

# DCMA Hartford — Working to Make PBM a Part of Everyday Processes

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The concept was simple: focus Defense Contract Management Agency efforts on what the customer wants, but getting there was not easy. More than 20 teams had to understand the task and pull in the right direction.

It has been a roller-coaster ride understanding and implementing performance-based management. What really made the difference were the professionals who were willing to be creative, share and serve others. That is where DCMA Hartford began to pave its way ahead.

DCMA Hartford, Conn., a large geographic contract management office that encompasses the majority of New York, Vermont, Connecticut and western Massachusetts, began the PBM journey in earnest when the commander published an implementation strategy in April 2006. The strategy directed all levels of management to be trainers,

facilitators and communicators of the vision.

The CMO prioritized its PBM efforts by focusing on major program customer outcomes, sustainment of those outcomes and internal customer outcomes. Next, it established a performance review process with a review hierarchy including a metrics manager working group chaired by the team leader, a performance review panel chaired by the tertiary commander or group chief and a CMO management review chaired by the commander. In the meantime, the CMO leadership arranged for agency-sponsored PBM training and division assistance in implementation.

In May 2006, DCMA Hartford presented DCMA's acting director and attending CMO commanders and deputies with examples of program, sustainment and internal customer decomposition and translation of customer outcomes,

as well as contributions to mission accomplishment. The challenge was communicating this methodology to the rest of the workforce. DCMA Hartford realized that issues still surrounded the understanding and implementation of PBM throughout the workforce.

In August 2006, DCMA Hartford initiated an effort to create an understandable and repeatable documented PBM methodology. The effort included a systematic checklist adopting a quality function deployment approach using its two primary components — cause-and-effect analysis and the analytical hierarchy process. Two individuals were assigned this task. They created integrated process flow diagrams and self-contained, self-standing electronic workbooks for major programs, agency-level performance commitments and internal customers.

The metrics manager working group had a product ready for presentation to the performance review panel for approval. The e-Workbook tool provided guidance for operational implementation through a checklist, definition of terms and faster understanding and documentation of decomposition (cause and effect) decisions through

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the process, and it produced consistent results between the teams. The e-Workbook tool has been adopted by DCMA's Naval Sea Systems Division as a recommended performance commitment development tool and is being used in some form at many of the agency's CMOs.

In February 2007, DCMA's senior leadership directed that all major programs utilize the e-Workbook tool in lieu of existing documented formats of decomposing and translating customer outcomes. DCMA Hartford also appointed a performance advocate — a PBM coordinator or advisor reporting directly to the commander. This individual acted as the single PBM focal point to coordinate and advise the command efforts relative to implementing PBM strategy and the e-Workbook tool.

Last June, the mission review team conducted a review of DCMA Hartford's implementation of PBM. The review provided a focused operational assessment of the highest impact area — establishing performance commitments — for accomplishing goal two in DCMA's strategic plan: "embracing a performance-based culture."

During that visit, DCMA Hartford achieved a 75 percent first pass score for valid performance

commitments — possibly the best geographical organizational results in the agency and best overall CMO score in the Naval Sea Systems Division.

The CMO monthly management review using metrics manager provides the senior leadership team the opportunity to review and make decisions relative to command-level performance commitments. They requested that team supervisors "walk the talk" and share the performance management process with every member of their teams. The commander personally went out monthly to walk with a different itinerant quality assurance specialist to ascertain his or her level of PBM understanding.

DCMA Hartford has collaborated with supporting CMOs in assessing key supply chain management production capability and quality issues and identified V-22 *Osprey* safety of flight remedies. DCMA Hartford ensured delivery of weapon systems, spare parts and equipment of the highest quality, within projected cost or price, and on time or ahead of schedule. The program executive officer for the Counter Radio-Control Improvised Explosive Device Electronic Warfare II and Lightweight Counter-mortar Radar programs summed it up as, "by far, the best team that I have worked with in over 24 years."

DCMA Hartford continues on its PBM journey. The organization has made great strides in understanding and implementing PBM but still has a way to go until the PBM philosophy is operating throughout it. DCMA Hartford will continue to train, encourage and emphasize the importance of PBM to its workforce so that employees may immerse themselves in a PBM culture until it becomes second nature. **C**



A flight deck director watches over crewmembers as they exit the rear of an MV-22 *Osprey* aboard USS *Nassau* (LHA 4) while under way. DCMA Hartford has collaborated with supporting CMOs in assessing key supply chain management production capability and quality issues and identified V-22 *Osprey* safety of flight remedies. (U.S. Navy photo by Mass Communication Specialist 3rd Class Steven Scott Smith)