



COMMUNICATOR

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DEFENSE CONTRACT MANAGEMENT AGENCY



Worldwide Training Conference 2009

2009 MARCOM AWARDS



In October *Communicator* was recognized with three MarCom Awards for publications excellence — an international awards competition recognizing outstanding creative achievement by marketing and communication professionals. There were approximately 5,000 entries worldwide, making the 2009 competition extremely diverse and difficult.

Winners were selected from more than 200 categories in the following media and communication categories: marketing, publications, marketing/promotion, public service/pro bono, creativity and electronic/interactive. *Communicator* received two MarCom Award Gold honors for government magazine and employee/internal magazine achievement, respectively, and an “Honorable Mention” for its magazine graphic design. Other winners ranged from individual communicators to media conglomerates and Fortune 500 companies.

MarCom Awards is administered and judged by the Association of Marketing and Communication Professionals. The international organization comprises several thousand creative professionals. Judges are industry professionals looking for companies and individuals whose talent exceeds a high standard of excellence and whose work serves as a benchmark for the industry.

From the DCMA Public Affairs staff, thank you for making *Communicator* an award-winning success.

COMMUNICATOR



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(On the cover) Photos from the 2009 DCMA Worldwide Training Conference held Oct. 26–30, 2009, in Atlanta, Ga.



DIRECTOR'S MESSAGE

On our Journey of Change

“Without change there is no innovation, creativity or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.” — William Pollard, Manhattan Project physicist

Certainly, the adage about change being the only certainty in life is true. I say that as, once again, the Defense Contract Management Agency is planning for and set to undergo a number of changes as an organization.

As I shared with the Worldwide Training Conference attendees in Atlanta in October, we are on our way in our journey. We have implemented a new management framework, a new agency mission and a new agency vision. There are several major initiatives presently underway, and I would like to review a few of them here with you. Our roadmap for the journey ahead is the new agency strategic plan, available at <https://home.dcma.mil/command/strategicplan/index.cfm>.

Since my arrival here as your director, I have made no secret of the fact that I am a strong advocate for the principles in Jim Collins' bestselling book, *Good to Great*. The senior leadership team, with your support and assistance, strives to operate DCMA as one agency with one mission and one vision. We also labor to ensure the right people with the right skills are in the right places and in the right jobs. You have accepted my challenge to ensure integrity and ethical behavior in all our actions and have embraced a culture of discipline within DCMA.

To get back to our core competencies, we have established a functional alignment, which created a contracts directorate and an engineering and analysis directorate to join our existing quality directorate. We have also recently embraced an alignment within the operations directorate into a familiar structure that will align contract management offices into an eastern region, central region and western region. This structure takes us from a product-based alignment to a geographic alignment; from multifunctional storefronts to functional homerooms; and from disjointed policies and processes to disciplined ones.

Why are we returning to a geographic alignment of CMOs, you might ask? Well, we realized some substantial benefits from aligning the organization by products. It provided a more proactive and effective engagement with our customers, increased communication (especially with program executive offices), improved our understanding of customer expectations and performance objectives and, thus, improved customer satisfaction. However, we also discovered that this organizational structure had some unintended consequences.

Organizing by products created some “organizational seams” that hampered sharing agency resources and reduced our ability to maximize workload management across divisions and CMOs in DCMA. The geographic alignment will improve our ability to deliver consistent, tactical results and decision-quality information across the acquisition enterprise and should make it easier

to develop and maintain technical and functional skills than we experienced in a product-aligned structure.

There is one other element of change in the organization. Our efforts toward creating a new “brand” for DCMA are well underway, and you will begin seeing the new organizational logo in use on publications (including this issue of *Communicator*), badge lanyards, pins, note pads, pens, brochures, mouse pads and all sorts of agency tools. Does that mean we have dropped the organization's official seal? No, of course we have not. The agency seal continues to be the official, formal, DoD approved seal for DCMA, and it will appear on official letterhead and in other official uses. Our new logo and brand allow us to market DCMA across the acquisition enterprise and among our clients and customers as a contemporary, professional, global, dedicated member of the acquisition enterprise. It also helps with our outreach as we seek to recruit the workforce of the future.

Thank you for your continued hard work and support this year. Get ready; we will be rolling up our sleeves to tackle some complex issues and continuing our move to Fort Lee. I hope each of you enjoys the holiday season and has a safe and happy New Year.



DCMA Director

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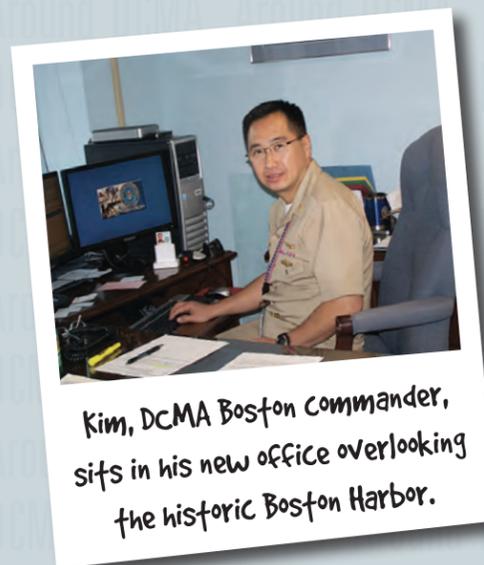
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Around DCMA



Kim, DCMA Boston Commander, sits in his new office overlooking the historic Boston Harbor.

DCMA Boston Welcomes a New Commander

Navy Capt. Sidney Kim assumed command of Defense Contract Management Agency Boston, Mass., Sept. 20. He succeeded Navy Capt. Wayne Bergeron, who retired from the military early this year.

DCMA Aeronautical Division Director Marie Greening presided over the ceremony and cited the achievements of DCMA Boston employees in her opening remarks. “Captain Kim, you are inheriting an outstanding staff. They carried on the operations of the vast, geographically dispersed CMO without anyone looking over their shoulder. They are a winning team,” said Greening.

Kim comes to DCMA Boston from U.S. Naval Forces Korea, where he served as assistant chief of staff for logistics (N4). He also served as the U.S. Chairman of the Republic of Korea – U.S. Combined Naval Logistics Committee. He is a graduate of the University of Houston with a bachelor's degree in chemical engineering. He is also a graduate of the U.S. Naval Officer's Candidate School, Newport, R.I.

“I'm so proud to be here today and back in New England and Boston, the city that gave birth to our nation,” said Kim.

— Article and photo by Ann Jensis-Dale, DCMA Public Affairs

Patricia Kirk-McAlpine Honored With Reserve's Patriot Award

It was a happy change of circumstances for Patricia Kirk-McAlpine, Defense Contract Management Agency Space and Missile Systems Division director, recently when she — who is known by those within the division for her love in presenting awards — received one instead. Kirk-McAlpine received the Patriot Award, a certificate of appreciation for her support of the division's Naval Reserve unit. Navy Capt. Reid Chambers, Naval Reserve Unit 401 commander, made the presentation in a brief ceremony at the division's Carson, Calif., headquarters. Also present was Mike Lowry, Space and Missile Systems Division deputy director.

The award, which consists of a lapel pin and accompanying certificate, recognizes Kirk-McAlpine's support of Unit 401.

Chambers said he would be remiss in his duties if he did not recognize Kirk-McAlpine. “She has gone beyond the call of duty by providing training opportunities and resources for my reserve unit, including opportunities to participate in conferences, planning sessions and workshops,” he said. “Without her support, my unit would not be able to boast about its many accomplishments.”

— Article and photo Sam Rousso, DCMA Public Affairs



Lowry, Kirk-McAlpine and Chambers

Bronze Star Awarded to Air Force Reservist Serving with DCMA Afghanistan

By Ann Jensis-Dale
DCMA Public Affairs

Air Force Lt. Col. Steve Coughlan, Defense Contract Management Agency Aeronautical Division, was one of the first Air Force Reservists mobilized to Afghanistan supporting the DCMA contingency contract administrative services mission this year. He also holds the distinction of receiving the Bronze Star for meritorious service in support of Combined Joint Task Force-82 and the United States Central Command. The 82nd Airborne Division commander presented the award.

Coughlan began his tour as lead administrative contracting officer supporting contracts valued at \$200 million. The contracts provided

services for more than 16,000 troops at more than 60 locations in the combined joint operations area. He completed his tour as the deputy commander of DCMA Afghanistan.

Coughlan, employed with DCMA since 1992 and a reservist since 1996, mobilized as an ACO. As a civilian, he is a vice president with General Dynamics Information Technologies. Coughlan cites his DCMA and civilian experience in allowing him to hit the ground running when he arrived in Afghanistan last February.

"I started out as an ACO at FOB [forward operating base] Fenty, responsible for one of the largest LOGCAP [Logistics Civil Augmentation Program] III task orders as well as delegated contracts from regional contracting command. "We supported the "Task

Force Duke' mountain warriors," said Coughlan. "After a couple of months of 'cutting my teeth,' I was moved to DCMA North Afghanistan as the lead ACO responsible for all LOGCAP and [Regional Contracting Command] contract administration for the North Afghanistan tertiary command," he continued.

One of the first initiatives Coughlan took on was to develop a plan with the contractor to reduce project backlog by 50 percent to support critical troop surge requirements. Through Coughlan's analysis and direction, the contractor utilized a more cost-effective purchasing strategy resulting in a theater-wide savings of more than \$9 million a year.

