and commitment to the best interests of the men and women of DCMA. The DCMA negotiating team members are pictured at right —

standing, from left: Mr. Dean Legacy, Mr. Keith Morrison, Ms. Theresa Cook, Ms. Carolyn Perry, Maj. Gen. Darryl A. Scott, Mr. Tom Maahs, Mr. John Moroney, Mr. Bruce Krasker, Mr. Raymond Petruszki and Mr. Jim Kenny; sitting, from left: Mr. Joe Gabardi, Ms. Susan Benderson, Mr. Arthur Blunt, Ms. Virginia Hemingway, Ms. Shirley Reilly, Ms. Melinda Varner, Mr. William Porzel, Mr. Wayde Howard and Ms. Patcy Wesley. (by Ms. Dianne Ryder, DCMA Office of Congressional and Public Affairs)



Union Agreement Signed

Working Alongside our Heroes



by Ms. Katherine Crawford, Staff Writer



The barrage of phone calls and e-mails is increasing by the day, and Ms. Nancy Adams couldn't be happier. Ms. Adams, the military training program manager at Defense Contract Management Agency (DCMA) Headquarters, places disabled service members at DCMA through two programs, *Operation Warfighter* and *Hire a Hero*. The programs have existed in various forms since the Vietnam War era and are part of a renewed campaign to employ injured military personnel in civilian occupations. Both are Department of Defense (DoD) programs, with many other agencies participating as well.

OPERATION WARFIGHTER

Operation Warfighter offers injured active-duty military personnel who are in rehabilitation the opportunity to volunteer at DCMA while they are recuperating or on medical hold. These volunteers typically work 15 to 30 hours a week, developing skills for their résumés, which is important as many will not be going back on active duty.

The DoD program coordinator provides Ms. Adams résumés of interested service members.

Ms. Adams then matches applicants to job descriptions with which they have experience or to career fields they would like to try. "Some of our volunteers are being trained in jobs that they have the skill sets for, so when they separate from the military, they better qualify for permanent employment," said Ms. Adams.

Other volunteers are building experience in career fields in which they are interested. Army Pfc. Tamasa Nelson, an Army laundry specialist, had always been interested in public affairs and is now a program volunteer with the Office of Congressional and Public Affairs at DCMA Headquarters. When asked about the work, she replied, "I love it. [Working here] gave me a foundation to seriously pursue this career field."

Pfc. Nelson has enjoyed the *Operation Warfighter* program experience. Though she initially learned about it from a recruiter at Walter Reed Army Medical Center, it was the

Operation Warfighter and *Hire a Hero* have existed in various forms since the Vietnam War era and are part of a renewed campaign to employ injured military personnel in civilian occupations.

(Above Left) From left: active duty DCMA staff, Air Force Lt. Col. Christopher Athearn, DCMA Northrop Grumman Baltimore commander, and Navy Lt. Cmdr. Tim Craven, DCMA Virginia program integrator, recruiting – sharing the DCMA mission with visitors to the booth. (Photos by Army Pfc. Tamasa Nelson, DCMA Office of Congressional and Public Affairs)

(Above Middle) Ms. Nancy Adams (left), *Hire a Hero* program manager, provides information to job seekers at Walter Reed Army Medical Center.

(Above Right) Ms. Mandy Laughlin (right), Human Resources specialist, lends a helping hand at a recruiting fair.

Hire a Hero is for qualified military veterans who are 30 percent or more disabled, as determined by the U.S. Department of Veterans Affairs.

soldiers already in the program who motivated her to get involved. “Sometimes everything else seems so overwhelming, you think this will be overwhelming, too, but it turned out to be a really smooth transition for me,” said Pfc. Nelson. She now encourages fellow soldiers to get involved. Becoming a volunteer is an easy process. *Operation Warfighter* applicants submit their résumés and list the career field(s) in which they have experience or an interest. If Ms. Adams can make a match between an applicant and a career field, the applicant completes a phone or office interview with a prospective mentor; if this goes well, the applicant begins work shortly thereafter.

HIRE A HERO

Hire a Hero is for qualified military veterans who are 30 percent or more disabled, as determined by the U.S. Department of Veterans Affairs. The focus is primarily on veterans from Operations Enduring and Iraqi Freedom, though DCMA will work with veterans from any era. Veterans who are less than 30 percent disabled cannot go through the *Hire a Hero* program and must compete for jobs with other veterans and members of the general population.

Ms. Adams finds eligible disabled veterans by visiting Walter Reed or by receiving their résumés from other agencies. Once a qualified veteran has expressed interest in working at DCMA, “Any position that has been authorized to be filled by our Agency is eligible for a *Hero* hire,” said Ms. Adams. “It doesn’t have to be advertised to the general public yet, but we have to have been given authorization to fill the position.” Additionally, veterans with qualifying entry-level skills may be considered for Keystone intern positions.



DCMA’s broad range of career fields and geographic locations is a great asset for this program. There are so many jobs “and we have so many offices, that ... we can do a fairly pinpointed placement with them for employment,” Ms. Adams explained. “I think that’s why we have so much success — because there’s choice.”

Mr. Paul Higginbotham, an electronics engineer at DCMA Lockheed Martin Marietta, recently joined DCMA through the *Hire a Hero* program and is doing electrical, electronics and avionics engineering with the C-130J engineering team. Mr. Higginbotham, a former Navy petty officer second class, learned about the program from a counselor at the Veterans Administration’s (VA’s) vocational rehabilitation program. He used this vocational program to earn a degree in electrical engineering from the University of Tennessee, while undergoing intense physical rehabilitation with the VA. Though Mr. Higginbotham was initially reluctant to seek employment with the government, having encountered hiring difficulties in the past, the VA counselor assured him that “under the *Hire a Hero* program I not only could get a real interview with DCMA but, if qualified for the job, I would be hired,” he said. Thus far, Mr. Higginbotham is enjoying his work with the Agency. He has smoothly integrated into DCMA Lockheed Martin Marietta, and “the *Hire a Hero* program has, at the very least, restored some of

(Above) Army Pfc. Tamasa Nelson is an intern in the Office of Congressional and Public Affairs at DCMA Headquarters through the *Operation Warfighter* program. (DCMA staff photo)

The Hire a Hero program is designed to match the experiences of qualified applicants with specific job descriptions, so the focus is truly on building a career.

my faith in the government's willingness to do right by its disabled veterans," he confided.

Mr. Higginbotham believes that the *Hire a Hero* program is different from many other veteran hiring initiatives. "Most federal agencies may hire a few token veterans but, for the most part, seem to avoid hiring those with the worst physically apparent injuries. And when they do hire those veterans, it is usually for the lowest-paying jobs despite their education or qualifications," he explained. In contrast, the *Hire a Hero* program is designed to match the experiences of qualified applicants with specific job descriptions, so the focus is truly on building a career.

Hire a Hero – the Hiring Process

Hire a Hero applicants are placed within DCMA via two methods: (1) hiring supervisors and commanders contact Ms. Adams with the job requirements of open positions they would like filled by the veterans; and (2) applicants give their résumés to Ms. Adams, and they are marketed according to their experience and the geographical region in which they would like to work. Ms. Adams works with potential recruits to pinpoint locations that might be a good fit for them and then e-mails those offices' commanders. "If after several weeks there are few or no nibbles, the candidates may ask me to broaden the field," Ms. Adams explained. "At that point I send the résumés out to all commanders in several regions."

The program's hiring process is so efficient because DCMA doesn't need to advertise an open position in order to hire a severely injured veteran. Usually, someone who wants to work for the government has to wait until a vacancy is listed. However, with this program, once an

office has been given approval to do a hiring, Ms. Adams can send the hiring authority a résumé. If interested, the hiring authority can then interview the applicant. If the interview is successful, the hiring authority sends Ms. Adams a job description, and she verifies the applicant's qualifications for the job with the Army Civilian Personnel Office. If Personnel finds the applicant qualified, DCMA can proceed with the hiring. "It can be quite streamlined, and the simplicity is what hiring supervisors find appealing," said Ms. Adams.

DCMA's Participation in the Programs

DCMA began participating in the programs last summer, and employees around the Agency have been extremely responsive, particularly in serving as recruiters for the Agency at job fairs. "The DCMA staff have been very generous with their time, volunteering to work the booth and speak with job candidates" noted Ms. Adams, and, "DCMA's military personnel are especially helpful. When we bring our uniformed staff with us to the job fairs, the injured Service members really respond to them and engage in talking to them about what we do as an Agency — the military folks are just an enormous asset." The DoD contractor for these job fairs, Monster.com, has not yet released the 2006 schedule, but proposed job fairs include events at Balboa Naval Hospital and Camp Pendleton in the San Diego area, Madigan Army Hospital in Seattle, Brooke Army Medical Center in San Antonio and Fort Campbell in Kentucky.

"Everyone is touting the benefits of these programs."

Programs are Experiencing Success

The reaction within the Agency to both *Operation Warfighter* and *Hire a Hero* has been

The Hire a Hero hiring process “can be quite streamlined, and the simplicity is what hiring supervisors find appealing.”

overwhelmingly positive, and DCMA continues to recruit more injured service members. With offices nationwide and overseas and a broad range of job offerings, it is no surprise that candidates see DCMA as an option. As of Feb. 6, 2006, there were four *Operation Warfighter* volunteers and three *Hire a Hero* employees, with five additional hires for both programs awaiting security clearances. “The response from the people doing the hiring has been absolutely overwhelming,” Ms. Adams said. “Everyone is touting the benefits of these programs.” Participants are also having a great experience and are telling others about the programs. Ms. Adams is now receiving several applications through word-of-mouth recommendations.

This mutually beneficial relationship between the veterans and DCMA is clearly working well. “Who wouldn’t want to hire a qualified injured warfighter who, in many instances, has already been working on or with the equipment they’d be managing contracts for on the civilian side?” Ms. Adams asked. “They are most often the best candidates for jobs at DCMA. They have the knowledge of the equipment and military environment, and they carry the technical and leadership skills necessary to move ahead. It’s a win-win situation!” Pfc. Nelson agreed: “I think it’s good for both sides. [DCMA employees] get to work with people they were serving, and the soldiers get a chance to give something back to those still in the field.”

Ms. Adams finds placing qualified applicants extremely rewarding and said her favorite aspect of working with these two programs is “the feeling I get when a hero thanks me for helping them. It’s a very humbling experience. Obviously these people have served our country and paid an enormous price for what they’ve done, and it gives me pause when they say, ‘Nobody has

ever helped me this much before inside the government.’ They’re deserving, they’ve got the skills, we want them, and yet they’re thanking me for doing my job. I’m always taken aback by their gratitude, because they’ve certainly given so much to America.”

For More Information

The challenge now is getting the word out about the two programs. “Once [supervisors] find out how easy it is to work with *Operation Warfighter* and *Hire a Hero*, I get a response like, ‘This is great — I should have been doing this before,’” Ms. Adams said. To help publicize the programs, marketing materials will soon be released Agency-wide. Additionally, more information about the program is on the *Hire a Hero* Community of Practice Web page on the DCMA Knowledge Management link. The Web site contains information on how to hire an employee or volunteer; points of contact and Agency mentors willing to assist; program highlights; and detailed information on reasonable accommodation and assistive equipment that is available from the Department of Labor’s Job Accommodation Network and DoD’s Computer/Electronic Accommodations Program.



(Above) Ms. Nancy Adams, Military Training program manager, DCMA Headquarters, is in charge of placing *Operation Warfighter* interns and *Hire a Hero* employees at DCMA. (DCMA staff photo)

“Who wouldn’t want to hire a qualified injured warfighter? ... They are most often the best candidates for jobs at DCMA.”

Serving His Country, Now as an Engineer

Mr. Paul Higginbotham, a former Navy petty officer second class, works as an electronics engineer at DCMA Lockheed Martin Marietta through the *Hire a Hero* program. We asked him about his experiences with the program.

C: How did you get involved with the *Hire a Hero* program?

PH: I was working in the corporate world, but I never felt I was giving back to society as I felt in the Service. My intentions were to teach and in that way give back to society. Then the VA [Department of Veterans Affairs] called me and asked me if I would consider working for DCMA.

C: How do you like working at DCMA?

PH: Everybody treats me with respect, and I feel like part of the team. I suspect that if you talk to the commanding officer, she would tell you that any fears she may have had hiring someone with such obvious disabilities turned out to be unfounded. I’m very independent, as most physically disabled veterans learn to be.

C: What types of accessibility modifications did Lockheed Martin make to the building?

PH: A supervisor and I did a walk-through, noting anything that needed to be adapted. We mainly had to make sure that I was able to open all doors and operate all cargo elevators and that I could use all the bathrooms. (It is one thing to say a building is compliant with the ADA [Americans with Disabilities Act] and another for it to be actually usable to those who, like myself, use a wheelchair for locomotion.) We also rode around with security in my adapted van to pick the best parking spot for me then assigned that spot with my name and painted it with the appropriate hash marks and signage so I could park and lower my ramp for exiting my vehicle.

At most, a few door hinges and a couple of doors had to be replaced and the rest of the doors just needed their hinges adjusted for ease of opening and, of course, a little blue paint for my parking space. Nothing too spectacular had to be done, mainly adjustments to the things required by any federal building under the guidelines of the ADA. What most federal agencies would find if they would hire physically disabled veterans is that the cost of modifications/adaptations, if there are any needed, are very low at best.

C: DCMA obviously benefits from your engineering experience — what else do you bring to the Agency?

PH: DCMA gained an engineer who has direct experience with the military product and someone who personally wants the product to be as reliable as possible.

Most disabled veterans are not looking for a handout but are looking for a job classification commensurate to their qualifications and experience and for their government to consider them first in hiring.



