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On the cover:

From left: Brenda Spain, Defense Contract Management Agency Policy program manager; Kimball Brown, DCMA Policy and Correspondence Control director; and Steve Shapiro, DCMA Policy and Correspondence Control writer/editor; discuss the recently signed agency policy instruction at headquarters in Fort Lee, Va. (Graphic illustration by Cheryl Jamieson, DCMA Public Affairs)



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Policy: establishes consistency and eliminates confusion



Four years ago when we began implementing our agency's strategic plan, I established strategic initiatives that emphasized the importance of ensuring our policies were accurate, current, streamlined and consistent. I believe now, as I believed then, that effective policies and processes eliminate confusion about expectations and establish a framework for uniform action over time and across groups.

Since then we have accomplished a great deal. We established a central location for policies on the intranet, reviewed policies to identify status of existing policy and policy gaps, revamped policy format to ensure thoroughness and integration with training tools and guidance, initiated a policy advisory board to evaluate and address issues, and developed and formalized the agency concept of operations, or CONOPS, as a foundational policy document.

This issue of the *Communicator* highlights the way functional areas and units make our policies and processes work better by responding to leadership, empowering employees, and serving customers. For example, the agency's Manpower and Organization Management Division moved the agency from a model of dispersed manpower assets to a centralized staff. This refined business process allows leadership better resource planning and program management capabilities. Another tool, the Managers' Internal Control Program, empowers employees to examine processes and make

needed improvements in the area of mission and business support. Whether policies and processes empower employees or respond to leadership, ultimately they must benefit our customers. Recently we teamed with Aeronautical Systems Center to provide strategic insight that ensures we are applying the right level and type of agency resources at the right time and place to negotiate favorable contract rates.

Above all, the articles illustrate that effective policies are the product of the talented and dedicated DCMA workforce. Over time they have created and implemented policies which have significantly reduced variability in our processes and continued to ensure our policies reflect the current environment.

In this issue, we recognize some of the exemplary individuals and teams who received honors this year for going above and beyond their duties to support our mission. These are the people who have improved team and organizational performance, advanced teamwork and developed leadership skills. This year's honorees represent a diverse cross section of our workforce including active duty, Reserve members, and civilian employees. Please join me in congratulation and thanking them for their service to this agency and our nation.

Best regards,

A handwritten signature in blue ink, which appears to read "Charlie E. Williams, Jr." followed by a stylized flourish.

Charlie E. Williams, Jr.
Director



The first completely Defense Contract Management Agency trained Lean Six Sigma Black Belt graduates get their class picture taken with James Russell, DCMA deputy director, and their instructors shortly before the end of the course near Fort Lee, Va., March 9. (Photo by Michelle Burcham, DCMA Continuous Process Improvement)

Agency accomplishes Lean Six Sigma milestone

Mark Woodbury | DCMA Public Affairs

The Defense Contract Management Agency's Continuous Process Improvement office reached a Lean Six Sigma milestone with the completion of the first internally trained Black Belt course March 9. The milestone accomplishment was in response to the Office of the Secretary of Defense's ongoing request for Department of Defense agencies to become less dependent on them for LSS training and certification needs.

Chris Knaggs, CPI director and course instructor, said training DCMA employees internally not only meets the OSD request but has additional benefits to the agency.

"While OSD offers similar training, it is on a space-available basis only and conducted on their schedule," he said. "Additionally, it's cheaper to bring students to the Richmond area rather than sending them to the D.C. area where OSD offers their training."

Although the coursework and materials come directly from OSD, and encompasses the industry standard required for LSS certification, Knaggs points out with DCMA providing the training the class can be configured and taught with examples specific to the agency workforce. This allows participants to get a realistic viewpoint of how the training can

influence and shape the agency and the way it does its day-to-day activities.

Knaggs said classes being filled with only DCMA personnel allows for instant Lean Six Sigma and functional networking, while also establishing a mentor relationship with the DCMA Master Black Belts and Black Belts. "These are the people who have the familiarity with DCMA operational tempo and agency needs. This is the type of insight these participants are going to need, and rely on, when they get back to their CMOs."

For participant Carla Perkins, DCMA Lockheed Martin Marietta engineer, the knowledge gained through the course

will help her, and ultimately the agency, support the warfighter better.

"In our technologically advanced, ever-changing world, efficiency is critical for success. Knowing how to define, measure, analyze, improve and control processes is the key to success," said Perkins.

"Understanding these concepts will undoubtedly help DCMA better support the warfighter by eliminating waste and defects, and by reducing process variation in the processes we oversee."

Jose Cabrera, DCMA Orlando Engineering and Manufacturing Group chief, said he felt the class was outstanding

and believed huge rewards will be reaped through training DCMA employees to the fullest extent possible in LSS principles.

Paul Jensen, DCMA Huntsville Business Team One chief, said the course reinforced his feeling. "It is always good to step back and re-evaluate. Things change and we need to periodically reevaluate our processes to ensure we keep up with and have adequately adapted to capitalize on those changes."

Sharlee Labrecque, LSS Black Belt instructor, said she was proud of all the participants and reemphasized their successful completion of the course was no small feat.

"It's no crib course," she said. "It's very challenging material and every one of the students rose to the challenge."

Class participants ranged from a broad base of work professions – from quality assurance specialists, engineers, contracting specialists, a packing specialist and an aviation senior chief.

Employees interested in LSS training opportunities can call (804) 734-1481. 

The three week course, spread over three months in one week increments per month, began in January and finished in March.

The participants in the course included:

- Jose Cabrera
- Matthew J. Frazier
- James M. Herceg
- Paul R. Jensen
- Navy Senior Chief Petty Officer Joseph C. Maurer III
- Lindsay N. Norris
- Carla C. Perkins
- Jason R. Pickart
- Robert L. Puckett III
- Randy J. Quirk
- Thomas L. Seay
- James E. Strother
- Larry Taylor

Did you know?

The Continuous Process Improvement office has created an eTool allowing employees to submit improvement ideas which can be turned into LSS projects and tracked through the CPI office. Click on the eTools link in the banner at the top of the intranet homepage (<https://home.dcma.mil>) to access the eTool.

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‘Teaming’ to net new Keystones, journeymen

Jason Tippet | DCMA Central Regional Command

It was a team effort as these Defense Contract Management Agency headquarters, Central Regional Command and Chicago Contract Management Office employees spearheaded a hiring event in Chicago to identify potential applicants for Keystone and journeyman positions. (Left to right front) Joe Harris, Ted Zalewski, Deb Case, Kathleen James, Mariangela Monsalve (Left to right back) Steve Hayner, Janice Spradling, Sonya Alston and David Andersen. (Photo by Jason Tippet, DCMA Central Regional Command)

Defense Contract Management Agency headquarters, Central Regional Command and

Chicago Contract Management Office employees recently spearheaded a hiring event to identify applicants for possible placement within some of the agency's key career fields.

“These events are imperative to the success and future of DCMA,” said David C. Andersen, senior recruiter, DCMA. “The best thing about these events is that you get to see candidates, meet with them and pick the best available talent that will aid in our mission success.”

The recent hiring event took place in downtown Chicago as an effort to place applicants into 48 Keystone and journeyman positions in the career fields of contracting, quality, engineering and manufacturing and production. After the public advertisement of the position openings, DCMA recruiting contacted more than eight Chicago area college career counselors who advertised the event to their students for a broader net-casting, according to Andersen.

The expedited hiring process, as

authorized by the Office of Personnel Management, was used to help get qualified candidates into the agency in the most expeditious way legally possible, he said.

“For me, a great day is when I can hire someone. This economy has taken a toll on many people in our country, so to be able to make someone's day is truly a great feeling,” Andersen said.

The event provided an opportunity for applicants to interview in person for positions located throughout Illinois, Indiana, Missouri and Wisconsin. Deborah Case, Chicago CMO, served as the event action officer and leveraged DCMA Chicago and Central Regional Command employees to serve on three-person hiring panels.

“My goal is to find that person who wants to serve his or her country even though he or she is not wearing a uniform,” Andersen said. “I served in the Marine Corps for 21 years and my son recently returned from Afghanistan with the Marines, so this is near and dear to my heart. I want to take care of that kid whom I never met as he or she protects our country.”

Since December, the agency headquarters recruiters, Andersen and Mariangela

Monsalve, DCMA recruiter, organized hiring events in Chicago, Detroit, Dallas, northern California, southern California, Philadelphia and Puerto Rico.

“I certainly did not do this alone,” Andersen said. “Mariangela was right there with me 100 percent of the time, and she still is, as we work through the processing of all these new hires. She was a key to the success of our efforts in Puerto Rico, as well, as she attended college there.”

Regarding the recruiting events, Monsalve said, “I believe this kind of event is a team effort. There are so many people and pieces involved that we, as an agency, have to work as a team in order to make it happen.”

Monsalve praised the DCMA employees who assisted with the hiring events.

“Certainly doing all these hiring events with only two agency headquarters recruiters was hard work, but we had the best people in the field helping us to make it happen,” Monsalve said. “We received assistance from the CMOs involved, panel members, the Keystone and journeyman team, (Army Service Team) and the CMO event points of contact who have been working with us through the entire process.” 

FIRM-ing up DCMA's information support systems

Matthew Sablan | Staff Writer

Like many government agencies, the Defense Contract Management Agency relies on a variety of automated information systems. To ensure their continued operation, DCMA provides functional and technical support for these systems to its personnel by delivering specialized training through a virtual center. This center — the Functional Information Resource Management Center — was established in 1996. Many know it by its previous name, the Functional Automation and System Support Team. FIRM combines years of DCMA-specific contract management knowledge and technical expertise to provide direct, enterprise-wide support to functional specialists.

“Our mission is to provide functional and automated information support systems throughout the agency,” said Felisha Hitt, DCMA FIRM Center director. “We are a multifunctional center with contract specialists, quality assurance representatives and industrial specialists who have actually worked in a contract management office as an administrative contracting officer, QA representative or industrial specialist. The center bridges contract management business process expertise with available automated information technology.”

One system DCMA uses is the Mechanization of Contract Administration Services, or MOCAS, established in 1962. What began as an interim integrated contract administration and contract payment solution has constantly upgraded and improved. MOCAS now has the highest on-time payment rate, the lowest interest penalty rate, the highest use of electronic invoicing, the most types of electronic invoices, the highest rate



Kathy Schreiber (standing), Defense Contract Management Agency Functional Information Resource Management Center contract specialist, works with Jean Carter, DCMA FIRM Center, during a training session. In the background, other trainees practice the new skills learned. From right, Sung Hui Sin, DCMA Korea, Jeni Chung, DCMA Singapore, and Catherine Lee, DCMA Singapore. FIRM Center representatives were in Carson, Calif., conducting specialized training for DCMA International Pacific. (Photo by Tony Lorango, DCMA Public Affairs)

of electronic contracts and the largest number of partners for electronic contracts compared to any other electronic government payment/administration system. The FIRM Center offers specific training and customer service in MOCAS and Wide Area Work Flow, which facilitates electronic commerce in contracting, as well as assistance with some DCMA eTools.

By keeping MOCAS running smoothly from a contract management perspective, DCMA ensures warfighters receive the supplies and services they need, on time and in compliance with the contract specification and terms, and that contractors are paid on time. MOCAS pays an average of 85,000 invoices per month. The average amount disbursed

is approximately \$20 billion per month. Timely processing of acceptance documents and requests for payment prevents the government from accruing interest and penalties for late or missed payments. These efficiencies directly translate to more dollars spent on critical warfighter needs.

“MOCAS is a complex automated Enterprise Information System,” Greg Jones, DCMA FIRM Center industrial specialist, said. “Our team monitors MOCAS ingress/egress, looks for data integrity trend issues and seeks solutions.”

Support Information Systems

Every day, MOCAS and other databases help DCMA employees manage contracts

and their day-to-day workflow, while the center ensures the right workload gets to the right people. In January 2011, MOCAS took another leap forward, becoming one of the few systems that can pay contracts in any foreign currency. This 50-year-old system can also handle all International Standardization Organization/American National Standards Institute standards in measurements, numbers, etc.

Today, MOCAS data is stored in the Shared Data Warehouse, which is the basis for operating many of DCMA's eTools. By monitoring MOCAS data and working with the CMOs to ensure data integrity, the FIRM Center facilitates the flow of data to DCMA's eTools and ultimately to the functional specialist.

"Our experience is making sure that when we test software — we are looking at it from a technical and functional perspective," Jones said. "My role is to observe production-related anomalies in requirements, schedules and shipment data, etc., to ensure transactions are received and posting correctly in MOCAS." The FIRM Center monitors data flow from MOCAS to other databases and analyzes the results for accuracy to support employees' various functional risk assessment decisions.

