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ACQUISITION INSIGHT  GLOBAL ENGAGEMENT



16 Tracking systems engineering in Pennsylvania

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Graphic by Cheryl Jamieson
Terry Brown, DCMA Engineering and Analysis Supply Chain Predictability general engineer, and Linh Lam, DCMA E&A Technical Support to Negotiations lead, look over engineering requirements in a contract at the headquarters building on Fort Lee, Va.



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BCOT trains for deployment



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**New collaboration
platform: DCMA 360**



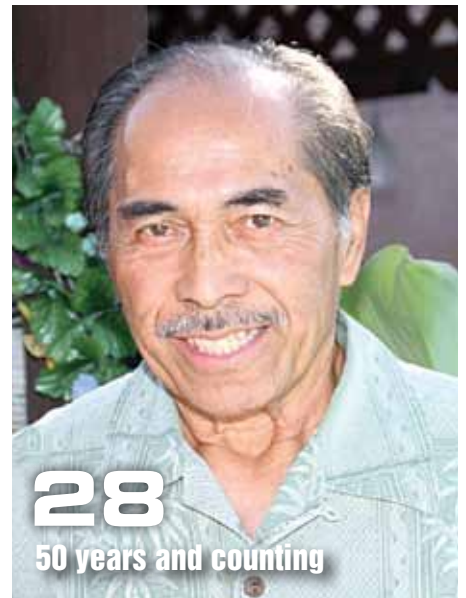
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Engineering the agency's safety mission

Agency takes cost savings, CCAS mission head-on

The Department of Defense is facing challenging and uncertain times and as the effects of budgetary constraints, sequestration, furloughs, and the drawdown in Afghanistan place tremendous pressure on our workforce. In response, the agency's leadership team continues to prioritize and plan as we look for additional efficiencies to be able to deliver acquisition insight to the Department, support our warfighters and be good stewards of America's financial resources.

Our strategic priorities outlined in the Defense Contract Management Agency's Strategic Management Plan FY13 – FY14 focus on ten business priorities that align with the DOD's Better Buying Power 2.0 and the four quadrants of our balanced scorecard. These ten priorities have been refined in our soon to be released Strategic Management Plan FY14 – FY15 and continue to ensure we will focus our efforts and resources on accomplishing the most important priorities. As we move forward, we will continue to use these priorities as a framework for everything we do.

DCMA has a long history of cost consciousness — this year has really tested us, but we have met the challenges head-on — and, for that, I thank you. Creating efficiencies to achieve additional savings will continue to be a high priority in the weeks, months, and years ahead. We need to seriously look at areas where we can achieve greater efficiency and productivity in order to reduce our headquarters budget by the required 20 percent by FY19. As stewards of taxpayer dollars, each of us must routinely analyze costs and consider reasonable measures to identify and realize these efficiencies. Additionally, we must be vigilant and assure that immediate short-term savings do not have untenable long-term consequences.

Finally, please know that I am proud of the agency personnel who have stepped forward and answered the call for Contingency Contracting Administrative Services in Afghanistan. At the onset of summer, I asked for volunteers with the right skills, attitudes, and experiences to meet the challenges of this final drawdown mission. I was neither surprised nor disappointed in the overwhelmingly positive and enthusiastic response. By July 19, 245 employees had applied for this important mission. I have no doubt we will meet our requirement of 125 personnel for boots-on-the-ground contract support by November.

The CCAS mission does not take place in a vacuum, and with this in mind, I extend many thanks to the hard-working people in our Combat Support Center, and Human Capital Directorate who recruit, hire, and train your colleagues who volunteered for this important mission. Their efforts, combined with your encouragement, will help us stay the course, to bring our troops home safely, and finish strong.

Warmly,



Charlie E. Williams Jr.
Director



Haven takes helm of DCMAI

Nick D'Amario | DCMA Public Affairs

Defense Contract Management Agency International leadership transitioned from acting commander, Fred Kuhm, to new commander, Navy Capt. Deborah Haven, during a June 4 ceremony at the DCMA headquarters.

As International's new commander, Haven leads a joint acquisition command globally-dispersed over 26 countries. She has the helm on executing the agency's international contract administration business and logistics performance oversight of more than 8,625 contracts valued in excess of \$128 billion. She is also responsible for DCMA's Contingency Contracting Administrative Services mission in direct support of theater operations throughout the Middle East and Afghanistan.

"It will truly be an honor to have the opportunity to lead the men and women of DCMA International," said Haven. "I am thrilled to be with an organization that has a reputation for putting the warfighter first."

Charlie E. Williams, Jr., DCMA director, said during the ceremony, he was "looking forward to (Haven's) strategic vision and great leadership in ever more challenging times to support (the agency's) customers around the world."



DCMA Director Charlie E. Williams, Jr., passes the guidon and leadership of DCMA International to Navy Capt. Deborah Haven, during a June 4 ceremony at the agency's headquarters. (Photo by Nick D'Amario, DCMA Public Affairs)

Already attuned to DCMA's policies and processes since taking command, Haven also focuses on the personal lives of each member of her organization, and values the effort and commitment of all her directorate's members. Her "Commander's Rules of the Road" have become DCMA International's new mantra toward total mission success.

Haven was promoted to rear admiral (lower half) during a ceremony at Fort Belvoir, Va., Aug. 9. 

Rules of the Road *Rear Adm. Deborah P. Haven*

- **Warfighter first**
 - That's why we are here
- **Integrity always**
 - Perception is important
 - Common sense applies
 - If you have to think about whether it's right or wrong, it's probably wrong
- **Respect for others (mandatory)**
 - Respect yourself (work hard)
 - Respect your colleagues
 - Respect the command
- **Communicate frequently**
 - Bad news doesn't get better with time
 - Communicate respectfully
- **Money matters**
 - Spend taxpayers money like it is your own (it is)

Navy Rear Adm. Deborah P. Haven, Defense Contract Management Agency International commander, has rear admiral shoulder boards placed on her by Navy Rear Adm. Patricia E. Wolf, Defense Logistics Agency director, Joint Reserve Force (J9), and her husband, Don Haven, during her promotion ceremony at Fort Belvoir, Va., Aug. 9. (Photo by Patrick Tremblay, DCMA Public Affairs)



DCMA 'Finish Strong' receives

Nick D'Amario | DCMA Public Affairs



DCMA Director Charlie E. Williams, Jr., (left) receives a briefing from a Defense Logistics Agency disposition services yard manager, during a visit to Bagram Airfield, Afghanistan. (Photo by Kent Schvaneveldt, DCMA Afghanistan)

As the nation's warfighters complete their mission in Afghanistan, Defense Contract Management Agency personnel with the right skills, the right experiences, and the right attitude are still needed.

And since June 28, a call for volunteers to help DCMA "finish strong" has resulted in an impressive response from the work force.

The response for contracting, quality and property experts to meet the challenges in the final stretch of DCMA's drawdown mission in Afghanistan resulted in 245 employees stepping up to the plate by the July 19 deadline.

"I am extremely moved by, and proud of, the DCMA men and women who

have selflessly answered the call to help our warfighters finish strong in the final stretch of DCMA's drawdown mission in Afghanistan," said DCMA Director Charlie E. Williams, Jr.

The projected Finish Strong requirement for DCMA Afghanistan is 125 personnel for boots-on-the-ground by November.

After the director's call for volunteers went out, Susan Allen, DCMA Combat Support Center Force Management Team lead, and Kathy Butera, Human Capital Field Support Center director, began reviewing the rapidly filling rosters of employees answering the director's call.

"DCMA Human Capital provides human resource personnel support and manages related issues for deployment

of DCMA personnel," said Butera. HC also handles re-employment annuitant requests which, for example, allows HC to work hand-in-hand with contract management offices to submit requests to backfill positions temporarily vacated for deployment purposes. These backfill requests are subject to review and approval by the DCMA director.

The Finish Strong campaign, first introduced by Williams in May, is focused on providing optimal support for close-out efforts and offers DCMA employees an opportunity to be part of historic operations.

"Finish Strong," according to Williams, means "getting the right DCMA people to Afghanistan for the final stretch — people with the right skills, the right experiences,

impressive response

and the right attitude.”

Deploying DCMA employees doesn't happen in a vacuum.

According to Mike Corrigan, DCMA CSC Force Management Team management analyst and Force Management Team member, once the requesting activity, in this case the International directorate, has identified its requirements to CSC, the ball starts rolling.

And, in order to meet the projected “boots on ground” timeframe of November to December 2014 for Finish Strong, there is a clear process and timeline in place for meeting that goal.

“Hugh Sturrock, CSC FMT management analyst, and I manage the screening process which ensures volunteers are aligned to the criteria and requirements set forth by DCMA International,” said Corrigan, a Navy veteran who deployed to Afghanistan in 2008-09 during his assignment with the agency.

“Next is the selection panel which picks those individuals best suited to meet the challenges in DCMA Afghanistan’s mission of supporting our warfighters as they draw down,” said Corrigan.

Once selected, volunteers are placed on a deployment roster which initiates all pre-deployment paperwork, theater clearances, Basic Contingency Operations Training and pre-deployment preparations leading up to deployment.

“Ideally, once volunteers are selected and placed on the roster, we are looking at boots-on-the-ground within 90 days,” said Corrigan.

Army Col. D.D. Mayfield, DCMA Afghanistan commander, recently extended his gratitude to the hundreds of DCMA professionals who answered the director’s call to fulfill the agency’s commitment to support his drawdown mission.

“I want to thank all the professionals who signed up for the Finish Strong campaign. We are at the two-minute warning of the fourth quarter, and we are

“I want to thank all the professionals who signed up for the Finish Strong campaign. We are at the two-minute warning of the fourth quarter, and we are fielding our best line as we push toward the enduring footprint. Together we will balance the reduction of personnel and equipment with our mission to deliver the best service our nation can provide to the warfighters.”

— Army Col. D.D. Mayfield, DCMA Afghanistan commander

fielding our best line as we push toward the enduring footprint,” he said. “Together we will balance the reduction of personnel and equipment with our mission to deliver the best service our nation can provide to the warfighters. I look forward to

watching you sprint onto the field, where our team will finish strong.” 



Susan Allen (left), DCMA Combat Support Center Force Management Team lead, and Kathy Butera, Human Capital Field Support Center director, review a roster of employees who answered the agency director’s call for volunteers in Afghanistan. (Photo by Nick D’Amario, DCMA Public Affairs)

BCOT trains for deployment

Nick D'Amario | DCMA Public Affairs

The Defense Contract Management Agency hosts a four-day Basic Contingency Operations Training program near Richmond. Participants comprised of DCMA civilians, DCMA active duty military, service individual augmentees, and reservists receive in-depth training and orientation essential to working and living safely in an overseas contingency environment.

"BCOT orients and prepares participants for the requirements of Contingency Contract Administrative Services which can differ significantly from the duties they routinely perform in their stateside assignments," said Mel Hamner, DCMA BCOT program manager.

"Contingency contract administration and quality assurance primarily involve the oversight of services provided to the warfighters whereas products are the primary focus of those stateside functions," he added.