(Above) Mr. Paul Higginbotham, an electronics engineer at DCMA Lockheed Martin Marietta, joined DCMA through the *Hire a Hero* program. (DCMA staff photo)

Closing K2 — DCMA Helps Ensure a Successful Operation

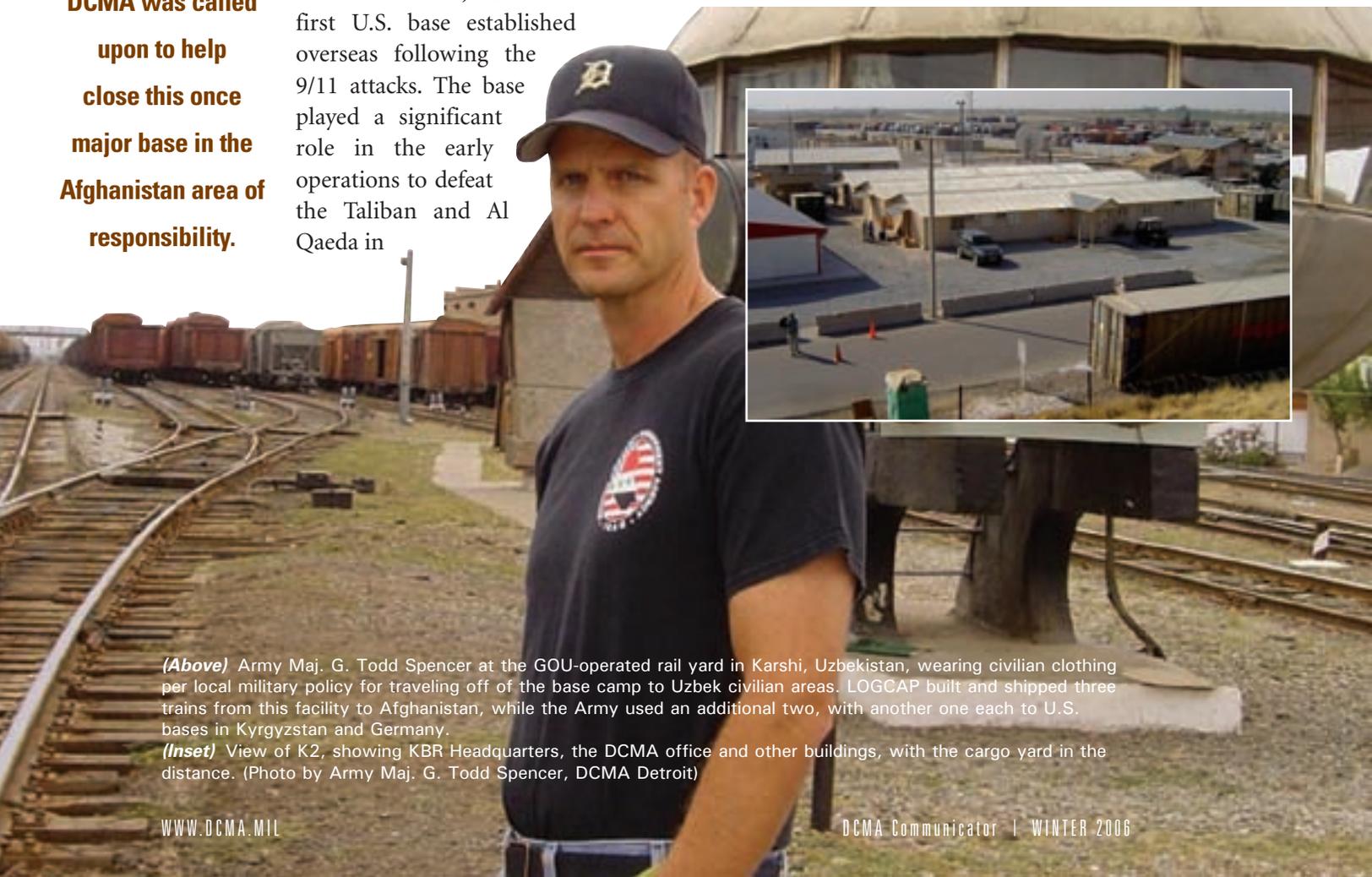
by Maj. G. Todd Spencer, U.S. Army, Administrative Contracting Officer,
DCMA Detroit at Joint Systems Manufacturing Center – Lima

On July 29, 2005, the Government of Uzbekistan (GOU) requested the departure of U.S. military forces from the airbase located near the Uzbek settlements of Karshi and Khanabad, collectively known as K2. Consequently, the Defense Contract Management Agency (DCMA) was called upon to help close this once major base in the Afghanistan area of responsibility.

Afghanistan and continued to be the primary base for the flow of troops, equipment and supplies for *Operation Enduring Freedom* through the summer of 2005. At its peak, the base was home to nearly 5,000 personnel, with over \$30 million invested in infrastructure and nearly \$50 million in government property under the Logistics Civil Augmentation Program (LOGCAP) III contract.

DCMA was called upon to help close this once major base in the Afghanistan area of responsibility.

In October 2001, K2 became the first U.S. base established overseas following the 9/11 attacks. The base played a significant role in the early operations to defeat the Taliban and Al Qaeda in



(Above) Army Maj. G. Todd Spencer at the GOU-operated rail yard in Karshi, Uzbekistan, wearing civilian clothing per local military policy for traveling off of the base camp to Uzbek civilian areas. LOGCAP built and shipped three trains from this facility to Afghanistan, while the Army used an additional two, with another one each to U.S. bases in Kyrgyzstan and Germany.

(Inset) View of K2, showing KBR Headquarters, the DCMA office and other buildings, with the cargo yard in the distance. (Photo by Army Maj. G. Todd Spencer, DCMA Detroit)

Closure efforts began in early July, and to facilitate the process, DCMA established three goals.

The mission of the LOGCAP III contract is to provide basic life, logistics and limited construction support to U.S. and coalition military operations and forces around the globe. As part of “Team LOGCAP,” which includes the contractor, KBR (Kellogg, Brown & Root, Inc., an engineering and construction subsidiary of Halliburton), DCMA provides contingency contract administration services on an Army Materiel Command (AMC) contract. The DCMA-K2 contingent consisted of an administrative contracting officer (ACO) and a quality assurance representative (QAR). As the ACO, I served as contracting officer to KBR, de facto program manager for AMC and special staff officer for the K2 base command group. With 440 contractor personnel and 242 Uzbekistani employees, our contract provided 37 services, including: movement and airfield control; food and food service operations; fuel operations; water production and distribution; crash, fire and rescue operations; hazardous materials management; facility engineering; and base camp maintenance.

The planning and execution for the LOGCAP portion of the closure, which involved terminating services and retrograding equipment, was broad and complex. This effort encompassed a wide range of service types and a staggering amount of property and equipment,

as well as the customer’s dependence on KBR. Closure efforts began in early July, and to facilitate the process, DCMA established three goals: (1) ensure KBR continued to provide high-quality service up to the point of termination for any given service; (2) successfully retrograde all serviceable and economically feasible government property, equipment and materiel for use at other LOGCAP sites, shipping all items as early as possible without undue adverse effect on K2 operations and having them received at their destinations in serviceable condition; and (3) meet the command group’s closure timeline by precluding KBR from causing any delays in that schedule.

As of Aug. 15, no firm deadline had been established for the actual closure, other than the GOU-imposed Jan. 23, 2006, date. The theater command, Combined Forces Command – Afghanistan (CFC-A), floated Jan. 9, 2006, as a goal, which would allow an extra two weeks if needed. However, those of us on the ground in Uzbekistan knew the closure had to take place before the winter weather set in. The effect of weather on operations at the base would be difficult enough, in terms of runway and flight ramp operations — flight schedules would become increasingly undependable, and ground transportation would be stopped by snow and ice. With this in mind, I recommended a Nov. 1 closure goal and demonstrated how LOGCAP could meet this date. With minor schedule adjustments, this plan was accepted. I then coordinated with the principal contracting officer, and the base command began marching hard toward this date.

On Sept. 4, we received a CFC-A order that set a Jan. 9, 2006, deadline for the closure. Though we stuck to our Nov. 1 goal, the CFC-A

(Left) Map of Uzbekistan and surrounding countries



In the end, LOGCAP shipped over \$12 million worth of materials and over \$40 million worth of property.

order got the military units formally energized. Soon thereafter, Team LOGCAP was asked to disassemble, load and transport the majority of office buildings from K2 to Afghanistan. After appropriate direction and planning, I issued a Limited Notice to Proceed (LNTP), and KBR began with a list of 12 structures to move. After about a week, it was clear to me that the effort was ahead of schedule, under cost and meeting performance standards, and a second LNTP was issued, adding four additional structures



from the customer priority list. Finally, additional funding was provided to allow for a third LNTP, and KBR ended up shipping 24 buildings consisting of 137 containers. This effort was all done above-and-beyond the original plan for LOGCAP closure operations and added tremendous value to the customer's intent.

In mid-October speculation grew that we would be extended due to the existence of approximately 300,000 gallons of jet fuel stored and issued by KBR but owned by the Defense Energy Support Center (DESC). Because of the sensitivity of the fuel in terms of both environmental considerations and value to operations in Afghanistan, on Oct. 18 headquarters made the decision that the base would not close until the fuel was shipped from K2 — date unknown. This triggered numerous schedule changes and contract actions, but I

had anticipated such a contingency and already had a KBR budgeted cost estimate for an extension of services into January. I made the decision to extend the LOGCAP contract for 30 days past the Nov. 1 objective. DESC finally began having success with the fuel retrograde, and on Oct. 28 we re-engaged closure operations and set the new date for Nov. 21 — a schedule that, ultimately, was successful.

In the end, LOGCAP shipped over \$12 million worth of materials and over \$40 million worth of property (consisting of 13,184 line items and 712,494 individual shipments) using three lines of communication: ground, rail and air. All in all, the closure of K2 was a successful operation, and DCMA employees, in conjunction with other members of Team LOGCAP, played a valuable role in ensuring this success and in continuing to provide an overall positive contribution to the war effort in Afghanistan.

Author's note: I would like to share my personal and professional feeling that being a deployed ACO is probably the most interesting, challenging and rewarding job that a member of DCMA and perhaps a Defense Acquisition Workforce Improvement Act professional can have. I would encourage people to consider taking the "six-month leap" and experiencing it firsthand. I believe many QARs would say the same. It is an experience that will last a lifetime, and it is truly an important job. This is my second tour as a deployed LOGCAP ACO, and I can attest to the value.

(Above) Army Maj. G. Todd Spencer with a KBR site manager overlooking Uzbek trucks in the KBR-K2 cargo yard.

The closure of K2 was a successful operation, and DCMA employees, in conjunction with other members of Team LOGCAP, played a valuable role in ensuring this success and in continuing to provide an overall positive contribution to the war effort in Afghanistan.

One Man's Scrap . . .



by Mr. Walt Zaborowski, Contract Administrator, DCMA Sikorsky

A potential exhibit at the proposed Connecticut Air and Space Center in Stratford, Conn., was literally rescued from the scrap heap by a Defense Contract Management Agency (DCMA) employee.

Mr. George Ilse, a contract administrator in the Keystone Program at DCMA Sikorsky, knew that a one-quarter-scale model of a BLACK HAWK helicopter was scheduled for disposal. The model is almost six-feet tall, 13-foot long and weighs 1,100 pounds. It had cost \$58,000 to build, but as of early 2005, it was only taking up space in Sikorsky's warehouse in West Haven, Conn. A decision to scrap the model was imminent. Before that could happen, Mr. Ilse stepped up. His actions saved the government the cost of scrapping the model, which was considered excess property, and saved a piece of aviation history.

As a participant in the Student Career Experience Program, Mr. Ilse worked in the Government Furnished Equipment warehouse in West Haven, when he first saw the model in December 2004. "It kind of piqued my interest," he said. He asked about the model and learned that it had been moved from one warehouse to another over the past 25 years.

The model is expected to be part of an exhibit showing how an aircraft goes from idea to final product.

Mr. Ilse considered that it might be worth donating to a museum as an important piece of history.

In February 2005, Mr. Ilse asked a representative of the New England Air Museum at Bradley International Airport in Windsor Locks, Conn., whether they were interested. The representative put Mr. Ilse in touch with Mr. Richard "Dick" Evans, director of the proposed Connecticut Air and Space Center. Mr. Ilse worked with Mr. Evans and Mr. Milt Medeiros, the property administrator at Sikorsky Aircraft, to resolve concerns regarding transportation, storage and whether the government might want to recall the model in the future. After much negotiation, Mr. Evans' group wrote a letter to Government Property personnel, and paperwork authorizing disposal of the model to the center was submitted and arrangements were made to have the model and related equipment transported to the proposed air and space center.

Mr. Evans, director of the proposed museum at the former Sikorsky-Avco-Lycoming Army Engine Plant in Stratford, said the model supports the mission of the museum, which is to tell the story of aviation in Connecticut. The model is expected to be part of an exhibit showing how an aircraft goes from idea to final

(Background) An Army BLACK HAWK helicopter makes its approach at Naval Air Station Joint Reserve Base, New Orleans, La. Sikorsky has built more than 2,500 BLACK HAWKS, and the model Mr. Ilse rescued laid the groundwork for aircraft such as this one. (U.S. Navy photo by Lithographer 1st Class Todd A. Schaffer)

(Opposite Left) Mr. George Ilse, contract administrator, DCMA Sikorsky, standing next to the BLACK HAWK wind-tunnel model that he saved from the scrap heap. The model was brought out into the yard of the former Avco Engine Plant in Stratford, Conn. (Photos by Mr. Walt Zaborowski)

(Opposite Middle) Mr. George Ilse with the BLACK HAWK model.

(Opposite Right) Mr. George Ilse examines a model of a Corsair at the former Avco Engine Plant in Stratford, Conn.

“By being a little bit creative, you can serve the public and save the government money, too.”



product and “will give the public something to look at,” Mr. Ilse said. “Plus, [it] was expensive, and it would be a shame just to scrap it,” he added. Mr. Medeiros agrees and believes that reusing an item for an appreciative audience can have a value that transcends simple economics. He analogized donating the model to donating old computers to a school — students’ use of those computers exceeds their value as scrap.

The proposed museum is not yet open to the public and is the subject of ongoing negotiations between the Army, Department of Defense, state of Connecticut and town of Stratford.

Current plans are for the proposed museum to undergo renovations, with opening scheduled for Memorial Day 2006.

Navy Capt. Dorothy J. Freer, DCMA Sikorsky commander, praised Mr. Ilse for saving a piece of aviation history. “Sikorsky has built more than 2,500 BLACK HAWKS, and this model laid the groundwork for those aircraft,” Capt. Freer said. Mr. Ilse challenges other DCMA employees who see items like this to try to save them: “By being a little bit creative, you can serve the public and save the government money, too.”

NESP: A Real Success Story

by Mr. Richard Casey, NESP Support Program Integrator, DCMA St. Petersburg

Who would believe that a major Navy program of such significant importance to the fleet would somehow bypass the engineering development and low-rate initial production phases, then be pushed into production in parallel with developmental testing and still end 13 months ahead of schedule? This is a success story for the Naval Extremely High Frequency Satellite Communication Program known as the NESP.

The NESP communication terminal connects ship, shore and submarine platforms to the MILSTAR (Military Strategic, Tactical & Relay) satellite constellation. For each of these three platforms, there are three different configurations of the NESP terminal with the same basic capabilities but varying peripheral equipment. The environments in which these NESP terminals are used are stressed and require anti-jam and low-probability-of-intercept communication capabilities. By

The NESP communication terminal connects ship, shore and submarine platforms to the MILSTAR satellite constellation.

providing minimum, essential and secure communications, the NESP terminal supports worldwide command and control communications to strategic and tactical Naval forces through all levels of conflict.¹

Members of the Defense Contract Management Agency (DCMA) and the Space and Naval Warfare Systems Command (SPAWAR) support teams assisted with the program and contributed to the NESP's ultimate success.



The NESP began with a mission to have a “Communication Group Console” (CG) that integrates narrowband², wideband³ and protected⁴ communication capabilities in a single console for the U.S. Navy — and after much work, this objective was achieved. The new system is replacing a 1987 system that offers no space for upgrades to meet the present-day communication needs of the Navy. The CG is designed to operate with shipboard and land-based antennas of varying size and is built with commercial off-the-shelf components. The system is functional for surface, ship, submarine and land-based facilities and meets all Navy ship environmental and reliability requirements.

Team members included: Mr. Tom Moschetto, administrative contracting officer, and Mr. Chuck Faass, program integrator, of DCMA Raytheon in Marlboro, Mass.; DCMA St. Petersburg employees on-site at Raytheon in Largo, Fla.: Ms. Michelle Myhree, Joint Communications Systems team leader, Mr. Richard Casey, support program integrator and engineer, Mr. Warren Slack, quality assurance specialist, Mr. John Wicker, industrial specialist, and Ms. Brenda Greene, senior industrial specialist; Mr. John Coucher, customer on-site representative

The new system is replacing a 1987 system that offers no space for upgrades to meet the present-day communication needs of the Navy.