If working in a fast-paced wartime environment is not difficult enough, Coughlan also rose to the challenge to fill the leadership role as DCMA Afghanistan's deputy commander. Coughlan supervised the standup and expansion of 12 FOBs to support the troop surge of more than 20,000 additional personnel. He also led the DCMA Afghanistan response to inquiries from the Commission on Wartime Contracting, developed a revised contractor performance evaluation board process and revamped the theater contracting officer's representative program, while crafting a blueprint for future improvements. **C**



Brian Johnson, left, Defense Contract Management Agency, administrative contracting officer, and Air Force Lt. Col. Steve Coughlan, DCMA Aeronautical Systems Division, pose for a shot at the Jalalabad Provincial Reconstruction Team headquarters sign located at Jalalabad, Afghanistan. (U.S. Armed Forces photo)

Let Family, Friends Know About Agency Efforts

By Cassandra Locke
DCMA Public Affairs

The Defense Contract Management Agency has teamed with the Joint Hometown News Service, formerly known as the Army and Air Force Hometown News Service, to help recognize employees for their service and commitment to Department of Defense efforts.

The news service, a directorate of the Defense Media Activity Center in San Antonio, Texas, will process news release forms submitted by all DCMA personnel. Each year, the 14,000 newspapers and television and radio stations in the U.S. receive

more than 500,000 individual news releases from JHNS.

Dick Cole, DCMA Chief of Public Affairs, said that events such as promotions, awards, reassignments, participation in exercises, graduation from professional schools and many others meet the requirements for Hometown News coverage.

"It's an excellent program for getting the word out to family members and friends in one's hometown on the accomplishments being done by DCMA employees."

With the Hometown News Service's innovative, paper-free process, employees can now fill out the form online. Hometown News

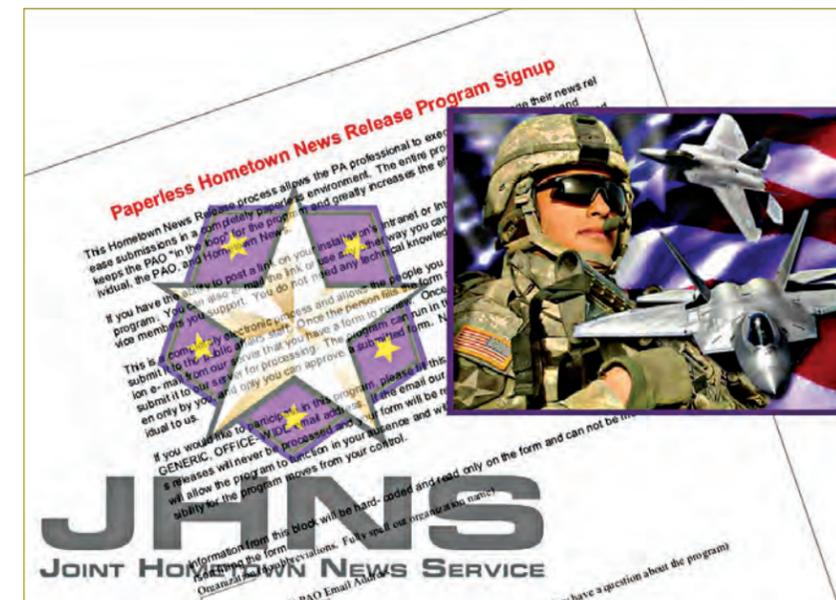
Service release forms are available at: <https://hnforms.dmasa.dma.mil/lfsrver/DCMA>.

Employees should fill out the entire form and, if not currently assigned to DCMA Headquarters in Alexandria, Va., make note of where they work in the "Step 4 Release Information Comments" section, as the form will not allow you to change the city from Alexandria. Remember to include ZIP codes, as the media database relies on this information.

While not required, you may submit photographs with the DD Form 2266, if desired. Send un-retouched electronic files in the joint photographic experts group (JPEG) format at a resolution no less than 300 dots per inch. No other image file formats are acceptable.

Once the employee is featured within the respective media channel, the Hometown News staff will send DCMA Public Affairs a spreadsheet illustrating the different media outlets that published the information with the locations. In turn, public affairs will contact the employee.

For more information about the Hometown News program, call Cassandra Locke, DCMA public affairs specialist, at (804) 541-4749 or e-mail dcmpublicaffairs@dca.mil. **C**



DCMA Employees Take Home 2009 AAC Awards

By Michael D. Kaplun
Staff Writer

The Defense Contract Management Agency was well-represented at the 2009 U.S. Army Acquisition Corps Awards Ceremony Oct. 4, 2009, in Arlington, Va.

Army Col. John Cunnane, DCMA Maryland and Afghanistan, and Army Lt. Col. William Boruff, DCMA Combat Vehicles Detroit, won awards in the Army Acquisition Director and Project and Product Manager of the Year category. This awards category recognizes the expertise and ability needed to research, manage, develop, test, evaluate, contract, field and sustain warfighting systems.

Cunnane was honored as the "Acquisition Director of the Year at the Colonel Level." Under his guidance, DCMA Maryland achieved significant contractor on-time delivery rate improvement. Focusing chiefly on high-risk suppliers, DCMA Maryland



Army Lt. Gen. N. Ross Thompson III, left, principal military deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and Dean G. Popps, right, Acting ASAALT, present the 2009 Secretary of the Army Acquisition Director and Project and Product Manager of the Year Award for Acquisition Director at the Lieutenant Colonel Level to Defense Contract Management Agency's Army Lt. Col. William Boruff. (Photos by McArthur Newell II, BRTRC)

developed a multidiscipline engagement strategy to address root-cause processes. Through his extensive contracting expertise and management initiative, Cunnane

helped foster a trustworthy, proactive and positive working environment.

Boruff, who was specifically honored as the "Acquisition Director of the Year at the Lieutenant Colonel Level," helped develop the DCMA team supporting the Mine Resistant Ambush Protected vehicle — the Department of Defense's highest-priority program. He also assisted in putting together a DCMA enterprise-wide team comprised of the smallest suppliers to full-vehicle assemblers and integrators. The team predicted and prevented supply chain and quality problems that delay vehicle deliveries. Additionally, Boruff planned and implemented

creative resource allocations that enabled DCMA to double Bradley Fighting Vehicle production while maintaining fielding schedules and improving quality.

Master of Ceremonies Army Col. Brian Winters, U.S. Army Acquisition Support Center deputy director, described nominees as individuals who "ensure our soldiers have the materiel they need to fight with greater lethality, survivability and sustainability, regardless of where the battlefield or mission takes them. When faced with numerous challenges," he continued, "these individuals have demonstrated exceptional skill and service above and beyond the call of duty to the Army, the U.S. Army Acquisition Corps and the soldiers they support." 



Army Lt. Gen. N. Ross Thompson III, left, principal military deputy Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and Dean G. Popps, right, Acting ASAALT, present the 2009 Secretary of the Army Acquisition Director and Project and Product Manager of the Year Award for Acquisition Director at the Colonel Level to Defense Contract Management Agency's Army Col. John Cunnane.

“When faced with numerous challenges, these individuals have demonstrated exceptional skill and service above and beyond the call of duty to the Army, the U.S. Army Acquisition Corps and the soldiers they support.”

— Army Col. Brian Winters, U.S. Army Support Center deputy director



Have YOU viewed the latest news on *DCMA Express*?



<http://home.dcmamil/express>

You'll find a wealth of information for news around the agency — links to our publications, *Communicator* magazine and timely news articles separated into headlines and divisional "Voices," so you can read what, specifically, is going on in your division/contract management office.

The best part about *DCMA Express* is that it provides an opportunity for you to tell good news stories about your office that you want all your coworkers to hear about. Just go to <http://home.dcmamil/express>, and in the lower right hand corner, you'll see a section that reads: "We want to hear from YOU ... Do you have a story idea for DCMA Express? Click here to let us know!"

In addition to articles, the public affairs staff is also interested in photographic and multimedia submissions. So check out the site, and let us know what you'd like to see!

Tony Parish Recognized as Outstanding Disabled Employee

By Anthony Coviello-Blinn
DCMA Raytheon IDS

Anthony "Tony" Parish, Defense Contract Management Agency quality assurance lead for *Patriot* ground, is the recipient of the Defense Contract Management Agency's 2009 Outstanding Employee with a Disability Award. He was awarded for his performance as lead quality assurance specialist on Raytheon's *Patriot* missile program and for his deployment in Iraq from December 2007 through December 2008.

Parish's efforts dramatically reduced schedule delays for hardware needed in the field, ensuring on-time delivery. He also has displayed excellent initiative and provided outstanding teaming and mentoring, thereby facilitating improved team knowledge of quality assurance and manufacturing process control in support of the *Patriot* missile program.

Parish's performance supporting the *Patriot* missile is even more impressive considering he never took a break after he returned from serving in Iraq. He volunteered to extend his deployment from six months to one year because of his commitment to the mission and his dedication to duty.

During his yearlong deployment, Parish served as a quality assurance representative for the DCMA Theater-Wide Contract Administration,

International Zone, Baghdad, Iraq. He also served at DCMA Southern Iraq Logistics Civil Augmentation Program and TWCA mission at Victory Base Complex in Baghdad. Parish's leadership and dedication to the mission proved vital to the success of the effects-based contingency contract administration mission in overseeing direct contracting support provided to the Multi-National Forces – Iraq Multinational Corps – Iraq and *Operation Iraqi Freedom*.

Furthermore, Parish superbly trained and guided a team of

contracting officer's representatives for TWCA contracts. He developed training methodology and surveillance activities, including quality assurance surveillance plans. He conducted quality assurance audits on the Joint Contingency Contracting Iraq/Afghanistan commander's number-one priority: private security companies that provide armed convoy escort, perimeter guard force and security escort teams.

The TWCA office efforts were recognized by the commander of the Multi-National Forces – Iraq and the Government Accounting

Office for teaming with Joint Contracting Command Iraq/Afghanistan and implementing comprehensive contract administration oversight on these politically sensitive private security company contracts.