Contract specialists within the center also support DOD and civilian organizations. They write system requirements and test conditions to troubleshoot MOCAS and develop new functionalities. "You have to have a passion for this kind of thing," said Kathy Schreiber, DCMA FIRM Center contract specialist. "Every morning, we look for errors, bugs and anomalies in the systems — day in and day out, so that others don't have to worry about it."

"We monitor the day-to-day workload and actions taking place within MOCAS and assist CMOs with the transfer of CMO workload," Hitt said. Along with its training responsibilities, the FIRM Center plays a significant role in identifying requirements, writing test conditions and testing the DOD's WAWF system.

"The (Functional Information Resource Management Center) is always willing to help us produce a better product.... Our Manufacturing Group would not be where we are today without their willingness to help."

— Charles Anderson, Defense Contract Management Agency Dallas Engineering and Manufacturing director

Training Support

Charles Anderson, DCMA Dallas Engineering and Manufacturing director, acknowledged the help his group has received from the FIRM Center in training industrial specialists and working with him after hours to find and repair errors during the realignment process and by providing trusted agent training to key personnel within the CMO. "The FIRM is always willing to help us produce a better product to improve performance, data quality or, indirectly, metric measures. Our Manufacturing Group would not be where we are today without their willingness to help," Anderson said.

"The FIRM Center helped us find thousands of items that needed to be brought up to date," Anderson said. "I am a big proponent of what they do and the individual attention they give us. On one Recycle project, I received a much needed set of briefing charts overnight, depicting exactly what we needed to help our workforce. The training the FIRM Center provides helps us take our experienced MOCAS users to the next level."

Another training event occurred over four days in February with DCMA International Pacific personnel in Carson, Calif. The training included ACO Direct Input, Trusted Agent, DD 250 and WAWF Processing, as well as a MOCAS and Foreign Currency Overview. These training sessions are also addressing

the growing skill gap with MOCAS and other systems.

The center has assisted in preparing several training packages for field training including fixed price incentive contracts, contract closeout, basic MOCAS training, foreign currency and MOCAS for industrial specialists. The center also assisted in preparing and delivering training across the agency for the business systems rule. Specialized CMO functional specialist training can be scheduled by contacting the assigned FIRM Center functional representative and, in the future, training may be made available through the computerized training management system. CMO-nominated individuals receive specialized training to become MOCAS Trusted Agents, and contract input personnel receive training that allows them to input DCMA-generated delivery orders and modifications and Other Disbursement Office contracts delegated to DCMA for administration. With more employees filling these roles, the training will assist DCMA in meeting its performance goals.

The FIRM Center's training filters up through operations, functional areas and even to groups outside DCMA. "We have extensive contract management knowledge and the technical expertise to help folks understand how to use the automated systems to accomplish their job," Hitt said.

The center works closely with DCMA-AQ Policy in matters related to financing and payment, and cost and pricing policy. They assist with implementation strategies, identify new process requirements and support testing new changes to MOCAS, eTools or other automated information systems, according to functional requirements. The center reviews the Federal Acquisition Regulation and the Defense Acquisition Regulation System proposed rules to identify any potential impact to DCMA's automated systems and to ensure DCMA's functional specialists will be able to comply with regulatory requirements.

Every time a general order is issued, the FIRM Center coordinates resulting workload changes with the CMO that must occur in various automated systems

such as MOCAS and WAWF. During the realignment to geographic regions, the center represented the Contracts Directorate from the beginning of the process, providing workload analysis and ensuring MOCAS workload adjustments were made, modifications were processed and updates were completed to WAWF and Commercial and Government Entity Codes.

In addition, the center is responsible for a variety of special projects for the Department of Defense and DCMA, such as participating as an ad hoc member on the DFARS Committee responsible for writing the DFARS Contract Business Systems rule, assisting with DCMA implementation of the rule, representing the agency for the transition to System for Acquisition Management, or SAM, and the Procure-to-Pay Advocates Working Group.

Commitment

Working in the FIRM Center requires a level of commitment at all hours of the

“We are a multifunctional center with contract specialists, quality assurance representatives and industrial specialists.... The center bridges contract management business process expertise with available automated information technology.”

— Felisha Hitt, Defense Contract Management Agency Functional Information Resource Management Center director.

day. Since automated systems, especially MOCAS, are critical to DCMA's- and Defense Finance and Accounting Service's operations, they cannot be off-line during the day to allow for programming updates or system testing. Because of this, many

times FIRM Center employees work late in the evenings, weekends and holidays to ensure that daily operations remain uninterrupted. “We have 10 members in the FIRM Center, and it seems like these people work around the clock — they make it look easy from the outside perspective,” Hitt said.

“This group is amazingly dedicated. Our reputation for quality and dependability is important to us,” Hitt said. “We help maintain the MOCAS world and are here to answer any functional questions from CMOs or others throughout the agency.” 



Kathy Schreiber (standing), Defense Contract Management Agency Functional Information Resource Management Center contract specialist, discusses the Mechanization of Contract Administration Services system with, from left, DCMA Singapore's Sue Hogge and Catherine Lee during training at Carson, Calif., in February. (Photo by Tony Lorango, DCMA Public Affairs)

Strengthening the Acquisition Workforce - The Next 12 Months



Director unveils new training initiative

Mark Woodbury | DCMA Public Affairs

A new initiative named **“Strengthening the Acquisition Workforce – The Next 12 Months,”** focusing on training throughout the agency, was unveiled in an April 17, “On Point” memo by Charlie E. Williams, Jr., Defense Contract Management Agency director.

Williams said the memorandum of agreement signed last fall with the Defense Acquisition University to stand up the College of Contract Management served as a catalyst for the senior leadership team to improve the agency’s efforts in areas of training and leadership development. At the DCMA Council’s off site in February, this further developed into specific plans to maximize existing opportunities, develop new programs and find ways to

assess the effectiveness.

Part of the plan is focusing on six specific training areas; each area assigned a member of the DCMA Council to “champion” throughout the initiative. The champions and the areas are: Marie Greening — identifying, validating and prioritizing agency training requirements; Pamela Conklin — leadership development; Navy Rear Adm. Robert Gilbeau — mentoring; Jim Russell — strengthening the Learning Management System; Timothy Callahan — assessing the health and competency of agency workforce; and Jim Russell — standing up the College of Contract Management.

Williams said even though a champion is identified for each area, he, along with all other agency leaders, will continue to

be engaged in each focus area. He finished the memo by encouraging employees to seriously consider new training and self-development growth opportunities as they become available.

“As I have often said, this agency is all about its people. At DCMA, I see our employees as an investment,” he said. “I want to see our investment grow. I also know with shrinking budgets and fewer resources, it is absolutely critical for us to make smart choices about how we invest in educating and training our workforce. We must strengthen and streamline programs and opportunities so DCMA will continue to be a first-class organization trained well prepared for future challenges and successes.”



Defense Contract Management Agency and Air Force Aeronautical Systems Center senior leaders participate in the first multi-functional strategic customer engagement meeting at Wright Patterson Air Force Base, Ohio. The agency's Portfolio Management and Integration Executive Directorate facilitated the meeting hosted by ASC. DCMA and ASC leaders discussed aligning priorities and strategically team up on acquisition issues facing both organizations. (Courtesy Photo)

Air Force customer

Jo Adail Stephenson | DCMA Public Affairs

Leveraging ways to improve business processes and address the Under Secretary of Defense for Acquisition,

Technology, and Logistics' better buying power initiatives was the thrust of the first multi-functional strategic customer engagement meeting with Defense Contract Management Agency and Air Force leaders at Wright Patterson Air Force Base, Ohio.

DCMA Portfolio Management and Integration Executive Directorate facilitated the recent meeting hosted by the Aeronautical Systems Center. Joining Charlie E. Williams, Jr., DCMA director, in representing the agency were the executive directors for PM&I, Contracts, Quality Assurance and Engineering and Analysis, as well as the Special Programs director, International commander and the deputy chief operating officer.

Air Force Aeronautical Systems Center representatives included Lt. Gen. Thomas J. Owen, ASC commander and Air Force program executive officer for Aircraft

Procurement and Modernization, his senior functional staff and the Air Force PEOs for Fighters and Bombers, KC-46, Mobility, Agile Combat Support and Intelligence, Surveillance, Reconnaissance and Special Operations Forces.

At this first senior-level meeting between the two organizations, DCMA and ASC leaders discussed working together to align priorities and strategically teaming up on acquisition issues facing both organizations.

"Teaming with major customers like ASC provides strategic insight to DCMA that can be used to ensure we are applying the right level of agency resources at the right time and place," Williams said. "Ultimately, successful program execution means our warfighters get the critical equipment they need in order to perform their mission effectively."

Joseph E. "Joe" Sweeney, DCMA PM&I Integration executive director, stressed the overarching importance of the agency's data collection and analysis in the customer engagement process.

"This meeting is a prime example of

leadership interest in DCMA data products and capabilities. Data collected by the field is being regularly communicated with our customers," he said. "The consolidation and analysis of strategic and operational customer issues, concerns and requirements assist DCMA in better aligning the agency's resources to support our customers' highest priorities."

Williams also spoke about the expertise DCMA brings to the acquisition enterprise.

"The main product DCMA provides to program managers is insight," Williams said. "We are an extension of the PM in the plant. DCMA faces many of the same challenges as the services when programs are canceled. We need good workload forecasts in order to adjust resources."

One of the agency's challenges is getting the right personnel in place at the right time because of late workload identification. The process can sometimes take more than a year to get the right personnel in place. Early notification of future DCMA workload allows the agency more time to get the proper resources in



linkage takes off

place when needed to ensure contractors are properly performing.

“DCMA has turned the corner on rebuilding capabilities and talent and will continue to grow through FY 2015,” Williams said. “This growth is vital as the agency strives to get back to where we were and need to be – improving our support in the areas of contract pricing and quality assurance.”

Discussion included how the Air Force, as part of its reorganization efforts, will be working to standardize processes that could prove beneficial to DCMA contract administration efforts and industry.

“Teaming with ASC is very important to DCMA,” Air Force Col. Steven Buetow, DCMA Air Force Service Portfolio Division director, said. “They are a major customer of our contract administration services.”

The obligated value of ASC contracts administered by DCMA exceeds \$264 billion, approximately 60 percent of the total Air Force workload and 16 percent of the total customer workload administered by DCMA, according to Buetow. The

unliquidated balance on this work is \$31 billion, approximately 60 percent of the unliquidated balance of the total Air Force workload and 14 percent of the total customer workload administered by DCMA.

“Our fixed wing and rotary (contract management offices) are the primary operations entities administering ASC contracts,” Buetow said.

The widening gap between contractor-proposed overhead rates and recommended rates, which is causing negotiation delays, also was discussed.

“We need to work as one government team,” Williams said. “Communication and partnership are required in order to be successful when working with industry regarding rates analysis.”

A major part of determining reasonable rates involves the analysis of the contractor’s future business.

“The customer (ASC) has the most insight into this for the government, yet DCMA is responsible for negotiating rates,” Williams said. “Communication and partnership in the analysis of future

contractor business ensures the most reasonable rate position is developed by the government.”

Two significant items, which have potential for agency-wide impact, were taken for action:

- conduct a follow-on meeting with ASC to discuss rules of engagement on Federal Acquisition Regulation, or FAR, Part 15 contracts for commercial items/derivative aircraft.
- develop a better communication process to provide DCMAI more insight into future ASC foreign military sales workload.

The PM&I Executive Directorate plans similar multi-functional strategic customer engagements with other customers. PM&I is also responsible for acquiring customer-unique intelligence (requirements, priorities, issues, concerns); providing predictive strategic analysis; integrating information across the acquisition enterprise; and developing and deploying customer-related policy, tools and training. 

UMR provides leaders with full picture

Matthew Montgomery | DCMA Public Affairs



Nieta Scott-Dunmore (center), Manpower and Organization Management Division director, with the FBO team. From left: Natalie Churchill, management analyst; Ron Delarosa, management analyst; Nicholas King, management analyst; Kevin Smith, operations research analyst; Paul Minto, management analyst; Tom Chavers, operations research analyst; Ted Jones, management analyst; Zora Blair, management program analyst; Jason Philson, management analyst.

UMD and UMR updates by FBO using JMIS, updating to OMS, all to save DCMA CMOs time and money.

With so many acronyms and processes, why can't anything just be simple? This is the question the Manpower and Organization Management Division, known as FBO, is attempting to answer with new processes aimed at streamlining manning document input procedures.

The decision was made to transition the responsibility of updating Unit Manning Reports to the contract management offices. "No one knows better than the CMOs which personnel are getting ready to retire or move on to other jobs," said Nieta Scott-Dunmore, FBO director. "For this reason, it makes sense for them to control the input and output of data contained within the reports used for planning."