(Above) The *USS Ronald Reagan* (CVN 76) departs her homeport at Naval Air Station North Island in Coronado, Calif., and heads out to open sea on Jan. 4, 2006. The NESP terminal connects communication platforms, such as the one on this Nimitz-class nuclear powered aircraft carrier, to the MILSTAR satellite constellation. (U.S. Navy photo by Photographer's Mate 2nd Class Christopher Brown)

¹ Source: GlobalSecurity.org, “Navy Extremely High Frequency Satellite Communications Program (NESP)” *FY01 Annual Report*, 17 Jan. 2006, <<http://www.globalsecurity.org/military/library/budget/fy2001/dot-e/navy/01nesp.html>>.

² Narrowband systems provide support to users who need voice or low-data-rate communications and who also may be mobile or otherwise disadvantaged by limited terminal capability, antenna size, environment, etc.

Source: Glen Elfers and Stephen B. Miller, “Future U.S. Military Satellite Communication Systems,” *Crosslink*, 3 (2001/2002), 20 Dec. 2005, <<http://www.aero.org/publications/crosslink/winter2002/08.html>>.

³ Wideband systems provide high capacity for communications devices.

Source: *ibid.*

⁴ Protected systems support anti-jam features, covertness and nuclear survivability.

For the duration of the March 1998 – September 2005 contract, DCMA team members provided daily reports to the highest levels of program management and made significant efficiency improvements in the test program.

responsible for overall system performance and testing; Mr. Mel Landis, SPAWAR program manager; and Mr. Joe Vital, Naval Undersea Warfare Center program manager. Together, the DCMA St. Petersburg and SPAWAR personnel met daily with the Raytheon production team to review transactions, schedules and problem areas. For the duration of the March 1998 – September 2005 contract, DCMA team members provided daily reports to the highest levels of program management and made significant efficiency improvements in the test program.

Many shortcomings were felt in the beginning months of the program due to formidable production schedule requirements. Test equipment hardware and software had to be developed and put online, test and operational procedures needed to be developed, approved and implemented, and spare parts were not available. Additionally, suppliers were unable to test assemblies and major components dynamically due to the unavailability of environmental test equipment. Thus, the majority of the circuit card assemblies were initially statically tested, which was extremely time and labor-intensive. Compounding the complexity of the testing process was the fact that the prime contractor for the CG follow-on terminal was Raytheon in Marlboro, Mass., but the CG was to be built in Largo,

Fla., at a new facility, unfamiliar to engineering

management and the NESP production community. The testing process continually improved and became more efficient as the



program matured, but not without significant production impacts and design changes along the way.

Other “growing pains” included test failures, redesigns and problems with installation and general operation. Many of the smaller subcontractors, previously acceptable with component and subsystem procurement, fell short of acceptance with the newer technological developments and requirements and had to be replaced.

Despite the numerous challenges, the DCMA and SPAWAR support teams were able to get 228 completed CGs and 269 upgrade units to the Navy ahead of schedule, providing U.S. military personnel with the most up-to-date and reliable communication tools. The Navy is extremely pleased with the CG and has praised the increase in capability the system provides. The NESP could have been a disaster in the making, but it ended triumphantly as a major success story.



(Top) Mr. Richard Casey (left), NESP support program integrator, DCMA St. Petersburg, and customer representative, Navy Capt. John Pope (DCMA staff photo)
(Left) Customer representative, Navy Capt. John Pope, signs the DD250 Material Inspection and Receiving Report. (DCMA staff photo)

Keith Ernst: DCMA's Man on the Run



An Interview with Mr. Keith Ernst, Acting Director, DCMA,
by Mr. Tom Gelli, Chief, Congressional Affairs, DCMA Headquarters

Last January, barely three months after settling in as the Agency's new deputy director, Mr. Keith D. Ernst was suddenly tapped to serve as Defense Contract Management Agency (DCMA) acting director, a position he likely will hold until a new military flag officer comes on board. Having served at all levels of the organization, including stints at both District Headquarters, Mr. Ernst is particularly well-suited to clutch the throttle for as long as necessary. A former Marine pilot who flew F-4s, this married father of three is well-recognized within the Agency as an ardent and knowledgeable advocate of performance-based management. And as his long list of completed marathons attests, Mr. Ernst is one guy who is most assuredly in it for the long run.

Communicator (C): You have served in prominent positions at DCMA field offices, Districts West and East and now Headquarters. What kind of perspective has emerged over those 23 years?

KE: Certainly the one constant I have seen and continue to see across the Agency is the dedication of our people and what they are trying to accomplish for our customers. Be it in Twin Cities, Seattle, Carson, Boston or here in Alexandria, almost everyone is focused on achieving identified outcomes. That said, I must add that what is changing rapidly is the perception of what those outcomes should be and of what approach we need to take to achieve them. In the past handful of years, we have charted a good



course toward that end — first under [Army] Brig. Gen. [Edward] Harrington and then refined under [Air Force] Maj. Gen. [Darryl] Scott. They have drawn up a roadmap that enables us to identify what's really important to our customers and to hold ourselves accountable for achieving it.

C: Many in DCMA believe you are the chief visionary and architect of the Agency's ongoing realignment. Is that an accurate perception?

KE: No, I can't say I'm the singular force behind it. The realignment is really the composite of many good ideas that various individuals shared with me during my stints at the District Headquarters. The only thing I can take credit for is having recognized the merit of those ideas and being in a position to effectively advocate them. I don't consider myself a grand purveyor of original ideas. However, I have been able to tap into the ideas and enthusiasm of many of our field commanders and to grasp what they and many of our customers were saying.

(Above) Mr. Keith D. Ernst, DCMA acting director, at DCMA Headquarters in Alexandria, Va. (DCMA staff photo)

“If the participatory approach isn’t moving things along fast enough, I tend to switch over — at times, I’m told, prematurely — to a more directive style.”

In particular, customers were encouraging — in some cases, demanding — us to make product skills and improved accountability key parts of the mix. Now, it’s simply a matter of bringing all that together, and we have some extremely talented and dedicated individuals doing just that on our realignment integrated process teams. They are the ones who deserve the credit. I remain fortunate to be in a position to be a catalyst and proponent, but I’m certainly not the architect or visionary.

C: So, the realignment was not conceived strictly within the Agency?

KE: Correct. Actually, much of the impetus came from customers. Several years ago we were planning to do some efficiency consolidations, whereby we would take a stand-alone activity and roll it into an existing geographic-based organization. A senior-level customer came to me and, essentially, told me that was the wrong way to go. He was concerned that such a geographic-based paradigm would erode product focus and lead to gaps in the skill sets needed to support particular types of technical operations and manufacturing facilities. In taking a second look at the situation, we consulted with other major customers who helped point us in the right direction. So, while it is fair to say the broad concept was home-grown, many of the follow-on ideas that helped shape the final blueprint came from external sources.

C: Do you expect two of the four Product Divisions to be headquartered at locations other than Boston and Carson?

KE: We’re looking at that right now. I’ve asked Mr. [Bob] Schmitt and Ms. [Patricia] Kirk-McAlpine to put together teams to analyze and identify the most appropriate and advisable locations. Three factors are most likely to drive the decisions: accessibility to contract management offices, accessibility to customers and accessibility to DCMA Headquarters. With that said, I don’t

want people to become overly concerned about the possibility of having to relocate to another part of the country. We are earnestly looking at options for allowing our people to operate in more of a virtual mode, especially for folks whose jobs can be performed at places other than in the shadow of the flagpole.

C: How would you describe your management style?

KE: I try to be participatory, but I must confess that I don’t always succeed at it. Sometimes my awareness of the importance of a timely decision and of certain customer concerns causes me to jump to a faster track. If the participatory approach isn’t moving things along fast enough, I tend to switch over — at times, I’m told, prematurely — to a more directive style.

C: Over the past 20 years, who have been some of your favorite management gurus? Is your style patterned after any of them?

KE: I can’t say that I’ve knowingly adopted anyone’s style, but I will say there are dozens of good books out there that offer useful insights. Among them are *Good to Great* by Jim Collins, *Execution* by Larry Bossidy and Ram Charan and *The One-Minute Manager* by Ken Blanchard. Those and other books like them are good, but they are not in and of themselves a collective guide to becoming a good and effective organizational leader. In my case, those books have simply complemented what I have learned from a number of people I have had the good fortune of working with over the past 20 years at every stop along the way. I think if you go into a new work situation or environment with a receptive mind, one that is ready to observe and learn from leaders in your daily experience, you can’t help but improve your own style and effectiveness. And I would hope that I have done just that.

“The one constant I have seen and continue to see across the Agency is the dedication of our people and what they are trying to accomplish for our customers.”

C: Which historical figure would you like to invite to your Fourth of July backyard cookout?

KE: I think that would be Thomas Jefferson. Not only was he a principal draftsman of the Constitution, but he was the one who really changed the course of the young Nation. He sponsored the Lewis and Clark expeditions and made possible the Louisiana Purchase. He was a true visionary, though perhaps a reluctant one, who opened the country to the western part of the continent. He saw the possibilities and pursued them.

C: It's no secret that the DCMA workforce is getting on in years. What steps are you advocating for attracting and retaining good people?

KE: The projected retirement bow wave is a valid concern that we are addressing, and I think we have some good partial answers. The Keystone Program will remain an effective conduit for bringing on board and developing functional specialists and future leaders. I believe we also will step up efforts to recruit military veterans who know and understand our customers and who have been involved with our business, even if just on the periphery. Additionally, our expanding role in contingency operations is spurring us to develop a strong emergency-essential cadre and retain a versatile forward-deployed military presence capable of providing needed leadership for contingency contract administration. And one final point I must make is that we are well aware that a number of the Agency's leaders will be retiring in the next five years, making it imperative that we begin immediately to groom and prepare a new generation of leaders to take the helm.

C: Given your Minnesota roots ... Twins or Vikings?

KE: Both. But I must confess, I'm a bit of a fair-weather fan.

C: Bob Dylan or Prince?

KE: Actually, neither is high on my list.

C: Hubert Humphrey or Jesse Ventura?

KE: [laughter] I think a combination of the two. I'd take the Midwestern gentility of Hubert Humphrey and combine it with the bold, say-what's-on-your-mind style of Jesse Ventura.

C: Sinclair Lewis or Garrison Keillor?

KE: Sinclair Lewis was a little before my time, so I'll say Garrison Keillor and his popular wisdom — or unpopular wisdom, depending on your point of view. He seems to connect with a lot of people and not just Minnesotans.

C: Since your arrival at Headquarters last October, you've had several face-to-face discussions with DCMA's boss at the Pentagon, Mr. Ken Krieg. What are his perceptions of and expectations for DCMA?

KE: Mr. Krieg has a very favorable opinion of DCMA, our performance and the value we bring to the customers. That being said, he also has some very high expectations in terms of our persevering down the path of performance-based management. In that context, we must understand what our customers need from us and hold ourselves accountable for achieving those outcomes. It is important to know that what we in DCMA are doing with performance-based management is 100 percent aligned with Mr. Krieg's expectations. We will continue down that path.

C: What might we find you doing on a typical Saturday morning or Sunday afternoon?

KE: You'd likely find me running. I generally run for 60 to 90 minutes on weekend days. On weekdays, I limit my run to about half that, mainly

“We must understand what our customers need from us and hold ourselves accountable for achieving those outcomes.”

because of schedule constraints. I also like to fish and golf, but the last several years haven't given me much time to do either.

C: The recent Base Realignment and Closure Commission decision to

relocate DCMA Headquarters and proximate elements to Ft. Lee, Va., in 2010 has numerous ramifications for a significant segment of our workforce. Your insights, please, on softening the blow.

KE: Clearly, we need to understand what kind of challenges this poses for our people. Once we do that, Agency leadership will do everything within its power and authority to help all those affected. This includes those folks whose personal circumstances preclude their moving, as well as those folks who will be making the move. Obviously, we're going to help everyone through the relocation process, including ensuring that all personnel have the information they need to make an informed decision on whether to accept or decline the relocation.

C: What books or periodicals would we find on your coffee table?

KE: I've just finished *The World is Flat* by *New York Times* columnist Thomas Friedman. It's a post-September 11 look at the changing global markets and the disappearance of age-old boundaries and barriers that once fragmented the world economy. In terms of magazines, I read *Business Week* and *Government Executive*. For recreational reading, it's *Runner's World*.

(Above) As a Marine Corps pilot in the early 1970s, Mr. Ernst flew the Marine version of the F-4 Phantom fighter aircraft shown here, which are from the 82nd Aerial Target's Squadron at Tyndall Air Force Base, Fla. (U.S. Air Force photo by Master Sgt. Michael Ammons)



C: What are some of your most memorable experiences as a Marine pilot?

KE: In general terms, two things stand out. The first is simply having had the opportunity to fly a high-performance aircraft in a variety of challenging environments. That was truly a once-in-a-lifetime experience. The second thing I most affectionately recall is the camaraderie within the squadrons I was attached to and the way everybody in those units worked together and supported each other in quest of a shared goal. I think the lessons learned in that environment, sometimes under dangerous circumstances, stay with you for a lifetime.

C: Are there times lately when you wish you were seated in a cockpit rather than at a desk?

KE: I suppose we all have days when we wish we were doing something else. But, after 23 years with DCMA, I can honestly say I know of no better organization to be a part of — or a better team to work with. Nor can I think of a more important mission than supporting the warrior as we do. I don't necessarily like sitting behind a desk all the time, and that's why I make it a point to get out and meet our people, our contractors and our customers. That's what makes this job such a good blend of fun and challenge.

When Less is More:

Capt. Pendergrass Gets Fit to Save a Life

This article first was published in the Dec. 26, 2005, issue of Navy Times.

Call him Captain Fitness: a 53-year-old Navy Reserve captain who drastically changed his life and shed half his body fat for the opportunity to win \$1 million as part of an international fitness contest. But Defense Contract Management Agency (DCMA) Denver Commander Capt. Russ Pendergrass wasn't motivated by money. The real goal: saving his son's life.

Capt. Pendergrass, of Highlands Ranch, Colo., entered the Body-for-Life Challenge, run by the fitness company EAS, Inc., as a way to lose weight so he could donate part of his liver to his ailing son, Michael. Michael was born with biliary atresia, a congenital condition in which bile flow from the liver to the gallbladder is blocked, leading to liver damage and cirrhosis of the liver. According to doctors, it is likely that Michael will require a liver transplant in the future. And while dad was a willing donor, his 240-pound, 44-inch-waist body wasn't up to transplant standards.

When Capt. Pendergrass learned that Michael and his wife were expecting a child, he got serious about slimming down. "I could picture my grandson being raised without a father," he said. Consequently, in July 2005, Capt. Pendergrass entered the fitness contest. At that time, his body fat was 24 percent — a body fat percentage of 25 or above is considered obese. In 12 weeks, he lost 30 pounds, knocked eight inches off his waist and slashed his body fat in half, he said. He attributed the bulk of his success to a strict new diet that banishes bread

and sugar. The dietary changes, in which he ate six healthy meals per day were "the most challenging aspect of the program," confessed Capt. Pendergrass. "The workouts consumed only a total of four hours a week. Exercising constraint and discipline in my eating habits consumed 16 hours a day."

In addition to getting into transplant-worthy shape, his storied transformation helped make him one of six fitness finalists. Though the contest winner was 33-year-old Aaron Ferguson of New South Wales, Australia, Capt. Pendergrass has won something, too. "I am stronger and healthier than I was when I was a college jock at 21. At 53, that's saying a lot," said Capt. Pendergrass. "There is a newfound freedom in liking what you see when you look at yourself in the mirror. Money can't buy that kind of freedom." And, best of all, Capt. Pendergrass knows that he is in the best shape to help his son: "I know that if I get the call, my liver is the right size for Michael."