Additionally, Parish established DCMA-SI quality assurance efforts in support of NATO's civilian police and training team and special police development division's emergency response/dignitary protection training and base support operations at Camp Dublin, Iraq. His daily oversight helped ensure availability of critical services, such as quick reaction forces, medical evacuation and life support for more than 1,000 Iraqi military and special police officers, 4,500 detainees, Department of Defense civilians and thousands of U.S. military personnel.

Parish lost his left leg above the knee in 1992 while serving in the Navy as the result of medical malpractice on active duty. Due to proper controls not being in place, there was a process breakdown, resulting in this mistake. This incident became the primary motivating factor for becoming a quality assurance specialist with DCMA. "Contractors need to get it right," Parish said, "or there are serious consequences to deal with."

Losing his left leg has not diminished Parish's passion in the least for performing his profession. Quality assurance, risk mitigation and process compliance are driving



Tony Parish, Defense Contract Management Agency quality assurance lead for *Patriot* ground, in front of the Hands of Victory Monument in Baghdad, Iraq, during his recent deployment. Parish is the recipient of 2009 Outstanding Employee with a Disability Award for his performance as the lead quality assurance specialist on the *Patriot* missile program and for his deployment in Iraq from December 2007 through December 2008.

forces that are extremely important to him. He desires to hold contractors to their own processes to minimize potential adverse effects.

Parish is encouraged that the leadership of DCMA recognizes the work he does. He has found his niche in federal service working for DCMA. It has allowed him to get back to his calibrating roots from his days with the Navy and working with weapons systems. Working in the business of contract compliance, Parish had identified his strengths. He is grateful for the opportunities that DCMA has afforded him and his family.

According to those who work closely with Parish, he continues to overcome his disability daily on his way to achieving lifelong goals, including family, career and dedicated service to our nation. Parish's coworkers say the professionalism and dedication with which he carries out his responsibilities serves as an example for all other DCMA and DoD employees.

Parish received the award at the 29th Annual DoD Disability Awards Ceremony on Dec. 8 at the Hyatt Regency Hotel in Bethesda, Md. **C**



Tony Parish, Defense Contract Management Agency quality assurance lead for *Patriot* ground, poses for a picture in front of the National Police Special Training Academy during his recent deployment. Parish's leadership and dedication to the mission proved vital to the success of the effects-based contingency contract administration mission in overseeing direct contracting support provided to the Multi-National Forces – Iraq Multinational Corps – Iraq and *Operation Iraqi Freedom*. (Photos courtesy of Tony Parish)

Mark Allen Named NASA DCMA Employee of the Year for Safety and Mission Assurance Directorate

By Mike Coburn
DCMA ATK Launch Systems

The National Aeronautics and Space Administration selected Mark Allen, Marshall Space Flight Center, as the NASA Defense Contract Management Agency Employee of the Year for the Safety and Mission Assurance Directorate.

Allen is an aeronautical engineer assigned to DCMA NASA Product Operations.

Allen received the award at a DCMA NPO all-hands meeting in recognition of his outstanding contributions to the reusable solid rocket motor program. Air Force Col. Ray Harris, DCMA NPO commander, hosted the ceremony, which included Dave Spacek, representing the Marshall Space Flight Center and DCMA Director Charlie Williams, Jr.

Allen was a key player in the long-term continuous improvement of flight hardware and was recognized for his superior work evaluating non-conformances, participating on material review boards and performing robust engineering analyses ensuring program suppliers made effective corrective actions. Additionally, his investigations of machining errors and processing mishaps

during production operations contributed significantly to safe NASA operations.

A retired Air Force lieutenant colonel, Allen spent the majority of his service career in flight and ground testing of aeronautical systems, including the F-15E, Tri-Service Standoff Attack Missile, Combat Edge flight suit ensemble, molecular sieve oxygen generating system and numerous classified programs supporting the F-16 aircraft.

Following his retirement from the Air Force, Allen served as a consultant to the Department of Energy supporting numerous activities, including the authorization safety basis

Program, where he was an investigator, reviewer and author of multiple documented safety analyses for several of the Los Alamos National Laboratory subcritical experiments. Allen was also a consultant to the National Enrichment Facility, supporting them in acquiring certification from the Nuclear Regulatory Commission for operation of a nuclear refinement plant.

Allen joined DCMA in March 2008. He and his wife, Deborah, reside in Box Elder County, Utah, and are the proud parents of eight children: Joseph, Jamie, Chaz, Jacob, Chance, Christy, Kage and Stephen. **C**



(Left to right) Defense Contract Management Agency Director Charlie Williams, Jr., Mark Allen, and Dave Spacek, Marshall Space Flight Center representative, display Allen's NASA DCMA Employee of the Year Award after being presented the award at a DCMA NPO all-hands meeting. (Photo by AI Guzinski, DCMA NPO Mission Assistance Group)

DCMA Denver's New Leadership Team Visits Utah

By Warren Helbach
DCMA Denver

The new Defense Contract Management Agency Denver leadership team, Navy Capt. Jeffrey "Kash" Grimes, DCMA Denver director, and Walter Eady, DCMA Denver deputy director, recently visited DCMA Salt Lake City where they met their Utah teams and took the opportunity to see contractors in action.

Grimes and Eady shared their leadership initiatives with their teams, provided their vision for the future of DCMA Denver as the

Grimes and Eady shared their leadership initiatives with their teams, provided their vision for the future of DCMA Denver as the contract management office follows the agency vision and brought a positive message of strong leadership to the DCMA family.

contract management office follows the agency vision and brought a positive message of strong leadership to the DCMA family.

After visiting with the teams, the two leaders took advantage

of the opportunity to visit L-3 Communication Systems West, Williams International and Triumph Gear Systems. At each of the sites, they met with contractor leadership, reviewed contract requirements and toured the facilities. L-3 Communication Systems West is a leader in communication systems for intelligence collection, imagery processing and satellite communications. They provide high-performance data link systems to transfer information to and from ships, aircraft, satellites and ground stations. Williams International is a leader in the development and production of small gas turbine engines. Triumph Gear Systems is a leader in the design, test and manufacture of power drive and actuation systems. You can find their products on some of the world's best-known aircraft and military vehicles. **C**



Navy Capt. Kash Grimes, left, and Walter Eady pose with a Remotely Operated Video-Enhanced Receiver (ROVER 4) System at L-3 Communication Systems West.

Agency Training Conference Focuses on 'Connections'

By Mark Woodbury
DCMA Public Affairs

Employees throughout the agency met in Atlanta, Ga., for the 2009 DCMA Worldwide Training Conference, Oct. 26–30.

This year's conference focused on employees making connections in four specific areas — with the warfighter, across the acquisition enterprise, within the agency and to each other.

Attendees had as little as two days' experience with DCMA to as many as 42 years of experience. Therefore, there were varying opportunities for attendees to make these connections.

Connecting with the Warfighter

Under Secretary of Defense (Acquisition, Technology and Logistics) Dr. Ashton Carter focused his remarks on his appreciation for the difficult work performed by DCMA employees. Carter stated his appreciation for DCMA's willingness to tackle the tough issues while working to better the acquisition process throughout the department.

A working lunch featured guest speaker Army Spec. Nathan Short. Short was medically retired following an incident in Iraq while serving convoy duty. The vehicle ahead of his in the convoy detonated an improvised explosive device and stopped

moving. In the subsequent fire and smoke, Short's vehicle struck the rear of the crippled truck, crushing Short's legs in the collision. Short expressed his appreciation for DCMA employees working on the mine resistant ambush protected — MRAP — vehicle program, which Short credits with saving his life. He further encouraged attendees to remember the importance of employing wounded and handicapped persons through the AbilityOne program.

A contingency contracting administration services panel, led by DCMA International Commander Navy Capt. David Graff, addressed the difficulties of contract management within a war zone. Graff reminded attendees of the great opportunity for connection with the warfighters by serving in a CCAS assignment with the International Division and encouraged attendees to take advantage of this opportunity.

Connecting Across the Acquisition Enterprise

Much like Carter, keynote speaker Richard Ginman, the Department of Defense's program acquisition and contingency contracting deputy director, filling in for Shay Assad, DoD's procurement and acquisition policy director, praised DCMA's role in Iraq and Afghanistan and



Honored attendees of the conference's Wounded Warrior Dinner pose for a picture after the event Oct. 29. Each wounded warrior expressed their appreciation to Charlie Williams, Jr., Defense Contract Management Agency director, for the service DCMA employees offer to the warfighter.



Defense Contract Management Agency Director Charlie Williams, Jr. speaks to attendees at the agency's Worldwide Training Conference in Atlanta, Ga., Oct. 27, about the importance of working, and living by the agency's core values of integrity, service and excellence. (Photos by Mark Woodbury, DCMA Public Affairs)

the work its people are doing for the department.

Other speakers discussed the newly created cost and pricing center and the latest workings and issues surrounding both earned value and supply chain management. Breakout sessions covered subjects ranging from contract receipt and review to international trade and arms regulations.

Connecting with the Agency

An employee panel focused on helping conference attendees

connect with the agency through their "view from the trenches." The panel included employees with months of experience to decades of experience, all sharing their ideas and thoughts with attendees and the senior leadership team. A term that was born during this discussion was "legacy employees" — used to describe long-term DCMA employees. Following this panel, most of the agency leadership, including the director, jokingly used the term during their conference presentations.

A working lunch on the second

day of the conference featured Defense Acquisition University President Frank Anderson, Jr. Anderson reminded employees and supervisors of the importance of getting and pushing for the training they require to do their jobs effectively. Midway through his speech, Anderson asked all of the supervisors in attendance to identify themselves and declared aloud, "I will let my people go" to accomplish training.