Under the purview of Scott-Dunmore, FBO is preparing to train personnel on the new Office of the Secretary of Defense Manpower system, or OMS, used for updating UMRs and Unit Manning Documents. The road to implementation has been long, but the new system will provide CMOs with greater access to personnel data and readily available information needed for forecasting and planning.

"Under the old system, the agency manpower section updated all the information contained within the two main documents DCMA uses for manpower management and organizational planning, as well as general orders," said Scott-Dunmore. "Because we had a lot of turnover in the field, it has made it difficult for us to keep up with the



Nieta Scott-Dunmore (left), Manpower and Organization Management Division director, relies on the Unit Manning Report/Unit Manning Document team, Natalie Churchill, Ted Jones (team lead), Nicolas Kling and Diane Bernicker (not pictured), to train agency personnel on the new Office of the Secretary of Defense Manpower system used for updating UMRs and UMDs.

document changes because there were so many.”

Previously, these changes were made, then a designated point of contact at the CMO level sent manpower updates to either the agency headquarters, or Center A in Boston and Carson. “Under the new system procedures, CMOs have the ability to update personnel changes using OMS at their level. This makes the UMR a more accurate and up-to-date document,” said Scott-Dunmore.

The UMD houses requirements, authorized position, job titles, series numbers, and other pertinent information pertaining to jobs, such as acquisition and funding information.

“The UMR takes the UMD a step further and provides a comprehensive picture of the personnel currently assigned to individual positions. This information is used throughout the entire agency and provides senior leadership and CMOs with information vital to the planning process,” said Scott-Dunmore.

Phase I - Implementation

To ensure the successful implementation of the new system, a two-step training

program was established. The first phase required CMOs to designate a manpower representative to be trained under the old Joint Manpower Information System, or JMIS, which was being used prior to OMS implementation.

Ted Jones, DCMA management analyst and team lead for UMD/UMR, heads

the training process for the systems and ensures milestones are met. “Our goal going into the program was to have everyone trained on JMIS before making the transition to OMS. We knew if they had experience with the old system it would make it much easier to learn the new one.”

Phase one started with a pilot program at the beginning of the year. Nine CMOs were selected and trained on JMIS. “It worked out really well for us and we were able to train three to four CMOs at a time via teleconferences,” said Scott-Dunmore. “We learned quickly the best way to train personnel was by walking them through the system in real time.”

This training served multiple purposes for the agency. “First, it ensured everyone had baseline knowledge of the system and was comfortable inputting their personnel data,” said Scott-Dunmore. “Second, it provided us with a list of CMO designees for use during the migration to the new system.”

To take the training and data accuracy a step further, Scott-Dunmore initiated an official site visit program to align and realign requirements and authorizations at each CMO.

“I knew it would be more efficient



Natalie Churchill (right), Defense Contract Management Agency Manpower and Organization Management Division program analyst, trains Patty Coulter, DCMA Manassas management analyst, on how to use the Joint Manpower Information System. JMIS is used for updating Unit Manning Documents and Unit Manning Reports.

and effective for my analysts to physically go to the numerous CMOs, not just to train on JMIS, but to meet and get to know the staff members on a personal basis so they could talk out issues and make recommendations,” said Scott-Dunmore. “I value and respect people and their many duties and responsibilities and have learned true teamwork and camaraderie must occur for success to be a reality. I also thought it important to show our level of commitment and concern by being able to have face-to-face dialogue.”

DCMA Twin Cities was the first CMO to be trained on JMIS and saw immediate time savings and benefits. “The new process allowed us to go real-time with inputting data and immediately increased our output accuracy,” said Jim Larson, DCMA Twin Cities Management Analyst. “Before, we had to feed extremely simple changes up through the chain and wait for information to be updated. At any given point I could look at our UMR and see 30 to 40 billet issues needing correction with personnel changes. Having the ability to input the information here at the CMO puts the focus on those billets that truly need region or agency level decisions.”

Once Jones’ team had a proven plan in

place, they began training personnel at each CMO. Jones said the team was able to accomplish phase one without any major challenges.

“I think we were effective because we were able to give CMOs a real sense of ownership in the process,” said Jones. Before implementation, managers had to go to different offices and engage multiple sources to find the information needed to make personnel decisions for the future. Now, they can go to one person located within their office and have the same data available.

Phase II - OMS

Phase two is scheduled to begin in the fall when JMIS is shut down to allow for migration to OMS. Testing will then be conducted to ensure accuracy and completeness of the data transfer.

DCMA joined seven other defense organizations who volunteered to make the transition to OMS. The Defense Commissary Agency, also located at Fort Lee, Va., will be the first organization to make the transition, with DCMA following two months later.

While the new system is very similar to JMIS, Scott-Dunmore said, “We’re

not taking anything for granted. We will ensure everyone is trained and comfortable with the new system before full implementation.”

Benefits of the new system include improved manpower planning, programming position management and budgeting capabilities. It also standardizes manpower data, improves the picture of the total force for Department of Defense leadership, automates labor intensive processes and helps to reduce costs and achieve greater efficiencies pertaining to human capital strategic planning.

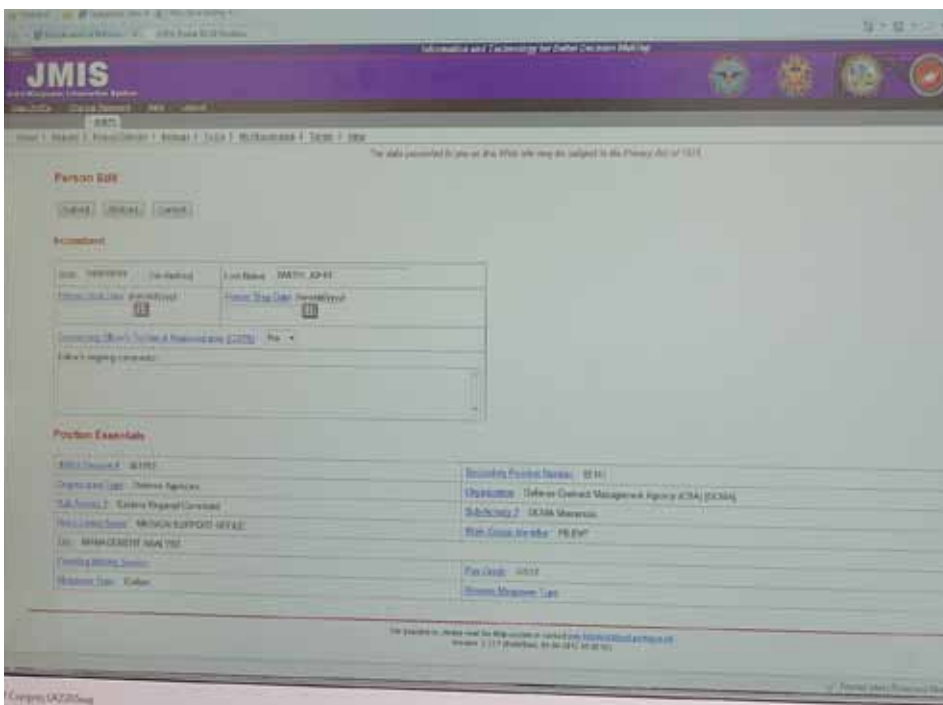
It is a very valuable tool for managers, said Scott-Dunmore. “They will have visibility of what the current requirements are and what they will be at least five fiscal years beyond. This will allow them to make adjustments and plan for the future.”

The Road Ahead

The agency has transitioned over the past two years from dispersed manpower assets to a centralized staff working with the CMOs to implement new and improved automated systems said Jones. “A couple years from now when new people come on board, it will just be the process and won’t be a big deal. However, right now there is a re-education and training evolution taking place, a true paradigm shift in the way we do business.”

The manpower team said the entire agency has been extremely patient and the system implementation and training processes have gone incredibly smooth. With no major issues, and the second training phase nearing its beginning, the estimated full implementation date is slated for later this year.

“All of these changes, and initiation of refined business processes, will assist the CMOs and managers with more effective resource planning and give the executive director of Financial Business Operations, Pamela Conklin, the ultimate financial management tool for long-term programming and planning,” said Scott-Dunmore. “This will support DCMA’s acquisition workforce and ultimately the warfighter.”



The first phase of the new Unit Manning Document procedures required contract management offices to designate a manpower representative to be trained under the Joint Manpower Information System, or JMIS, prior to OMS implementation. (Photo by Matthew Montgomery, DCMA Public Affairs)

The policy of flight

Patrick Tremblay | DCMA Public Affairs

Navy Capt. Drew Swenson, Defense Contract Management Agency Aircraft Operations executive director, brings 25 years of aviation experience to his role, including more than 1,500 hours of military flight time and a master's degree in space systems engineering. (Graphic image by Cheryl Jamieson, DCMA Public Affairs)

On the first floor of the Defense Contract Management Agency

headquarters at Fort Lee, Va., a small group of professionals navigate the policies and procedures of defense-related aviation. Piloted by Navy Capt. Drew Swenson, DCMA's Aircraft Operations Directorate develops and deploys agency level policy which guides flight testing and acceptance of government aircraft.

"We support contracts for four different services, dealing with more than 35 different aircraft types at more than 50 different contractor facilities," said Swenson, executive director of Aircraft Operations. "Our primary purpose is to reduce risk across the Aircraft Operations enterprise."

Swenson is a career naval flight officer and aeronautical engineering duty officer who joined the Navy after graduating from Purdue University with a degree in aerospace engineering. In his 25 years of service, he has accumulated more than 1,500 flight hours in more than 20 types

of aircraft, including nearly 50 combat missions, primarily in the F-14A. He's also an experienced civilian pilot, adding another 1,200 hours in 10 types of aircraft to his total flight time.

Through his career, Swenson has developed a cumulative understanding of the importance of risk assessment and safety. "Every job I've ever had has an influence on what I do today," he said.

"Test Pilot School gave me the analytical tools to analyze, compare, assess and understand aircraft systems. I was able to put these tools to use working at VX-30 (Air Test and Evaluation Squadron)."

Swenson continued, "My most recent position was as the Naval Air Systems Command 4.8 military director. Here I became an expert in working in a matrix organization to get long term success." NAVAIR 4.8 is the engineering technical authority for Aircraft Launch and Recovery Equipment and Support Equipment.

DCMA's mission is to provide contract administration services to the Department

of Defense and ensure the delivery of quality products and services, on time and cost, to the warfighter. Doing this can be a challenge, as these are often highly specialized products that require uniquely trained personnel to perform final testing and acceptance.

This is the case with military aircraft. The few that are qualified to assess flight of an aircraft are in uniform, and the highest levels of control and safety are necessary to mitigate potentially expensive or dangerous risks.

About a third of DCMA's 600 uniformed service personnel work in aviation. Because these aviators, flight representatives and maintenance managers are drawn directly from the ranks of the warfighters, a Tri-Service Agreement delineates each services' role in flight testing and aircraft acceptance. The agreement spells out the services' requirements to provide military manpower and training before a military member is assigned to DCMA AO.

The Tri-Service Agreement has been

Aircraft Operations in action



Army Chief Warrant Officer 4 Sean Gilland, a DCMA Boeing Mesa, Ariz., ground flight representative and Army acceptance pilot, prepares to take an AH-6D Apache Longbow helicopter on an inspection flight.

"We take out brand new aircraft and make sure they function as required by the contract," said Gilland. "It is a rewarding experience knowing I'm checking out the Apaches before they go to their respective units – but there is also a big sense of responsibility. These are going to units I know and could be flying with in the future." (Photo by Matthew Montgomery, DCMA Public Affairs)

around since the 1960s, and is reviewed at least every three years before being signed by the acquisition assistant secretaries at the Army, Navy and Air Force and the DCMA director. The most recent iteration is now being prepared for DCMA Director Charlie E. Williams, Jr.'s, signature.

"The new version looks a great deal like the 1965 version, which is a tribute to the logic and completeness of its original drafters," said Swenson, noting that improvements have been made in two areas. "The new TSA is the first document signed by the services that recognizes the importance of government ground representatives in the successful accomplishment of aircraft operation's contract administrative services. Government ground representative positions must be filled wherever DCMA has that mission."

The other key area is in identifying who, within the services, is responsible for ensuring funds are available to train those government flight representatives and government ground representatives coming into a new DCMA assignment. "In the past, though the services have always tacitly acknowledged funding for training was their responsibility, we have never been able to nail down the organization specifically assigned responsibility for the

funds," said Swenson. "The new TSA does this."

The TSA ensures the services provide qualified personnel, and AO works with DCMA Human Capital, Operations, International and Special Programs to identify and fill positions at the various flight-specific contract management offices.