You can view Capt. Pendergrass' success story at: <http://www.bodyforlife.com/challenge/vote.asp?voteId=2>. To learn more about the Body-for-Life Challenge, go to: <http://www.bodyforlife.com/challenge/index.asp>.



(Above) DCMA Denver employees, from left: Mr. John Mavis, Navy Reserve Capt. Russ Pendergrass, Ms. Karen Cleaves and Mr. Henry Noble (Photo by Ms. Catherine McConchie, DCMA Denver)

DCMA's Weekend Whistleblower: Mr. Don Carey, NFL Official

by Mr. Tom Gelli, Chief, Congressional Affairs, DCMA Headquarters



His weekend work may cause you to cheer or grouch, to leap from your couch or sink into it, or lure you into spirited Monday morning discussions around the office water cooler. And you probably don't even know him, at least not personally, although you may have seen him dozens of times on TV. He's Mr. Don Carey — mild-mannered program integrator for a major Defense agency by day, and National Football League on-field official on weekends six months a year. We recently caught up with Mr. Carey at his office at DCMA San Diego, where we were able to call out our own audibles to DCMA's other "flag" officer.

Communicator (C): Understandably, the NFL seems to place a high value on protecting the game's image and integrity. Does the league restrict what you can say and do off the field, including the giving of interviews like this?

DC: Sure it does, but the restrictions are probably no

tighter than they are for any profession where propriety and trust come with the territory. During the season — and by that I mean from the first pre-season game through the Super Bowl — we are restricted in our dealings with the general media. We're not forbidden from talking, but we usually need an OK from the league to do so. As you might imagine, gambling is absolutely verboten. In the off-season, you can go to Las Vegas and visit the casinos after receiving permission from the League Office. Sports Book are always off-limits. Betting on any games, at any time, in any place, is strictly prohibited. There are restrictions on going to horse-racing tracks. An official must immediately notify the league of any scrapes with the law, including incidents involving alcohol, drugs or domestic violence, any of which will earn you a suspension until they are formally adjudicated. And, by the way, before agreeing to do this interview, I did touch base with the league office just to play it safe.

"I think I speak for all officials when I say that we're highly confident our respective crews can handle every controversy or oddity that might occur."

C: Do you get pre-game jitters?

DC: Not really. I think I speak for all officials when I say that we're highly confident our respective crews can handle every controversy or oddity that might occur. I'm aware of the level of aggressiveness to expect from particular teams — both on the field and from the sidelines — but that doesn't trigger any undue pre-game anxiety. Actually, the post-game critiques of the crew's performance are more likely to cause a jitter or two than is the game.

C: I take it the post-game reviews are pretty thorough?

DC: Oh, yeah. The league folks in charge of officiating take a look at every play, every call and every non-call. The crew's performance gets rated weekly. Though, I must say, it's really more an exercise in advanced instruction than in criticism. It's intended to further refine our knowledge and judgment. With as many as 16 games each week, there are often several interesting plays that we can learn from and file away for future reference. These plays are included on a weekly training video prepared by the NFL Officiating Department for our review.

C: You mentioned aggressive behavior on the field and sidelines. Which fans or stadiums are the most combative?

DC: That's tough to say. It can vary season to season and week to week, depending on who the visiting team is and the playoff outlook. Off the top of my head, I'd say the fans in Kansas City [Mo.] are loud, but they're very knowledgeable. The worst-behaved fans are in the end zones at home Oakland Raiders games [in Oakland, Calif.]. The noisiest stadiums are in Indianapolis and Minneapolis [Minn.], both indoor.



C: Have you ever been at a loss as to what call to make or as to what the rulebook says about a particular game situation?

DC: Not really. We're trained to make judgments instantaneously. And as most fans know, if there's some question as to the applicability or interpretation of a rule, the officials confer to make sure we get the call right. And by right, I mean by what the rule book says, not what the announcers in the booth think. Most fans, players and coaches know most of the elemental rules of the game, but there are many nuances that emerge when you start to peel the onion. Just as an example, I doubt that the typical fan could tell you what happens to the game clock when, in the last two minutes of a half, the offensive team commits a penalty that prevents the snap and has no time outs left. Some games have ended on just such a circumstance, leaving many fans and some commentators to wonder if the officials were asleep at the switch. In actuality, the officials are merely adhering to the rule book, which calls for a 10-second clock run down in that situation.

C: Are there any players who have certain playing styles or "tricks of the trade" that pose a particular

(Above) Mr. Donald Carey, DCMA San Diego lead program integrator, signals "touchdown" as Miami Dolphins receiver, Chris Chambers, finds the end zone in Miami's late-season victory over the San Diego Chargers.

“The fans in Kansas City are loud, but they’re very knowledgeable. The worst-behaved fans are in the end zones at home Oakland Raiders games. The noisiest stadiums are in Indianapolis and Minneapolis, both indoor.”

challenge to your judgment or enforcement of the rules?

DC: Oh, yeah. Some defensive backs and some receivers are especially skilled — or should I say, sneaky — at putting hands to the body. Most defenders routinely do some reaching and grabbing, but some are better than others in knowing what they can get away with. I won’t mention any current players, but two receivers who are now retired come to mind — Chris Carter, who played with the Vikings, and Michael Irvin of the Cowboys. Both were masters at pushing [the defender] off to get separation without drawing a penalty. Although I’m aware of certain tactics and playing styles, I never enter a game with any pre-conceived notions about how a player will play. Every game and every play must be treated as a separate entity to be called in and of itself.

C: As a back judge, are you mindful of the pass defense a team is using as a play is about to be run?

DC: To a limited degree, and I guess that’s helpful. For example, press coverage and man-to-man coverage have the potential to elicit different infractions than, say, a zone defense. But to tell you the truth, today’s defensive schemes are so complex and so well concealed, that determining the type of pass coverage being used on any given play is often just a guessing game.

C: Those late-season games in Green Bay [Wisc.], Chicago and Buffalo [N.Y.] — especially at night — does the severe weather bother you?

DC: Well, I must say I’m aware of it, but like the players, we play through it. Actually, the cold-weather equipment and clothing accessories are much better



(Above) Mr. Donald Carey (left), DCMA San Diego lead program integrator and NFL on-field official, chats with Indianapolis Colts head coach, Mr. Tony Dungy, before the start of the American Bowl preseason game in Tokyo, Aug. 6, 2005.

“Today’s defensive schemes are so complex and so well concealed, that determining the type of pass coverage being used on any given play is often just a guessing game.”

than they were 11 years ago when I broke into the league. Plus, once the game gets underway, you get so caught up in your responsibilities and the action that you don’t give much thought to the playing conditions. I will admit that when the schedule for the officiating crews comes out at the beginning of the season, I do look to see which cities I’ll be heading to in December. If I see I’ve got a night game at Lambeau [Green Bay] in mid-December, I know there’s a good chance it will be a chilly gig. It’s just the nature of the beast.

C: When you officiate a game, are you aware of the teams’ respective records and the game’s impact on the teams’ playoff prospects?

DC: Oh, sure, and any official who would tell you otherwise is not being completely truthful. But, again, team records, conference standings, playoff implications, whatever, have no bearing on the officiating. Each game is called in a vacuum, untainted by any surrounding circumstances. Each official and crew is rated just as rigorously on a game between two also-rans as it is for a game between playoff contenders. So, yes, you’re aware of the records and the game’s significance, but you really don’t give it any thought after the opening kickoff. An official couldn’t survive with that kind of on-field mentality.

C: Are you ever glad that, as a back judge, you’re not the one emerging from the curtain of the replay monitor to announce that the home team’s apparent touchdown has just been overturned?

DC: No. That wouldn’t bother me. Fan displeasure comes with the territory. My brother is a referee in the league, and he’s got the responsibility of announcing review determinations. I’m pretty sure he’d tell you the same thing. The same is true

for real-time calls. Officials make calls as a player’s actions warrant. There’s no thought given to how a call is going to be received by the coaches, players or fans. The anticipated hostile reaction has no influence. Fans, and to some extent coaches, tend to see with their hearts, not with their eyes.

C: Do you have a particular team that you, as a fan, root for? Perhaps San Diego?

DC: No. An official cannot be a fan of a particular team — even if it would have absolutely no impact on his impartiality and objectivity. An official must practice complete detachment. I know that sounds very Zen-like, but it is essential in the realm of officiating. It is this detachment that gives an official his warrant to wear the striped shirt irrespective of what teams are playing.

C: If you could be a one-man rules committee for a day, would you change the rules of overtime to allow each team at least one offensive touch of the ball?

DC: Yes, I believe I would. NFL Europe does that. Under the current overtime rules, the coin toss has great potential to determine the outcome, especially since the receiving team needs only two or three sets of downs to get into field goal range. As an historical footnote, soon after the NFL adopted overtime, there was a Thanksgiving Day game in which one team scored touchdowns on two consecutive plays — the last play of regulation and on the kickoff of overtime. Thirteen points without the other team even getting a chance to run an offensive play. I guess it does raise some questions as to competitive fairness. However, the league makes and modifies rules of the game after careful review and consideration. Officials do not make the rules. We are charged with enforcing the rules.

*“Fans, and to some extent coaches, tend to see with their hearts,
not with their eyes.”*

C: Do the players give any thought to the officiating crew and any quirks or tendencies that it or its members have?

DC: Not so much the players but coaches do. Some teams keep books on officiating crews, looking for tendencies or inclinations toward making certain calls. Don't know if it really does them any good, but with some NFL coaching staffs, no stone is left unturned.

C: Are there certain coaches who burn your ears more than others? If so, who?

DC: I won't give names, but sure, some coaches are more vocal than others. But that doesn't bother me or cause any official to keep his distance. There are occasional flare-ups, but for the most part there's genuine respect between coaches and officials. It's not an adversarial relationship, although it's not unusual for coaches and officials to see things differently — literally and figuratively. We both have to handle the emotional pressure. A coach can't get so steamed about a call that he loses his focus on the game. Officials realize that for the coaches and their staffs, the game is their life's work and their livelihood. The coaches perceive our participation in the game as a part-time endeavor. I suspect that causes some coaches to think we — the officials — aren't as committed to the game as they are. That's understandable, but not true.

C: If you ran into a coach or a player at a restaurant or movie theater, would he recognize you and know who you are?

DC: Yes, most would, depending on how long they've been in the league. The league publishes a book that has background profiles and pictures of the officiating crews and their members. The coaches give it a pretty thorough going over.

C: Would you speak with them in such a setting?

DC: We'd exchange greetings and light pleasantries, but nothing more than that.

C: You mentioned the officiating crew's game schedule for the season. How does that work?

DC: There are 17 crews who work as a unit throughout the season. The schedule of regular-season game assignments is determined by a computer model before the start of the season. It's largely random, but there are controls to ensure that a crew doesn't visit the same stadium more than once and that it doesn't work the game of a particular team more than twice. The league office has authority to modify assignments in the case of unusual circumstances. Each crew gets two bye weeks in the course of the season.

C: You used the term “emotional pressure.” Would you rather work a high-profile game or a less significant one?

DC: High profile. I like the big games.

C: When you watch a game from the comfort of your couch, are you able to watch it as a fan, or are you officiating it in your head?

DC: [laughter] Okay, I'll admit it. I'm officiating, and that doesn't exactly add to my viewing enjoyment. I often find myself watching the action occurring on the fringes away from the ball. But, I must say, it's reassuring to make a call on a play unfolding in real time and then have your judgment validated by the slow-mo replay. And, yes, I support the use of instant replay. Whatever it takes to get it right.

“Everyone Has a Story, and We Want to Hear Yours”



by Ms. Carol LaVigueur, Administrative Contracting Officer,
DCMA BAE Systems



This statement is both the theme and the standard closing for the cable television show “As Time Goes By,” produced by DCMA Boston Team Leader Mr. Bob Corey and his wife, Gay. The show, which airs daily, features life histories

of members of the Dracut, Mass., community.

Taping takes place at 10 a.m. every other Monday, Mr. Corey’s flex day, at the Dracut Council on Aging. On this particular Monday, I arrive 15 minutes early, just in time to follow the Coreys into the neat, modern

structure where a myriad of senior activities are held. Our destination is a spacious, den-like room lined with tall bookcases brimming with reading material and a substantial library of audiotapes.

**The TV show, which
airs daily, features
life histories of
members of the
Dracut, Mass.,
community.**

While the Coreys busy themselves setting up the camera for filming the interview, a slender, silver-haired man introduces himself as Mr. Jack Lyons, a former Department of Defense (DoD) employee, who previously worked for the Defense Contract Audit Agency. Mr. Lyons works with Mr. and Mrs. Corey

(Above) Front row, from left: Ms. Joyce H. Shaden, executive director for the Dracut Counsel on Aging, Mr. Bob Lafferty and Mr. Jack Lyons; back row, from left: Mr. Bob Corey and Mrs. Gay Corey (Photo by Ms. Carol LaVigueur, DCMA BAE Systems)

Mr. Corey’s love for media has also proven to be a valuable asset on the job.

to produce the show. The two men met as a result of their mutual involvement in political activities and interest in their local media.

Today’s taping will center on the life of senior Mr. Bob Lafferty, who is ready to roll without a script — the information he has prepared is all in his head. For the next hour or so, he paints a colorful collage of images from an era gone by — city streets, as they once were, are conjured, as are places such as Gordon’s Market, Jackie LaCente’s barbershop and LaPorte’s Drugstore. For the duration of the conversation, I am transported back to a time when “we darned our own knickers,” as Mr. Lyons noted, or when Kennedy butter in a tub “was the only brand my mother would buy,” according to Mr. Lafferty. It was also a time when specific meals, prepared at home, were eaten on certain nights: spaghetti on Wednesday; fish cakes on Fridays; and beans, franks and brown bread on Saturdays. Such reminiscing continues until the hour-long interview wraps up with a brief commentary by Mr. Lafferty on retirement: “I enjoy every minute of it. You have to get out of bed and get moving and find something to do.”

Mr. and Mrs. Corey certainly have lots to do. In addition to the ongoing production of “As Time Goes By,” they cover various town activities — the parades, “Old Home Day,” graduations and events sponsored by the Knights of Columbus and the Rotary Club. The Coreys acquired their extensive and comprehensive training in media production six years ago at a media studio in North Andover, Mass., and then attended a follow-on course sponsored by Comcast.

Mr. Corey’s love for media production is not just a personal hobby. It has also proven to be a valuable asset on the job. As a former quality assurance representative (QAR) for DCMA

Boston, he and three other DCMA (then Defense Contract Management Command) employees produced a movie titled “Charting the Cost of Non-Conformance,” exploring the actual and not-so-apparent costs to the government when a product fails inspection. The movie essentially underscored the critical function of quality assurance within DCMA. Mr. Corey and his colleagues took the show on the road to various contractor facilities, where it was a hit with both the contractors and DCMA quality assurance personnel.