What are individual augmentees?

Individual augmentees are military service members, not currently assigned to DCMA, who are tasked to deploy as an individual, rather than with a unit, in support of DCMA's mission. They generally perform duties similar to those done by deploying military and civilian personnel assigned to DCMA, such as contract oversight and quality assurance. They may also deploy as subject matter experts in fields DCMA does not have personnel assigned to, such as fuels and fire protection.



Mel Hamner, DCMA Basic Contingency Operations Training program manager, awaits questions before being interviewed for *Inside DCMA*, a Web-based video feature providing DCMA employees with news for and about the agency. (Photo by Nick D'Amario, DCMA Public Affairs)

A 20-year veteran naval officer, Hamner has been involved with BCOT since 2010 and has been the program's chief architect since February 2013. Hamner has seen more than 1,500 civilians and military personnel participants reap the benefits of BCOT training over the past three years.

Hamner and four others make up the CSC's Train and Equip Team, and are tenants at the Defense Supply Center Richmond. The team assembles an in-depth, coordinated program where dozens of topics are presented to those preparing to deploy. While the number of BCOT participants varies each month, the program's content remains equally robust in terms of material presented over the four-day program.

Not all presenters, however, are physically at the BCOT training site. The program also features call-ins from applicable CCAS theaters of operation, providing participants the opportunity to hear, first-hand, from DCMA command representatives corresponding with their deployment destinations.

Working closely with CSC's Force Management Team, Hamner and his team currently conduct an average of one

BCOT session per month, and employ a system that strives to provide training for individuals within 60 days of their deployment date.

"Deploying to a contingency environment can be an intimidating experience. We take pride in doing everything we can to ensure personnel, both deployment veterans and first-timers



Christal Jones, DCMA administrative contracting officer and member of the CSC Train and Equip Team, assists a DCMA quality assurance specialist in trying on his DCMA civilian uniform during a recent Basic Contingency Operations Training. (Photo by Nick D'Amario, DCMA Public Affairs)

alike, are as prepared as they can be," said Hamner.

DCMA deploys personnel around the world to provide CCAS to contingency operations. CCAS teams have participated in nearly every major contingency including Central Command, European Command, Africa Command and Southern Command. Approximately one-third of the personnel deploying to

contingency assignments are civilians.

BCOT is required training for civilians and military personnel alike. Depending on an individual's past BCOT attendances and deployment experience, BCOT may be waived by the CSC director under certain conditions.

Once training is completed, DCMA personnel receive further training at Fort Benning, Ga., before being deployed.

Service individual augmentees receive additional training at their respective services' deployment readiness sites. This follow-on instruction includes lessons in survival skills such as first aid and field hygiene, the use of protective equipment, finalizing individual's medical readiness, and more theater-specific information about the host country. **C**

Former deployees share their reasons for supporting the DCMA mission overseas



Robert Sadler (right), DCMA St. Augustine quality assurance lead, is photographed with a friend, and warfighter, on his first deployment with DCMA in 2002. Sadler has deployed six times and has spent more than 87 months overseas for the agency since 2002. (Courtesy photo)

Robert Sadler, DCMA St. Augustine quality assurance lead, has had six deployments since 2002, spending more than 87 months overseas during the past 11 years. That translates to Sadler having devoted more than 65 percent of his DCMA time to being deployed.

"With living conditions getting tougher, such as the near-term in Afghanistan, you have an opportunity to get closer to the GIs, spend more time with them and know their problems and issues," said Sadler. "I am excited about the opportunity to deploy again and do something good for the agency. I want to make a difference."

Sadler is no stranger to Afghanistan. He has already deployed there, in addition to having served DCMA and his country in Kuwait, Pakistan, Jordan, Qatar and Iraq.

Sadler has been a DCMA employee since 1984, is an Air Force veteran and was a launch crew member for the 1969 Apollo 11 mission.

Donald Fisher, a contract administrator with DCMA's Contracts division, has stepped forward to deploy for the fourth time since joining DCMA in 2008.

The 22-year Navy veteran already spent a total of 39 months in Iraq and Afghanistan on three previous deployments and is now looking forward to answering the call once more.

"The agency director needs help and I believe I fit the bill," said Fisher. "This is probably the best contracting experience you'll ever have because you fulfill many more roles as an ACO to make things work."

In Fisher's previous deployments with DCMA, he supported the surge and buildup in Afghanistan in 2009-10 and helped transition LOGCAP III to LOGCAP IV. He also assisted in downsizing operations in Iraq during his last 15-month tour to Iraq 2011-12.

Fisher is looking forward to the special camaraderie and professionalism he'll encounter with other DCMA deployment veterans stepping forward for the Finish Strong initiative.

"We all have a mutual respect and a sense of shared sacrifice," Fisher said. "You develop a special bond when you're working in such a small community of contracting professionals."



Donald Fisher, contract administrator with DCMA's Contracts Division, shows his patriotism by displaying the nation's flag during his deployment to Iraq in 2011. He has spent 39 months over three deployments for the agency since joining DCMA in 2008. (Courtesy photo)

New collaboration platform: DCMA 360

Key pieces of electronic records management strategy being deployed

Kevin Mooney | DCMA Information Technology Communications

For the past decade, the Defense Contract Management Agency intranet and the online portal have served as the agency's primary platform for storing and sharing electronic non-contract records and documents.

Files residing there include briefings, requirements, memorandums, templates, knowledge documents, collaborative projects and other work-essential information. DCMA 360 is being introduced to replace the current portal and intranet as the agency's new collaboration platform.

"We are delivering a brand new technology medium to make work life better for our employees based on what they've said they are looking for," said Jacob Haynes, DCMA Information Technology executive director and chief information officer. "DCMA 360's document management capabilities will allow the agency to move away from ad-hoc storage and treatment of electronic files into a managed records framework."

DCMA 360 will become the agency's online central resource for all internal information and collaboration within the agency, combining the best features of the current portal with numerous new capabilities. In addition to improved electronic document management, other key benefits of DCMA 360 include more efficient methods of sharing information, new communication features, webpage customization, and even more ways to collaborate and connect with colleagues.

A common question is "How will DCMA 360 help me do my job?" The platform is powered by Microsoft SharePoint, so users will immediately recognize a portal environment and navigation similar to other Microsoft products. Also, seamless integration with Microsoft Office applications facilitates collaborative document



The DCMA 360 onboarding team recently visited DCMA headquarters at Fort Lee, Va., to assist agency personnel with setting up site pages and transferring content into DCMA 360. Pictured from left to right: Kevin McIntosh, Stephen McCurdy, Ari Mertzger, John Persaud, Aaron Miller and Rosa Bell. (Photo by Mark Woodbury, DCMA Public Affairs)

editing, information synchronization and the reduction of duplicated efforts. Additionally, improved search functions, file tagging and enhanced storage capabilities make information easier to find.

Other DCMA 360 features, like event and meeting workspaces, help users get organized when working together as a group by sharing agendas, documents, participant lists and other meeting details. Obtaining approvals for content or

documents will become easier with pre-defined workflows and automated alerts. Permission controls will allow site owners and content managers to target or limit audiences and get the right information to the right people.

Another key benefit is DCMA 360's behind-the-scenes integration with other new IT systems designed to provide the agency with a 21st century electronic records management solution.

PART OF A BIGGER STRATEGY

Historically, DCMA mission-related electronic contract records have been stored in the Electronic Document Workflow system, whereas most non-contract record keeping information (such as budget, finance, personnel, internal reviews, and so on) has been maintained via the portal, intranet websites and the shared (P:) drive. When personal computers, portable hard drives and email folders are added to the mix, the decentralized nature of the agency's electronic documents becomes apparent. This can make searching for and locating essential information a real challenge.

At the request of DCMA Director Charlie E. Williams, Jr., the IT directorate is pursuing the objective of reconstituting the agency's contract and non-contract records into a more robust centralized electronic records management system that facilitates capturing, managing and searching information.

To realize this goal, IT is undertaking several broad initiatives to address both contract and non-contract records. Contract documents are being migrated from EDW to the new Integrated Workflow Management System (as reported in the summer 2013 issue of the *Communicator*).

DCMA 360, when fully integrated with electronic systems such as IWMS, will enable automating the protection and preservation of the agency's record keeping documents and non-records in accordance with DCMA records retention policy in a much more transparent manner. By serving as the central repository for agency business, DCMA 360 will help reduce the use of the shared drive, portable hard



drives and local databases.

Furthermore, the ability of DCMA 360 to integrate across agencies and departments through identity federation will allow for future cross-domain collaboration without substantial investment as well as align DCMA 360 with broader enterprise collaboration initiatives. These capabilities foster teamwork for an increasingly mobile and geographically dispersed workforce.

EVERYONE PLAYS A VITAL ROLE

Phased deployment of DCMA 360 is underway now. Transitioning from the current portal to the new portal platform will be a multi-phased project spanning many months. Earlier this year, DCMA 360 underwent staged testing and evaluation to selected groups and is now launching to the rest of the agency.

"If it's met with the enthusiasm that we hope for, DCMA 360 will be a tool that really changes the way business collaboration is done daily at DCMA," said Haynes. "This new portal platform can be a significant contribution to the DCMA workforce, and so we ask for everyone's full engagement to make it successful."

Each individual within the DCMA community plays an important role in making DCMA 360 successful. Site owners and content managers are integral as they transition their intranet and current portal content to DCMA 360. The process of deleting unnecessary files, migrating essential files, and carefully creating file

structure and metadata for new content are imperative.

All DCMA employees, including end users, will create their own profiles and integrate the use of the platform's tools into their work on a daily basis as it becomes available to them. Training participation can increase user familiarity and broaden the effectiveness of DCMA 360's features. These efforts as a whole will help determine the significance of DCMA 360's future impact.

As its slogan "The Power of Collective Intelligence" suggests, the long-term vision for DCMA 360 is to provide users with an intuitive platform for knowledge sharing and ultimately to serve as a one-stop shop supporting the agency's collaboration needs. In this way, DCMA 360 will deliver the portal's original intent as the foundation for centralized and efficient document storage and management, cross-agency discussion, and knowledge retention.

DCMA employees interested in learning more about DCMA 360 can visit <https://360.dcma.mil/intro>. 

CBAR 1.6 offers customers immediate access to agency information

Nick D'Amario | DCMA Public Affairs

The Defense Contract Management Agency has launched a new version of the Contract Business Analysis Repository. CBAR 1.6 provides agency customers with improved access to DCMA information. Additionally, the Department of Defense mandated June 24 that procuring contracting officers use the new CBAR version for populating business clearance documents from their negotiations.

CBAR is a DOD Acquisition Enterprise database, developed and managed by DCMA. Although designed for DOD use, other federal agencies, such as NASA, use it. These agencies negotiate and award contracts to many of the same contractors which are awarded DOD contracts.

"CBAR allows the customer to access and obtain information immediately via a secure Web-based application available 24/7," said Mike Paulini, DCMA CBAR functional manager and director of the Data Analysis, Training and Recruitment Group in the agency's Chicago hub site of the Cost and Pricing Center.