Swenson said personnel management can be a challenge, calling aviation manpower a "constrained national resource" due to operations overseas and Defense Department force structure changes. "Each assignment to DCMA demands a perfect fit to ensure the agency gets a specifically trained individual, in the correct place at the proper time, with the right training and the ability to remain current and proficient."

Meeting strict proficiency requirements can be difficult as well. "Our crews are constantly accepting newly built or repaired aircraft for the government and then delivering those aircraft to the warfighter," said Swenson. "There isn't a pool of DCMA aircraft that our pilots and aircrew use to remain current and proficient. In most cases training and proficiency has to be accomplished while conducting our acceptance and delivery mission."

Getting properly rated and qualified people to the CMOs is only part of AO's challenge. The directorate has to make sure its people and the government aircraft they are responsible for are safe. Aircraft are complex machines, and come at a high dollar value. Even minor damage incurred during flight carries the potential for expensive repairs. More importantly, there is potential for injury to personnel.

The Ground and Flight Risk clause of the Defense Acquisition Regulations Supplement, or DFARS, provides federal guidance on the relationship between aircraft contractors and DCMA working on behalf of the government. The clause gives specific definitions of who is liable for loss during the critical period of initial tests and test flights of a government airplane, helicopter, unmanned or other aerial vehicle.

More specific to the agency, DCMA Instruction 8210.1 establishes requirements for ground and flight operations involving all contracted work performed on aircraft, as well as procedures to be followed by government flight representatives. The instruction also establishes policy and procedures to be followed by government flight representatives, and the process for approving contractor's aircraft ground and

flight operations procedures.

Other initiatives over the past few years have been successful in mitigating risks. A rising mishap trend in fiscal year 2010 prompted an AO enterprise wide safety stand down in 2011. "This allowed us to take a day and focus on aviation safety by reviewing our policies and procedures and teaming with our contractors to improve our safety posture," said Swenson.

Last year, AO was tasked by the DCMA director to reduce mishaps by 10 percent from the previous year. "We were able to meet that goal and are continuing to see a downward trend in FY12," said Swenson. "Most notably, we had no aircraft related injuries to the AO DOD workforce in FY10-11."

The Aircraft Operations Inspection is the backbone of the directorate's risk assessment process. Swenson said AOI refinements now center on standardization. "In the latest policy update we added AOI process guides

to our tool box. The guides keep our inspectors focused on the same items, with the same standards and with the same focus from site to site."

The teams now walk away from an inspection with a more standardized report, resulting in improved decision quality data. Swenson said this translates to more effective safety training. "We've seen that training pay huge dividends at the CMO level with some excellent aviation programs being noted during our AOI process."

Enterprise-level courses are offered to government flight representatives and government ground representatives, most of whom come from outside of the acquisition community. These courses not only increase knowledge of the contract and procedures review processes, they also provide additional focus on safety, including how to identify contractor operations which are not safe and effective and actions that must be taken to reduce

risk to lives and government property. This year DCMA headquarters joined Long Beach, Calif., as a site for this standardized training, reducing travel costs for East Coast CMOs.

Swenson said all of AO policies, procedures and training are ultimately related to safely accomplishing the mission. More than systemic, safety has to become "cultural."

"A positive safety culture is essential to our success in Aircraft Operations. We periodically conduct formal aviation safety culture assessments to gauge our safety culture and use the results to implement or revise strategies." The last survey was very positive, and the directorate has the agency director's continued support with periodic 'safety sends' and On Point messages to the AO enterprise.

"Safety, policy, risk assessment and training are the pillars of what AO does," said Swenson. 



For Army Maj. Dan Henzie, DCMA Boeing Philadelphia chief of CH-47 flight operations (left), the ability to impact the final product being delivered to the warfighter is very rewarding.

"I know a lot of the guys, the end-users around the world, who rely on these machines. That really brings it home." Henzie said being involved in the aircraft's production has made him a better pilot. "Seeing it being built gives me more confidence in the aircraft, particularly knowing the care that DCMA people put into their work." (Photo by Army Maj. Daniel Henzie, DCMA Boeing Philadelphia)

Aircraft Operations in action

Empowering employees through MICP

power to
decision makers
choice
process
change
thinking
social
highly
make
increasing
Ability
members
decision-making
need
solutions
gain
proper

Graphic illustration by Cheryl Jamieson
DCMA Public Affairs

Matthew Montgomery | DCMA Public Affairs

If you think a process is not working properly, say something. One of two things should happen; you will be provided training and additional information so the process is better understood, or the process will be changed because you were right and there is a better, safer or more efficient way of doing business.

The above thought process is the underlying concept behind the Defense Contract Management Agency's Managers' Internal Control Program. "If employees say a process is flawed, but they don't bring it to anyone's attention, they are not being good stewards of the taxpayers' dollars," said Karen O'Neal, DCMA Managers' Internal Control Program coordinator. "Employees at every level should constantly examine their processes to ensure they are promoting the effective and efficient use of resources."

O'Neal works for the agency's Financial and Business Operations Executive Directorate and oversees MICP, which was established to review, assess and report on the effectiveness of internal controls

within DCMA. She has direct reporting responsibilities to DCMA Director Charlie E. Williams, Jr., for all MICP requirements addressed by the Office of the Secretary of Defense via Acquisition, Technology and Logistics and the OSD Comptroller.

The MICP was given its authority from the Federal Managers Financial Integrity Act of 1982, which requires each Department of Defense agency to practice good stewardship, as well as ensure efficient and effective operations. Additional overarching guidance has been published under DOD Instruction 5010.40, which outlines MICP procedures and responsibilities for internal controls.

"The DOD instruction gives an overview of how to initiate MICP," said O'Neal. "Based on this, I developed the DCMA MICP instruction which establishes the policies, responsibilities and procedures for developing and maintaining the program within the agency."

The instruction applies to all organizational elements of DCMA and replaces the Integrated Risk Management

instruction previously used for internal control validation. A successful program is the responsibility of every employee and is outlined in section 2.7 of the DCMA MICP Instruction. The instruction states, "All DCMA employees, civilian and military, are responsible to reasonably assure that programs achieve their intended results; risk of loss of life and/or loss of public trust is mitigated; the use of resources is consistent with the agency's mission; programs and resources are protected from waste, fraud, and abuse; laws and regulations are followed; and that reliable and timely information is obtained, maintained, reported, and used for decision making."

The agency's first step for fiscal year 2012 was to identify and inventory assessable units. These were defined by agency directorates and each was tasked to evaluate the need for sub-assessable units. O'Neal gave two examples to illustrate this. First, the areas of budget and chief financial officer compliance are sub-assessable units under the Financial and Business Operations Executive Directorate.

Second, policy and correspondence control, facilities, logistics and travel are all sub-assessable units under the Corporate Support Executive Directorate.

“Basically, Mr. Williams approved assessable units using an organizational construct,” said O’Neal. “Once this was established, we moved on to focus on process ownership, or who is responsible for what requirements within the agency contribute to DCMA’s mission.”

These processes are associated closely with the agency policy, instructions and guidance, both in the area of mission and business support. O’Neal worked closely with corporate support in establishing the necessary guidelines for policy that will fulfill the requirements of MICP effectively.

“Since the majority of policies require a process flowchart, we included the MICP statement as a standard paragraph on the signature page for all agency policies,” said Brenda Spain, DCMA Policy program manager. “In accordance with MICP, instructions and handbooks subject to evaluation and testing must have a process flowchart attached to the policy publication.”

In order for a successful program to work, O’Neal said there cannot be enough emphasis on the importance of employee involvement. It is everyone’s responsibility to be part of their process, but O’Neal says process owners “must have thick skin.”

To illustrate her point, O’Neal uses her own process, MICP, as an example, “The level of materiality for each process is based upon management’s judgment. While MICP is a priority for me, my boss who has a broader understanding of the division and agency issues, may prioritize a different process,” said O’Neal. “I do not take this personally. Priorities can change all the way through the chain of command to the final approval of agency priorities by Mr. Williams.”

To assist with prioritization of processes O’Neal developed a worksheet to give managers and employees a template for assigning inherent risk and materiality. It is included in the MICP policy and helps subject matter experts to identify key processes and related control

activities. Examples include control over information processing, physical control over vulnerable assets, segregation of duties and accurate and timely recording of transactions and events.

The narrative of the process, along with a flow, will help illustrate the major and essential steps necessary for identifying risk and control deficiencies within the process. “Looking at the flow can bring out very critical, or point of failure, places in the process,” said O’Neal. “These areas are then tested, and when necessary, a plan is developed to improve on the efficiency and effectiveness of the process.”

The end result of the program is to have everything on the DCMA portal, employees trained on the program and a consolidated way to report and continuously share process information throughout the agency. This not only benefits the overall agency, but also meets the requirements for DOD reporting and fulfills our compliance requirements for the Financial Improvement and Audit Readiness initiative.

For a long time, contract management offices have been capturing this information through their Management Control Reviews and tracking data on very large spreadsheets, said O’Neal. Implementing the paradigm shift from MCRs to MICP has presented a challenge for the agency, but with the increasing support from agency experts, the process is getting easier.

“The functional area experts within DCMA are playing a much larger role this year than they have in the past and it is really helping to develop the program. We want to evolve and develop the commonality between the CMOs and get the functional subject matter experts directly involved in establishing and testing processes they are familiar with,” said O’Neal. “The goal is to have a system which can quickly capture inefficiencies and help identify systemic issues for agency wide corrective action.”

The MICP instruction is accessible on the DCMA instructions intranet web page. 



Karen O’Neal (right), Defense Contract Management Agency Managers’ Internal Control Program coordinator, and Brenda Davis (left), Financial and Business Operations assessable unit administrator, review an updated MICP process flow chart with Pamela Conklin, DCMA Financial and Business Operations executive director. (Photo by Matthew Montgomery, DCMA Public Affairs)



DEPARTMENT OF DEFENSE
Defense Contract Management Agency

INSTRUCTION

Policy Program

Corporate Support Directorate
OPR: DCMA-DSP

DCMA-INST 501

New '*policy on policy*' provides consistency, establishes formats

B.R. Brown | DCMA Public Affairs

Policies and procedures are the rules which govern the day-to-day operations of an organization. In an agency with

more than 10,500 employees and service members dispersed throughout the globe, having current policies in place is crucial to ensure mission accomplishment.

Over the last several years, DCMA has experienced leadership transitions, personnel changeovers, and reorganization of the agency. Kimball Brown, DCMA Policy and Correspondence Control director, said these changes present the Policy Program Office with the challenge of maintaining consistency and quality in the formats, content and publication of DCMA policies.

"The Policy Program Office's goal is to implement an effective and efficient Policy Program which is organized and user friendly," Brown said.

In order to be effective, policies must

be reviewed and updated. Recently, one of the policies reviewed was the policy on policy itself. Brown said this policy, signed in May, established formats consistent with the Department of Defense and set forth processes for generating, coordinating, and maintaining policies in a way which will provide better support to our workforce. The official title is DCMA-INST 501, "Policy Program."

Brown said the goal is to convert DCMA's approximately 250 policies over the next year into one of three new formats: instructions, handbooks, and director's policy statements.

"Most of DCMA's work focuses on implementing higher-level policy and regulations (such as the FAR, DFARS, and DOD Directives)," he said. "As such, the new policy program will use the instruction format as the basic document type for establishing agency-level policy,

roles, and responsibilities. The instruction may also set forth detailed processes or procedures for carrying out the policy."

The handbook is not used to establish general policy, but to provide implementing guidance or procedures. The handbook is used primarily for convenience, when having a single reference or guide is preferable to combining such guidance with an instruction. This might be the case, for example, when an overarching instruction governs several separate processes, each with its own handbook.

The director's policy statement is used to communicate brief statements of agency policy applicable to the workforce generally or to the public, usually posted in public areas and pertaining to general workplace practices, such as Equal Employment Opportunity statements, and workforce safety policies.

Although ultimately, the director of

DCMA owns all agency policy, individual component heads are responsible for maintaining the currency of the policies within the scope of responsibility of their components. Brown said the Policy Program Office manages the approved agency policies. The component within the agency determines the need for a policy or change to existing policy based on guidance from higher authority such as the DOD.

When a policy is created or changed, the Policy Advisory Board, which is comprised of senior representatives from each component, reviews the policy to ensure the appropriate working-level coordination and cross-functional integration of policies have been conducted prior to the formal coordination.

According to Brown, the new policy program was designed to facilitate both the writing of policy, and the use of the policy among the workforce. Now, agency policies will be created and maintained in Microsoft Word, and published as PDF documents, rather than as HTML web pages.

“The Policy Program Office’s goal is to implement an effective and efficient Policy Program which is organized and user friendly.”