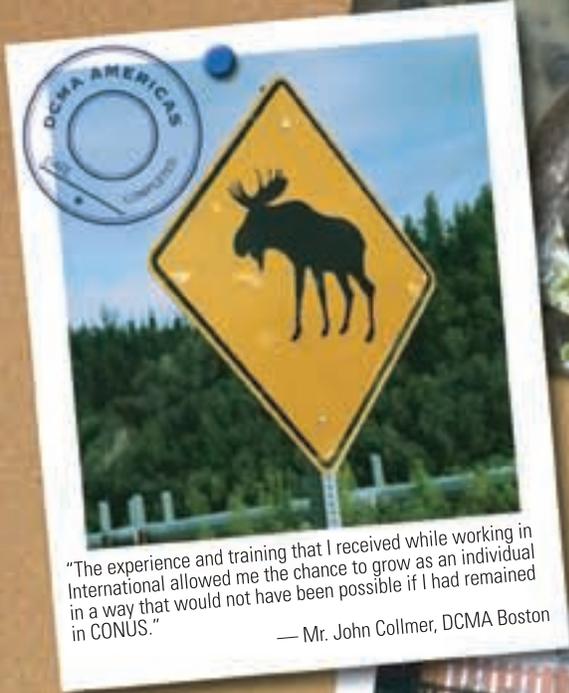
Mr. Corey is currently a team leader at DCMA Boston. He has an extensive background in quality assurance, including electronic, mechanical and chemical (liquid oxygen) certifications. He has been nominated for the Agency-wide QAR of the year award and won the local selection. Mrs. Corey is a talented artist, flower arranger and gardener. In addition to coproducing “As Time Goes By” and filming town activities throughout the year, she still finds time to do volunteer work for the senior community in Dracut.

It’s true that “everyone has a story,” and the stories of Mr. Corey and his wife are certainly worth telling.



(Above) Mr. Bob Corey, team leader, in his office at DCMA Boston (DCMA staff photo)

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— Mr. John Collmer, DCMA Boston



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— Ms. Julie Sexton, DCMA



"I worked with the Japanese on a day-to-day basis (aircraft repair), traveled to Indonesia (fuels) and spent many weeks in Taiwan on varied assignments up and down the island working with the Taiwanese military officials and also traveling on their trains, plane, taxis and buses."

— Mr. Grant Walker, DCMA Boeing Wichita

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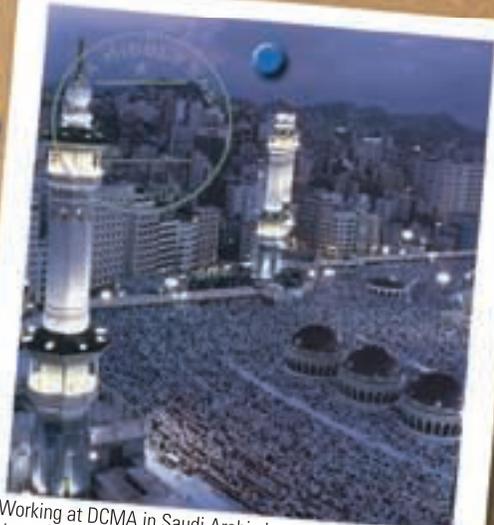
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— Ms. [Name]

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to be accountable
and career in new
've grown from the
ce to take on others."
Northern Europe (UK)



"Working at DCMA in Saudi Arabia has been an extremely interesting and rewarding experience. Not only am I learning about new cultures, but I am an active participant and observer of history on an 'international scale.' The lessons that I have learned will be with me for the rest of my life!"
— Ms. Denise M. Lane-Porter, DCMA Saudi Arabia



he works hard in all the DCMA
but the ability to visit Europe on
-duty hours makes a tour in one of
AI offices a lifetime adventure for
our family."
s. Li Lammert, DCMA Headquarters



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- DCMA SOUTHERN EUROPE - GERMANY, ISRAEL, ITALY

An Uplifting Team — Answering the Customer's Call

by Maj. Gilberto Rosario, U.S. Air Force, Commander, DCMA Aircraft Propulsion Operations – Rolls Royce

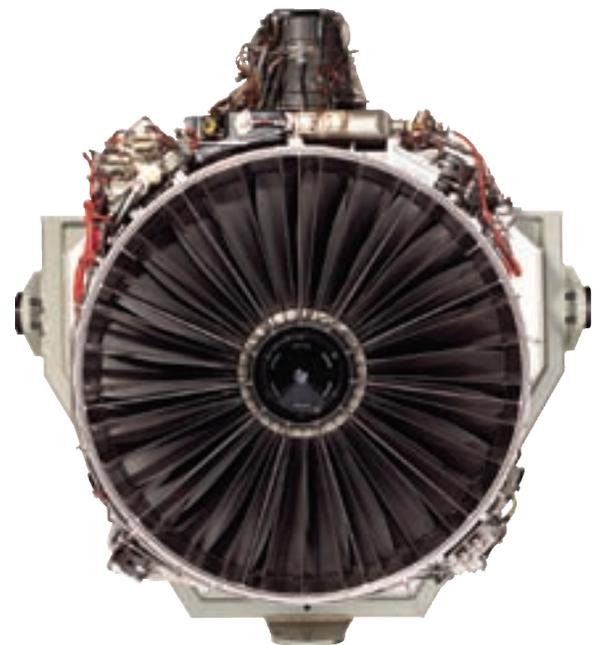


module, presently in the system development and demonstration phase of the acquisition cycle.

It takes a close-knit program support team (PST) of proactive employees to ensure that the LiftFan® module is delivered on time, at the right cost and at the highest level of quality. The DCMA RRC LiftFan® PST is comprised of four full-time members in the functional areas of engineering, quality assurance and program integration. Additional support is provided in the areas of earned-value management, production and pricing.

All eyes of the aerospace community are on the Short Take-Off, Vertical Landing (STOVL) variant of the F-35 Joint Strike Fighter (JSF). The F-35 JSF is part of the next generation of war-fighting aircraft, and the DCMA Aircraft Propulsion Operations team at Rolls-Royce Corporation (RRC) in Indianapolis is providing the program support to make it available. The STOVL design includes the revolutionary LiftFan® module, which is under development at the RRC aircraft engine plant in Indianapolis. The Department of Defense (DoD) and Aerospace industry are focused on the F-35 LiftFan®

It takes a close-knit program support team of proactive employees to ensure that the LiftFan® module is delivered on time, at the right cost and at the highest level of quality.



(Above and Right) The Rolls-Royce LiftSystem® for the F-35B Joint Strike Fighter consists of the Rolls-Royce LiftFan®, the 3 Bearing Swivel Module (3BSM) and the roll posts. (Photographs courtesy of Rolls-Royce plc, copyright © Rolls-Royce plc 2005)

The DCMA RRC LiftFan® team is a proud member of the JSF team and has made contributions that were pivotal to the propulsion enterprise’s success.

In response to customer requests, the team provides daily and weekly technical reports as well as monthly earned-value analysis reports. The reports, distributed to the entire F-35 program development team, include status overviews, testing and design insights, risk assessment of requirements, examination of potential issues, and predictive analysis. As members of the contractor’s various integrated product teams (IPTs), the LiftFan® PST is continuously recognized by the customer for its predictive accuracy and positive influence on customer-desired outcomes. The LiftFan® PST works closely with RRC’s IPTs and leverages integral knowledge and relationships to assess RRC’s progress and ability to achieve program milestones. The LiftFan® PST members also have a well-developed working relationship with the JSF Program Office, program leads and managers.

The LiftFan® PST provided technical and pricing support to the recently negotiated extension to

the system development and demonstration contract. Despite being faced with an abbreviated time frame, the team completed the analysis on schedule. Concurrently, team members performed cost and technical analysis in support of other program proposals, while still performing daily program functions. This is a typical example of the LiftFan® PST’s dedication to and support of the customer.

On Sept. 19, 2005, the JSF program achieved a significant milestone with the delivery of the first Variable Area Vane Box Nozzle at a formal ceremony at the Rolls Royce plant in Indianapolis. A critical component in the first JSF STOVL aircraft, the vane box directs airflow into the LiftFan®. This significant achievement is the result of hard work and exemplary teamwork within the JSF propulsion enterprise. The DCMA RRC LiftFan® team is a proud member of the JSF team and has made contributions that were pivotal to the success of the propulsion enterprise.



(Above) Members of the DCMA Rolls-Royce Corporation LiftFan® Program Support Team located at DCMA Aircraft Propulsion Operations – Rolls Royce in Indianapolis, from left: Mr. Robert G. Unger, Mr. Kim L. Peterson, Ms. Jessica E. Ross, Mr. David M. Kahl and Mr. Ralph A. Sutor. (Photo by Ms. Holly Wolfe, Rolls-Royce Corporation)

Mobilizing Reservists in Support of DCMA's Mission



U.S. Air Force Reserve Col. Gray Coyner recently joined the Defense Contract Management Agency (DCMA) as the mobilization assistant to the director, replacing Air Force Maj. Gen. John Handy, who retired. We wanted to learn more about our new addition to the DCMA community and his role.

Communicator (C): Please describe your duties and responsibilities as mobilization assistant (MA) to the director of DCMA.

Col. Coyner (CC): As MA, I am primarily tasked with helping the director run his Reserve program. I work with all the DCMA senior leaders, making recommendations concerning their Reserve program direction, hiring Reserve senior leaders, ensuring Reservists are deployment or capability ready and mentoring Reserve members. I also sit as an advisor to the DCMA senior leadership team, bringing a Reservist's view to the DCMA decision process. In addition, I assist Headquarters in areas in which I might have specific expertise. For example, Mr. Jim Russell, who is in charge of all things financial within DCMA, has asked me to sit on the new DCMA audit committee.

This is a very challenging position, where, as a committee, we will try to provide guidance and oversight as DCMA attempts to become compliant with the Chief Financial Officers Act.

C: How did your military background prepare you for this assignment?

CC: What has helped me the most by far has been being willing to volunteer for tough assignments, being mobile and having good mentors. I, like other Reservists, have been on extended active duty a number of times since 9/11 and plan on being activated again. I have had the good fortune to have had a number of challenging positions, just coming from the number two position in Air Force contracting. However, I really can't take much credit for my success; I have just been ready, willing and blessed.

C: What do you do in civilian life?

CC: As an Air Force auditor, my civilian position and organization have not only given me a good background for acquisition management but also afforded me the opportunity to participate as a Reservist frequently. My civilian organization (the Air Force Audit Agency) is very supportive of its civilians who participate in the Reserves and do all they can to enhance their Reserve participation, recognizing that this is one of the ways it can contribute to the Global War on Terrorism (GWOT). Currently (and I expect until I retire in a few years), I work for

“To be successful as an auditor, you must have an analytical mind and be able to quickly grasp new concepts. These traits, as my DCMA contemporaries will tell you, are also necessary to be successful within DCMA.”



the auditor general on his Pentagon staff. I help him remain abreast of Air Force activities, work audit issues within the Headquarters and assist our field activities in working with our clients.

C: How does being an auditor help your contributions to DCMA?

CC: To be successful as an auditor, you must have an analytical mind and be able to quickly grasp new concepts. These traits, as my DCMA contemporaries will tell you, are also necessary to be successful within DCMA — a joint organization, constantly responding to the needs of four different Services and several other government agencies, all acquiring or supporting weapon systems differently.

“As Reservists, we need to reconnect to our supporting Services both to meet training requirements and understand Service mission needs requiring DCMA support.”

C: What do you hope to achieve as DCMA’s senior military Reservist?

CC: I would like to continue the good work started by my predecessor, Maj. Gen. John Handy, making the Reserve support to the DCMA wartime mission priority number one. Since 9/11, there have been over 100 Reservists activated to deploy in support of the GWOT or sustain DCMA operations in the continental U.S. We will also need to reposition our Reservists to properly attend to DCMA’s reorganization into four product divisions and address new and expanding DCMA mission requirements. In addition, as Reservists, we need to reconnect to our supporting Services both to meet training requirements and understand Service mission needs requiring DCMA support.

(Above) U.S. Air Force Reserve Col. Gray Coyner, mobilization assistant to the director, DCMA (DCMA staff photo)

“DCMA has been very successful over the past five years in effectively using its Reservists as a force multiplier.”

C: How many Reservists serve in DCMA?

CC: In rough numbers — and it changes daily — we have approximately 110 Air Force, 60 Army and 35 Navy Reservists. We have seen these numbers go up slightly in the last couple of years, and they could increase significantly if the pool of available administrative contracting officers (ACOs), property managers, engineers and rated personnel with some acquisition experience was larger. Our current Reservists are our best recruiters, as we draw our accessions primarily from personnel separating from active duty. If the fit is right, or if prospective Reservists are willing to retrain, we try and bend over backwards to get them on board. Therefore, if you know of any separating active duty personnel with the skills sets mentioned above or the willingness to learn, please do not hesitate to refer their names to our senior Reservists at each of our product divisions.

C: How do military Reservists contribute to the DCMA mission?

CC: Maybe it is because of my position, but I only hear good things about our Reservists and requests for more help. As you all know, DCMA is very involved with executing the war in Iraq and Afghanistan and helping the Services maintain ever-increasing sustainment levels. Both of these activities seem to require the additional assistance that our Reserve element provides. For example, I was recently talking to our Headquarters government flight representative personnel. We were discussing in general terms how Reservists might shore up our support for unmanned aerial vehicle (UAV) contract support and refurbishment. To me, it is a Reserve natural to provide flight operations

support since Reservists operate over 60 percent of the day-to-day Air Force UAV missions.

C: Does DCMA have enough military Reservists? If not, what are you doing to bring more Reservists on board?

CC: DCMA has been very successful over the past five years in effectively using its Reservists as a force multiplier. From performing a critical industrial base review after Hurricane Katrina struck the Gulf Coast, to manning the Combat Support Operations Centers after every major tragedy, to deploying in large numbers to Iraq and Afghanistan and supporting our flight safety mission with highly experienced pilots and maintainers, DCMA Reservists have been involved in the fight along with their active duty counterparts. However, what is tempering any expansion is, of course, reality — all the Services are under significant budget pressure, along with restructuring caused by

the Quadrennial Defense Review and Service Transformation. In light of these factors, including the recent DCMA reorganization, we hope to perform a top-to-bottom review of our positioning and identifying requirements. We expect to query all the contract management office (CMO) commanders and major DCMA activities, asking questions and getting their input. The key question to be asked is, “How can Reservists help you to satisfy your wartime needs?”

C: Some DCMA Reservists are deployed to Iraq and Afghanistan — what jobs are they performing, and how are they doing?

CC: Since 9/11, we have had over 100 Reservists from within and outside DCMA deployed

“... DCMA Reservists have been involved in the fight along with their active duty counterparts.”

“I think the Reservist’s deployment success rate is best epitomized by DCMA’s continued call for more Reserve help.”

to or activated to backfill in support of the GWOT. I think it is safe to say our support has run the gamut, covering all areas of expertise DCMA provides in the desert, except for actual command positions. We have deployed ACOs, engineers, operations support personnel and property officers. We recently deployed Air Force Chief Master Sgt. Don Collins as the Joint Contracting Command – Iraq/Afghanistan superintendent. As the senior contracting enlisted person, one of his major responsibilities will be to oversee all the enlisted forces working in theater for our former commander, Air Force Maj. Gen. Darryl Scott. I think the Reservist’s deployment success rate is best epitomized by DCMA’s continued call for more Reserve help.

C: What is the greatest strength of the DCMA Reserve program?

CC: Whenever you have a joint organization like DCMA, where Reservists from different Services who work part time are able to function cohesively as a team to get the mission done, in my opinion you have 90 percent of the battle won. Our Reservists are our biggest

“bragging point” — motivated, with a strong sense of duty to get the mission done despite numerous job and family sacrifices. I have never met a more motivated, self-sacrificing group of individuals who constantly are looking for opportunities to help our active duty counterparts.

C: Does DCMA have a high retention rate for its Reservists?

CC: Yes, too high! Within the Reserve community, DCMA is well known as being “Reserve friendly” with interesting and

challenging work. This characteristic was probably best illustrated by DCMA’s response after Hurricane Katrina. DCMA West took great pains to locate every Reservist living in the path of Katrina, working long hours to link up with Reservists who had been forced from their homes. One instance stands out especially: One of our Reservists lost his house in New Orleans and was forced to relocate for a long period of time out of the area. DCMA made certain that he had a place to continue working.