When information was needed from DCMA before CBAR, the contracting activity customer needed to first find the DCMA contract management office that managed a company's contracts. Then, a specific person to contact had to be identified. There was no guarantee the contact person was available to respond in a timely manner. The administrative contracting officer would respond using email or telephone, and it could take a week to receive the information from DCMA.

"When CBAR became available to the

"For the first time, in a systematic way, PCOs across the department can arm themselves with knowledge of negotiation results with specific contractors achieved by their peers."

— Ron Youngs, DCMA Cost and Pricing Center director

DOD contracting community, a positive comment we frequently received was that customers liked obtaining the data at night and on weekends," said Paulini. "They didn't have to wait until the next work day to contact the DCMA office to request the information."

While data such as direct labor rates, business systems status and cost accounting standards issues are important to the procuring contracting officer community, the greatest benefit from the DCMA information will be the ACO's recommended indirect expense rates. Indirect costs often account for as much as 50 percent of the contract price on major procurements. By the ACO providing rates to the PCO for use in negotiations, DCMA's efforts have a significant impact towards reducing acquisition costs to the government.

The DCMA ACO performs routine data integrity maintenance of the information populated in CBAR. This assures DCMA customers that data for any given company is the most current information available. The CBAR Contractor Data screen states the date the information was last updated

and provides the viewer a summary of changes made to the company's data.

"The release of version 1.6 takes CBAR to a whole new level," said Ron Youngs, DCMA Cost and Pricing Center director. "For the first time, in a systematic way, PCOs across the department can arm themselves with knowledge of negotiation results with specific contractors achieved by their peers."

Youngs further elaborated, "CBAR provides the PCO community with the opportunity to review vital contractor business information the minute it's required. It provides them with the data and background they need to have a more meaningful dialogue with our corporate

CBAR 1.6 offers:

- Direct and indirect cost information (forward pricing rates and settled incurred cost rate information)
- Status of contractor business systems
- Status of compliance with Cost Accounting Standards (including Cost Accounting Standards disclosure statements)
- Information about costs and the financial condition of the parent entity of major corporations
- The PCO's experience during negotiations with a sole-source contractor



Mike Paulini (center), DCMA Contract Business Analysis Repository functional manager and director of the Data Analysis, Training and Recruitment Group in the Chicago hub site of the Cost and Pricing Center, with the CBAR program office team: (back row) Bob Fencl, price/cost analyst; Paulini; Greg Griffith, price/cost analyst; (front row) Stephanie Renken, management analyst; and Violet Koenig, management analyst. (Photo by Patricia Lecture, DCMA Cost and Pricing Center Data Analysis, Training and Recruitment Group)

and divisional administrative contracting officers.”

Paulini emphasized CBAR implementation will not eliminate verbal customer communication. “CBAR displays a message to users that DCMA encourages active communication with the ACO team to discuss the status of business systems, Cost Accounting Standards issues, and the ACO’s recommended indirect expense and direct labor rates — as well as any other contractor information in the database.”

CBAR provides the current list of DCMA points of contact the customer can engage to discuss the information in CBAR. When the Defense Contract Audit Agency is actively participating in reviews of the contractor, the DCAA POC information is also cited.

Once a contracting officer executes a non-competitive, sole-source, negotiated contract action that exceeds \$25 million (e.g., the award of a new contract, issuance of a contract modification, or issuance of a delivery or task order), that CO is expected to populate CBAR within 30 days after the contracting action is completed. Once

the information is saved in the database, it is immediately available to other CBAR users.

“The intent is to provide as much information to the CO as possible so he or she will be better prepared for negotiations,” said Paulini. “It should result in the government obtaining a good deal for the government, with less cost paid for products or services, or better contract terms (such as a free warranty, or lower amount of government financing). When we pay less, there could be more funds available to acquire additional supplies and services.”

Pat Mika, Naval Sea Systems Command contracting cost and financial specialist, is the NAVSEA point of contact for implementing CBAR across their numerous organizational acquisition units. According to Mika, NAVSEA puts out \$30 billion annually in contracting actions.

“It is very important the PCOs, tasked with making business decisions, have as much useful information as early as possible in the negotiation process,” said Mika. “(DCMA) has kept everyone

informed, addressed issues promptly, and have maintained a great attitude.”

Margaret Gillam, Operations Directorate contract administrator and a CBAR point of contact at the DCMA Rivers Bend Office in Chester, Va., said ACOs have worked hard to populate CBAR.

“While it has been an investment in time to get CBAR populated, the efficiencies of CBAR will be realized as PCOs become familiar with and use CBAR,” said Gillam. “While dialogue between PCOs and ACOs is always encouraged, having up-to-date information in CBAR will be a time saver for years to come.”

Due to the sensitive, confidential and proprietary nature of the data in CBAR, users are granted access to contractor records on a need-to-know basis. Access to CBAR is limited to active-duty military and civilian government employees only. CBAR access is not granted to contractor employees, even when employed by the government.

With assistance from instructional designers on the DCMA Software Acquisition team, Paulini and his team developed CBAR training pages and user manuals — for internal and external users — and Web-based training modules for each user role in CBAR (e.g., ACO, PCO, PCO Administrator). After taking the training, a practice module is available before starting to use CBAR.

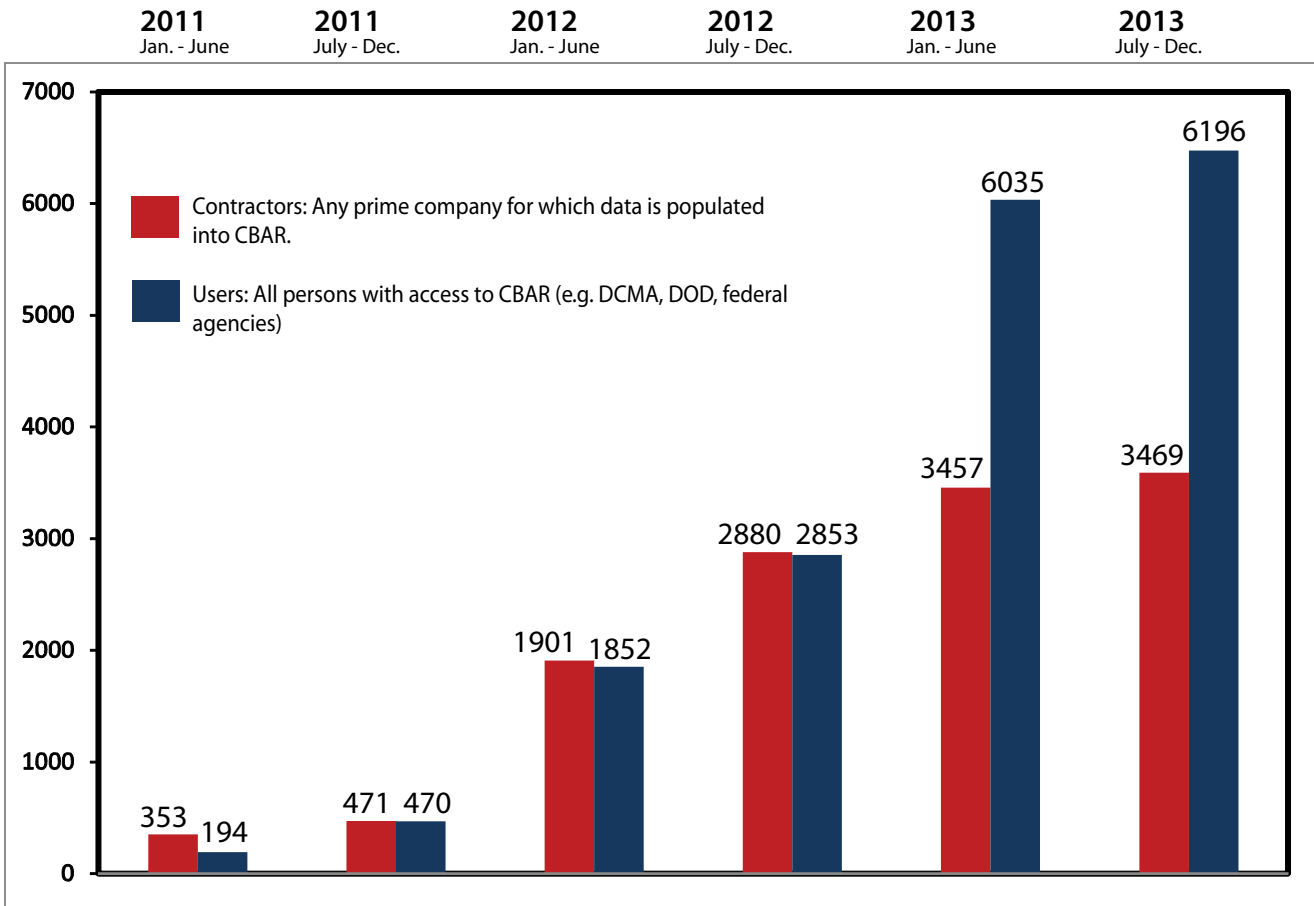
“CBAR itself is easy to use once you understand the access rules,” said Paulini. “Like any other computer application, the more you use it the more proficient you become.”

Elizabeth Cross, contract price/cost analyst at the Cost and Pricing Center in Manassas, Va., is a former divisional ACO who used CBAR when it was first deployed. She has since attended two training sessions conducted by Paulini to become informed on the PCO enhancements in version 1.6.

“Mr. Paulini’s training left the PCO audience with a powerful impression of the importance of CBAR and its role in achieving the ultimate goal of increasing affordability for DOD on pricing actions,” said Cross.

She elaborated that Paulini was

CBAR Users and Contractor Count



particularly effective in explaining the importance of uploading certain business clearance records in CBAR to allow other PCOs to better prepare for negotiations and, in turn, secure a better deal for the government.

“I am proud of the success we have achieved with CBAR,” said Paulini. “But, it could not have been successful without the

team built around it.”

According to Paulini, the support from the agency’s Information Technology Directorate has been exceptional — from design, development, deployment, documentation and training. “They have always been responsive to our needs and issues,” he said.

“If it wasn’t for the exceptional efforts

and assistance from Allison Elgaard, the DCMA-IT eBusiness lead analyst assigned to CBAR, it would not be where it is today,” said Paulini. “We appreciate the great support and dedication of our Pricing Center team, especially Violet Koenig, the CBAR security administrator, who has been there from beginning of CBAR development.” 

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Engineering contract administration success

Jo Adail Stephenson | DCMA Public Affairs



The DCMA Engineering and Analysis Directorate leaders (left to right): Nathan Scoggin, Engineering Systems and Process Compliance Division director; Robert Conforto, Major Programs Support Division director; Ken Gillam, Technical Assessment Division director; John Cuddy, deputy director; Don Jacobs, Manufacturing Engineering/Supply Chain Predictability Division director; Karron Small, executive director; Robert Annicelli, Integrated Policy and Tools Division director; and Antoine McNeal, Supply Chain Predictability Branch chief. Branch chiefs Daniel Jackson, Manufacturing and Production, and David Swafford, Integrated Policy, are not pictured.