— Kimball Brown, Defense Contract Management Agency Policy and Correspondence Control director

Brenda Spain, DCMA Policy program manager, explained some of the benefits of this approach: “Policy writers no longer need to learn how to develop web pages in order to write policies. This removes a big hurdle in the policy development process.”

In addition to facilitating development, Spain said publishing the policies as signed PDFs facilitates both online and printed access, and establishes the authenticity of the document, something that the previous format lacked.

One of the new features of the policy is the use of “resource pages.”

“Each policy will have an accompanying resource webpage, linked from within the policy, which will contain any training, tools, forms, references, points of contact and any other resources which the proponent can provide to help the workforce carry out the policy,” Spain explained. Components will be able to update these resources on their own, rather than going through multiple layers of coordination and processing.

Spain said the Policy Program Office will announce training opportunities in a future tasking memo. This training will give policy writers hands-on experience with the new formats and templates. The Policy Program resource page is another available tool. The resource page, located on the DCMA Instructions webpage under Policy Program, contains the references and the templates, which can be downloaded for use.

For more detailed information, contact the Policy Program Office at policyprogramoffice@dcma.mil. 



Brenda Spain, Defense Contract Management Agency Policy program manager, and Kimball Brown, DCMA Policy and Correspondence Control director, look over proposed policy at the agency's headquarters in Fort Lee, Va., May 15. (Photo by Mark Woodbury, DCMA Public Affairs)



From left: Rhonda McDougal, with the Defense Commissary Agency acting as an augmentee for a Procurement Management Review; Theodora Hancock, a PMR augmentee from Headquarters U.S. Air Force; and Cathy Moore, Defense Contract Management Agency procurement analyst, review files while conducting a PMR. DCMA receives support from other organizations to help augment their capabilities and knowledge base. (Photo by Kevin Conneen, DCMA Contracts)

DCMA assists DOD agencies with PMRs

Matthew Sablan | Staff Writer

Buying things within the Department of Defense involves moving parts

which must function across a wide spectrum of military services and government agencies while adhering to government acquisition regulations. To determine whether DOD agencies properly manage procurements, periodic Procurement Management Reviews are conducted.

“PMRs are an opportunity to go in and look at how our organizations do contracting. We can identify what they do well, and what they can do better,” Richard Ginman, Defense Procurement and Acquisition Policy director, said. “At the end of the day, PMRs ensure the way contracts are placed and that they are filled in a quality manner that respects industry and taxpayer dollars.”

Since smaller organizations lack specialized staff and training required for these reviews, DPAP has directed the Defense Contract Management Agency to manage the PMR program for agencies that receive their procurement authority from DPAP. DCMA's Procurement Management Review Division manages the PMR program for 18 smaller DOD

organizations. DCMA reviews one-third of the 18 DOD organizations assigned each year, meaning each organization is reviewed roughly every three years.

“We provide a service to small activities that don't have the personnel to keep up with the changes that are being made,” said Kevin Conneen, DCMA supervisory contract specialist. “We are a tool that helps the defense agencies ascertain how well they are performing.”

These reviews provide DPAP with an oversight arm. They are a routine part of DPAP's commitment to maintaining excellence and oversight to encourage the best stewardship of tax dollars.

Conducting PMRs

Each review occurs during a three-week onsite visit by DCMA's PMR team. Prior to arriving, DCMA procurement analysts set up logistics, ensure IT access and select the files which will need to be reviewed.

The first week includes background research, where the team reviews the available records and contract files flagged prior to their arrival. During the second week, the team interviews as many individuals related to that DOD

“At the end of the day, Procurement Management Reviews ensure the way contracts are placed and that they are filled in a quality manner that respects industry and taxpayer dollars.”

— Richard Ginman, Defense Procurement and Acquisition Policy director

activity as possible — from senior leaders to customers and contract specialists. The final week involves finishing the interviews and providing the organization with a report, more specifically an out brief, which explains their findings. DPAP is the final approving authority on the reports prior to publication.

The PMR team also works closely with the DCMA-AQP, Procurement Directorate as well as the Procurement Center when not on the road conducting reviews. Combining these Directorates under Conneen has enabled the Procurement Center to improve the quality of the contracting support it provides to DCMA as well as provide the PMR team members the ability to stay current on operational issues facing acquisition professionals. “(During reviews), we look at the best practices (of other agencies) and pass

that knowledge to other organizations,” Christopher Moore, DCMA procurement analyst, said. “We’re not too proud to steal good ideas.”

Reports consist of seven chapters, each covering information critical to ensuring compliance with laws and regulations, such as an organization overview, policy, contract pricing and acquisition planning. The team works with the other defense agencies while drafting the report to maintain high standards of accuracy.

PMRs provide a method for DOD to find best practices that organizations use while operating under a continuous resolution authority. “The Better Buying Memo has helped highlight the value of PMRs,” Christopher Moore said. “Pricing has become a big issue (for the government).”

“Participating on reviews is a great learning experience,” Cathy Moore, DCMA procurement analyst, said. “They are good opportunities to see what other organizations are doing. We’ll share what we’ve learned, and a lot of times, we can catch new policies or ways of looking at things.”

One review in January highlighted a new

determination and finding required during the pre-award stage, which the team forwarded to the Procurement Center. The PMR Program has enabled DCMA to see how other organizations structure their policies, which in turn informs DCMA’s policy structure.

“The value DPAP gets from these reviews is seeing best practices shared across the activities, which allows us to improve the overall level of quality provided to the federal government,” Ginman said. 

“We provide a service to small activities that don’t have the personnel to keep up with the changes that are being made. We are a tool that helps the defense agencies ascertain how well they are performing.”

— Kevin Conneen, Defense Contract Management Agency supervisory contract specialist

Become an Augmentee

Employees from the Defense Contract Management Agency and other organizations are eligible to volunteer to support the Procurement Management Review Division. Augmentees expand the skills available to the team and gain unique insights into the PMR process.

“(As augmentees,) we provided the Defense Acquisition University’s technical expertise, and the reviews help get DAU instructors into the field, where we can put our hands on real contracting issues and work with other contracting experts,” Fred Schlich, DAU professor of contract management and augmentee, said.

Look for an announcement from Defense Procurement and Acquisition Policy this summer for details on volunteering for the Fiscal Year 2013 reviews.

The *Communicator* has moved to be a more modern, electronic publication. The move to an electronic publication allows us to better report DCMA's activities and continue to innovate in our electronic and connected world. The *Communicator* will continue to be available online at <http://www.dcma.mil/communicator/index.cfm>.

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The *Communicator* is your chance to inform the community about how the Defense Contract Management Agency's daily operations directly contribute to the military readiness of the U.S. and its allies.

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Evolution of Quality:

Patrick Tremblay | DCMA Public Affairs



Michael Shields, Defense Contract Management Agency's Quality Assurance Directorate executive director, is working to build an expanding "community of practice" from the agency's 3,000 quality engineers and specialists. (Photo by Patrick Tremblay, DCMA Public Affairs)

Three years ago the Defense Contract Management Agency introduced its Strategic Plan, which Director Charlie E. Williams, Jr., said "builds on our past accomplishments and provides us with a clear path into the future."

A key part of this path is the concept and execution of quality.

Quality surfaces repeatedly in the Strategic Plan, where it's called "one of our basic responsibilities" and a "core process." In the plan, Williams called quality based policies and processes "a cornerstone of high-performing organizations."

Under the Policies and Procedures section of the plan's Strategic Approach, reshaping quality is its own strategic initiative: "Develop a plan to effectively rebuild and execute our quality assurance capabilities through improved policies, processes and tools."

Much has been done since the plan formalized the agency's goal to raise the level of the DCMA quality assurance program.

These efforts have coalesced around the Quality Assurance Directorate and its four strategic initiatives: achieve operational excellence which inspires warfighter confidence in the QA services provided by DCMA; execute leadership which

influences industrial base performance; revitalize and transform the workforce to optimize performance; and develop and sustain a superior competitive position in providing QA support throughout the Department of Defense acquisition system.

The new QA Directorate was created to build what Executive Director Michael Shields calls an expanding "community of practice." This community is comprised of the agency's quality workforce, senior managers at the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, the defense industrial base and agency customers.

Several initiatives have already begun to build on this concept. An agency Quality Council has been established, and QA senior management has become active participants on existing Corporate Management Councils. Through the directorate, the agency is working with industry associations such as the Aerospace Industries Association and Nadcap. QA is also participating on commercial standards body technical committees, including SAE G19 and G21, helping develop enhanced risk mitigation requirements for reducing the likelihood of counterfeit items entering the supply system.

Shields said the QA program is in a transitional period as it refocuses emphasis from activities of quality control inspection toward those of quality assurance prevention, which provide more meaningful acquisition insight to customers. "This is a paradigm shift for many of our employees, and we have to give them the information and tools they need to understand our direction."

Though the directorate is located at the agency's Fort Lee, Va., headquarters, the community includes about 3,000 quality engineers and specialists – nearly 30 percent of the agency's workforce – functionally aligned to QA but spread across all contract management offices and regions.

Policy Driving Change

Since the directorate was created, careful attention has been given to policies, tools and training that move toward using data analysis and surveillance tools to maximize the effectiveness of the workforce.

Dwayne Bennett, QA Process

improving policies, processes and tools

“We’re now moving beyond just inspecting parts. The inspection function we perform now needs to be an inspection of the contractors’ controls.”

— Michael Shields, Defense Contract Management Agency Quality Assurance executive director

The Defense Contract Management Agency’s Quality Assurance Directorate is taking the lead on creating one surveillance tool for use across the agency. Allison Elgaard, Information Technology Customer Service Organization contractor, facilitates discussion during the Enterprise Surveillance Plan Integrated Product Team meeting near Fort Lee, Va., Feb. 28. (Photo by Patrick Tremblay, DCMA Public Affairs)

Management Division director, said being new has given the directorate a unique opportunity. “Time can be taken to review policies, and we can draw on the experience of field personnel to adjust things and make them easier for our customers to understand and execute.” Bennett said a great deal of research goes into ensuring a policy stands alone for a given process, and interdependencies between processes and systems are respected. “I fully expect the agency’s overall policy program will continue to evolve and QA policy will evolve along with it.”

While the agency has always had people on contractor shop floors, there has traditionally been what Shields calls a culture of inspection. “We’re now moving beyond just inspecting parts,” he said. “The inspection function we perform now needs to be an inspection of the contractors’ controls.”

Gary Wegrzynowicz, QA deputy executive director, said the goal is to move

oversight “up the production line” to help identify problems before they occur or become systemic.

“Discovering a nonconformance during final inspection is too late,” said Wegrzynowicz. “Ideally, reviewing the contractor’s processes during production, and assuring that those processes are in control, will lead to fewer issues with the final product.”

Processes

“We’ve created nearly 30 policies in the past three years,” said Shields. These policies are supported by new eTools and changes in training, all shaping the processes QA employees should now be executing. These include the three primary methods of surveillance – system, process and product. While each is important, Shields said increased scrutiny and analysis of contractor data and targeted training is leading to a more effective agency workforce.

Recent issues with counterfeit electronic parts caught QA’s attention, said Chris Brust, QA Engineering Division director. “Congress and OSD have grave concerns about counterfeit parts entering the defense supply chain. QA is working with the OSD Anti-Counterfeit Working Group to propose new regulations be added to the DFARS later this year.” DFARS is the Defense Federal Acquisition Regulation Supplement.

Brust said the regulations will require contractor compliance as well as the reporting, tracking and destruction of counterfeit electronic parts. A new checklist tool is being finalized to assist QA specialists in developing surveillance plans to verify the effectiveness of contractors’ counterfeit part prevention processes and controls.

Tools and Training

“The process of refocusing the QA workforce oversight from inspections of

product to contractor controls will require new tools that will enable our workforce to succeed,” said Glenn Seabridge, QA Information Management Division director.

Launched in March 2010, the Supplier Risk System 2.0 is an example of an eTool designed to enhance the effectiveness of the workforce. SRS provides information to assist in identifying the likelihood of contractor non-compliance, helping employees prioritize surveillance activities. Its reporting capabilities let leadership assess risk indicators for industrial sector or weapon systems from the contract management office level upwards.

The system is continually being enhanced, assisted by feedback from the field. Seabridge’s division leads the effort in producing these tools, and also working with other directorates in developing enterprise tools to optimize agency effectiveness.

According to Seabridge, some previous tools were designed for a single function and do not meet emerging needs.

“Today all functional areas provide insight of contractor controls, giving us a more robust picture of contractor capabilities and challenges. To meet the workforce needs we have fielded some new enterprise tools.”

Seabridge said Corrective Action Request 1.0 is a good example. The CAR eTool documents, tracks and helps analyze contractor deficiencies and their response and corrections. Another tool, Delegation 1.0, ensures delegations are properly flowed from prime contractor to sub-tier contractor, providing oversight at all levels. “These tools were initially designed to serve only the QA community,” said Seabridge, “but have been enhanced and now also serve other communities such as property, Earned Value Management and more.”