Our CMO commanders do a good job in mentoring Reservists, including them as a member of their military team. Further, our internal Reserve team uses CMO Reserve team chiefs along with District and Headquarters support, especially from our human resources management staff, to help the Reservists stay connected and knowledgeable of such areas as active duty opportunities, awards, training and other personnel changes. While there is always room for improvement, I, as the new guy, found a motivated, well-trained Reserve force.

C: Now tell us a little bit about yourself — family, interests, etc.

CC: I guess you might say my passions are prioritized as faith, family and friends, and somewhere in there fits Reserves. I have been married for over 25 years to Debbie, a medical doctor. I also have been blessed with two college-aged children, a son majoring in accounting (following in his dad’s footsteps) and a daughter majoring in biology. When off work, I enjoy traveling with Debbie, reading non-fiction, working around the house, especially with my 80-year-old dad, and volunteering. I live in Fauquier County, Va., on a small farm about 40 miles from DCMA Headquarters.

“I guess you might say my passions are prioritized as faith, family and friends, and somewhere in there fits Reserves.”

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 tertiaries, 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)

Developing and Fielding Unrivaled Space and Missile Capabilities:

An Interview with Lt. Gen. Michael Hamel, U.S. Air Force,
Commander, Air Force Space and Missile Systems Center

The Defense Contract Management Agency (DCMA) has a long history of collaboration with the Air Force Space and Missile Systems Center (SMC) at Los Angeles Air Force Base, Calif. To learn more about the SMC and how DCMA supports its mission, we spoke with the SMC commander, Air Force Lt. Gen. Michael A. Hamel. With more than 6,500 employees Nationwide and an annual budget in excess of \$10 billion, Lt. Gen. Hamel is responsible for managing the research, design, development, acquisition and sustainment of space and missile systems, launch, command and control, and operational satellite systems.

(Background) SMC successfully flew out the final Titan IV launch vehicle, which lifted off from Vandenberg Air Force Base, Calif., Oct. 19, 2005. (Photo by Pat Corkery, courtesy of Lockheed Martin)

“SMC’s mission is to develop, acquire, field and sustain unrivaled space and missile capabilities for the joint warfighter and the Nation.”

Communicator (C): Please provide us with a brief overview of the SMC and its role in the Air Force’s overall mission.

Lt. Gen. Hamel (LGH): Our mission is to develop, acquire, field and sustain unrivaled space and missile capabilities for the joint warfighter and the Nation. SMC is an integrated team of some 6,000 military, civilian, federally-funded research and development centers (FFRDCs), as well as other specialized systems engineering and technical assistance contractors responsible for the development of Air Force space capabilities — striving to provide an integrated suite of capabilities from space for the joint warfighter. ... The Air Force has been designated the DoD [Department of Defense] executive agent for space, and SMC has a critical role to develop, coordinate and integrate plans and programs to provide operational space force capabilities. ... We have increased from 16 programs in 1992 to more than 30 programs today. The annual budget has grown from about \$4 billion to more than \$8 billion.

C: What are your goals and objectives for SMC? How does DCMA help you to meet these goals and objectives?

LGH: Mission success is job number one. To do this effectively and consistently, our key objectives are focused on people, processes, partnering with industry and accountability to deliver on what we promise. We’ve got to deliver integrated mission solutions, which means we have to think about the space enterprise and how all the various systems fit together for our customers across the space enterprise in DoD. We must understand our technical baselines, what it will cost to produce those, and then hold

to the budget, [and] we must ensure stability so we’re not in continuous re-planning and re-budgeting.

DCMA provides multidisciplinary support to programs within our space portfolio through negotiated Memoranda of Agreement (MOA). These MOAs define our desired outcomes for DCMA support based on assessed risk and program need. It’s critical we get down to the details with DCMA in these delegations to assure we’re each working on the right things and to avoid duplication of effort that neither of us can afford. I see it as very positive that DCMA is working to put performance-based MOAs with measurable outcomes in place on all our programs. Metrics really do matter and help us get a pulse on whether or not we’re getting the improved results we know we need. What’s also important is that SMC and DCMA cultivate professional working relationships that encourage candid and timely communication and that we not rely solely on routine reporting to communicate progress or, especially, problems.

As SMC deals with the long-term challenge of getting the people part of our equation right, developing strategies to increase our numbers and capabilities, we look to DCMA to be our “eyes and ears” within contractor facilities, providing SMC with your unique insights gained by having “boots on the ground” at virtually every major contractor location doing business with SMC. We need DCMA’s support in both our business and technical processes. In the business area, we need DCMA to provide quality contract administration, negotiate rates and factors, provide pricing support to our source selections, evaluate contractor proposals,

“The three pillars of success — people, processes and partnerships with industry — are integral to good customer service.”

ensure contractor payment and assure timely contract closeout. On the technical side, DCMA has worked with us in the revitalization of specifications and standards by ensuring contractor compliance and providing support in quality and product assurance and industrial base assessment and analysis.

C: How do you define good customer service? Is DCMA meeting your needs and expectations?

LGH: The three pillars of success — people, processes and partnerships with industry — are integral to good customer service and are defined by the promises made to our Nation and to the Air Force to accomplish our mission — delivering unrivaled space and missile systems to the joint warfighter and to our Nation.

One of the things that happened over the past decade is the government became more passive observers in the space development and acquisition process. We lost sight of our responsibilities and to whom we’re accountable. From the senior-most program director down to the young project officers, we are re-instilling the sense, ‘I own a particular deliverable or a particular set of products or processes.’ At SMC we insist people be accountable for various aspects of delivery and test results. Good customer service means being accountable, following through on commitments and ensuring process discipline that will, in an orderly and predictable manner, produce the systems that we’ve come to expect. We cannot sustain steady progress and improvement unless we can measure how we’re progressing, so metrics are going to be a huge part of this equation. For DCMA, MOAs based on customer outcomes with measurable criteria are key to meeting SMC needs and expectations. Commitment to goals and follow-through should be the focus.

C: Did you work with DCMA before you became the SMC commander?

LGH: Yes, I worked with DCMA in previous space acquisition assignments at SMC. We depended heavily on in-plant DCMA personnel to support administrative and technical management tasks and to be our SPO “eyes and ears” in the plant.

C: Given the trend today toward programmatic cost overruns and schedule delays, what are SMC’s key objectives and strategies to ensure space acquisition is on track?

LGH: You don’t get two chances to do it right in the space business. We didn’t lose the recipe, we just stopped following it. We’re taking comprehensive steps to fix it. This is hard work. It is rocket science.

We are bringing on board new systems while sustaining existing systems — simultaneously “transforming” both our systems and the way we do business. We really are going back to basics and using lessons learned to ensure repeatable, predictable results in all we do. We are re-instilling the process and discipline that will, in an orderly and predictable manner, produce the systems that we’ve come to expect. We’re reinvigorating our systems engineering process and developing more of a process-oriented culture in terms of specifications and standards. This will ensure we have a systematic means for the engineering, design, manufacturing and integration. One of the great achievements over the past several years under [former undersecretary of the Air Force] Mr. [Peter] Teets’ leadership is an improved acquisition development review process codified in a new policy, as well as new technical independent program assessment processes. This will give

“One of the great achievements over the past several years ... is an improved acquisition development review process codified in a new policy, as well as new technical independent program assessment processes.”

us much earlier insights into the maturity of designs as well as the readiness of industry to produce the systems we need.

The reality is a number of our programs were flawed from inception, and you can't “unflaw” a program five years after its start. So, part of what we are doing is to retrofit contracts to ensure we have engineering baselines, failure mode and effects analysis, etc., to establish the technical integrity of the designs. For example, we've created the new Space Quality Improvement Council involving not only the Department of Defense, but also the National Reconnaissance Office as well as the civil space agencies to work collaboratively in reestablishing standards and specifications. I think one of the great news stories is we're bringing back many of these “mil” [military] standards and “mil” specifications. This is not being done through government mandates but rather through a collaborative consensus-building mechanism with industry. We're all operating with the same set of understandings and mutual expectations.

As we have more large systems integration, we have to ensure prime contractors understand how to oversee subcontractors and don't lose fundamental technical skills. We're also getting more active government presence in contractor plants so we understand and can anticipate how we get in front of problems before we have to react to them.

Stability is absolutely critical. We'll be working hard to get more flexibility and more cost, schedule and performance reserves so we don't continuously find ourselves marching back to Washington to ask for relief or changes to programs. This is a time when we are flying out

some programs and maturing the technology for the next generation of satellites and launch vehicles while, at the same time, continuing to utilize our existing programs to provide cutting-edge capabilities to the joint warfighter and to our Nation. We will continue to build on our success. We currently have had 44 successful launches in a row. Recently, we successfully flew out the final Titan IV launch vehicle and launched the final Military Satellite and Tactical Relay System (Milstar) and Defense Satellite Communications System satellites. Our success rate is 11 for 11 evolved expendable launch vehicle-class missions — seven Atlas Vs and four Delta IVs. We have the healthiest missile warning constellation ever. We have 100 percent mission performance in our Launch Range program and have delivered more than \$250 million in launch range capability in the past 18 months. Our GPS [global positioning system] program had a 15 percent to 40 percent improvement through the Accuracy Improvement Program, and we just launched the first modernized GPS IIR satellite.

C: In a time of significant DoD personnel reductions, as SMC's commander, what steps have you taken to develop and retain a high-caliber workforce?

LGH: Our challenge is to attract and maintain the best and the brightest. If you take a

(Right) Air Force Lt. Gen. Michael A. Hamel, Space and Missile Systems Center commander, Air Force Space Command, Los Angeles Air Force Base, Calif.



“Getting measurable progress points in terms of performance, design, testing and delivery of satellite systems is critical.”

look across SMC and how we do business in our culture, we’re really comprised of a mixed workforce of military and civilian FFRDCs and specialized systems engineering and technical assistance contractors. We’re taking some very concrete steps to try to re-instill their capabilities across the board. Air Force Space Command has created a Space Professional Development Strategy aimed at getting our military and civilian workforce depth of technical capabilities and breadth of experience across operations, development and acquisition. We’re doing this through improved education and training — advanced degrees sponsored with the Air Force Institute of Technology and the Naval Postgraduate School. Likewise, at SMC, we have a very ambitious program largely supported by the Aerospace Corporation to give our young officers the right kind of skills to understand the medium of space and the systems and capabilities we produce.

We’re focusing on how we not only get increased capability but also ensure we put the right people on the right kind of tasks and teams. We’re aggressively working to try to get more flexibility by relief from congressionally mandated ceilings on things such as FFRDCs. Getting the “people” part of the equation is a long-term challenge, but I think we are doing a lot of the right things in terms of building the fundamental skills and teams for this process.

Also, we’ve stabilized tours of duty at SMC, so now the standard is four-year assignments for our military officers. Now they not only

get the experience but also have to live with the consequences of their decisions. So, stability has become a key ingredient.

C: Gen. Lance Lord, commander, Air Force Space Command, has challenged SMC to become a model of space acquisition excellence across DoD. What is your strategy for delivering on this challenge?

LGH: Our strategies to deliver on Gen. Lord’s challenge are: realigning to improve processes, discipline, horizontal integration and enterprise-wide solutions; rebuilding the space acquisition workforce — military, civilian, FFRDC and support contractors; and reestablishing core capabilities — engineering, cost estimating, specs/standards, education/training, program control, integration and test, hands-on engagement and teamwork.

It has taken a number of years to get us to where we are ... and we have to be able to show we’re producing results not just measuring people or budget inputs. Getting measurable progress points in terms of performance, design, testing and delivery of satellite systems is critical. I think we’ve made a lot of progress in achieving this goal of delivering what we promise. We’re making comprehensive efforts across the board in people, processes, “programmatics,” discipline and rigor.

C: In the Dec. 22 issue of *Astro News*, SMC’s publication, you noted that 2005 was a year of transition — in what ways did SMC “re-vector [itself] to meet the challenges of the future”?

(Left) This artist rendition shows a Global Positioning System (GPS) Block IIR-M satellite. This first “modernized” GPS Block IIR satellite was launched Sept. 25, 2005. Eight Block IIR satellites are being modernized to radiate the new military (M-Code) signal on both the L1 and L2 channels as well as the more robust civil signal (L2C) on the L2 channel. The L2C capability will provide dual frequency capability to all equipped civil users, allowing correction of ionospheric transmission errors, which improves resistance to interference and increases accuracy. The M-Code signal will provide warfighters with a more robust jam-resistant signal, enabling effective munitions targeting in stressed environments. (Image courtesy of Lockheed Martin)



“With the turnover at SMC of military and, to a lesser degree, civilian personnel, I need DCMA to continually educate my workforce on what you do and how you can help.”

LGH: SMC is forced to operate in a very challenging business environment ... and contend with a graying workforce, fewer “blue suit” engineers and caps on FFRDC levels that will only increase our dependence on systems engineering and technical assistance contractors in the future. This means SMC must be creative in order to continue our track record of excellence and the launch of successful programs.

We must continue to transform ourselves into a more efficient and product-driven organization that can successfully meet the challenges of today and of the future to ensure the long-term success of the Center by: implementing the essential steps to rebuild space development/acquisition excellence in partnership with the Aerospace Corporation; providing capabilities today and tomorrow to meet the needs of the joint warfighter; delivering systems “birthed” during acquisition reform; horizontally integrating space systems into joint warfighting capabilities; and reinstalling an innovation and transformation mindset into space development and acquisition.

We are improving space acquisition processes by implementing [a] back-to-basics strategy. We have published updated engineering/acquisition handbooks capturing critical best practices, lessons learned and processes, giving program managers key information/techniques needed for ensuring program success. We are also taking steps to enforce specs and standards. The Space Quality Improvement Council — SMC, National Reconnaissance Office, Aerospace and industry — established a forum on industry/government specs and standards to provide recommendations on how to improve contractual guidance for ongoing and future

programs. We continually evaluate current processes and compliance to processes.

C: Do you see DCMA’s realignment affecting SMC?

LGH: We should always be looking for ways to improve support to customers. The shift in thinking from workload processing geographically to thinking about customer outcomes enterprise-wide makes sense, and I know it was based on a thorough study through your 360-degree assessment a few years ago. With DCMA’s increased focus on supporting the customer, I see only positives relative to your contributions to SMC programs and initiatives. Your challenge, and ours, is managing your limited resources in such a way as to maximize your support to the customer in key areas.

C: Are there limitations to DCMA services that if corrected would allow us to be of greater benefit to you?

LGH: DCMA and SMC have both been criticized for weaknesses in [several areas]. Part of the cause is due to resource constraints we both share; part can be attributed to a need for improvements in education and training. With the turnover at SMC of military and, to a lesser degree, civilian personnel, I need DCMA to continually educate my workforce on what you do and how you can help. This discussion needs to take place at all levels of our organization and in a variety of forums, from functional interactions to program integrator discussions with program managers, to customer liaison briefings and continual outreach as well as through senior leadership engagement with SMC senior leadership.