Breakout sessions focused on issues ranging from the headquarter's base realignment

Long-Distance Meetings Help Improve Teaming

By *Steve Giacometto*
DCMA Tactical Wheeled Vehicles – Milwaukee

Far-reaching, geographically dispersed teams hold special challenges for supervisors and team members alike.

Regular team communication is limited to infrequent teleconferences or even less frequent team meetings. This can result in remotely located employees feeling less than valued. Sharing experiences and ideas is an important force multiplier, allowing us to utilize best practices without the need to recreate a tool or method — not to mention that getting the team together does wonders for morale.

The recent offerings of online Adobe Connect® and Breeze® meetings piqued our curiosity. If these programs could be incorporated into the contract management office's current telecommunications technology, the office could reach out to

touch all of our folks regardless of their locations. Two tests were conducted to prove this concept of operations.

The first test conducted was to include the remotely located employees, including those with Verizon-enabled laptops, in a commander's call and fraud training session broadcast by video teleconference. The call-in number was set up with VTC, enabling all to hear as if on VTC — a great improvement. Next, the office set up an Adobe Connect® session, which was presented through VTC, allowing the remote users to log in and actually see the VTC PowerPoint® presentation live. The feedback from the field declared the session a resounding success.

The second session was a six-site VTC meeting scheduled with the call-in number through VTC. The office discovered it was limited to 15 call-ins when connecting through a VTC; however, it got the remote folks to share, where

possible. Once again, the office was able to bring remote folks into the VTC to view the PowerPoint® presentation live from around the country. All who participated provided positive feedback of the Adobe Connect application.

This tool is valuable when connecting multiple locations for computer-based presentations/demonstrations and has resulted in the remote folks feeling more like part of the team. It is expected this application will be utilized on a regular basis.

For details, visit <http://guidebook.dcma.mil/38/dc09-239Connect.doc>. 

If these programs could be incorporated into the contract management office's current telecommunications technology, the office could reach out to touch all of our folks regardless of their locations.

and closure move to Fort Lee, Va., to processing and effectively using corrective action requests and implementing corrective action plans to achieve the desired results.

On the final evening of the conference, a dinner with wounded warfighters as special guests reminded attendees of the importance of their roles in supporting the warfighter. The dinner's guest speaker was retired Army Reserve Command Sgt. Maj. Michelle Jones, who discussed the "bones" principle with attendees. Jones explained that are four kinds of bones in each organization:

- A backbone to perform a job until its completion
- A wishbone to maintain a positive outlook on what is needed to perform a job to its fullest extent
- A funny bone to encourage laughter during the difficult times, reevaluate and then attack again
- A tailbone for people to "get off of" and get the mission accomplished.

Connecting with Each Other
DCMA Human Resources

Executive Director Randy Sawlsville indicated that the agency's first initiative toward making connections was the recent hiring of employees for the newly created agency cost and pricing center headed by Ron Youngs. To fill these jobs, the agency advertised for the first time on **Monster.com**, obtaining more than 20,000 hits and generating more than 7,000 applicants. So far, DCMA has hired 130 of the 7,000 applicants.

Sawlsville also spoke of the 546 Keystones currently in training and development. He stated this is the most Keystones the agency has ever taken aboard at one time and commended his people for being able to make this happen.

DCMA's nearly completed recruiting Web site — **dcmacareers.com** — was previewed for conference attendees. The site explains the agency's mission, main career fields and possible working situations while being wrapped in a high-energy, high-impact packaging. Each page on the site offered the user a new avenue for information while also providing

an avenue for applying for jobs within the agency.

Charlie Williams, Jr., DCMA's director, wrapped up the conference by stating that he had never seen the stars so aligned for change and progress in the acquisition community. He stated that from the president of the United States to the lowest levels of government, people are talking about what the agency does and the value it provides the nation. Williams exhorted attendees to take advantage of this opportunity for progress and change.

Referencing Jones, Williams stated the agency has "a lot of work to do" and "we need everyone off their tailbones working toward agency progress and betterment."

Presentations from the conference may be accessed at: <https://home.dcma.mil/registration/CommandConf/fall09/agenda.cfm>.

Photos from the conference are available at: https://portal.dcma.mil/portal/server.pt/gateway/PTARGS_32_0_219_0_-1_47/http://pele5.dcma.mil;11930/collab/document/overview?projID=328948&folderID=1904831. 



Members of an employee panel take questions from attendees Oct. 29 during the agency's Worldwide Training Conference in Atlanta, Ga.

Ground CMO Sponsors First-Ever Professional Development Event

**Navy Lt. Anjail Weaver
DCMA Ground Systems
and Munitions**

Defense Contract Management Agency officers from all of the services assigned to DCMA Chicago Tactical Wheeled Vehicles joined for the first officer professional development event ever initiated at the contract management office level.

The event, held Aug. 12–14, helped maximize an officer’s potential through training, education and networking among peers.

Army Col. Jose Baez, DCMA Chicago Tactical Wheeled Vehicles, stated, “The CMO’s assigned joint military workforce is interoperable and able to effectively cross levels internally within the CMO and throughout the DCMA enterprise. The intent is to conduct a first-of-its-kind professional development event that includes all branches of the military and both active



Officers assigned to Defense Contract Management Agency Chicago Tactical Wheeled Vehicles visit the Harley Davidson Company in Milwaukee, Wis., for a quality assurance brief and tour of its powertrain operations recently.

duty personnel and Reservists.” He continued, “This event will serve as a leadership exercise in military professional networking, unit cohesion, *esprit de corps* and sharing of ideas and concerns. These events will allow the CMO

and streamline commanders the opportunity to truly sense the pulse of the brigade-level command.”

Army Maj. Alex Padgett, DCMA Oshkosh, coordinated the three-day event, which began with a combat support operations brief by Navy Lt. Cmdr. Michael Corrigan. Participants then enjoyed a baseball game featuring the Milwaukee Brewers.

The agenda for the second day included a briefing and tour at Oshkosh Corporation. The brief focused on quality assurance and

production of the mine resistant ambush protected all-terrain vehicle. The day ended with a guided tour of the grounds and historical buildings of Milwaukee Veterans’ Administration Hospital and a Wounded Warrior visit to veterans in the spinal cord injury ward.

On the final day, the Harley Davidson Company, located in Milwaukee, Wis., provided a quality assurance brief and tour of its powertrain operations. Seth McKeel, Ground Systems and Munitions Division military personnel liaison, followed the tour with a briefing, which included guidelines for effective award submissions and how to write better

officer evaluations. Active duty Army officers had the opportunity to discuss career development and decisions with Army human resources personnel representing the Acquisition Corps, along with a “State of the Army Acquisition Corps” briefing. Attendees also received career interviews, which provided insight into the potential for future promotions and potential career opportunities.

The event culminated with a group dinner designed to foster unit and servicemember cohesion. “The professional development event broadened perspectives on what we do, combining a diverse wealth of knowledge, experience and dedication to our mission,”

said Baez. “DCMA delivers a wide range of Joint core competencies to the fight. These include financial management, acquisition and procurement, supply chain management, logistics planning and many other services.”

The event was definitely a success, and participants were unanimous in recommending that other commanders facilitate similar events to engage their Joint military workforce to foster a forum for individual career development, leadership training and fun.

Tentatively, the next such DCMA Ground and Munitions Division event will occur in St. Louis, Mo., in spring 2010. **C**

Get Your Voice Heard— Communicate in DCMA’s *Communicator* Magazine!

DCMA’s daily operations directly contribute to the military readiness of the U.S. and its allies, helping to preserve our nation’s freedom. These efforts, however, often go unnoticed. Well, it’s time for change! Now is your chance to gain recognition and better inform the DCMA community through the agency’s primary internal communications tool: the *Communicator* magazine.

The *Communicator* magazine is calling for those who have news to share. Assembled by DCMA Headquarters Public Affairs, the *Communicator* is published quarterly and provides articles and information regarding long-term plans, future responsibilities for employees, interviews with and opinion pieces by senior leaders, and education and training opportunities. It is the *Communicator*’s goal to represent the diverse staff equally in each publication and have stories of universal interest.

Submission and writing guidelines can be found at <https://home.dema.mil/guidebook/113/index.cfm>.



“The professional development event broadened perspectives on what we do, combining a diverse wealth of knowledge, experience and dedication to our mission.”

Director Visits DCMA Northrop Grumman Baltimore

By Corine Morris and Robert Meussner
DCMA Northrop Grumman Baltimore

Charlie Williams, Jr., Defense Contract Management Agency director, visited DCMA Northrop Grumman Baltimore Sept. 29.

This was his first visit to the Northrop Grumman Baltimore facility located in Linthicum, Md. Williams' focus was meeting with the DCMA employees and listening to their thoughts about the agency's health and direction.

The director received a contract management office briefing from Paul Genskow, the acting

Williams' focus was meeting with the DCMA employees and listening to their thoughts about the agency's health and direction.

CMO director, and a financial briefing from Evelyn Deegan, the financial team leader. The briefings included the program and sustainment workload for the facility. Williams also received an executive overview from Northrop Grumman Electronic Systems executives. He expressed interest in the organizational issues and challenges facing the CMO and asked several questions to their perspective of DCMA and its support to its customer.

Following the CMO brief, he conducted an all-hands meeting with the CMO staff. Williams shared information regarding the strategic plan, organizational and functional realignments, and training and stewardship. Williams also presented core value awards to two DCMA employees: Rick Morrisette and Ken Campbell.

Morrisette received the "Keeping the Promise" award for his outstanding support and strong commitment to the Fire



Rick Morrisette, left, accepts the Core Value Award "Keeping the Promise" for his outstanding support of the Fire Scout program at the Patuxent Naval Air Station, Md., from Charlie Williams, Jr., Defense Contract Management Agency director, during his visit to the DCMA Northrop Grumman Baltimore office.