Next generation CAR and delegation tools are in development. Other enterprise tools are also in the works, including Training Competency Assessment, First Line Supervisor Review, Corrective Action Plan and an innovative surveillance tool that Seabridge said “will meet a majority of risk assessment, surveillance

planning and surveillance execution needs across the agency.”

Communicating Change

To help ensure that this evolution of quality is meeting agency and customer needs, senior quality leaders from the headquarters’ directorate, regions and operational directorates have formed a Quality Council. The council discusses enterprise level quality issues, and provides broad input on changes affecting how employees do their jobs.

Innovative initiatives are being employed to communicate these changes – a challenge with a geographically dispersed workforce, many of whom are more likely to be on the move than at a static workstation.

Regional quality-specific meetings are one way the Quality Council is bringing the evolving vision of DCMA quality directly to the field.

“The council held its first regional informational meeting in late January,” said Marcus Berry, QA Resource Management Division director. Shields, Wegrzynowicz, QA division directors and QA managers from the agency’s Operations Directorate and Eastern Region spent a week in

Boston at the regional headquarters, highlighted by an informational meeting.

Twelve contract management offices participated in the meeting by video teleconference or online through eConnect. The management team provided an overview of various QA initiatives currently underway, and participants were asked for feedback on the program and ideas to make the program better.

“It was a great opportunity for people within the QA community to provide feedback and have frank discussions about the strengths, weaknesses, opportunities and threats to the agency’s QA program,” said Shields.

Similar visits are planned for the Western and Central regions later this year.

Berry said he and other division directors will also be traveling to select areas with high concentration of DCMA activity, like Springfield, N.J. and Orlando, Fla., to conduct smaller scale presentations and question and answer sessions.

The 2009 Strategic Plan formalized the need for DCMA to improve policies, processes and tools to rebuild the agency’s quality assurance capabilities. This strategic initiative and the agency’s vision to be “DoD’s leading experts in quality assurance” have guided the QA Directorate for the past three years.

In the end, it’s all about one word – quality – the essential modifier to the agency’s mission “to ensure delivery of quality products and services to the warfighter.” 



Gary Wegrzynowicz, Defense Contract Management Agency’s Quality Assurance Directorate deputy executive director, said moving oversight “up the production line” will help identify problems before they occur or become systemic. “Ideally, reviewing the contractor’s processes during production, and assuring that those processes are in control, will lead to fewer issues with the final product.” (Photo by Patrick Tremblay, DCMA Public Affairs)

DCMA team learns from Guard & Reserve program

Patrick Tremblay | DCMA Public Affairs

Army Col. Kenneth Copeland, Defense Contract Management Agency Philadelphia commander; Michael Sywulak, DCMA Philadelphia supervisory quality assurance specialist; and Air Force Tech. Sgt. Edward Lowden pause before boarding an Air Force KC-135 Stratotanker Feb. 22 at Joint Base McGuire-Dix-Lakehurst, N.J. Lowden is a N.J. Air National Guardsman who works as a civilian quality assurance specialist with DCMA Philadelphia. (Photo contributed by Michael Sywulak, DCMA Philadelphia)

Defense Contract Management Agency Philadelphia leaders

had a unique opportunity recently when a quality assurance specialist invited them to ride along on an Air National Guard aerial refueling mission.

In February, Army Col. Kenneth Copeland, DCMA Philadelphia commander; and Michael Sywulak, supervisory quality assurance specialist observed a three-hour training mission aboard a KC-135 Stratotanker. Edward Lowden, a QAS at the contract management office, was on the ground that day serving in his uniformed job as an Air Force technical sergeant, inspecting, launching and recovering the aircraft on which his supervisors flew.

Lowden has nearly 30 years of federal experience in inspections, the last eight with DCMA. He's also an aircraft



mechanic with the 108th Air Refueling Wing of the New Jersey Air National Guard, stationed at the former McGuire Air Force Base, now part of Joint Base McGuire-Dix-Lakehurst.

Through a Department of Defense program known as Employer Support for the Guard and Reserve, airmen in the unit were able to invite their civilian employers to ride along on an aerial refueling mission over the Atlantic Ocean.

“I saw the orientation flight as the perfect opportunity for my DCMA supervision to see exactly what their QAS do on a part-time basis,” said Lowden, noting several DCMA Philadelphia employees serve with the National Guard. “We support the warfighter full time, and become the warfighter part time.”

He said his work in uniform makes him a better civilian employee, and vice versa. “The training and responsibilities I am assigned at the National Guard are all positive attributes which carry over to my

DCMA career.”

Lowden is no stranger to service overseas, but since joining DCMA, his deployments have all come through Contingency Contract Administration Services. He’s completed three six-month deployments with DCMA CCAS, including both Iraq and Afghanistan.

He’s finishing two degrees this year, and has been selected to be his air wing’s next first sergeant. He credits the understanding, support and positive reinforcement of his DCMA leadership with helping to make this possible.

Copeland and Sywulak were impressed with what they saw during the mission. Sywulak said, “As I observed the consummate skill and professionalism of the flight crew, I thought to myself, ‘these folks are representative of the warfighters we support on a daily basis in DCMA.’”

The Air Force’s Stratotanker has provided aerial refueling support for more than 50 years. It can carry up to 200,000

pounds of fuel, which can be pumped through a rear boom to other aircraft while in flight.

The mission provided refueling training for both the Stratotanker crew and other aircraft, beginning with several F-16 fighter jets with a Guard unit based in Atlantic City, N.J. Most of the action occurred at the rear of the KC-135, in or near the boom pod, where Sywulak and others watched.

“The smaller F-16s appeared alongside our KC-135, just off our wing tips, before settling in below and behind our aircraft for refueling,” said Sywulak. “Our crew included newer boom operators who were receiving in-flight training from an experienced boom operator, who had seven years of experience.”

After the F-16s departed, passengers lunched while awaiting the arrival of a KC-10 Extender refueling tanker. For 45 minutes the KC-135 and KC-10 trained together, highlighted by the



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Public Affairs staff is also interested in photographic and multimedia submissions. Check out the site and let us know what you’d like to see at publicaffairs@dcmamil.



Army Col. Kenneth Copeland, Defense Contract Management Agency Philadelphia commander, and Michael Sywulak, DCMA Philadelphia supervisory quality assurance specialist, sit in the passenger section of a N.J. Air National Guard KC-135 Stratotanker. They were invited by Air Force Tech. Sgt. Edward Lowden, a Guardsman and DCMA civilian quality assurance specialist, to ride along on a Feb. 22 aerial refueling mission through the Department of Defense's Employer Support for the Guard and Reserve program. (Photo contributed by Michael Sywulak, DCMA Philadelphia)

larger Extender conducting multiple "touch and go" contact attempts with the Stratotanker's flying boom.

During the flight home, Sywulak sat in the cockpit jump seat near the pilot

and co-pilot, watching the crew work and listening to their interaction with McGuire-Dix-Lakehurst air traffic controllers.

"It is our privilege and pleasure to

serve these folks," reflected Sywulak. "Our experience with the 108th on this refueling mission reminds us once again – we have a high calling in DCMA." 

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Transitioning DCMA's mission in Iraq

Air Force Lt. Col. Kevin Sellers | DCMA Iraq

Army Gen. Lloyd James Austin III (left), U.S. Forces-Iraq commander, and Command Sgt. Maj. Joseph R. Allen case the USF-I colors during a ceremony that marked the end of Operation New Dawn at the former Sather Air Base, Baghdad, Iraq, Dec. 15, 2011. Since 2003, more than 1 million U.S. service members have served in Iraq. (Photo by Air Force Master Sgt. Cecilio Ricardo)

During the first six months of 2011, Defense Contract Management Agency Iraq began the final planning and preparation for the massive undertaking of supporting two complex operations missions: the Department of Defense's combat troop and contractor personnel drawdown and the transition of the mission in Iraq to the Department of State as the lead agency.

At the same time, DCMA Iraq continued to execute the fast-paced core mission of contingency contract administration and oversight functions.

In order to strengthen communications and leverage existing technologies to more efficiently and effectively execute the mission, DCMA Iraq initiated several information technology initiatives throughout the command.

First, an instant messaging system enabled real-time communication and eliminated the inherent delays of email. The system also allows files to be delivered

in an efficient manner.

Second, DCMA Iraq automated the contract administration change management functions using a web-based application. This required the time and resources of many individuals across the entire command. Within 60 days, this application was developed, tested and approved for use and automated the change management process within the program. While making the internal process more efficient, it also drove the customer to become more efficient with its own processes to keep pace with the automated system.

In July and August, DCMA Iraq headquarters split into two separate staffs to support the Department of Defense customer and the Department of State customer.

DCMA Northern Iraq moved to DCMA Iraq headquarters in late July and continued its efforts with the mainstay sites, which either transitioned to the Department of State or were closed

and returned to Iraq. DCMA Northern Iraq was inactivated in late October and the residual Contingency Contract Administration Services, or CCAS, mission moved under DCMA Southern Iraq.

In late July, DCMA Southern Iraq also moved to DCMA Iraq headquarters and led the bulk of the base closure contract transition efforts, closing or transitioning more than 25 sites during this time.

DCMA Southern Iraq led the effort in late September to ensure more than 830 separate base life support services were provided and remain into 2012. The Southern Iraq team accomplished this all within the 90-day period from October to December, while simultaneously moving their headquarters two times. With the drawdown and transition mission complete, DCMA Southern Iraq inactivated in early December.

DCMA Central Iraq moved in October and integrated with the DCMA Iraq headquarters team. DCMA Central Iraq had the unique task of transitioning

security contracts to the new Department of Defense Security Support Service contracts in support of Office of Security Cooperation sites, while at the same time maintaining legacy security contracts at a few of the Department of State sites.

DCMA Central Iraq also continued a massive effort to close out more than 200 contingency contracts, an effort which continues to this day. DCMA Central Iraq inactivated on the same day as DCMA Southern Iraq in early December.

With the inactivation of three tertiary commands, DCMA Iraq reduced its manning by approximately 60 percent in a few months' time, redeploying all joint manning document/individual augmentee military personnel back to the military services and retaining only four DCMA military members in the process.

Now smaller and reconfigured, DCMA Iraq began 2012 with a focus on the Department of State and the Office of Security Cooperation as its primary customers. Internally, the CMO concentrated on updating its operational processes and products in order to begin the transition from a contingency-based

activity to a more traditional CMO.

In early 2012, DCMA Iraq assessed lessons learned from its transition. DCMA personnel proved themselves time and again throughout 2011, and some volunteered to extend their tours to ensure the agency maintained a responsive and reliable presence at many of the closing sites. This avoided the requirement for other individuals to deploy for only a short period of time, saving thousands of dollars of additional deployment costs and providing additional manpower to deploy to DCMA Afghanistan.

DCMA's CCAS functions remain a critical component of mission execution and success during a drawdown of troops and transition of mission. This is primarily based on the mission's reliance on contractor logistics and security support of the current missions.

Also, integral to successful transitioning was the ability to maintain robust communications which proved critical to enabling constant connection within DCMA Iraq and with external stakeholders and partners at all levels.

The CCAS mission in Iraq continues in

2012. Structured as a streamlined contract management office under DCMA Middle East, DCMA Iraq will focus on the Office of Security Cooperation's Foreign Military Sales and Training contracts and similar effort requiring contract administration services, or CAS, functions supporting the Department of State's overall mission to strengthen the U.S.-Iraq relationship.

The only constant for the DCMA CCAS mission is change. The agency's legacy with this continuing mission is its deploying personnel and their ability to remain flexible to ever-changing missions and priorities while remaining adaptable to the current situation and environment. 

(Editor's note: This article is the second in a two-part series on the agency's continuing mission in Iraq during the transition from the Department of Defense's Operation New Dawn in 2011 to the Department of State's Mission in Iraq in 2012. The first article was published in the spring 2012 issue of the Communicator.)



Kuwait border military police and soldiers from the 265th Movement Control Team close the gate at the Khabari Crossing after the final convoy crossed the border from Iraq to Kuwait, Dec. 18, 2011. (Photo by Army Master Sgt. Montigo White)

Assuring soldier safety:

QA's counter-IED

process and inspection mission

Matthew Montgomery | DCMA Public Affairs

According to the Joint Improvised Explosive Device Defeat Organization, IEDs are the weapon of choice for terrorists because they require limited skills to build and provide dramatic results for very little investment of time, money and effort.

This makes the work of Mark Weiss, Defense Contract Management Agency quality assurance specialist, very important to personnel currently serving overseas. Working out of the DCMA Denver office, Weiss provides oversight to a small company with a large focus in building antennas for Counter Radiofrequency IED Warfare systems.