“I n just about everything the Defense Contract Management Agency does, there’s an engineering aspect,” said Karron Small, Engineering and Analysis executive director.

“DCMA’s overarching responsibility, providing contract administrative services for Department of Defense weapon systems contracts, puts us in the unique position to be involved with these products from initial planning stages through the technology development, engineering and manufacturing, production and deployment as well as sustainment phases.”

At each phase in the acquisition cycle, DCMA engineers are engaged in the technical, cost and schedule analysis of the weapons systems under development.

“We have a holistic approach to engineering,” said Small, who oversees the

agency’s engineering and analysis technical competencies and serves as the functional community manager for engineering across DCMA. “Unlike our engineering counterparts within the service program offices who are focused on achieving system mission requirements, our unique DCMA engineering role is focused on ensuring the contractor is complying with the technical requirements of the weapon systems contract, meeting the schedule and tracking associated program costs.”

That holistic approach guides E&A’s workforce of multifunctional technical engineering and analytical experts in building the foundation of its support to the DOD acquisition enterprise and the nation’s warfighters. DCMA engineers provide independent and actionable acquisition insight to help ensure the warfighters get the products they need, when they need them, and for the best

cost.

“Our organizational blueprint aligns E&A to DOD and DCMA acquisition strategies and initiatives,” Small said. “DCMA engineers provide contract analysis, engineering assessments and oversight, and guidance to the buying command program managers to determine if programs are on schedule and on cost.”

The HQ Engineering & Analysis Directorate is composed of six divisions and one center and serves as the agency’s one-stop shop for policy, training and tools to support engineering and analysis contract administration acquisition insight.

“Having this one-stop shop to provide that type of support and to develop a consistent standardized process is going to help the agency,” Small said.

E&A provides DCMA’s multifunctional

workforce with the capabilities needed to accomplish the agency's mission in regard to major programs in compliance with the Federal Acquisition Regulation. Major programs include all Acquisition Category I and II to include but are not limited to Major Defense Acquisition Programs, Major Automated Information Systems and other programs considered high priority as determined by the CMO commander or director in collaboration with the applicable Operations Directorate sector director.

"Program managers are going to know earlier when they can field various equipment or platforms and improve supportability," Small said. "This saves the department money."

The E&A staff members who work in the field of supply chain predictability focus the agency's efforts on gathering insight into the inter-relationships between prime contractors and their subcontractors. This insight facilitates the agency's ability to identify and assist program offices with managing risks that exist in the supply chain as well as laying the foundation for future predictive analysis capabilities. Delivering this information early in the program lifecycle allows DCMA's customers to make informed decisions to improve their program outcomes.

"By improving and focusing oversight, we gain additional insight of the entire DOD supply chain," Small said. "This enables us to provide our customers the predictive, actionable information they need to reduce supply chain disruptions and maximize support to the warfighters."

The E&A Directorate also interfaces with the Office of the Secretary of Defense on engineering policies, procedures and executive decisions for strategic changes in these competencies and provides engineering support to the DOD acquisition enterprise. The ability to provide engineering oversight real-time at the contractor's facility is a huge asset to support of the program office customer. DCMA engineering is able to provide early and often intervention on technical, cost or schedule issues as these arise. This allows the program offices better reaction time to adjust strategies to ensure they

"By doing business smarter, the result is cost savings to the government and the taxpayer."

— Karron Small, DCMA Engineering and Analysis executive director

receive a product that meets their mission requirements.

The Technical Assessment staff works with OSD on multi-functional integration of technical pricing support policies, procedures and executive decisions for strategic changes in these competencies. The division also supports the agency's Integrated Cost Analysis Teams and the Cost and Pricing Center by providing an augmentation capability of technical specialists when large, high-profile contract negotiations are underway.

"Pricing is more than adding up numbers," Small said. "It's about having an understanding how the numbers are derived. This is where our engineering and technical insight is valuable to the acquisition enterprise in achieving affordable programs and controlling lifecycle costs."

E&A also manages the infrastructure for the agency's engineering workforce competencies, training standards and

certifications; and is supporting the transition of training to the College of Contract Management

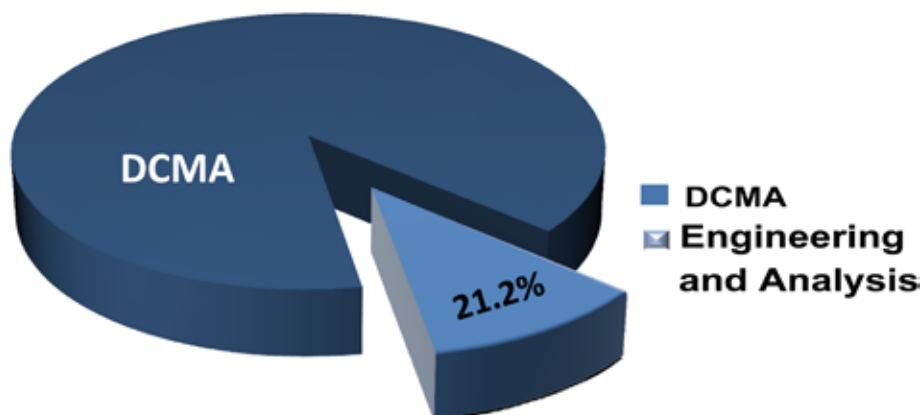
Additionally, E&A partners with DCMA Human Capital and other DCMA directorates to support technical recruiting efforts aimed at building and sustaining a high level of technical acumen. E&A's workforce advocates interface with the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics across multiple Defense Acquisition Workforce Improvement Act career fields.

Many E&A functional responsibilities are closely tied to those within other functional directorates such as Quality Assurance, Contracts and Portfolio Management and Integration. The Integrated Policy and Tools Division within E&A capitalizes on those relationships to drive integrated policy and tools solutions for E&A and the agency.

"It is important for the successful execution of our DCMA mission that we act in an integrated fashion and speak with one DCMA voice," said Charlie E. Williams, Jr., DCMA director. "This group serves as a forcing function within E&A to drive this behavior in our policy and tools development."

The Software Engineering and Acquisition Management Center is responsible for surveillance of the software systems developed by contractors in support of a wide range

About one-fifth of DCMA's workforce work within Engineering & Analysis





(Photo by Air Force Senior Airman Laura Yahemiak)



(Photo by Navy Mass Communication Specialist 2nd Class Meranda Keller)

DCMA Engineering and Analysis provides an essential capability to ensure products like the CV-22 Osprey and the Mine Resistant Ambush Protected Armored Vehicle meet the warfighters' needs.

of systems acquired by DOD. The center ensures the agency's customers receive software products or systems with embedded software that meet contractual specifications/requirements. The center also provides customers with the knowledge to allow them to make informed milestone and other on-going decisions relative to software cost, schedule and technical performance.

"Improving the productivity of all our contracted work, both products and services, is not an easy task that can be accomplished with a simple set of policy changes," said Frank Kendall, undersecretary of defense for AT&L, in

his November 2012 memorandum to the defense acquisition workforce. "It will require the professionalism and dedication I know I can expect from everyone in the workforce."

Small said the agency's mission drives the policies E&A develops, the tasks they ask CMOs to perform and the competencies they require to ensure they have the skills to do the jobs. "We're developing better engineering and technical policies, tools and training and working with the College of Contract Management to ensure E&A training is fielded and implemented properly."

When developing or revising directorate

policies, Small emphasized field input. "It's very important. It's an engineering thing — you develop a prototype before you field something. You have to have field input. They're the ones executing the mission. They know what's going to work and what's not going to work."

That close coordination and routine communication between the directorate and CMOs help to ensure the workforce utilizes the most current information available in their duties and training materials to further their proficiency in execution of their functional responsibilities.

"By doing business smarter, the result is cost savings to the government and the taxpayer," Small said. 

Tracking systems engineering in Pennsylvania

Patrick Tremblay | DCMA Public Affairs



Jeff Pihl came to the Defense Contract Management Agency more than 20 years ago as an intern in a program

similar to today's Keystone program. He started his career as an engineer working on contracts for armored vehicles at a central Pennsylvania manufacturer. Programs and contracts at the manufacturer have changed, but Pihl is still there, providing engineering support and continuity for the agency.

Over the years, Pihl and other engineers at the office have worked on a number of massive armored vehicles. "After my internship I began on the Grizzly program, a mine-clearing vehicle that was eventually canceled," said Pihl. "I moved to the Bradley when the program first moved to this location (from California) around 1995."

Today, three programs make up the bulk of their work — the Bradley Fighting Vehicle, the Paladin self-propelled artillery system and the M88 Hercules recovery vehicle.

Dave Bickford is another DCMA systems engineer at the plant. Bickford's main focus is the Paladin system. Unlike the Bradley or M88 programs, which are in full-swing, the Paladin is currently going through a substantial upgrade called the Paladin Integrated Management, or PIM, which the Army says "buys-back lost performance in the M109 family of vehicles by addressing size, weight and power issues."

For DCMA this means engineering support on the front-end, even before production has fully begun, to make sure the customer's requirements will be met from the very first vehicle to roll off the line.

"If we make the design and initial production run smoothly, it will lead to fewer changes later in the production cycle and ultimately less cost," said Bickford. "From a larger perspective, it's far cheaper to make a process change, or at least to investigate a process change, than to make design changes."

Though Bickford is deeply involved with

the Paladin, the former Army officer was once a Bradley commander, and it was his intimate knowledge of the system that eventually led him to DCMA.

Pihl and Bickford are two of the three DCMA engineers at the vehicle manufacturer. They are assigned to DCMA New Cumberland, a tertiary office that falls under DCMA Philadelphia. The work the agency does at the vehicle manufacturer, including two Acquisition Category I contracts, is substantial enough that it maintains an office on-site. In fact, prior to a recent reorganization, the location was an in-plant CMO.

"The work experience our engineers bring to contract oversight is invaluable," said Army Lt. Col. Dexter C. Daniel, DCMA New Cumberland commander. "Their contributions exemplify the unique capability the agency brings to the Army's critical programs and services that ensures we yield the best value for our tax payers."

This type of value is extended throughout central Pennsylvania. "We do some itinerant work for other contracts



under DCMA New Cumberland,” said Bickford, “which includes Navy contracts and Air Force component parts.”

“What we do here as DCMA engineers is conduct systems engineering surveillance, mostly focused on DCMA policy, core surveillance for systems engineering, manufacturing and (earned value management systems),” said Bickford.

In addition, the team works on “demand tasks,” usually at a customer’s request. These include support on engineering contract changes, engineering change proposals, request for variances and technical support to negotiations.

Though work at the plant involves primarily three programs, the scope of work on each is quite different and representative of various phases in a program life-cycle.