(Right) An Air Force Delta II rocket carrying a Global Positioning System satellite launched from Cape Canaveral, Fla., Sept. 25, 2005, marking the launch of the first “modernized” GPS Block IIR satellite into orbit providing expanded capabilities for military and civil users. (Photo by Carleton Bailie, courtesy of The Boeing Company)



Team Chinook — DCMA and Boeing Remanufacture the CH-47

by Ms. Katherine Crawford, Staff Writer



¹ The pitch-hinge assembly on the helicopter permits the blade to rotate on its longitudinal axis and to control thrust, which dictates the pitch of the rotor blades and thus where the helicopter is going. In 2000 Boeing launched a redesign of the pitch-hinge assembly to replace the rolling bearings with a self-lubricated hinge. The pitch-hinge assembly lasts longer than bearings, which had to be manually lubricated and maintained, and is more efficient and cost-effective.

Source: Jean Thilmany, *Smooth Operator: Finite Element Analysis Helped Boeing Eliminate Oiled Bearings on its Chinook Helicopter*, 2002, Mechanical Engineering Magazine online, 8 June 2005, <<http://www.memagazine.org/backissues/july02/features/smoothop/smoothop.html>>.

Against the backdrop of a gray industrial complex, the pale green paint glows in the late afternoon sun. The long, black blades gleam, stretching out across the blue sky. The sleek bulk of the helicopter hunkers on the ground in the sharp wind, its fore angled slightly upward as though prepared to spring into action. Behind this extraordinary piece of machinery is a team that runs as smoothly as its self-lubricated pitch hinge,¹ “Team Chinook.”

The sense of teamwork is palpable when one visits with members of “Team Chinook,” the Defense Contract Management Agency (DCMA) Boeing Philadelphia and Boeing personnel working on the remanufacture of the U.S. Army’s venerable workhorse helicopter, the CH-47 Chinook. As team members speak, finishing one another’s sentences, it is clear that

they have great affection for both their aircraft and their work. Ask one person a question and others will join in, eager to explain the mechanics of the helicopter, or what their work entails or even business practices. All respectfully view Mr. Al Doreste, F-series program integrator, as the official expert and spokesman though each team member possesses vast amounts of knowledge. The combination of subject matter expertise, affability and reluctance for personal recognition has created cohesiveness between DCMA and Boeing personnel that allows for outstanding communication among the two organizations, the primary factor in the success of this program.

“Team Chinook,” comprising DCMA Boeing Philadelphia and Boeing personnel, is working on the remanufacture of the U.S. Army’s venerable workhorse helicopter, the CH-47 Chinook.

(Above) Members of Team Chinook at Boeing Philadelphia. From left: Mr. Herman Richardson, Boeing; Army Chief Warrant Officer 4 Jim Krueger; Army Master Sgt. Jim Kennick; Army Maj. Pete Ross; Army Chief Warrant Officer 4 Rob Morriss; Army Lt. Col. Mark Ballew; Army Chief Warrant Officer 5 John Smolka; Mr. Bill Gliem; Mr. Kenny Drummond, Boeing; Mr. Al Doreste; Mr. Frank Tipold; Mr. Bob Lawson; Mr. Bernie Rehill, Boeing; and Mr. Karl Meixner (Photo by Mr. Larry Ruggeri)

The Chinook remanufacture program involves replacing the airframes of the existing CH-47D fleet with new ones.

The Remanufacture Program

The Chinook remanufacture program involves replacing the airframes of the existing CH-47D fleet with new ones that will include fuselages constructed in a one-piece frame rather than from several pieces welded together. “They’re taking one large piece of aluminum and machining it out, and this type of work is taking place all throughout the aircraft. It’s a huge effort,” said Mr. Doreste. The new structurally modified airframes will minimize harmful vibrations, reducing costs and improving crew endurance, and reduce by approximately 60 percent the time required for aircraft tear down and build-up after deployment on a C-5 or C-17 aircraft.² The dynamic components of the aircraft, such as landing gear, will be recapitalized and returned to “near new” condition. The finished product will be, essentially, a new aircraft, the CH-47F.

The finished product will be, essentially, a new aircraft, the CH-47F.

The remanufactured F models are receiving state-of-the-art technology, including the installation of a new digital cockpit. The



(Above) Team Chinook members Army Chief Warrant Officer 5 John Smolka and Army Lt. Col. Mark Ballew with a Chinook helicopter at the Pentagon. (DCMA staff photo)

upgraded cockpit will have enhanced communications and navigation equipment for improved situational awareness and mission performance. A separate but complementary effort involves the installation of more powerful and reliable T55-GA-714A engines that improve fuel efficiency and enhance lift performance by approximately 3,900 pounds. Installation of an improved crashworthy extended range fuel system will enable Chinook self-deployment and extend the operational radius of all other missions.³

Challenges

Mr. Doreste joined Team Chinook in June 2004. During his tenure the program has been running smoothly, and the few challenges that have arisen have been mitigated. Chinook helicopters have been in service since 1962, providing troop and cargo transport across the globe. Since their introduction, approximately 1,180 Chinooks have been built, 437 of which are still operational. “Recently, the Chinooks have been the workhorse of the Army in both Afghanistan and Iraq,” asserted Mr. Doreste. “In Afghanistan they’ve been in a lot of heavy-duty flying situations that stress the dynamic components. As a result, we have aircraft in the fleet that need dynamic parts as well as the aircraft that [our group] has on the production line. It has been a challenge, but we’re working through it.” Another challenge is posed by the introduction of new technology. The updated F-series aircraft have an avionics suite and a flight control system that are being converted from analog to digital. The conversion entails software development and software integration, “which present pretty daunting problems,” said Mr. Doreste. However, Team Chinook seems to have successfully overcome this conversion challenge as flight tests of the digital avionics and flight control suites have all been successful

² Source: Army Fact File — CH-47 Chinook, U.S. Army, 6 June 2005, <http://www.army.mil/fact_files_site/chinook/>.

³ *ibid.*

Overall, the Chinook remanufacture program “has enjoyed a tremendous amount of success, both on the field and in the manufacturing process.”



major subsections,” stated Mr. Doreste. For example, the aft fuselage is being manufactured at Boeing Macon in Georgia while Crestview Aerospace in Florida is producing the cabin, and then these two sections are spliced together. This presents a challenge for DCMA, because DCMA must delegate oversight of the surveillance process to counterparts at both Boeing Macon and Crestview.

Adding to these challenges is the overarching challenge of technology conversion. As part of the redesign, Boeing is taking traditional two-dimensional drawings and putting them into a three-dimensional, computer-driven “model-based definition.” Transferring the two-dimensional

to date. The third challenge to the program is that “with the manufacture of new aircraft, Boeing, like many other manufacturers, has begun offloading a lot of the work they used to do internally. For this program they have offloaded

drawings to the three-dimensional, computer-driven models requires considerable work. “It’s a huge challenge, lots of money, but there’s a huge payback, because the digital information is easier to produce, and all of the information is captured into



(Top) Army Chief Warrant Officer 4 James F. Krueger in a Chinook CH-47F helicopter at Boeing Philadelphia. (Photo by Mr. Larry Ruggeri)

(Above) A Chinook CH-47F at the Pentagon for a media event in January 2005. (DCMA staff photo)

*All aircraft have been delivered ahead of schedule and under budget,
and the customer is extremely satisfied.*

that model — how to assemble, how to inspect, how to test, it's all there, based on the model," according to Mr. Doreste.

Successes

Overall, the Chinook remanufacture program "has enjoyed a tremendous amount of success, both on the field and in the manufacturing process," stated Mr. Doreste. All aircraft have been delivered ahead of schedule and under budget, and the customer is extremely satisfied. A significant component of this success is the coordination DCMA has had with the buying commands. The buying commands both discuss issues and coordinate solutions with DCMA, and DCMA's relationship with the Boeing personnel is just as good. "We are pretty well integrated with both Boeing and the Army — we work with both every day," reported Mr. Doreste. "We are embedded in most of Boeing's work [integrated product teams] and virtually attend all their meetings." Added Mr. Bob Lawson, CH-47 quality assurance lead, "We're constantly communicating with one

another to try and improve the process. We do [modification] centers, where we try and resolve problems by working with the Boeing people. If there's a problem or potential problem, we try to talk about it before it gets out of hand." It is this open communication that Mr. Lawson and Mr. Doreste consider to be a key factor in the strong relationship between the organizations.

With all team members enjoying their work and interaction with one another, it follows that the program would achieve great success. Overall, "the program status is very good," according to Mr. Doreste. "We've had recent program management reviews by both the F [series] and the G communities, and the [program managers] are satisfied with the progress Boeing has made in the remanufacture of their aircraft."



Stay Tuned to Local Listing

by Ms. Michelle Brignac, Public Affairs Student Intern, DCMA Boston

The Discovery Military Channel chose to feature the Chinook helicopter and the Defense Contract Management Agency (DCMA) for its special series, "GI Factory." The program, which first airs March 24, focuses on various products used by today's military and the manufacturers who supply the tools they need.

The Discovery Channel conducted a series of interviews with employees of the U.S. Army Product Manager (PM) Office Cargo, DCMA and Boeing. Army Col. Tim Crosby, PM Cargo, and Army Lt. Col. Mark Ballew, DCMA Boeing Philadelphia commander, collectively have 42 years' experience as Chinook pilots. Both were in the same company during *Operation Desert Storm* and have flown many current missions such as relief operations for Hurricane Katrina and expeditions throughout Europe.

During the interview, Lt. Col. Ballew was able to discuss DCMA's role in the production facility and how the Agency's personnel impact quality, engineering, supplier management, cost and price analysis, contract management and flight acceptance. Specifically, Lt. Col. Ballew enjoyed having "the opportunity to discuss the Chinook and the capabilities it provides, along with ... the DCMA team and our importance to the program." The purpose of this documentary is not only to show the technical side of how these highly essential products are made but also to convey the personal experiences that come with operating them. Check your local listing for the airing of the "GI Factory" episode, "Tools of the Trade," or go to: <http://military.discovery.com/tvlistings/series.jsp?series=114829&gid=0&channel=MIL>.

(Above) Army Lt. Col. Mark Ballew, commander, pilot and member of Team Chinook, with a CH-47F Chinook. (Photo by Mr. Larry Ruggeri)

A Bird's-Eye View of Aircraft Operations

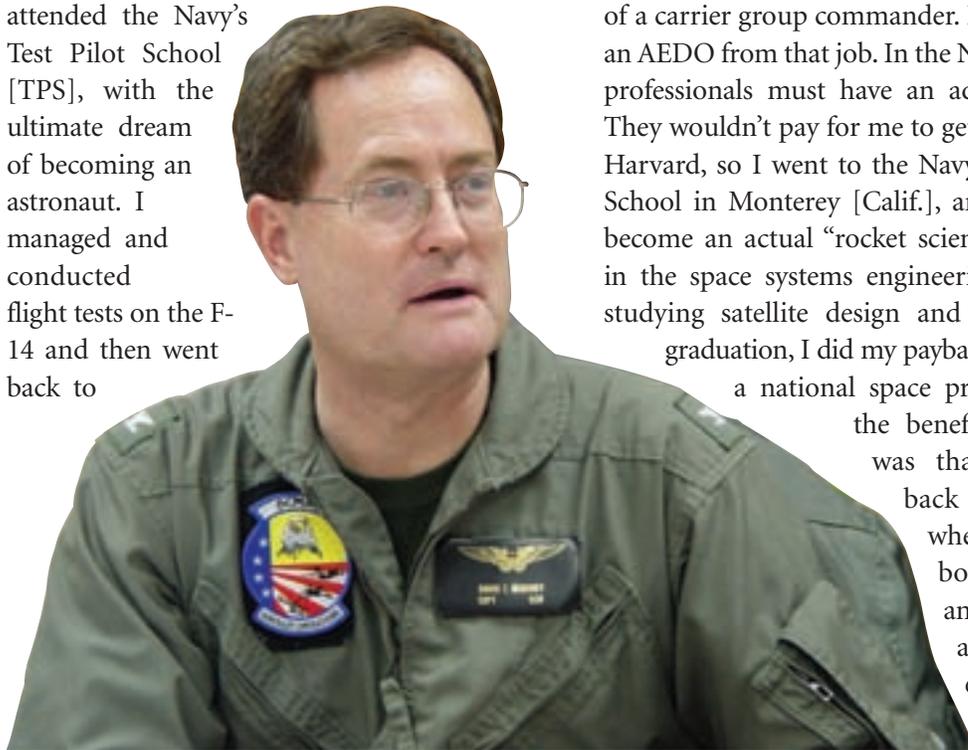
by Ms. Lindsay Gross, Staff Writer

The ever-cheerful Navy Capt. David Moroney is the Defense Contract Management Agency's (DCMA's) newest executive director for Aircraft Operations. The Communicator spoke with Capt. Moroney in December about joining the DCMA team.

Communicator (C): Welcome to DCMA, Capt. Moroney. Can you provide our readers with a little personal background?

Capt. Moroney (CM): I attended the Naval Academy, graduating in 1979, and then headed to Pensacola [Fla.] for flight training. For one operational tour, I flew Tomcats [F-14s] with VF-32 off the *USS Independence* and deployed to the Mediterranean Sea twice, flying reconnaissance flights over Beirut, Lebanon, as part of the multinational peacekeeping force there. Then I attended the Navy's Test Pilot School [TPS], with the ultimate dream of becoming an astronaut. I managed and conducted flight tests on the F-14 and then went back to

instruct at TPS. That was a great opportunity, and I enjoyed working in the acquisition side of the Navy that required engineering skills. It was a nice fit for me, since I was an aerospace engineer major at the academy. While at the Naval Air Test Center, I decided that I really wanted to be an aerospace engineering duty officer [AEDO]. At that time, in order to become an AEDO, you needed to have had two sea tours under your belt, so I committed to a tour as a flag lieutenant. It was a wonderful opportunity to see the operational world from the perspective of a carrier group commander. I was selected as an AEDO from that job. In the Navy, acquisition professionals must have an advanced degree. They wouldn't pay for me to get my MBA from Harvard, so I went to the Navy's Postgraduate School in Monterey [Calif.], and I decided to become an actual "rocket scientist." I enrolled in the space systems engineering curriculum, studying satellite design and the like. After graduation, I did my payback tour, working a national space program. One of the benefits of that job was that it took me back to Colorado, where I had been born and raised; and so I became a part of the very exclusive "Rocky Mountain



(Above) Navy Capt. David Moroney, executive director for Air Operations, in his office at DCMA Headquarters in January. (DCMA staff photo)

*“The key mission of Aircraft Operations can be summed up in a simple sentence:
The conduct of safe and effective flight operations at our contractor locations.”*

Navy.” Following that tour of duty, I received orders to the D.C. area. After working a variety of jobs on major aircraft and weapons programs at the Naval Air Systems Command and the Pentagon, DCMA seemed like a great fit.

C: What are Aircraft Operations’ key responsibilities? What are you and your employees responsible for on a daily basis?

CM: The key mission of Aircraft Operations can be summed up in a simple sentence: “The conduct of safe and effective flight operations at our contractor locations.” Aircraft Operations focuses on ensuring that all aircraft built by contractors for the military perform as promised and that they are ready to fly and to fight.

Aircraft Operations is staffed with aviators and crewmembers from each of the Services, as well as specialized maintenance personnel who are stationed at military depots and contractor sites in the U.S. and overseas. When a new military aircraft rolls off the production line or an older aircraft undergoes an overhaul, receives drop-in modifications or has its avionics upgraded, Aircraft Operations is on hand to make sure that the work and the check flights are performed properly.

There are two focus areas to Aircraft Operations: Government Flight Operations, where military personnel perform the acceptance and functional check flights, and Contractor Operations, where company employees perform flight and ground activities with DCMA oversight.