The purpose of the device is to block the incoming detonation signal of an IED and successfully keep it from exploding while military vehicles are in the danger zone. "This system blocks devices which use radio frequency," said Weiss. "Basically, everything from a garage door opener to a cell phone signal is jammed."

Military personnel overseas depend on this device to work effectively. This means every aspect of the system must be checked prior to shipment.

"One of the main things I look at is the antenna base assembly," said Weiss. "I look at the manufacturing, make sure everything is where it is supposed to be, and the proper configurations are met."

Weiss spends a majority of his time reviewing the processes involved in production. This constant review helps ensure the final product is a quality one. "On most of my inspection visits I spend more time reviewing their processes than anything else," he said. "I usually take a copy of their detailed process plan, or DPP, and go through it with them while

Mark Weiss, Defense Contract Management Agency quality assurance specialist, inspects the Counter Radiofrequency Improvised Explosive Device Warfare system packaging before leaving the facility. (Photo by Matthew Montgomery, DCMA Public Affairs)

visiting various stations and watching their technicians."

"I also check training records to make sure employees performing tasks have been properly trained," continued Weiss. "I check the material certifications and make sure the materials being used are from acceptable sources. Occasionally, I will follow a system completely through the build process and check different aspects on separate visits."

The DCMA office is a geographically dispersed contract management office and quality assurance specialists divide their time between various contractors. "I usually don't spend a lot of time here on any given day, but spread it throughout the process," said Weiss.

Outside manufacturing, one of the last and most critical aspects of the quality process is ensuring the device operates as designed, which means a 100 percent frequency check on every antenna leaving the facility.

"The company uses a Graphical User Interface computer system to evaluate each of the antennas," said Weiss. "I check and make sure the different bands are operating correctly. Once all of the antennas have been tested, the results are compiled and then overlaid to check for any irregularities and make sure there are no anomalies."

The nature of the highly technical work means DCMA oversight is critical

to ensuring a quality product is delivered to the customer. Weiss indicated it's important to have unfettered access to their entire computer system, including all the programs. This helps him identify issues as they arise and address smaller concerns before they become bigger problems.

Weiss said good communication and information sharing can also have a positive effect on the final product. "It's important for the contractor to understand DCMA is here to help and not hinder the process. Ultimately, it's all about supporting the warfighter and ensuring a quality product is delivered." **C**





Annual Awards

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

Director's Cup

The Director's Cup recognizes a DCMA organization that has improved organizational performance methods to advance the agency's strategic mission and vision through the practice of "good to great" principles – disciplined people, disciplined thoughts and disciplined actions.

DCMA Aircraft Integrated Maintenance Operations

DCMA AIMO's staff of nearly 500 is responsible for the delivery of more than 500 aircraft annually,

administering over 3,000 contracts, and processing more than 90,000 over-and-above work requests on over 90 ACAT acquisition programs. In fiscal year 2011, there were zero class A, B or C

flight mishaps or critical safety of flight quality escapes. DCMA AIMO reduced its red performance indicators from 39 percent to only 14 percent, exceeding the 19 percent goal.



DCMA Herb W. Homer Award

The DCMA Herb W. Homer Award award recognizes deserving superior performers in every segment of the workforce. Performance recognized by this award is highly exemplary and inspirational to others and contribute significantly toward accomplishing the agency's mission and improving the quality of operations.

DCMA Lathrop, DCMA Boeing Seattle, P8-A Team

The team led the contract management effort for system development of the Navy Anti-Submarine/Anti-Ship Warfare and

initial delivery preparation to support operational testing. Due to their support, the program achieved a 12 percent cost savings from the first delivery lot. The team identified critical quality issues on 48 of 800

configuration changes avoiding costly rework and exceeded the goal of a four-hour DCMA response time by 60 percent.

Civilian Personnel Annual Awards

Outstanding Personnel of the Year

This award recognizes the exemplary and inspirational work employees have performed that has contributed toward accomplishing the agency's mission and improving the quality of operations.

Thomas D. Chirillo — DCMA Lathrop supervisory industry specialist

Chirillo provides oversight as divisional administrative contracting officer for DCMA BAE Systems, a company with approximately 14,000 employees. Under the agency's Cost Recovery Initiative, Chirillo's team recovered \$6.4 million. He also dispensed with 50 percent of the contract action follow up reviews in one-sixth the time normally taken.

Katie Neuman — DCMA Lockheed Martin Denver, engineer

Neuman is an engineer on the Evolved Launch Vehicle Engines and Motors team. Her work with the Engineering and Analysis Directorate, Western Region and DCMA Lockheed Martin Denver resulted in DCMA's first comprehensive Systems Engineering Surveillance Plan. Her work helped enable three successful EELV launches, achieving 100 percent mission success.

John R. Allen — DCMA Aircraft Integrated Maintenance Operations Birmingham, quality assurance representative

Allen is responsible for quality surveillance on 200 contracts and approximately 200 aircraft. Allen supported Lake Charles in preparation of their Aircraft Operation Inspection, which ultimately received a green rating. He was a significant contributor to the development of standardized metrics and surveillance and communication plans for all Chief of Naval Air Training programs.

Lane Gilbert — DCMA Twin Cities, lead quality assurance specialist

Gilbert assisted in developing the Integrated Quality Data Management Application database, which is the only database that survived the transition to Windows 7 and now resides in six other

contract management offices. He is adapting IQDMA to support contracting and engineering policy initiatives.

Jorge Bennett — DCMA Central Regional Command, contract specialist

Bennett facilitates the Central Region's mission execution for contract administration in 10 contract management offices. He helped develop a workload responsibility matrix and a unique efficiency initiative to improve productivity in the 1102 workforce. Headquarters has asked him to evaluate a future tool that documents the contracting workforce's competency and training.

Reshma K. Dhanani — DCMA Dallas, contract specialist

Dhanani is a Lean Six Sigma Black Belt. She helped the agency save more than \$380,000 by in-sourcing training costs. Her mentoring projects achieved savings of \$21,200 each. The return on investment on her Continuous Process Improvement projects normally attained a saving ratio of more than 3.2 to 1, with three year Type I savings easily showing more than \$210,000.

Cheryl L. Albertson — DCMA AIMO St. Augustine, contract administrator

Albertson served as acting administrative contracting officer for the E2, F-5 and EA-68 programs. She was responsible for administering more than 200 contracts totaling \$870 million and completed negotiations for the repair of EA-68 Slats, saving more than \$225,000. She oversaw the induction of five F-5 aircraft, totaling more than \$7 million.

Jesse Hendricks — DCMA Twin Cities, contract administrator

Hendricks administered more than 950 contracts valued at \$1.1 billion. He established a proactive property report that synergized across job functions to better deliver information and identify contracts with overages or ready for closeout. His efforts saved the government 20 hours a month and enabled \$450,000 to eight small business contractors.

Kay Eiband — DCMA Raytheon Tucson, contract administrator

Through Eiband's work, she discovered

a significant error in how the contractor calculated estimates in several incentive fee contracts. Eiband also found another systemic error that influenced 11 acquisition category 1 and 2 programs. This greatly improved DCMA Raytheon Tucson's accuracy in Earned Value Management Systems reporting.

Lynda A. Reese — DCMA Sikorsky Aircraft, procurement technician

In addition to her own duties, Reese has filled in for two currently empty positions supporting the Black Hawk and Naval Hawk programs. She created monitoring tools for reconciling canceled funds and other funds. Her work has been essential to ensuring the contract closeouts Performance Indicator was elevated from red to green.

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Mentoring Award

This award recognizes employees who have shared their knowledge and experiences about multiple situations, including those dealing with leadership and organizations, which have helped in developing employee competence and confidence.

Matt Jackson — DCMA Lockheed Martin Denver, senior contracts specialist

Jackson has mentored DCMA military, Section 852 journeymen, Keystones, and DCMA Cost and Pricing team members. He also provided a lesson on Contract Audit Follow-Up and its associated processes. As the Board of Review contact, he included journeymen and Keystones in the process to give them insight into real-world experiences.

Ellen Aipperspach — DCMA Wichita, administrative contracting officer

Aipperspach's workload includes more than 1,700 contracts/orders that are valued at \$443 million. In addition to journeymen contract administrators, she has been responsible for training and mentoring up to six Keystones at a time. Her training is effective, with Keystones often referring back to her while at the Defense Acquisition University.

Ronald B. Lorimor — DCMA Raytheon Tucson, quality assurance specialist

Lorimor assists new journeyman quality assurance specialists in obtaining commodity certifications and has ensured nine journeymen received certification. Lorimor also instructed more senior QAS on electronic surveillance strategy plans for all seven Naval Weapons Systems Programs resulting in zero defects during the QAS self-assessment audit.

Eddie V. Thorne — DCMA Philadelphia, industrial specialist

Thorne presently mentors two Keystone industrial specialist interns and an IS trainee. Thorne's training methods have proven successful as work undertaken by individuals he mentors reflects complete understanding of their assignments and prove helpful to their customers.

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Outstanding Acquisition Newcomer Award

This award recognizes the agency's newest employees whose outstanding acquisition skills and untiring efforts have significantly contributed to the success of the agency's and its customers.

Steven L. Roberts — DCMA Raytheon Tucson, quality management system auditor

Roberts work with DCMA Surveillance led to an impressive decrease in Air and Missile Defense Systems rework from more than 6 percent to less than 1 percent and an increase in Source Inspection Yield from 88 percent to more than 92 percent. His surveillance strategy template and methodology served as a benchmark and was implemented by other programs.

Benjamin Pilato — DCMA Denver, systems engineer and earned value specialist

Pilato developed the office's first Systems Engineering Surveillance Plan, which was approved as the template for all future SESP. Another tool he developed which has been accepted as a standard is the independent estimate at complete Excel spreadsheet that automates IEAC analysis.

David Reinsbach — DCMA Twin Cities, contract administrator

Reinsbach stepped forward to support the Lockheed Martin Naval Inventory Control Point P-3 Spares and Repairs Program. He

Integrity, Service, Excellence

crafted the new Basic Ordering Agreement negotiations and reduced the profit rate from 12 percent to 10.75 percent, saving the buying command, the warfighter and the taxpayer approximately \$100,000 on 120 delivery orders with a cumulative value of \$6 million.

Joshua Chambers — DCMA Manassas, quality assurance specialist

At the request of the U.S. Marine Corps, Chambers independently performed a 100 percent inspection of more than 700 sniper scopes, utilizing a 37-point inspection checklist, ensuring that corrective actions were taken where needed. He also evaluated suppliers for the Train-the-Trainer course in the Warfighter Information Network-Tactical.

Kirk Heyen — DCMA Aircraft Integrated Maintenance Operations, contract administrator

Heyen is the contract administrator for the KC-10 and C-20 Contractor Logistics Support contracts valued at more than \$3.2 billion. His work contributed directly to \$600,000 in savings and more than \$16 million returned to the warfighter. Heyen volunteered to create a report outlining the last 10 aircraft assigned to the KC-10 contract.

Margaret C. Keller — DCMA San Diego, contract administrator

Keller managed a contracting workload of more than 1,000 and a combined value of more than \$2.2 billion. Keller's team identified a waiver clause to ensure the CVN-78 program remained on schedule. Keller has also provided mentoring to Keystones and met her FY11 cancelling funds goal.

Matthew L. Root — DCMA Palmdale, industrial engineer

Root has worked with the contractor and contract management office engineers to train, share best practices, and

validate plans and documentation. Root enhanced support of the Vertical Takeoff Unmanned Air Vehicle's fast-paced critical development and coordinated shipboard testing efforts to provide sub-delegated flight operations support.

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Leadership Award

This award provides a highly visible means for the director to recognize deserving leaders in every segment of the workforce. The Leadership Award recognizes our leaders whose visionary leadership, outstanding professional skill, and untiring efforts advance the agency's strategic mission through "good to great" principles.

Greg Bell — DCMA Lockheed Martin Denver, contracts director

Bell leads two teams, a contracts team and a cost and pricing team. Bell successfully implemented overhead findings, reported by the DCMA Overhead Should Cost Review team, with savings of \$500 million and disallowance of \$22.7 million of environmental remediation costs. Bell presides over monthly Contracts All Hands, part of a structured training approach.

Kevin Johnson — DCMA Raytheon Tucson, director, Engineering and Analysis Group

Johnson's team is responsible for the content and quality control of fourteen monthly Program Assessment Reports. He has worked tirelessly to field training, tools and techniques for DCMA Raytheon Tucson to define, measure and implement the Surveillance Strategy Plan across all disciplines and programs.