For the Bradley, it’s primarily “reset” work. “Typically we’ll take a vehicle coming back from Iraq, and it gets renewed to a serviceable condition with some upgrades,” said Pihl. “Some of it is



Army Lt. Col. Dexter C. Daniel, DCMA New Cumberland commander (left), visits the York plant with Army Maj. Gen. Michael J. Terry, TACOM Life Cycle Management Command commanding general. “The work-experience our engineers bring to contract oversight is invaluable,” said Daniel. (Photo courtesy of DCMA New Cumberland)

‘leave-on’ pieces, like hatches or armor, but the engine, suspension, electrical components and other things are returned to ‘like-new’ condition, essentially extending its useful life.”

For the M88, it’s remanufacturing work. “Here, it’s all new,” said Bickford. “The vehicle is completely stripped down, modified and essentially upgraded.”

The PIM Paladin program is entirely different. The system was first fielded 50 years ago and has gone through several major upgrades. The latest requires DCMA to shepherd the process from development, through initial low-rate production, and on to final full production.

Each of these programs requires the DCMA engineers to interface with their counterparts at the customer’s program office and at the contractor. “We have a little more insight than the customer as to what goes on in the process,” said Pihl, “so we can communicate with the customer more effectively than the contractor can. It’s a definite benefit of being on-site at the contractor facility.”

They are also in contact with customer representatives at military testing centers in Yuma, Ariz., and Aberdeen, Md.; and at the Army Armament Research, Development and Engineering Center in Picatinny, N.J. Bickford also keeps his finger on the end users’ pulse through informal relationships dating back to his Army career.

“We’re in a unique position, sort of a centerpiece of the acquisition process,” said Bickford. “We stand in the middle between customer and contractor.”

“Though we’re systems engineers here, we actually deal with all engineering specialties across all phases of programs,” added Bickford, “whether it’s design activities, production activities, even field-related activities.”

The team said it has the greatest value, engineering-wise, in being involved in all phases of the program. “The more we support the program office in getting to a mature design and identifying poor technical solutions or processes,” concluded Bickford, “the more money we save the customer and the better we support the end user.” 



Jeff Pihl poses for a photograph in front of a rack of 25mm gun barrels, part of the Bradley Fighting Vehicles weapon system. Pihl began his federal career as a DCMA intern in 1991, and has worked as an engineer at the same Pennsylvania contractor for the past 22 years. (Photo by Patrick Tremblay, DCMA Public Affairs)



Dave Bickford looks down from a Bradley Fighting Vehicle turret at a Pennsylvania manufacturer. Now an engineer with DCMA New Cumberland, Bickford was formerly an Army officer who commanded a Bradley unit and served in both Iraq and Afghanistan. (Photo by Patrick Tremblay, DCMA Public Affairs)



DCMA Indianapolis employees Erroll Palmer (right), support program integrator, and Chris Burgin, program support team quality assurance specialist, review the documentation process for the sub-assembly of a weapons system at a contractor facility. (Photo by Jo Adail Stephenson, DCMA Public Affairs)

Program support team integrates individual, collective expertise

Jo Adail Stephenson | DCMA Public Affairs

“Fit the approach to the situation.”

This short statement has served Erroll Palmer well throughout his more than 49 years of federal government service.

Palmer, a support program integrator with Defense Contract Management Agency Indianapolis, leads a program support team consisting of an engineer, two quality assurance specialists, a procurement technician and a property administrator. The PST performs work conveyed through a letter of delegation on a weapons system contract from another DCMA contract management office.

TEAMWORK

“It’s a team effort,” Palmer said. “We have great people working here — people

who are dedicated and interested in what it takes to get the job done. They are experts at everything they do.”

Chris Burgin, PST QAS, said, “I truly feel we epitomize the word team. I can’t talk enough about the knowledge sharing and mentoring in our office. Everyone is an open book and more than willing to take the time to sit down and discuss any questions or issues that may arise.”

He also believes mentoring is important to the team’s success. “The mentorship from Erroll and our senior QAS, David Perry, has truly put us on a path to succeed,” said Burgin, who has 17 years of federal civilian service, four with DCMA, and 21 years of military service. “The QASs in our office have commented that we truly feel lucky to have started our DCMA careers in this office.”

Jay Pfeifer, PST engineer who has been

“We have great people working here — people who are dedicated and interested in what it takes to get the job done. They are experts at everything they do.”

— Erroll Palmer, DCMA Indianapolis support program integrator

with DCMA a little over two years, added, “I would certainly consider Erroll to be a mentor. He is always ready to entertain my questions regarding contracts, funding, etc. On the rare occasion when he doesn’t know the answer, he knows where to find it. This has been very helpful to me in my relatively short time here at DCMA.”

Program support teams:

- support Department of Defense Acquisition Category I and ACAT II programs and multifunctional delegations received in support of major programs.
- usually include some or all of the following personnel: administrative contracting officer; contract administrator; cost/price analyst; property administrator; engineer; software professional; industrial specialist; earned value management specialist; and quality assurance specialist.
- implement surveillance duties and provide required support for program milestone events and major program meetings.
- review contractor data to aid them in their surveillance activities. PSTs consider factors affecting customer goals, program milestones and final program completion date in their analysis and/or evaluation. They also provide monthly summarized analysis, analysis results, recommendations, potential program impacts and evaluations to the program integrator or support PI.

The team's work involves upgrades to a weapons system, so it requires a more hands-on approach than in a normal PST situation, according to Palmer. He usually



Jay Pfeifer, DCMA Indianapolis engineer, serves on a program support team performing work conveyed through a letter of delegation on a weapons system contract from another DCMA contract management office. (Photo by Jo Adail Stephenson, DCMA Public Affairs)

meets biweekly with the PST and has daily meetings with them on issues that come up.

"Erroll, as a support program integrator, serves as the hub and we're the spokes, but he always encourages the spokes to speak to each other," said Pfeifer, who has a total of 29 years of federal service.

The team keeps Palmer informed about anything that has the potential to become a major problem. The main challenge for the team is making sure everyone is informed about what's going on with each program. The team accomplishes this both formally with the PST and informally with day-to-day interaction.

PROGRAM OFFICE AND CONTRACTOR PERSONNEL INTERACTION

Palmer and the PST meet weekly with the contractor, program office and contracts personnel. They do a lot of interface with the CMO administering the contract, the contractor and the program office.

"The program office includes us in its plans and program management reviews. We work back and forth on problems and issues," Palmer said. "People are not operating in a vacuum — everyone knows

what's going on. We work closely with the acquisition manager and the program contracting officer intermingled with administrative contracting officer contact."

Burgin noted Palmer stays in constant contact with the program office and consistently shares pertinent information or requests with the team through the biweekly PST meetings.

"Erroll does an outstanding job keeping all members of the PST informed about what is going on with the programs," Burgin said.

Pfeifer added, "Erroll has a good working relationship with all the external major players as well as the customer, the contractor and fellow DCMA employees."

Palmer fits his approach to the situation and to the team.

"These are all self-starters and experts — that's what makes things work," Palmer said. "The supervisors give us the leeway to do our jobs. I get support from the supervisors and CMO commanders."

PROGRAM INTEGRATOR ROLE

In addition to his current duties, Palmer is ramping up to serve as the support PI for another PST consisting of a QAS, engineer and industrial specialist. This team also will perform work conveyed through a letter of delegation on another weapons system contract from a different DCMA CMO.

Palmer's manufacturing knowledge and extensive experience with subject matter experts and top management make him a good fit for the duties and responsibilities of a support program integrator.

Burgin believes Palmer's background and experience are essential to the cohesion and performance of their PST team.

"When issues arise, Erroll is a great resource to have," Burgin said. "There aren't many situations he hasn't seen in his career. He is always more than willing to share a path forward, which has worked in the past."

Pfeifer shares Burgin's sentiments. As an engineer, Pfeifer enjoys discussing technical issues with Palmer. "It's a bonus with Erroll — someone who's equally at ease with administrative and technical



Chris Burgin, DCMA Indianapolis program support team quality assurance specialist, performs a product examination on a weapons system at a contractor facility. (Photo by Jo Adail Stephenson, DCMA Public Affairs)

detail," Pfeifer said. "He doesn't mind sharing that knowledge with others, and is good at lending a sympathetic ear."

Pfeifer continued, "Erroll has a background in machine tool programming from his naval ordnance days, and is a great person to consult when I have some nonconforming material to evaluate. His eyes light up when he talks about his machine tool programming days."

Palmer, whose career also includes two years of military service with the U.S. Army, came to the agency in 1996 when the naval ordnance station where he worked was privatized. At that time, he managed a production support department of approximately 60 employees responsible for process planning, tool design and the programming used to develop processes. His work experience also included managing production control and working closely with senior-level management.

In recapping his career spanning almost five decades, Palmer said, "I have considered it an honor and a privilege to have worked this long in something that's been this worthwhile."

WARFIGHTER AND AGENCY SUPPORT

One of the most memorable things for Palmer is how the team's work continues

to impact warfighters.

"We know the systems have saved warfighters' lives," Palmer said. "It's something we can be proud of. There's a strong belief what we're doing is worthwhile, and in how we do things and what's important. I'm just glad the systems were there for them and it did what it was supposed to do."

His advice to new agency employees is straightforward.

"More than likely, if you want to advance yourself, you'll have the opportunity with the Department of Defense," Palmer said. "There are lots of training programs and lots of job opportunities."

He noted the importance of teamwork. "At DCMA, people are very team-oriented. Take advantage of that. There's opportunity to rise as far as you want as long as you apply yourself."

Palmer continued, "I've been lucky enough to do what I like to do and be able to work with people who feel the same way. You just have to have the initiative and foresight to see that you can. I am proof of that." 

Program integrators:

- are the primary Defense Contract Management Agency representatives to program managers for Major Program Support ACAT I and II programs and other programs considered high priority by DCMA senior-level leadership.
- lead program support teams. They coordinate with PST/functional supervisors to ensure the PST functions as a cohesive unit to provide timely insight and recommendations to the program management office and DCMA contract management office leadership.
- monitor the PST execution in program plans which define the PST members, their functions and responsibilities; memorandum of agreement and letter of delegation function responsibilities; key program risk elements; surveillance plans and objectives; PST tasks and activities; program milestones; and evaluation criteria.

DCMA Raytheon Tucson engineers get specialized welcome

Matthew Montgomery | DCMA Public Affairs

When Kevin Johnson came to the Defense Contract Management Agency in May 1997,

his in-processing experience left him with unanswered questions and no clear direction on how to find answers. Now he's in a position to do something about it, and he's reinventing the way new engineers are welcomed to DCMA Raytheon Tucson.

"As I've progressed through the years, I've been looking for a way to really in-process people, engineers specifically, the right way," said Johnson, DCMA Raytheon Tucson chief of engineering and analysis group. "I want them to really know what the job is, know when they've done it well, and know when they have it completed."

Johnson's solution is the engineering

"The genesis of this was to help new employees understand policy and learn how to implement it so they know when they have done it well."

— Kevin Johnson, DCMA Raytheon Tucson chief of engineering and analysis group

workshop approach using module-based blocks of instruction. The intent is for classroom training to be followed immediately by hands-on experience and then validation of success.

"The genesis of this was to help new employees understand policy and learn

how to implement it so they know when they have done it well," said Johnson.