The DCMA Government Flight Representatives [GFRs] at each site are responsible for approving the contractor’s flight/ground operations procedures and ensuring that they are carried out in accordance with approved policy. The

GFRs work with the contractors in an effort to make everything work correctly and cost-effectively. Many contract management offices [CMOs] within Aircraft Operations have small teams of two to four members of the Aviation Program Team, while larger facilities may have 10 to 12.

Aircraft Operations also provides training for all of the Defense Department’s GFRs. This is necessary because even if a new GFR is a trained test pilot, there is little likelihood that he or she has also had any substantial experience in overseeing contractors. So, we provide separate training courses to acquaint them with the processes and procedures of aviation contract management oversight and insight.

C: How is Aircraft Operations organized?

CM: The DCMA Aircraft Operations Directorate has just gone through an organizational realignment. With the realignment of the East and West Districts into product-focused divisions, the Aircraft Operations staff members from those two Districts were all brought into Headquarters. One result is that we now have the entire Aircraft Operations budget for all the Aircraft Operations CMOs in the areas



(Above) From left: Mr. Danny McDonald and Mr. Jim Gamache, contractors with Boeing Logistics Support Services in San Antonio, and Air Force Lt. Col. Mark Tidwell, government flight representative, DCMA Aircraft Integrated Maintenance Operations – Kelly (DCMA staff photo)

“[Helping] build the integrated teamwork philosophy between Headquarters and all the folks out in the field ... is vital to our success.”

of training, mission, supplies and equipment under the central management of a team led by my executive officer [XO], Air Force Lt. Col. Jim Broadway.

We also now have a dedicated team for policy and training under Mr. John Heib. He is responsible for the coordination and update of the overarching joint instruction, DCMA INST 8210.1, an expansion of the definition of what the [Defense Federal Acquisition Regulations Supplement] clauses say. This instruction is currently being revised in coordination with the Air Force, Army, Navy and Coast Guard, along with our industry partners' involvement as well. The Coast Guard has not previously been a signatory to this instruction.

C: Can you expand on Aircraft Operations' role in instruction and training?

CM: Part of our job is training DCMA and Service personnel on how to ensure that safe and effective flight operations are being conducted at our contractor facilities. We have the responsibility for training folks out in the field at CMO sites as well as Service personnel at government sites where there is no DCMA presence. If you're a GFR or an Aviation Maintenance Manager [AMM], Aircraft Operations oversees and provides the training to make you qualified to do your job.

We're continuing to update the GFR and AMM education and information packets as well as developing course updates. With the update of the joint instruction, this is a significant initiative.

We're also getting great interest from administrative contracting officers and many contractors who are requesting this training. They want a better understanding of the functions we perform. The contracting officers are the folks who are implementing government contracts with the contractor — by attending our course, they have a better appreciation of the services we can provide for them. Defense contractors I have spoken with personally have said that they, too, want to better understand the expectations of our GFRs and AMMs in the field.

“The contracting officers are the folks who are implementing government contracts with the contractor — by attending our course, they have a better appreciation of the services we can provide for them.”

Quarterly training has been the standard, but the demand for these courses is growing, and we're expanding our offerings to meet that demand. I try to go out and introduce myself to the classes to make my face familiar and to help build the integrated teamwork philosophy between Headquarters and all the folks out in the field. This team approach is vital to our success.

C: Does Aircraft Operations handle any sort of staffing assistance?

CM: Oh, sure. The Aircraft Operations CMO support team works with the Services' personnel commands and the DCMA Human Resources Directorate to provide CMOs their [Aviation Program Team] military “human capital resources” — that is, the manning and the military billeting at DCMA sites for GFRs, AMMs, [chief flight officers] and CMO commanders. Working with the head of DCMA military manpower, Air Force Col. Gene Smith, we have developed coordinated processes for the interaction between DCMA Headquarters, CMOs and the parent Services. Together, we

“Now we’re using the process as a tool, and we are dedicated to being customer-focused and performance-based.”

make sure people are placed correctly, and we move jobs around to ensure that CMO commanders are staffed with the right people, with the right skills, at the right time, in the needed locations.

The focus is on streamlining and organizing staffing — if someone needs a waiver, we have a format and process, and now the CMO commander writes and updates the position description for his [or her] billets. Previously, we would assist with writing those descriptions, and when the Services would identify a person to fill the position, it would sometimes be the wrong person because of incorrect input. Now we’re using the process as a tool, and we are dedicated to being customer-focused and performance-based.

In addition to documenting the processes to staff active-duty positions, we are also developing a similar process for our Individual Mobilization Augmentees, which is how we manage the Reservists. We are working to provide a single point of contact for everything, instead of multiple levels of coordination.

C: How involved is Aircraft Operations in the International Division and locations?

CM: Air Force Lt. Col. Matt Evans leads my liaison team with the International Division. He works Headquarters Aircraft Operations issues for the Americas, the Pacific region and Europe, handling manpower allocation and waiver requests.

Aircraft Operations also utilizes Air Force Lt. Col. Al Harris as our liaison with the Special Programs [SP] Division, working mainly with classified aeronautical programs as the interface with those employees and overseeing GFR

responsibilities, approving waivers, classified manning, etc.

Before the realignment, our liaison with International and SP was less formal. We have recently coordinated with their parent divisions to provide additional reporting responsibilities through my CMO support team lead, Navy Cmdr. Mike Tluchowski and I.

C: Can you talk about aircraft inspections?

CM: Aircraft Operations Inspections [AOI] can be likened to the Services’ standardization process. Last year Aircraft Operations developed an annual inspection process to review compliance with policy and instructions at each of our resident CMO sites. The scheduling of these inspections was a collateral duty for my XO, and as the process evolved and was implemented it improved and changed. With the additional people from the old Districts, I now have a dedicated team under Air Force Lt. Col. “Ocho” Ochotorena to standardize our AOI process and products. They make sure that we have an adequate cadre of Aircraft Operations personnel conducting all these inspections, that they are conducted in a consistent fashion and that the results are formally reported to the CMO commanders and the DCMA senior leadership team.

We are also documenting through Memoranda of Agreement with the Services how we will cooperate with them to meet both DCMA and Service inspection requirements at our sites. We have recently initiated this effort with the Army, having already closely worked with the Air Force and Navy over the course of the past year. If you’re a CMO that has multiple contracts through the different Services, you don’t want all the military and DCMA inspectors conducting inspections at different times throughout the

“Developing and maintaining a safety-conscious climate and culture within the DCMA Aircraft Operations world is vital to our core mission.”

year. We try to make it as minimally intrusive as possible.

We've completed one full inspection cycle in 2005, and we're starting up our second year with an eye towards improvement as we standardize this process. As this continues, and we show better performance and compliance with the CMOs, we intend to reduce the time between inspections from an annual requirement to a more risk-based cycle, hopefully decreasing the frequency of inspections at our low-risk sites by 2007. For sites that perform really well, we won't have to go back as often — we'll rely more on internal monitoring and inspections. This will allow us to address our non-residence sites in the future.

C: So, post-realignment — does all safety training responsibility now fall under your guidance?

CM: We have a dedicated Safety Team led by Air Force Lt. Col. Tim Nickerson. Developing and maintaining a safety-conscious climate and culture within the DCMA Aircraft Operations world is vital to our core mission. Previously, this had been a collateral duty for the three Headquarters Aircraft Operations officers from each of the Services. Here, too, the realignment has allowed us to concentrate our efforts on a critical area. Now we'll be able to perform trend analysis on aircraft mishap and safety data. We will identify chains of events leading to incidents; identify high-risk areas and dangerous or unfortunate trends at the CMOs; and better communicate safety trends across the Services. We are working hand-in-hand with Mr. Jim O'Kane, the lead of the new Contract Safety Specialists [CSS] Center, which handles ground safety, compliance and procedures. For example, at Lockheed Martin Dallas-Fort Worth, we have a non-aviator CMO commander, two new

GFRs, the AMM representative is retiring, and we have no CSS there. We worked with Jim to pull shared assets from some of the other Lockheed Martin and Boeing facilities in the area to provide more concentrated involvement at the Dallas-Fort Worth location.

In addition to the GFR/AMM/aviation safety officers [ASO] training courses, we hold an annual three-day [Aircraft Operations Training Seminar] where field, division and Headquarters Aircraft Operations personnel convene. We take time to introspectively self-examine, recalibrate and share stories to learn from each other's experience so we can all become aware of potential risks and how best to manage them.

There are other safety-related initiatives as well. A new safety newsletter is forthcoming, as is a DCMA Aircraft Operations Safety Policy and updated coursework for our ASOs. The CMOs are my principal customers, so I predominantly focus on their needs.

C: It seems like Aircraft Operations has taken on a lot of new responsibilities.

CM: Even more than you think — the last major area of focus as a result of the realignment is more operational in nature and is what we call “Global.” This team, led by Air Force Lt. Col. Shawn Hullihen, works the Contract Field Team, Rapid Response and Flexible Acquisition and Sustainment Tool for [Department of Defense] Service GFR support, rapid-acquisition and short-fuse contracts. The idea being here that safety and accomplishing business objectives are approaches that can be tailored using the right people to provide oversight and proper workload. Lt. Col. Hullihen's team is the lead for that monitoring and is an interface as well between us and the Aeronautical Division.

Sizing Up the Peer Review — Real Metrics in Real Time

by Mr. James Gonzalez, Software Specialist, DCMA Boeing Long Beach

A valuable metric for a DCMA software quality assurance representative is the number of peer review defects found in a contractor's software code or software review documentation. But just how valuable is this metric? And how many defects are too many, too few or just right? Do you have to wait and compare data from different time periods before the metric is useful? I finally found the answer to these questions — the trick is using the peer review data in a different way.

As a DCMA software quality assurance representative working with an acquisition category (ACAT) I program, the C-130 Avionics Modernization Program, I had been trained that peer review metrics — the number of defects, both major and minor, found during peer reviews — are part of every software

engineering program. The program I am working with was no exception, and the contractor had included a battery of such metrics for cost, schedule, issues closed, etc. Prior to a delivery of software code to the customer, the contractor published new peer review defect data. I eagerly reviewed the data, wanting to gain insight into the code's quality. But I realized I had no idea what the number of defects meant — there was no context for the data. Was this too many defects? Too few? When I searched for an industry standard for an acceptable number of defects, I found that there really wasn't one. How could there be when every new acquisition program is unique?

When I queried the contractor personnel as to how they used the metric, they replied that as the software went through the development phases, they would compare the number of defects from one phase to the next.

If the new code had more defects, that would indicate that it was problematic. Though this explanation

I had been trained that peer review metrics — the number of defects, both major and minor, found during peer reviews — are part of every software engineering program.



(Above) Mr. James Gonzalez, DCMA Boeing Long Beach software quality assurance representative, outside a large model of a C-130 cockpit, the design of which his peer reviews positively impact. (DCMA staff photo)

My new approach was to use the peer review metric to judge the stability of the peer review process itself, rather than judge the software code.

made sense on the surface, I was still puzzled. If they found fewer defects in the most recent development phase, did that, in fact, mean the code was better — or could it mean the peer review process was not as effective in that phase? And how similar was the new phase from the previous one? By its very nature it must be different in some way — was the development in one phase more complex? And what about the team makeup — had it changed through attrition or reassignments?

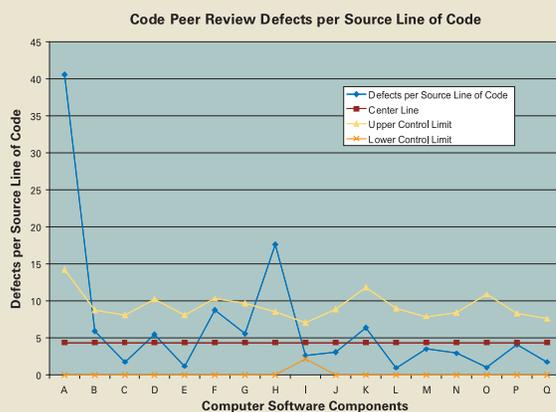
The traditional peer review metrics began to look less and less straightforward, and I began to doubt their accuracy and wonder about their usefulness. But after some research, I discovered that the peer review data is

The use of the statistical chart as a metric for peer reviews revealed costly problems with the contractor's peer review tool and its employees' training that, unchecked, would have resulted in years of erroneous data.

(U chart), would reveal the stability of the process, provided there were 10 to 20 separate peer reviews conducted, each covering a single, large piece of code or document. With that many data points plotted on the chart, the behavior of the peer reviews, i.e., the number of defects found, should all fall within the norm of a statistical bell curve.

However, when we plotted the number of defects found in recent code peer reviews, we discovered that five out of 17 peer reviews showed the number of defects to be outside the allowable limits. The interesting aspect of this metric is that it cannot point to the specific

problem, but it can direct the user where to look. It was now up to the process owners to investigate why those particular peer reviews found too many or too few defects.



important; after all, it is the real output from a long, expensive and resource-intensive process.

My new approach was to use the peer review metric to judge the *stability* of the peer review process itself, rather than judge the software code. The metric, if plotted in a statistical chart

When the process owners conducted their root-cause analysis, they discovered a major problem with the tool that recorded the defects as well as problems with how the reviewers were trained. The tool, which is a spreadsheet that records each error, used a formula that was incorrectly counting enhancements as defects. Compounding this problem, reviewers were incorrectly labeling enhancements and failing to complete other pieces of data. In the case where one peer review had too few flaws, the evaluation showed that the section of code reviewed was largely composed of auto-generated code. The auto-generated code artificially increased the total number of lines of code, thereby reducing the average number of defects. After the process owners corrected these issues, they charted the

(Above) The peer review metric, if plotted in a statistical chart, reveals the stability of the peer review process, providing that 10 to 20 separate peer reviews are conducted, each covering a single, large piece of code or document. With that many data points plotted on the chart, the behavior of the peer reviews, i.e., the number of defects found, should all fall within the norm of a statistical bell curve.

For DCMA, this peer review metric is a tool to evaluate the health and stability of the contractor's peer review process and help contractors manage their resources more effectively to produce a quality product for our customers, on time and within cost.



data again and determined that only two of the peer reviews showed defects above the allowable limits.

Focusing on these two peer reviews, the owners determined that the developer for one section of code did not have the right kind of experience and thus was reassigned to more suitable work. They also realized that the other developer needed more help, and they rotated in additional support resources.

The use of the statistical chart as a metric for peer reviews revealed costly problems with the contractor's peer review tool and its employees' training that, unchecked, would have resulted in years of erroneous data. The metric guided the contractor's management personnel to evaluate their employees' performance and thereby improve the production of their code. This all was possible by using the statistical nature of the metric to compare the number of defects against similar peer reviews covering similar code.

(Top) Mr. Gonzalez's peer review metric impacts the design of the C-130 cockpit, shown here, which is being upgraded through the C-130 Avionics Modernization Program. (DCMA staff photo)

Even though I had suggested the statistical measurement as an outsider, the contractor immediately adopted it, and they now plot the metric data after each session of peer reviews to ensure a stable process and to verify resources are performing as planned. The immediate acceptance of the statistical measurement process may be partly due to the fact that they already had the data available — applying the chart parameters to the traditional peer review data is

not difficult. And despite some initial suspicion, they were ultimately thrilled with what the new metric was showing them.

The U chart's strength lies in its ability to look at peer review metrics in real time without the need for industry standards. It can realistically compare the results because it is comparing similar processes and similarly trained resources that haven't changed over time.

For DCMA, this peer review metric is a tool to evaluate the health and stability of contractors' peer review processes and help contractors manage their resources more effectively to produce a quality product for our customers, on time and within cost.

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