Marjorie Heilweil, DCMA Aircraft Integrated Maintenance Operations St. Augustine, supervisory contract cost/price analyst

Heilweil's efforts were particularly valuable in AIMO's success in administration of more than 3,000 contracts valued at \$29 billion. Her accomplishments included: timely issuance of rates; settlement of contract administrative service issues and recoupment of funds; exceptional customer support; and superb leadership to employees.

Michael Paulini, DCMA Centers, Central Regional Command, Recruitment, Training and Data Analysis Team, Cost and Pricing Center

Paulini directed the project to develop and deploy the Contract Business Analysis Repository. The development of CBAR revolutionizes the real-time access of DCMA information by its most important customers. He played a major role in establishing the quarterly cost/price analyst supervisory discussion group.

John F. Barman — DCMA Northrop Grumman, acting director and deputy director

Barman was responsible for the

daily operations of a 38-person workforce, leading contract administration services for 343 contracts valued at \$2 billion. Barman's efforts allowed three new Non-Conforming Material reduction agreements to be reached with the contractor for the F-35, F/A-18 and T-38 programs.

Felisha Hitt— DCMA Centers, Manassas, Va.

Hitt is the director of the Functional Information Resource Management Center. While working with the Defense Acquisition Regulations Council, Hitt developed the Business System Rule which improved the Department of Defense's

oversight of contractor business systems. She then created the DCMA policy for enacting the rule.

William P. Romenius — DCMA Centers, Alexandria, Va.

Romenius is DCMA's senior cost accounting standards subject-matter expert. He has successfully conducted 23 Cost Accounting Standards training courses and advised countless administrative contracting officers. During training, his experience as a CAS Board Member has been an invaluable training tool. He has also supported overhead should cost reviews.

Military Personnel Annual Awards

These awards recognize the superior military performers throughout the agency. Those recognized by these awards are exemplary and inspirational to others and have contributed significantly toward accomplishing in the agency's mission while improving the quality of operations.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Field Grade Officer of the Year & "Best in Service" Air Force
Air Force Maj. Doug Snead, DCMA Wichita

Snead is government flight representative and was responsible for ensuring 327 sorties and 428 hours of safe flying. He delivered 161 aircraft with zero flight mishaps. Snead set the standard for the Army's new \$52 million C-12 aircraft depot maintenance, ensuring the Safety of Flight requirement was fully understood and incorporated in maintenance operations.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Field Grade Officer "Best in Service" Marine Corps
Marine Corps Lt. Col. Roger Hardy, DCMA Lockheed Martin Ft. Worth

Hardy was instrumental in the safe and efficient manufacturing, acceptance and delivery of 17 F-16s and 12 F-35 production and flight test aircraft. Hardy's efforts led to 482 sorties and 745.7 mishap-free flight hours. He re-energized the 11-member Aviation Program Team overseeing F-16, F-22 and the first-ever F-35 acceptance.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Field Grade Officer "Best in Service" Navy
Navy Lt. Cmdr. Paul Rotsch, DCMA Aircraft Integrated Maintenance Operations Enterprise

Rotsch oversaw the successful delivery of more than 225 aircraft; his efforts developed major corrective action plans for aircraft fire-fighting programs at three contractor sites. Rotsch's contract management office received green ratings on all five of its inspections. He completed all missions within his flight operations budget of \$30,000.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Field Grade Officer "Best in Service" Army
Army Maj. David McDowell, DCMA Southern Europe

McDowell improved the initial response capability by developing deployment guidance, leading to a 72-hour response time for warfighters. He championed good stewardship by de-obligating 96 percent of fiscal year 2011's cancelling funds, returning a total of \$600,000 to customers. He also directed a three-man team that successfully de-obligated and returned \$15 million.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Field Grade Officer of the Year & "Best in Service" Navy (Reserve)
Navy Cmdr. John Prickett, DCMA

Aircraft Integrated Maintenance Operations

Prickett's leadership allowed for the closure of one Level-III corrective action request and a facility turnaround from critical findings in 2010 to across-the-board green findings. In addition, he oversaw delivery of more than 44 aircraft back to the warfighter. His efforts also improved the climate survey, with across-the-board improvements in morale and productivity.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Field Grade Officer "Best in Service" Air Force (Reserve)
Air Force Lt. Col. Barnabas Dudas, Headquarters DCMA

Dudas provided leadership for oversight of the Army's largest Acquisition Category I Program and \$21 billion modernization effort. He served as the liaison to Naval Fleet Forces and is a critical link to the tri-Service military Reserve support for DCMA's overseas mission. He also chaired an assessment review board that kept critical program assessments on-track.

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Field Grade Officer "Best in Service" Army (Reserve)
Army Maj. Renié Bright, DCMA Huntsville

Bright served as a forward deployed Team Lead acquisition contracting officer in Iraq. She supported an \$8.3 billion task order that provides critical life support to more than 25,000 permanent party

personnel and more than 50,000 deployed military and civilian personnel. Her construction project oversight saved time, money and more than \$10 million in excess property.

Company Grade Officer of the Year & “Best in Service” Air Force
Air Force Capt. Sarah Willford, DCMA Santa Ana

Willford provided administration of the \$6 billion Logistics Civil Augmentation Program, improving the quality of life at five Forward Operating Bases for U.S. and Coalition forces. She also filled a leadership gap at an off-site facility to seamlessly execute \$10 billion worth of acquisition programs. She also led a \$230 million major acquisition Navy program.

Company Grade Officer “Best in Service” Navy
Navy Lt. Stephanie Montano, DCMA St. Petersburg

Montano provided program management support for \$1.3 billion of ammunition contracts. Her leadership of a Tiger Team allowed DCMA to reduce the number of Raytheon’s overage contracts by 95 percent. Montano also was central in developing procedures to manage undefinitized contract actions. She is responsible for mentoring keystones and contractors.

Company Grade Officer “Best in Service” Army
Army Chief Warrant Officer Three Sean Gilland, DCMA Boeing Mesa

Gilland was personally responsible for the inspection and government test flight of 34 AH-64D Longbow Apache helicopters and three Foreign Military Sale helicopters. His efforts allowed the Apache Block II program to remain five aircraft ahead of contract schedule. He also conducted aircraft qualification training on three new aviators.

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

Air Force Reserve Capt. Jennifer Young, DCMA Denver

Young contributed to the success of the Management Review Team by building a database, allowing more than 100 contractors to be tracked. She also performed a detailed price analysis on a \$1.23 million proposal; her efforts saved the government \$41,000. Her efforts on a contract valued at more than \$3 million ensured that the government paid fair and reasonable prices.

Senior Noncommissioned Officer of the Year & “Best in Service” Air Force

Air Force Senior Master Sgt. Alan Tolksdorf, Headquarters DCMA Air Operations Directorate

As a lead ground inspector, Tolksdorf identified critical issues, allowing the government to mitigate risk for more than \$3 billion contracts. He has contributed to more than 22,000 sorties, 21,000 flight hours and the delivery of 2,062 aircraft. Tolksdorf authored DCMA policy, guides and reports that have streamlined processes and standardized evaluations.

Senior Noncommissioned Officer “Best in Service” Army
Army Sgt. 1st Class Ronald Fox, DCMA Boeing Philadelphia

Fox continuously worked with the contractor to improve their ground operating procedures. These efforts were key to decreasing Foreign Object Debris/ Tool Control incidents. Fox flew 77.3 incident and accident free hours during this period. In July, he accepted a record number of CH-47Fs, a feat not matched since the early 1990s.

Noncommissioned Officer of the Year and “Best in Service” Air Force
Air Force Master Sgt. Steven Knox, DCMA Lockheed Martin Marietta

Knox ensured 100 percent on-time flight testing/delivery of C-130J aircraft valued at over \$900 million. He also provided expert oversight for Acquisition Category 1 contracts valued at \$89 billion.

Knox was the primary loadmaster on 45 Functional Check sorties, spending more than 75 hours in support of deliveries.

Noncommissioned Officer “Best in Service” Navy

Navy Petty Officer 1st Class David Morgan, DCMA Sikorsky Aircraft Stratford

Morgan provided oversight of three Acquisition Category I programs contracts exceeding \$7.5 billion in value. He directly contributed to 1,950 mishap-free flight hours and more than 1,500 sorties flown this year in Stratford. Morgan overcame scheduling, weather and maintenance obstacles to execute 58 on-time deliveries to the fleet and modification site.

Noncommissioned Officer “Best in Service” Marine Corps

Marine Corps Staff Sgt. Bradley Jennings, DCMA Boeing St. Louis

Jennings’ efforts reduced the risk on eight multi-service weapons programs via improved practices at Boeing Weapons Facility. He increased visibility on problem suppliers to increase the amount of vital resources reaching warfighters. His work ultimately has led to reduced cycle times in tracking supplier defects and taking corrective actions. 

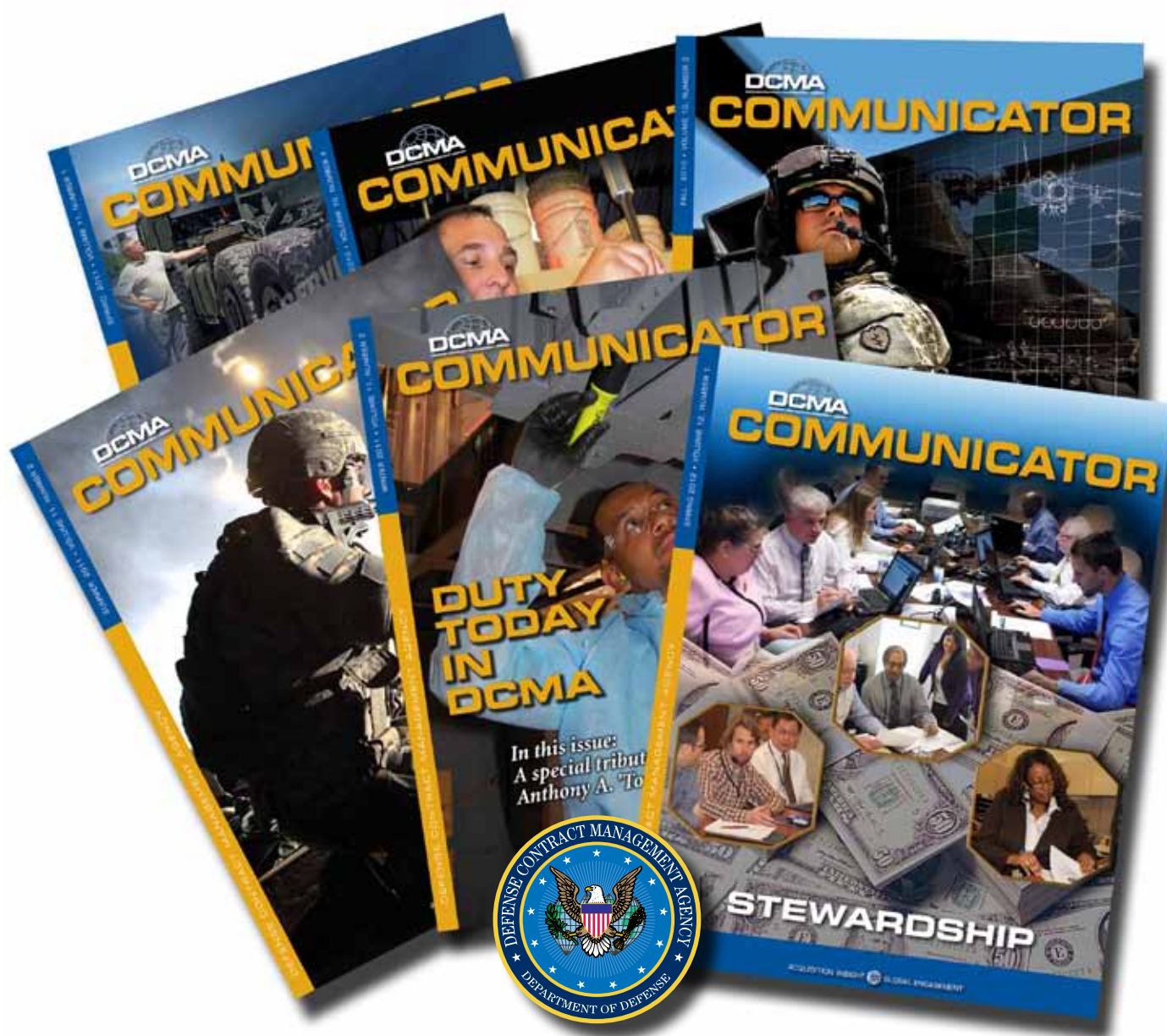


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The *Communicator* is calling for those who have news to share. Assembled by DCMA Public Affairs, the *Communicator* is published quarterly and provides information about long-term plans, future responsibilities for employees, interviews with and opinion 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.

Submit your articles and ideas to DCMACommunicator@dcma.mil.



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