Ken Campbell, left, accepts the Core Value award for his support of the CMO mission during critical resource shortages. The "Indispensable Partners" award was presented by Charlie Williams, Jr., Defense Contract Management Agency director, during his first visit to the DCMA Northrop Grumman Baltimore Office.

Scout program at Naval Air Station Patuxent, Md. Campbell received the "Indispensable Partners" award for his contributions to the DCMA mission and its customers by

volunteering to support the CMO during a shortage of certified quality assurance representatives. DCMA Northrop Grumman Baltimore benefited from the visit

as Williams expounded on the direction of the agency and on his commitment to DCMA's most critical resource, "its people."



(Image courtesy of iStockphoto)

COMMUNICATOR

COMMUNICATOR

DCMA Denver Reservist Raises the Bar

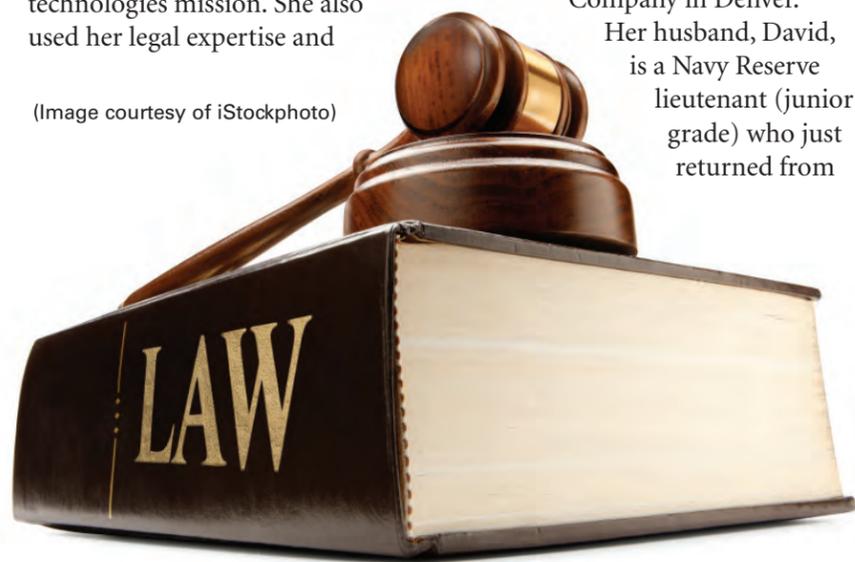
**Air Force Reserve Col. Cliff Chi
Joint Reserve Team Leader**

Air Force Reserve Maj. Karrie Bem achieved a career milestone by passing the Colorado bar exam in July 2009. Bem joined Defense Contract Management Agency Denver in May 2007 as a captain, becoming a major a year later.

As a Reservist contracting officer, Bem has been an asset to her contract management office, the DCMA Space and Missile Systems Division and the agency.

Bem recently corrected more than 200 active contracts valued at \$10 million, providing support to Air Force Space Command's global technologies mission. She also used her legal expertise and

(Image courtesy of iStockphoto)



incorporated patent clauses in 83 contracts ensuring government data rights are protected.

In addition to her work within DCMA, Bem has been a military ambassador representing the Air Force at 14 schools in the Denver area. She recruited and mentored 16 Air Force Reserve Officer Training Corps and Air Force Academy candidates.

Navy Capt. Jeffrey "Kash" Grimes, DCMA Denver commander, says, "Karrie is the total package — leader and officer!"

In civilian life, Bem is an attorney specializing in government contracts for Lockheed Martin Space Systems Company in Denver.

Her husband, David, is a Navy Reserve lieutenant (junior grade) who just returned from



Air Force Reserve Maj. (pictured as a captain) Karrie Bem works with contracts in her regular job with Lockheed Martin Space Systems Company and as an Air Force Reservist with Defense Contract Management Agency. (Photo courtesy of Kerrie Bem)

a 10-month deployment in Kirkuk, Iraq, as a contingency contracting officer.

When she is not working on both careers, Bem relaxes by playing soccer, spending time in the Colorado Rockies and cheering on her favorite team, the Denver Broncos. **C**

Employees View a *Delta II* Rocket Launch

**By Sam Rousso
DCMA Public Affairs**

A group of 14 Defense Contract Management Agency Space and Missile Systems Division professionals witnessed the launch of a *Delta II* rocket on Oct. 8.

The rocket, carrying a commercial earth-imaging satellite, lifted off into a slightly hazy but otherwise clear blue sky on time and without a hitch.

Witnessing a launch in person, it's kind of like the first verse of the Henry Wadsworth Longfellow poem, "The Arrow and the Song."

*I shot an arrow into the air
It fell to earth I know not where;
For, so swiftly it flew, the sight
Could not follow it in its flight.*

Immediately after engine ignition, the *Delta II* leaped off the launch pad, arced to the southwest over the Pacific and fled from view. In a few moments, only the dissolving contrail, battered by the winds aloft, remained as evidence of the launch.

The DCMA employees in the group attending the launch were

from the Carson headquarters and northern California. The group from southern California left Carson at 6:30 a.m., caravanned with a group of students from the A-Man Discovery and Learning Center, Inglewood, Calif., to the base and were joined by the northern group at the Vandenberg Visitor's Center. The students' bus soon went on its separate way, and the DCMA bus made its way to the viewing area, where guests could listen to the countdown and have an unobstructed — if somewhat distant — view of the launch.

Following the launch, the group headed for a dining facility on base and had lunch. Then it was back to the visitor's center to drop off the northern California people, then the journey home. The long ride home seemed shorter by the basking in the successful, if all too brief, launch. **C**



Critical Infrastructure Highlighted at September Conference

By Dick Cole
Chief, DCMA Public Affairs

The Department of Defense leadership is committed to safeguarding the nation's resources key to the successful accomplishment of its mission. It does this through the Defense Critical Infrastructure Program — a framework to enhance the risk management decision-making capability at all levels to ensure the Defense Critical Infrastructure is available when required.

September 1–3, 2009, the Defense Contract Management Agency's Industrial Analysis Center sponsored a conference in Orlando, Fla., for 193 attendees from DCMA, the Department of Homeland Security, DoD and private industry to become more familiar with DCIP and how best to manage DCAs.

“The Industrial Analysis Center hosted this conference to provide the DCMA enterprise with awareness and training on industrial base and homeland

defense issues,” said Mary Grace Dondiego, IAC director. “Our keynote speakers addressed strategic issues impacting the department and the agency's IB mission.”

The conference featured a diverse group of speakers. Among the speakers addressing the attendees were: Michael McDaniel, deputy assistant secretary of defense for strategy and force planning within the office of homeland defense and America's security affairs; Dawn Vehmeier,



Michael McDaniel, deputy assistant secretary of defense for strategy and force planning in the office of homeland defense and America's security affairs, addresses the attendees at the Defense Critical Infrastructure Program conference.



Dawn Vehmeier, acting deputy under secretary of defense for industrial policy, spoke to attendees about the need to preserve vigorous competition and innovation in manufacturing while maintaining the industrial base supporting the Department of Defense.



An industry panel comprised of, left to right, William Tate, Northrop Grumman eastern region security manager, Mark Lucas, Lockheed Martin Corporation director of security services, and Raymond Musser, General Dynamics Corporation director of global security operations, spoke to attendees about preparedness during the Defense Contract Management Agency's Industrial Analysis Center Conference in Orlando, Fla. (Photos by Dick Cole, DCMA Public Affairs)

acting deputy under secretary of defense for industrial policy; James Snyder, Department of Homeland Security deputy assistant secretary for infrastructure protection; Army Maj. Gen. Vincent Boles, Army assistant deputy chief of staff for logistics; the directors of security for Northrop Grumman

Corporation, General Dynamics and Lockheed Martin Corporation; and various DoD and DCMA subject-matter experts.

What was the single most important presentation at this year's conference? “I'm really hard-pressed to identify a single most important presentation within

this conference,” said Dondiego. “It is more important that we formulated our agenda around a holistic partnership and how each of us plays a vital role in support of the president's national preparedness framework. It was extremely important to us that the enterprise could understand how the senior-level parts of our government rely on our agency to identify the readiness posture of the defense industrial base.”

The theme for the conference was preparedness. “First and foremost, the agency [DCMA] has a homeland defense mission responsibility, not a homeland security one. This distinction

“The Industrial Analysis Center hosted this conference to provide the DCMA enterprise with awareness and training on industrial base and homeland defense issues.”

— Mary Grace Dondiego, Industrial Analysis Center director

DCMA Employees Start Integrating on Fort Lee

By *Cassandra Locke*
DCMA Public Affairs

A group of Defense Contract Management Agency personnel relocated from leased office space in the headquarters of Logistics Management Readiness in Prince George, Va., previously known as Transition Management Office 1, to Building 10501 on Fort Lee.

Building 10501 is a smaller unit adjacent to Building 10500 and is otherwise referred to as “the bunker.” The bunker is where members of the Base Realignment and Closure Program Management Office, the facility service center and the information technology customer service organization reside. The bunker was formerly home to the

chief information officer for the Army’s Combined Arms Support Command — CASCOM — on Fort Lee.

When the facility was offered to DCMA, it made sense to use the building for personnel having oversight of the renovations of our future headquarters in Building 10500, according to the BRAC PMO personnel. The BRAC PMO said this group would have the ability to watch the headquarters construction next door over the next 20 months. There will be regular interactions with the construction contractor and the Army Corps of Engineers’ representatives managing the project. Additionally, these personnel will be in close proximity to Fort Lee’s BRAC synchronization office, the BRAC construction office and the CASCOM

BRAC office. Many of the Army activities moving to Fort Lee have already begun transitioning.