"There is a lot of good information out there and people you can call and get information from, but I wanted to really make a great impression on our new employees."

To do this, Johnson tapped the two supervisors in his group and asked them to look into how the program could be structured to provide optimal training and practical application. The solution was a number of training sessions (figure 1, pg. 23) taught by senior engineers, coupled with a validation of knowledge retention.

The first training session is broken into three modules. The first is an overview of the workshop purpose and the goals of the training. The second and third are focused on DCMA and provide details

Figure 1: Systems Engineering Workshop Ownership/Assignments

Training Session One

- Module 0 – SE Workshop Purpose/Goals
- Module 1 – Introduction to DCMA Systems Engineering
- Module 2 - CMO Overview & Strategic Model

Training Session Two

- Module 3 - Contract Receipt & Review / SE Requirements Report

Training Session Three

- Module 4 – Letter of Delegations, Memorandum of Agreements / Letter of Commitments
- Module 5 – Systems Engineering Surveillance Plans / Contract Description Form
- Module 6 – CMO Strategy Plans

Training Session Four

- Module 7 – Risk Management
- Module 8 – Surveillance (System, Process & Product Analysis)

Training Session Five

- Module 9 – Systems Engineering Surveillance Record
- Module 10 – Electronic Functional Input Template

Training Session Six

- Module 11 – Program Assessment Report & Program Assessment Charts
- Module 12 – Corrective Action Requests & Continuous Improvement Opportunity
- Module 13 – Miscellaneous/Administrative Topics

Mentoring builds a strong team



Meet a mentor:

Michelle Rouch started working for the government in 1989 as an engineer co-op student at Wright-Patterson Air Force Base in Dayton, Ohio. She has a bachelor's of science in electrical engineering and a master's of science in information systems engineering. Rouch earned the Defense Acquisition Corps Certificate in April 2012 and is a professional member with the American Institute of Aeronautics and Astronautics Tucson section.

In addition to serving as a mentor for new engineers, Rouch also provides systems engineering and contract receipt and review training to other contract management offices. The training she provides has evolved over the years and she is considered by her peers as an expert in the field.

"In 2009 my supervisor authorized me to update our local contract receipt and review checklist, where I queried 14 CMOs worldwide to obtain their checklists and understand how other engineers reviewed their

contracts," said Rouch. "This started my quest in gaining knowledge about the process."

Rouch has enjoyed being a part of the new workshop program and takes her role as a mentor very seriously. "In my opinion, the workshop is the initial stepping stone of the entire process," said Rouch. "It's the mentor that plays an important role for the new engineer in offering hands-on and applied application."

Meet a mentee:

Gabriel Saldivar started working for the government in 2002 as mechanical engineer for the Army where he was responsible for testing and evaluation. He has a bachelor's in mechanical engineering from New Mexico State University. Saldivar transitioned to DCMA in June 2013.

Saldivar is currently assigned to the Evolved Sea Sparrow Missile program support team where he is responsible for systems engineering surveillance.

Saldivar is one of three new engineers going through the engineering workshop. They represent the first group that will complete the entire training. His mentor is Michelle Rouch.

"So far the workshop has provided me with an overview of how DCMA does business and how to conduct a CRR," said Saldivar. "I think having a mentor is a very important part of the process. Even with my prior government experience, I didn't know how DCMA did business and my mentor served as a guide to show me exactly what I needed to know."

Saldivar said he enjoys working with DCMA and plans to enroll in a master's program and study systems engineering.



about the role and charter of the agency. They also cover systems engineering, strategic models and how employees fit into the overall picture.

"New employees have to understand what they do effects everything else," said Johnson. "We do this by presenting the agency and then showing how engineering fits into the entire organization. This way they understand where their products are going, who's

using them and who's looking at them."

Training session two is given by Michelle Rouch, senior systems engineer.

Her instruction covers contract receipt and review and Systems Engineer Requirements Reports. Rouch has provided this training to agency personnel since January 2013, but recently updated her instruction for the new employee workshop.

"The workshop covers a step-by-step

exercise from A to Z on CRR, focusing primarily on systems engineers," said Rouch. "It explains the how, why, when and what their roles and responsibilities are to the (program support team) and their interdependencies."

The normal two-hour instruction given to current employees was modified by Rouch to be more comprehensive. "When our office received three new engineers, I was given the opportunity to conduct

the workshop, but at a much slower pace. Taking into account their inexperience, I offered the new engineers a six-hour workshop.”

Johnson said once employees complete the instruction portion of the training with Rouch, they go back to their PST and fill out an actual SERR, sign it, and then take it back to Rouch. The work is validated to ensure knowledge retention and successful application of the concepts covered during the training. Once approved, Rouch gives participants a certificate showing they have completed the module and verifying they are ready to move on to the next step.

“This isn’t a one-week or two-week process,” said Johnson. “The idea is once you’ve finished the workshop, and all the modules, then you have tackled every aspect of your job with somebody helping you and providing encouragement along the way. Employees should be able to step away from the workshop and say, ‘I know how to do my job.’”

A major component of the workshop

is the mentor program which pairs new employees with senior engineers. According to Johnson, this has been vital to the workshop’s success.

“Every time we bring someone new in, we immediately assign them a mentor. The mentor doesn’t present the modules, but they are in charge of connecting their mentee to all the right people to provide training,” said Johnson. “They also introduce mentees to their assigned PST, help them read through their contract and assist them with the practical application portion of the workshop.”

As the mentor for one of the new engineers, Rouch was able to see how the hands-on training allowed the new employee to place the knowledge gained from the classroom into practice. “One of the most important roles at DCMA is to guide a less experienced person by building their knowledge about how we perform our job,” she said. “The workshop does this.”

The DCMA Raytheon Tucson engineering team is currently running

the entire engineering staff, to include new engineers, through the workshop at a slow and deliberate pace. They are completing about one module a month.

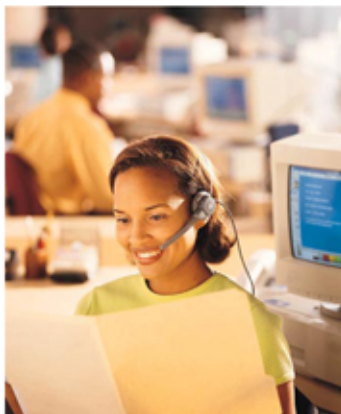
“I’m doing this because I discovered through some manager internal control process reviews I can ask three engineers how to do something and get different answers,” said Johnson. “I realized I needed to get everyone on the same sheet. This pace also allows us to take feedback and immediately implement changes to make the next module better.”

Johnson said the long-term goal would be for similar training to be implemented with other functions within the E&A Group such as industrial specialists, software engineers and more. “I’m starting with engineering because I’m an engineer,” said Johnson, “but I’m hoping what we develop here can be transferred easily to other job fields.” 

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Equal Employment Opportunity Director Larry F. Ross (center) conducts a meeting with his senior staff (from left) Debra Simmon, Ozie Bradford, Renier Torres, Karen Swindell, Barbara Berryman, in his Ft. Lee, Va., office. (Photo by Misha King, DCMA Public Affairs)

Shaping the workforce through equality

Misha King | DCMA Public Affairs

“Our job is to make sure employees know their rights and responsibilities in the workplace.” This is a statement Renier Torres, Equal Employment Opportunity deputy director, and the rest of the Defense Contract Management Agency EEO staff take seriously.

EEO has five major programs that support this statement: Affirmative Employment Program and Compliance; Special Emphasis Program; Disputes Resolution and Compliance Program; Alternative Disputes Resolution Program; and Disabilities Program/Reasonable Accommodation Process. EEO also

supports the Workforce Recruitment Program.

Although these five programs are geared toward the existing workforce, EEO's job begins well before employees start their careers with DCMA.

“We're heavily involved in hiring and recruitment processes at DCMA,” said Karen Swindell, Policy, Plans and Quality Assurance manager. “We make sure our interview panels are diverse and fair across the board for applicants. We also work with the recruitment side of the house as well as the Office of Diversity and Inclusion to make sure we have diverse pools of applicants and we're reaching out and recruiting people in areas where the

agency lacks demographically.”

Another way EEO helps with the agency's recruitment efforts is through the Workforce Recruitment Program. The Departments of Labor and Defense administer the WRP program, and DCMA receives centralized (non-agency) funds each year to place college students with disabilities for 14 weeks at a time. This employment opportunity gives them the chance to be introduced into the federal workforce and the agency. DCMA is normally allotted 20-25 slots each year, depending on the overall federal budget.

“Our primary goal is to retain the students after their employment expires,” said Swindell. “Last year, we



The DCMA Equal Employment Opportunity team in front of the agency sign at headquarters on Fort Lee, Va. From left to right: Larry F. Ross, Karen Swindell, Zulma Faraq, Pier Poe, Hilary Bishop, Patricia Williams, Ozie Bradford, Luralene Knorr, Debra Simmon, Toya Coleman, Barbara Berryman, Greg Clark, Richard Harris and Renier Torres. (Courtesy photo)

hired 20 students through the WRP, and we retained three of them for future employment.” Today’s economy has made it difficult for job seekers, particularly young people right out of college. Swindell said WRP is a great way to help them as well as the agency.

Finding jobs is even harder for people with disabilities, according to Swindell. “Employers, many times, are concerned a disability will hinder a person’s job performance, and part of our job is to break this mindset. Part of EEO’s training involves educating managers and employees about people with disabilities and that it’s all about ability of the individual, not the disability.”

EEO also has robust programs that provide employees with the accommodations they need to do their job. One of these is the Disabilities/Reasonable Accommodation Program. EEO works closely with Human Capital and management to ensure those who require appropriate accommodation are getting it.

“It’s a vigorous program and there are many components to it,” said Torres. “In a nutshell, we handle requests from individuals who require assistance, like American Sign Language or a reasonable accommodation such as a wheelchair.”

EEO is important because it’s the law, but it also sets the tone for non-discriminatory practices in the workplace. “To get there, we have to work with other DCMA offices, such as General Counsel, Human Capital and ODI,” Larry F. Ross, EEO director explained. “ODI looks at barriers as to why minorities

and women don’t have equal access to certain things. Equal access translates to awards, promotions or anything else that affects an employee’s current employment conditions.” The Affirmative Employment Program and Compliance Branch specifically helps EEO determine if such barriers exist.

Aside from monitoring employment conditions like promotions or advancement barriers, EEO handles all EEO-related complaint inquiries for the agency, which includes monitoring situations, administratively processing complaints and issuing final agency decisions.

“Our job is to help individuals understand and follow the established complaints process,” explained Ross. “We don’t give advice, such as telling people whether or not to obtain representation. We remain neutral throughout the complaints process. We don’t take sides nor try to build a case for either management or the employee. Our job is to facilitate the complaints process and follow the law.”

“DCMA makes a concerted effort to ensure our workforce has the opportunity to work, do their jobs and go home without the fear of retaliation, harassment or discrimination.”