Among the transitioning, the DCMA combat support center has relocated from the LMR building to the Defense Supply Center-Richmond, otherwise referred to as Building 4. In the meantime, more DCMA employees have transitioned to the LMR building. Initially, the DCMA personnel assigned to the LMR building were relocating to the River’s Bend East Building in Chester, Va., in November; however, that has changed to the January/February timeframe, according to the BRAC PMO.

For more information on the BRAC transition, visit <https://brac.dcmsa.mil>. 



A Defense Contract Management Agency product division panel answered questions from the attendees about enterprise preparedness during DCMA’s Industrial Analysis Center Conference in Orlando, Fla. On the dais were, left to right, Brian Reilly, director of the operations directorate of DCMA’s Space and Missiles Systems Division; Marie Greening, director of the Aeronautical Systems Division; Joe Sweeney, acting director of the Naval Sea Systems Division; and Mitchell Howell, director of the Ground Systems and Munitions Division.

is critical in understanding how our government operates,” Dondiego remarked.

“The Department of Homeland Security is responsible for securing the homeland — economics, loss of lives, protection and the like. DoD, however, is focused on a combatant commander’s ability to execute his or her mission and ensure the readiness of our warfighters.”

Dennis McKnight, the IAC’s deputy for homeland defense,

thought the conference also offered important time for the attendees to socialize during breaks, lunches or breakout sessions and brainstorm solutions to problems or share “lessons learned.”

“I think the single greatest benefit for the enterprise was gaining a better understanding of our ‘24/7’ responsibilities in preparation of our response to an all hazards event and how we utilize the existing ‘bellringer’

system to report these events,” McKnight said. The bellringer process provides senior leaders within DoD and DCMA with readiness posture and impact analyses on defense facilities so they may make informed decisions to provide needed support and mitigate risks according to McKnight.

“The IAC learned a great deal,” Dondiego said. “Our greatest take-away from the conference was to better communicate, share information and engage with experts across the enterprise. This was great feedback, and we are working toward meeting their expectations through performance management and our agency alignment efforts.” 

“Our greatest take-away from the conference was to better communicate, share information and engage with experts across the enterprise.”

— Mary Grace Dondiego, Industrial Analysis Center director



Building 10501, “the bunker,” is where members of the Base Realignment and Closure Program Management Office, the facility service center and the information technology customer service organization reside. The building sits next to Building 10500, future home on Fort Lee. This group will have the ability to watch the headquarters construction project next door over the next 20 months. There will be regular interactions with the construction contractor and the Army Corps of Engineers’ representatives who manage the project. (Photo by Cassandra Locke, DCMA Public Affairs)

New Quality Assurance Training Added to Deployment Training Curriculum

By Mark Woodbury
DCMA Public Affairs

The basic contingency operations training program for quality assurance employees is now longer because of the addition of two new training sessions focusing on dining hall, petroleum and water process regulations.

The two training sessions became part of the curriculum after recognizing the need to train QA deployees on services they must oversee in theater.

QA attendees now spend an entire day of instruction focusing on dining hall facility — DFAC — basic food safety and sanitation instruction with an instructor provided through an arrangement made with the agency and the Army Center of Excellence, Subsistence located on Fort Lee, Va. Classroom training ends with attendees visiting



Defense Contract Management Agency employees receive instruction on water guidelines while visiting an operating water purification site at Fort Lee, Va., during Basic Contingency Operations Training recently.

and seeing the inner workings of a functioning DFAC on post.

For most Basic Contingency Operations Training attendees, this is the first time they have seen the behind-the-scenes workings of a DFAC. The opportunity to see a

DFAC in action is crucial for them to be able to hit the ground running once in theater.

“I can’t imagine having to do an audit on a dining hall without having stepped into one prior to deployment,” said Air Force Capt. Boone Spencer, QA representative. “Being able to tour the facility gave me a better understanding of the processes and requirements a dining hall must abide by and solidified the concepts discussed during classroom instruction.”

Spencer said the opportunity to speak with, question and



Defense Contract Management Agency employees receive instruction on proper dining hall facility procedures and guidelines while recently visiting an operating DFAC at Fort Lee, Va., during Basic Contingency Operations Training.

directly learn from the Fort Lee DFAC contractor gave him an understanding of what he must examine during an audit.

“The dining hall contractor was really good about showing us locations and items a contractor may forget to maintain,” he said. “He showed us what doors needed to be opened up and what locations a contractor may forget to wipe down. These are all the things that ensure clean operations beyond the surface level.”

Likewise, QA attendees now spend an entire day of instruction focusing on water and petroleum processes and regulations. Much like with the DFAC instruction, attendees spend a good portion of the training day in a classroom setting going over the specific water and petroleum processes and regulations with instructors provided by the U.S. Army Quartermaster Center and School’s Petroleum and Water Division at Fort Lee. As part of the instruction,

QAs visit both the water and petroleum operational sites on post to get a hands-on look at how each item is processed, stored and transferred.

For Larry Burson, DCMA Phoenix QA representative, being able to see the actual workings of the water and petroleum processes is going to be a great help to him during his deployment.

“Through the classroom discussion I got a better idea of what questions I needed to ask to ensure processes and regulations are followed,” said Burson. “Through the on-site tour I was able to get a

better idea of what specifically to look for. Having these combined skills make me a stronger asset to the agency during my deployment.”

Burson, a two-time prior deployee, said each time he has gone through BCOT the training has gotten better and has changed each time to cater to the needs of deployees.

Employees interested in volunteer deployment opportunities with the agency should contact Michael Bolduc by e-mail at michael.bolduc@dcma.mil or by phone at (617) 753-4048. **L**

“Through the on-site tour I was able to get a better idea of what specifically to look for.”

— Larry Burson, Defense Contract Management Agency
Phoenix quality assurance representative

“Being able to tour the facility gave me a better understanding of the processes and requirements a dining hall must abide by and solidified the concepts discussed during classroom instruction.”

— Air Force Capt. Boone Spencer,
quality assurance representative

Human Resources Discuss Agency's Long-Term Recruiting Goals

By Don Lupton
DCMA Human Resources

I hope everyone at the Defense Contract Management Agency is aware of our Keystone Program recruiting successes. Certainly, others throughout the Department of Defense have recognized our achievement.

We should exceed our 2009 goal of 550 new hires and will begin 2010 with many applicants in the pipeline. We currently have 481 Keystones onboard, with another 133 in various stages of the hiring process.

In late June, our agency recruiting team welcomed two additions — Jeannie Mahoney from the Defense Commissary Agency, who has more than seven years of expertise in staffing and recruitment, and Don Lupton from the Defense Intelligence Agency, who brings 15 years of experience in military recruitment and four



Scott Blank, Defense Contract Management Agency International Division deputy director, speaks to Keystones about working in an international environment before they leave for a temporary-duty assignment within the division at DCMAI headquarters building in Alexandria, Va. (Photo by Mark Woodbury)

years of targeted staffing and recruiting at DIA.

Led by Juanita Wheeler, the Human Capital Investment Center did an outstanding job in managing the processes and resources to accomplish their mission. Dave Andersen, the

agency's lone, full-time DCMA recruiter for much of the year, skillfully coordinated the activities of the recruiters and fostered vital relationships with colleges and universities and, most importantly, found quality applicants to apply to the Keystone Program.

One specific event that illustrates the flexibilities of the recruiting team to expedite hiring was the recent hiring blitz in Philadelphia. In June, headquarters recruiters Rick Bedford and Dave Andersen; Deborah Hartman, field recruiter for DCMA Surface

Communications and Support Systems in Philadelphia; and several other field recruiters put together a hiring "blitz" for 28 Keystone positions in the greater Philadelphia area within a three-day period.

Prior to the event, vacancy announcements were posted, targeted recruiting was conducted, individuals applied and referral lists were provided to the various selecting officials. At the event, panel members, consisting of subject-matter experts, conducted interviews over a two-day period.

With the assistance and support of the Army Servicing Team and the DCMA Security Center, the recruiting team made 28 tentative job offers within 72 hours. This success in expediting the hiring process significantly contributed to the accomplishment of the DCMA mission.

In the area of journeyman recruiting, we have a fiscal year 2009 goal of 83, funded with the

Led by Juanita Wheeler, the Human Capital Investment Center did an outstanding job in managing the processes and resources to accomplish their mission.

Defense Acquisition Workforce Development Fund, as authorized by Section 852 of the 2008 National Defense Authorization Act. To date, 50 individuals are aboard, with 111 in the final selection process. Again, we are on track to accomplish the mission.

In other new initiatives, we are in the process of identifying and selecting 40 field recruiters, to collaborate with the headquarters recruiting team. We also have implemented the Expedited Hiring Authority for acquisition positions, as authorized by the Office of the Secretary of Defense. We are currently using EHA in the hiring of 164 cost/price analysts at 58 locations across the agency, and we used EHA to fill seven positions at

a hiring event in the Detroit area during July.

In closing, the message is that the headquarters recruiting team is committed to collaborating with employees and senior leaders to meet the agency's personnel needs. Not only is there a critical need to replace talent lost to attrition and retirements, but we also have a mandate to grow the agency by nearly 3,000 employees over the next five years.

The headquarters recruiting team is currently building processes and preparing guidance to facilitate a comprehensive enterprise recruiting program, which was introduced at the recent worldwide conference. We look forward to this challenge.



Keystone Program interns pose for a picture together during a recent outing together.

DCMA Acceptance Crew Ensures Flight Safety for Air Force

*By Cassandra Locke
DCMA Public Affairs*

Whenever Boeing rolls out a new C-17 *Globemaster III* from the plant in Long Beach, Calif., Air Force Tech. Sgt. Sidney De Leon, a C-17 acceptance loadmaster, and his team have to ensure it is ready for the United States Air Force to fly.