— Larry F. Ross, EEO director

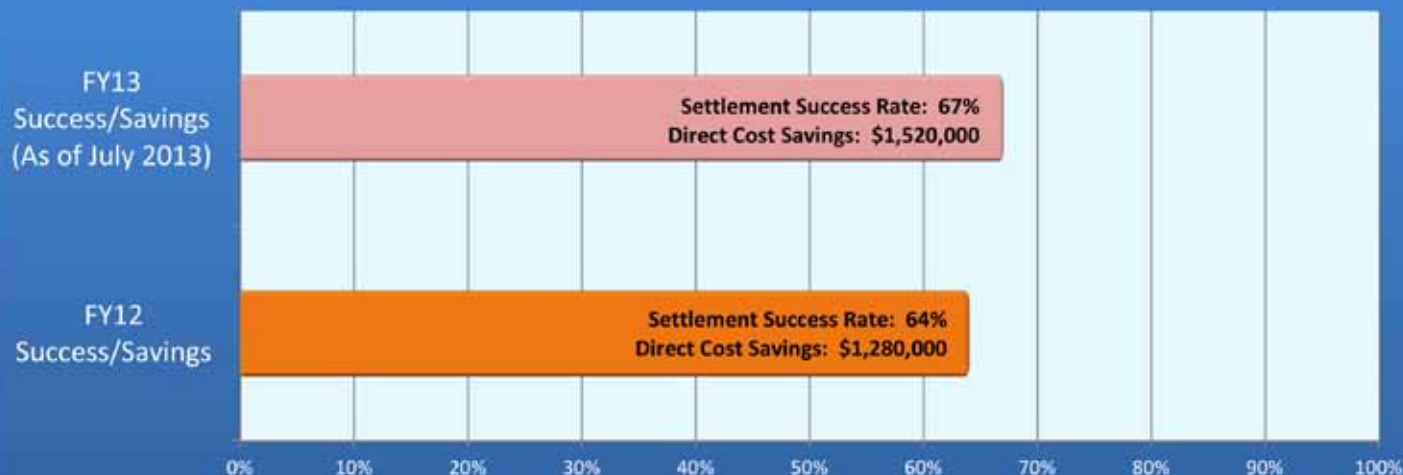
EEO also facilitates inquiries into workplace disputes such as those concerning allegations of hostile work environment. “It doesn’t have to be strictly EEO-related,” said Ross. “It could be a management inquiry — looking to see what happened so those in a chain of command can make decisions as to what to do, if a policy has been violated or to make sure we change a policy that hinders a certain individual or group of individuals.”

The Alternative Disputes Resolution program is one of EEO’s most successful programs for resolving complaints. DCMA’s preferred ADR method is mediation, which offers disputing parties an opportunity to openly express their positions and interests in resolving disputes in a mutually satisfactory fashion. It also provides an impartial and independent forum for parties to discuss the dispute and develop a realistic assessment of each other’s position.

“We’ve been extremely successful in our ADR program,” said Ross. “In the fiscal year through July, we had a 67 percent success rate in solving complaints before they escalated. If we didn’t have ADR, the number of complaints in the system could be much higher. According to the Equal Employment Opportunity Commission, it costs about \$80,000 to process a claim without any sanctions. If we consider how many complaints were resolved through ADR, we can reasonably deduce EEO has saved the agency more than \$2 million over the last two fiscal years.”

Another area of success is in the implementation and recognition of

DCMA Alternative Dispute Resolution Success Rate and Direct Cost Savings



DCMA employees under the Office of the Secretary of Defense's EEO Awards Outreach Program. For two years in a row, fiscal years 2012 and 2013, DCMA employees have been recognized at the national level by receiving various meritorious service awards from the NAACP, the League of United Latin American Citizens, and Blacks in Government.

"To win national awards back-to-back is extremely rare for any organization and proves how committed our employees

are in promoting equal employment opportunity," Swindell said. "This is a true testament to the hard work and dedication of all involved. Our employees are doing great things out there in the area of EEO, and we are proud of each of them for their accomplishments."

Also, each year, a select group of DOD employees with disabilities and wounded, ill, or injured service members receive the Secretary of Defense award for outstanding contributions to national security. At DCMA, this person is nominated by his or

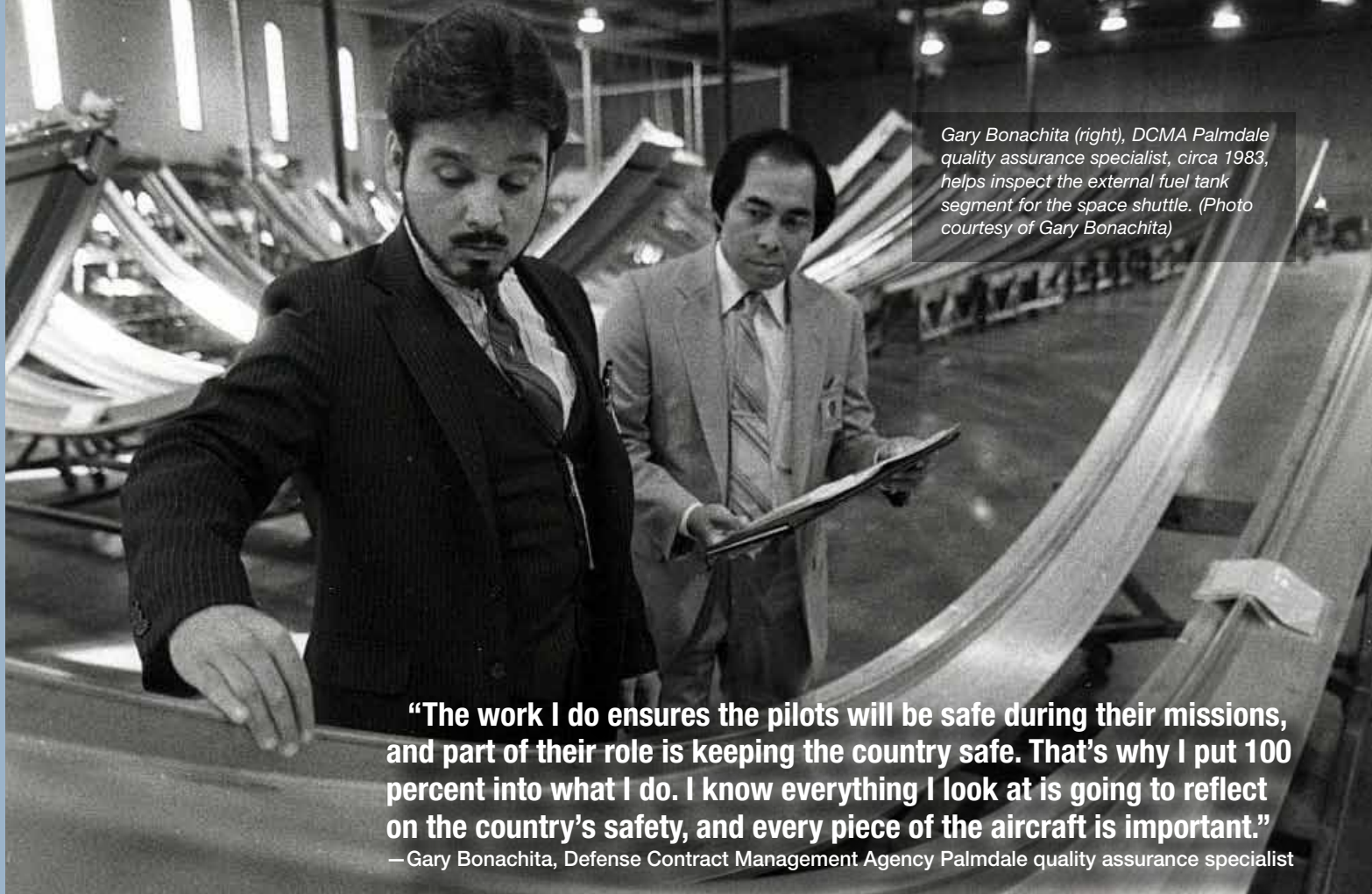
her peers and judged by the DCMA awards board and other agency employees eligible for the award.

DCMA makes a concerted effort to ensure its employees "have the opportunity to work, do their jobs and go home without the fear of retaliation, harassment or discrimination," said Ross. "We're here to ensure this happens under applicable EEO laws, rules and regulations." 



The latest news is in **DCMA Express** on the internal homepage

In the DCMA Express section on the internal homepage, <https://home.dcma.mil>, you will find a wealth of information about news around the agency. The best part about DCMA Express is it's an additional avenue for telling good news stories about your office. Submit news ideas and leads to the DCMA Public Affairs inbox at DCMA.PublicAffairs@DCMA.mil.



Gary Bonachita (right), DCMA Palmdale quality assurance specialist, circa 1983, helps inspect the external fuel tank segment for the space shuttle. (Photo courtesy of Gary Bonachita)

“The work I do ensures the pilots will be safe during their missions, and part of their role is keeping the country safe. That’s why I put 100 percent into what I do. I know everything I look at is going to reflect on the country’s safety, and every piece of the aircraft is important.”

— Gary Bonachita, Defense Contract Management Agency Palmdale quality assurance specialist

50 years and counting

Matthew Montgomery | DCMA Public Affairs

Gary Bonachita, Defense Contract Management Agency Palmdale quality assurance specialist, recently hit a major milestone — 50 years of government service. The 70-year-old grandfather of six started his career in 1963 when he joined the Marine Corps as a supply administrator and operations specialist.

“I’ve met a lot of great people along the way who I’ve learned a lot from,” said Bonachita. “The great thing is, I’m still meeting people with knowledge and learning new things.”

Following a four-year tour with the Marines, Bonachita spent time in the private sector before reentering the federal workforce as an apprentice machinist with the naval shipyard in Long Beach, Calif. He became a journeyman machinist after

the four-year apprentice program was complete. During this time, he also earned an Associate of Science Degree from Long Beach City College, Long Beach, Calif.

“In 1982, I accepted a quality assurance specialist position with Defense Logistics Agency at Defense Contract Administration Services Region-LA. I’ve been in quality ever since,” said Bonachita. “I love the job. There are a lot of different areas of quality, and that is what has kept me motivated over the years.”

Bonachita said his first work was as a non-resident QAS, “overseeing small mom and pop shops.” He worked his way up and developed a love for aircraft manufacturing.

“Once I experienced the aircraft aspect of quality assurance, I knew I’d found an area I really liked,” said Bonachita. “I’ve stayed in aircraft operations over the years

and moved from various locations and programs.”

His journey has taken him from older programs like the B-1 bomber to newer programs like unmanned aerial vehicle production and the Joint Strike Fighter Program. Bonachita said through the years the B-2 program has been the most memorable.

“It was an experience to see the building of the B-2 go from the beginning stages to the first one moving out of the hangar to the flightline,” said Bonachita. “I actually got to see the first operational aircraft, christened Spirit of Missouri, delivered to Whiteman Air Force Base, Missouri, where the fleet is based, on 17 December 1993. This was the first one delivered, which made it a very special moment for me.”