“The Air Force expects to receive a perfect product, and it is up to us to identify and correct any problems before we accept the aircraft for delivery to the C-17 fleet,” said De Leon.

The idea is for the crew to recognize those troubles at the plant, fix them, and deliver the plane to Air Mobility Command.

“We inspect every single switch, button, system, etc. Once all that is done, we do engine runs to make sure the engines are up to par,” said De Leon.

Once they complete all the ground checks, they taxi to the runway to perform an aborted takeoff to make sure the brakes work. After that, they take off for the very first time. “Most people would be amazed at the problems a single loose screw can cause ... our

job is to fly these airplanes with the understanding that there may be problems encountered while we’re airborne,” said De Leon.

The flight crew usually flies about five hours performing various critical aircraft systems checks in-flight, including shutting down engines, dropping the landing gear manually, validating the stall warning system and whatever else needs to be done to ensure the aircraft is safe. Once the airplane passes all the inspections, the pilot and the loadmaster sign a book certifying the airplane is ready for flight by USAF crews and Boeing International C-17 customers.

“It is a very unique job within the military,” said De Leon. “There are only four of us in the entire Air Force that do this job, and I’m one of them.” He said this particular job is a special duty assignment, and those considered for the position must be highly qualified as an instructor/evaluator C-17 loadmaster, typically with a minimum of 3,000 flying hours of experience. Applicants need to be C-17 airdrop qualified and be Joint airdrop inspector rated, according to De Leon.

“This position gives me another perspective about how the Air Force and the civilian sectors are tied together. It takes a team effort to produce and verify the capabilities of the C-17,” De Leon said. “Once we deliver a new jet, they are immediately being used to transport military troops and cargo worldwide, including wounded soldiers out of hostile locations to medical facilities at a moment’s notice,” said De Leon.

Air Force Maj. Ed Martin, DCMA government flight representative and chief of flight operations, serves as the liaison between the government and the contractor. His job is to ensure compliance with DoD directives and fly all new C-17s on their initial acceptance flights.

Air Force Tech. Sgt. Jonathan Rabalais is De Leon’s counterpart

and contributes to the validation of airworthiness and functionality of C-17 aircraft before delivery to Air Mobility Command and international military customers. The loadmaster’s function is to certify all the systems of the aircraft. He or she is required to open the cargo ramp/door, troop doors and manual gear extension retraction in-flight. Additionally, they evaluate contractor’s flight training and ground safety programs.

Air Force Master Sgt. Dan Moen is the C-17 maintenance supervisor. He is in charge of procedural compliance of C-17 production and serves as the on-site government C-17 maintenance expert. “Attention to detail is the key word in this business,” said De Leon. “The lives of many people are at stake if we don’t do our job well.”

“We inspect every single switch, button, system, etc. Once all that is done, we do engine runs to make sure the engines are up to par.”

**— Air Force Tech. Sgt. Sidney De Leon,
C-17 acceptance loadmaster**

Air Force Tech. Sgt. Sidney De Leon, Defense Contract Management Agency C-17 acceptance loadmaster, checks the proper function of the opening of the cargo/door ramp in-flight while flying along the coast of Long Beach, Calif. Whenever Boeing rolls a new C-17 out of the plant, De Leon and his team have to ensure it is ready for the U.S. Air Force to fly. (Photo courtesy of DCMA Air Force Col. Michael Coolidge)

Agency's Boeing Seattle Deputy Director Saves a Life

By Ann Jensis-Dale
DCMA Public Affairs

Each summer, most kids look forward to summer camp. For Defense Contract Management Agency Boeing Seattle Deputy Director Jerry Smith and his wife, Rebecca, it is a special time to give back to children in need.

Smith and his wife volunteer as camp counselors — “grandparents” — for Royal Kids Camp, a nonprofit organization that provides weeklong summer camp programs for emotionally or physically abused or



Rebecca Smith, left, and her husband, Jerry, stand next to Phil Woodhouse, a fellow camp counselor at the Royal Kids Camp, Bothell, Wash. Jerry saved Woodhouse's life by performing cardiopulmonary resuscitation on Woodhouse after suffering a heart attack in the camp pool and drowning. (Photo courtesy of Jerry Smith)

neglected elementary-age children in Bothell, Wash.

Grandparents in real life, the Smiths love children and thought this would be a great way to give back to the community.

“We got involved through a friend who is a foster parent. She inspired us to think about getting involved. We saw the impact, firsthand, that her family had on the two foster kids that they eventually adopted,” said Smith. “Their example of reaching out to foster kids, even after adopting two children, got us thinking about the opportunity.”

The Smiths attended three days of intense training focusing on working with physically and mentally abused children.

“The children that attend this camp would generally not be able to fit into a normal summer camp situation. There are often lots of behavioral problems and emotional problems involved, mostly due to neglect and abuse in their backgrounds,” said Smith. “The bottom line is they are just 7- to 11-year-old kids in need of attention and love.”

This was the first year the Smiths volunteered as counselors with Royal Family Kids Camp. Adding to the challenge of working with abused children was another unexpected event —

the near drowning of a fellow camp counselor.

On the second day of camp, Smith went to the pool to participate in a polar bear swim with his children. On arrival at the pool, Phil Woodhouse, a fellow counselor, was dragged, unconscious, from the bottom of the pool.

“Jerry ... stepped in to give artificial respiration to a man whose face was blue, his skin was white, his mouth tightly shut and whose eyes were wide open. He was, without question, dead,” said Scott Winter, Royal Family Kids director. According to Winter, Smith remained calm and helped get Woodhouse out of the pool. Winters began heart compressions while Smith performed cardiopulmonary resuscitation. The two worked together for more than 20 minutes until fire department paramedics arrived. The paramedics informed them that Woodhouse was still alive as they loaded him for transport to the hospital.

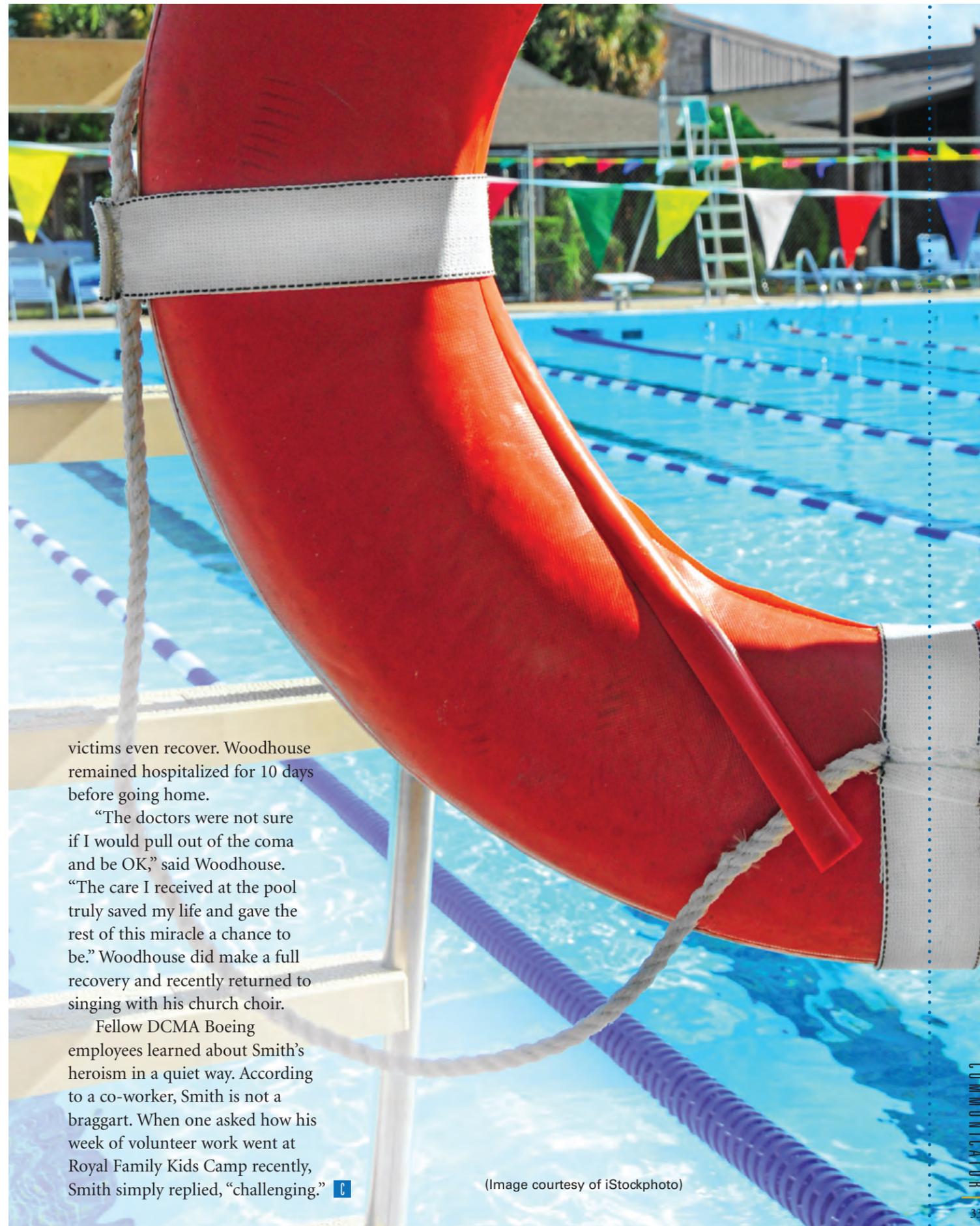
Winters and Smith later learned that Woodhouse had suffered a massive heart attack in the pool. Less than four percent of people who suffer such a heart attack even make it to the hospital. Once at the hospital, less than two percent of such heart attack

victims even recover. Woodhouse remained hospitalized for 10 days before going home.

“The doctors were not sure if I would pull out of the coma and be OK,” said Woodhouse. “The care I received at the pool truly saved my life and gave the rest of this miracle a chance to be.” Woodhouse did make a full recovery and recently returned to singing with his church choir.

Fellow DCMA Boeing employees learned about Smith's heroism in a quiet way. According to a co-worker, Smith is not a braggart. When one asked how his week of volunteer work went at Royal Family Kids Camp recently, Smith simply replied, “challenging.”

(Image courtesy of iStockphoto)



DCMA Facilitates Greater Communication for Shipbuilding Programs

By Navy Lt. Cmdr. Maurice E. Mackey
DCMA Naval Sea Systems Operations

The Defense Contract Management Agency's Naval Sea Systems Operations office, under the direction of the Naval Sea Systems Division, concluded a series of three lead platform integrator conferences over the past few months.

The conferences provided a way to reach internal and external customers, facilitating increased communication on major weapons systems, for three key U.S. Navy shipbuilding programs. Those programs include the CVN-21 *Gerald Ford*-class nuclear aircraft carrier, DDG-1000 *Adm. Elmo Zumwalt* guided-missile destroyer and SSN-774 *Virginia*-class nuclear attack submarine.

While DCMA does not have direct oversight of shipbuilding (that resides with the Navy's Naval Sea Systems Command), major components of Navy ships are built, inspected and shipped from plants under DCMA's cognizance.

Late in 2008, the DCMA NSSO pioneered the LPI concept to fill a void, which existed in DCMA communication and coordination on a strategic level for Navy "platform" shipbuilding efforts. LPIs act as conduits between and within the DCMA enterprise for Navy program offices responsible for managing the building of new ship classes, as well as the supervisor of shipbuilding, where final assembly and integration occurs in a commercial shipyard. Additionally, LPIs facilitate the prioritization and orchestration of

capabilities such as earned value management and quality assurance in response to customer demands. In short, an LPI is a "one-stop" point of contact for Navy ship customers. To perform these tasks, LPIs must develop and nurture support networks with numerous key players for each major system.

Attendees of the conferences felt that all three conferences were highly successful because they incorporated key personnel from each major shipbuilding program as well as senior and junior DCMA field representatives. They came together to share and discuss programmatic issues that might affect construction schedules and quality issues. It also provided an opportunity for DCMA senior leaders to educate key customers on enterprise capabilities and learn, firsthand, about their concerns.

The first CVN-21 program community conference was held May 14 and 15 in Hampton Roads, Va., near the building site of the first ship of this new class (CVN-78) soon to be christened the *USS Gerald R. Ford*. Joshua



Navy Capt. Richard Gonzalez discusses the status of the Platform Support Network and its partnership with the Navy during one of the recent lead platform integrator conferences. (Photo courtesy of the Naval Sea Systems Office)

Bowden, CVN-21 LPI, hosted the conference, which included personnel from the Navy CVN-21 program office, supervisor of shipbuilding Newport News and various DCMA CMO representatives.

DCMA program integrators provided support to the CVN 21 program conference as part of an overarching DCMA network. Program integrators presented the status of their programs in support of government and customer programmatic discussions. Also attending were DCMA customer liaison representatives from both Naval Air Systems Command — NAVAIR — and Naval Sea Systems Command — NAVSEA.

The goal was to communicate highlights of the program acquisition strategy, desired customer outcomes and DCMA's role in facilitating those outcomes.

At the conference's conclusion, government and customers shared a common understanding of program progress, risks and issues affecting construction and delivery on the CVN-21 program. This dialogue continues through weekly overarching integrated product team meetings.

Many of the systems for the *Ford*-class carriers utilize technologies not yet fully developed. For example, rather than using steam catapults to launch aircraft from the *Ford*-class carriers, the ships will be equipped with the electromechanical aircraft launch system — EMALS. Because the EMALS system has not completed development, design and production schedules for the *Ford* are difficult to manage. Technologies employed upon the new class of ships are under development and maturation

simultaneously with ship construction. As a result, several prime and subcontractors are having difficulty meeting delivery schedules.

To mitigate program risk, DCMA quality assurance representatives are closely watching production milestones affecting quality or delivery schedules. Program integrators are scrutinizing earned value, configuration management and funds tracking in newly issued and revised letters of delegation to field support organizations. This approach is a direct result of expressed customer desire for additional insight and clarity on subassembly progress.

The second LPI conference occurred June 17 and 18 at the Raytheon Collaboration Center in Washington, D.C., for the DDG-1000 *Zumwalt* platform. Albert

The conferences provided a way to reach internal and external customers, facilitating increased communication on major weapons systems for three key U.S. Navy shipbuilding programs.



Wall of Honor Recognizes Agency Personnel who Served in Iraq, Afghanistan

By Shelia Celestin
DCMA Tactical Wheeled Vehicles Chicago

From suits, sport coats, ties and dresses, to boots, uniforms, protective masks and protective vehicles, the 21st century has intertwined civilian and military forces like never before. It is the United States citizen who has become “Twice the Citizen” by putting aside personal lives, families, goals and dreams to defend this place we call our home, the United States of America.

Our men and women, in support of *Operations Iraqi* and *Enduring Freedom*, have performed countless hours and lengthy rotations in the pursuit of security for our nation. It is through these selfless acts of sacrifice that Army Col. Jose Baez, DCMA Tactical Wheeled Vehicles Chicago commander, envisioned The Chicago TWV “Wall of Honor” to distinctively honor these dedicated employees.

The Wall of Honor is on the third floor of the Headquarters DCMA TWV Arlington Heights, Ill. As you step off the elevator,



The Chicago Wall of Honor includes photos of Defense Contract Management Agency Tactical Wheeled Vehicles personnel who have mobilized on contingency contract administrative services missions. (Photo courtesy of DCMA TWV Chicago)

it is almost impossible to reach your intended destination without stopping. The wall proudly introduces you to those personnel who have mobilized in defense of *Operations Enduring* and *Iraqi Freedom*.

The wall features contemporary upscale framework, which includes photos of DCMA TWV personnel who have mobilized on contingency contract administrative services missions. The wall features

individual photos of these people performing functions in their designated locations and elements. A mini description provides the names, dates and locations of where each individual has served. Additional vacant mirrored frames are on the wall, for the next volunteers. In fact, as you stand facing the wall, a person’s image appears in each vacant mirror, suggesting, “There is still room.”

“DCMA’s ability to conduct earned value analyses and quality assurance evaluations are crucial to ensure the on-time delivery of his critical items.”

— Capt. Michael Jabaley, *Virginia-class Program Manager*

Melone, LPI for the DDG-1000 program, hosted the conference with the theme, “The DCMA DDG-1000 Platform Support Community — Transition to Production.” The conference was a joint effort between DCMA, its naval customers, including NAVSEA’s surface warfare program management office, the program executive office and the supervisors of shipbuilding — SUPSHIP — at both Bath, Maine and Pascagoula, Miss. DCMA participants included representatives from four of the six product divisions — Naval Sea Systems, Space and Missile Systems, Aeronautical Systems and Ground Systems and Munitions.

The conference provided a forum for DCMA personnel to interact with key customers. DCMA NSSO Commander Navy Capt. Richard Gonzalez and Melone discussed the status of the Platform Support Network and its partnership with the Navy.

Joseph Sweeney, DCMA Naval Sea Systems Division’s acting director, provided an update on how his organization would ensure platform level analysis and contract oversight. Navy Capt. Michael Smith presented an overall status of the DDG-1000 program. Program integrators representing DCMA contract management offices administering the DDG-1000 mission systems equipment and advanced gun system prime

and subcontracts made additional presentations at the conference.

Notable customer representatives included Navy Capt. Timothy Mull, DDG-1000 program integration manager; Walt Koscinski, DDG-1000 production director; and Brad Ewald, SUPSHIP Bath.

The final day of the conference featured individual breakout sessions, allowing Navy customers to explore specific programmatic oversight issues face-to-face with DCMA representatives. Conference participants stated they were very pleased with the progress made over the past year developing and growing a platform-level support network.

The last LPI conference held this year was for the *Virginia-class* attack submarine. The Sept. 10, 2009, conference took place in Washington, D.C., hosted by Frank Johnson. The *Virginia-class* (SSN 774) attack subs cost less than the Cold War-era *Seawolf-class* attack submarines, built in limited numbers to replace the aging fleet of submarines of the *Los Angeles-class*.

The *Virginia-class* subprogram is further along in its acquisition and production process than the other LPI platforms. In fact, several are already in fleet service. Notable at the conference was Navy Capt. Michael Jabaley, *Virginia-class* program manager, who presented

a summary of the submarines’ production progress and problems encountered during the program. He encouraged DCMA CMOs to do more than basic contract administration and identify potential production problems as soon as possible. Moreover, Jabaley stated, “DCMA’s ability to conduct earned value analyses and quality assurance evaluations are crucial to ensuring the on-time delivery of critical items.”

The conference enabled representatives from 11 DCMA CMOs to meet and interact with customers from the *Virginia-class* program office, program executive office for submarines, SUPSHIP Newport News, Va., and SUPSHIP Groton, Conn. Sweeney briefed customers on the status of DCMA’s reorganization and encouraged feedback on what DCMA should emphasize.

Overall, attendees felt each conference achieved its objective of improving DCMA’s support for major Navy programs and strengthening the relationship between DCMA NSSO LPIs and their customers. The CVN-21, the DDG-1000 and the *Virginia-class* submarine programs are key components of tomorrow’s Navy and examples of DCMA’s commitment to ensuring the U.S. Navy remains number one in the world. 



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