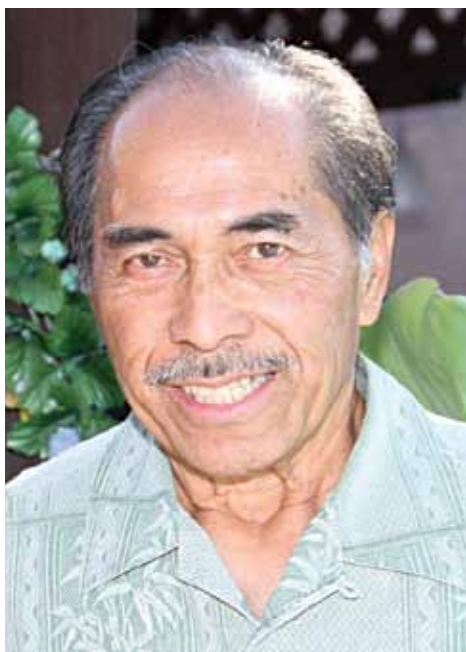
Bonachita said that while inspecting aircraft is something he enjoys, there

is also a high level of responsibility associated with his work.

“The work I do ensures the pilots will be safe during their missions, and part of their role is keeping the country safe,” said Bonachita. “That’s why I put 100 percent into what I do. I know everything I look at is going to reflect on the country’s safety, and every piece of the aircraft is important.”

His passion for the job spills over into the workforce where he serves as a mentor for new employees. Over the years, he’s had the opportunity to train and share his expertise. His advice is simple: “Give 100 percent and take your job serious because it reflects on all QASs. If you’re not sure about something, ask.”

When asked about retirement, Bonachita said, “I’m still enjoying what I do. Why stop now?” 



Gary Bonachita is a DCMA quality assurance specialist at Palmdale, Calif. At right, Bonachita shown as a young Marine in 1961. (Photos courtesy of Gary Bonachita)



Gary Bonachita (center), Defense Contract Management Agency Palmdale quality assurance specialist, stands with a B-1 bomber crew. The B-1 is one of many aviation programs Bonachita has worked on during his more than 50-year career with the federal government.

Quality through an engineer's lens

Patrick Tremblay | DCMA Public Affairs

As a quality assurance engineer, Craig Dembinski plays an important role in the quality assurance work of Defense Contract Management Agency Syracuse, a geographic contract management office falling under DCMA Hartford, Conn.

Like his QA specialist counterparts, he is Defense Acquisition Workforce Improvement Act Level II certified in production, quality and manufacturing. But Dembinski is also an 801-series engineer, working to achieve Level II Systems Planning, Research Development and Engineering certification as required by agency policy, and it's through his engineer lens he views QA work.

Dembinski said he retains the same authority as a quality assurance specialist. "I can fall into any of their functions as needed," he said, "but my role is more advisory."

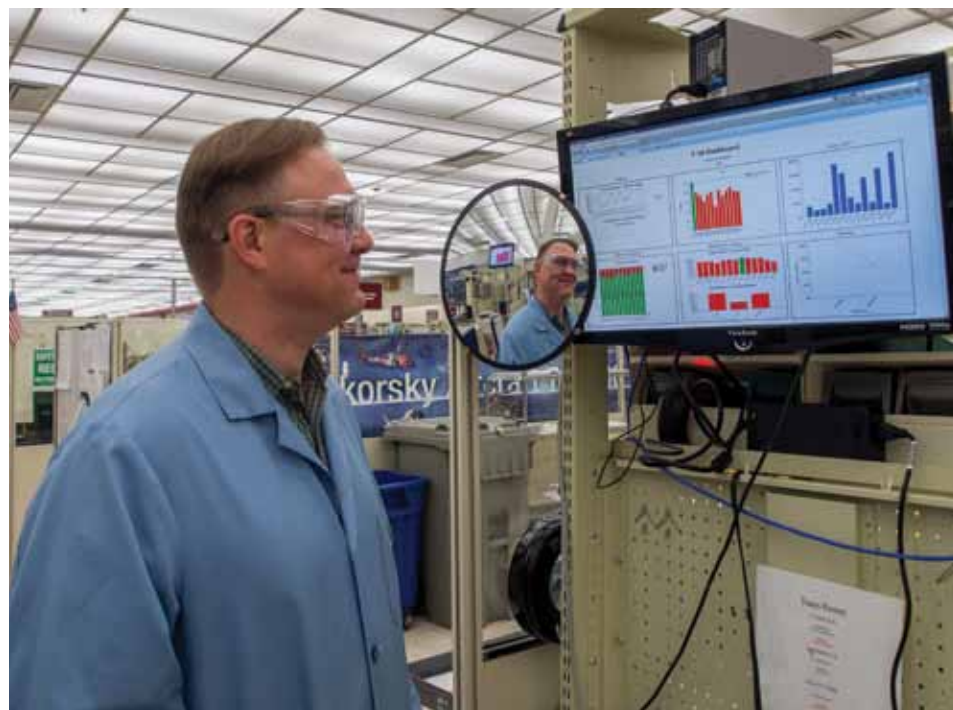
The roles and responsibilities of DCMA quality assurance engineers are found in the agency's pamphlet on QAE (DCMA-QA PAM 300.1, March 5, 2012), which provides guidance for their use at the strategic, operational and tactical levels throughout the agency. The pamphlet breaks QAE work into two main sections, assistance and support of QA representatives in the field.

ASSISTANCE

QAE assistance is when specific engineering technical expertise is used to augment the expertise of the QA specialist on certain items. This includes a variety of things from contract technical reviews to modernization programs.

For Dembinski, a main area of assistance is on critical safety items.

"Quality assurance specialists develop



Craig Dembinski, DCMA Syracuse quality assurance engineer, reviews engineering data at a western New York manufacturer to help inform quality assurance.

and execute surveillance based on the requirements of the contract and DCMA policy," he explained. "Where there are questions or need for further clarity on surveillance or data collection requirements, especially for critical safety item plans, that's where I'll come in."

It's the critical safety item angle that has led to his position being located onsite at a manufacturer in western New York. The company makes flight surface and thrust vector controls for aircraft, missiles and space systems. These include actuators and small propulsion units that provide control in everything from small tactical missiles to helicopters, airplanes and satellites.

"Generally speaking critical safety items have been defined by the ultimate customer, in our case the military or NASA, as something for which failure would impose a catastrophic risk,"

explained Dembinski.

There are five DCMA quality assurance specialists and a dedicated engineer at the manufacturer as well, all of whom Dembinski works with closely. For example, the team is involved in what will become the quality oversight of a major program.

"It's still in a developmental stage, which is primarily an engineering focus," said Dembinski. "But it will soon transition to low rate initial production. Right now I'm helping to define and develop more complex surveillance activities and points of risk for the QA team. In this case, the bridge between the end of development and the beginnings of surveillance, that's where my focus lies."

Though located at a manufacturer site, Dembinski's role is regional, assisting with QA work across the western part of the state from Rochester to Buffalo and south



Rich Danieu, a DCMA Syracuse quality assurance specialist, checks a process at a western New York contractor that makes aviation, space and defense products. A former Keystone, Danieu now works closely with a resident QA engineer to ensure his surveillance plans and other work meets contract technical requirements.

to the Pennsylvania border. The QASs and engineer have contracts they work on outside of the manufacturer, as well, a reality of geographic CMO work.

SUPPORT

Though an engineer, a QAE is also a trained quality assurance representative, ready to perform QA duties as needed. The intent of the position, according to the agency pamphlet, is for the QAR and QAE to jointly develop and execute the best solutions to ensure contract compliance, accept product and solve technical problems and other issues.

In fact, Dembinski is uniquely qualified for the QAE role, coming into the agency as a QAS, but already having an engineering degree. He became DAWIA Production, Quality and Manufacturing certified through his QA work, and is finishing his DAWIA engineering requirements.

Because QA system requirements have become increasingly complex, QA support for Dembinski typically translates to a

broader level of reviewing surveillance plans, providing technical insight, ensuring execution of policy and working special initiatives.

Glenn Seabridge, QA director of information management, said QA engineers play an important role in Quality Assurance Executive Director Michael Shields' vision for the directorate.

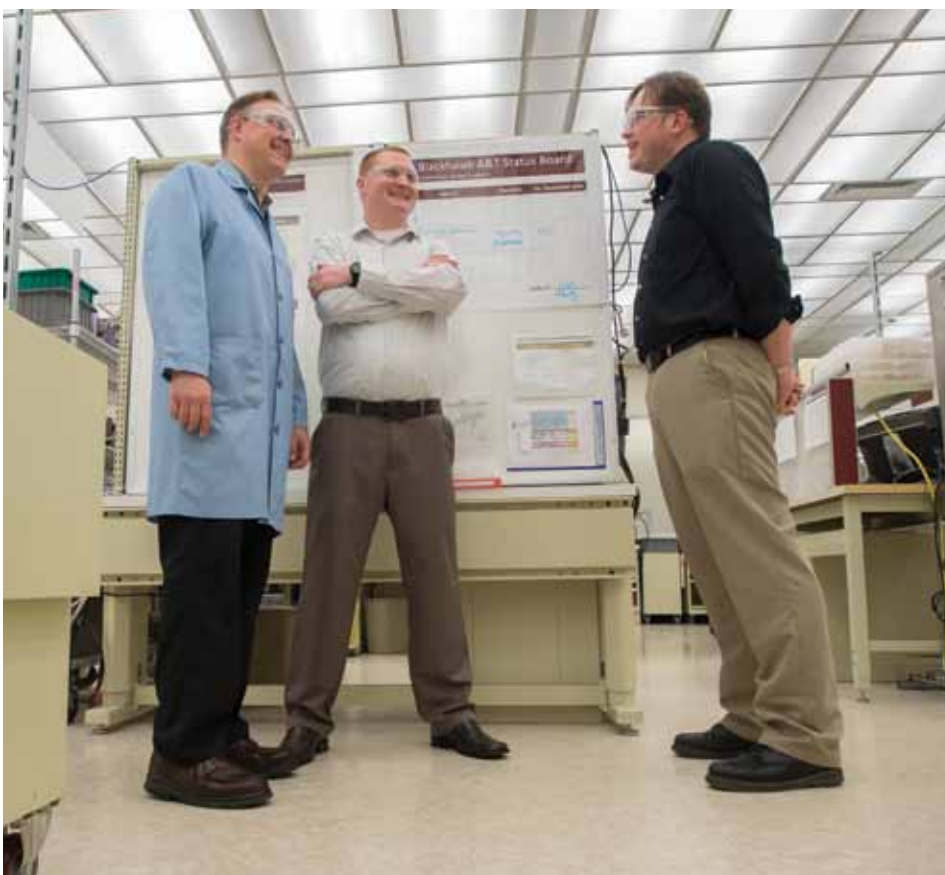
"Mr. Shields is transitioning the QA community from doing quality control to performing quality assurance. The QA engineers' unique skillsets allow them to assist the QA representative in the development and execution of surveillance plans that are less inspection-based and more driven by process controls and data collection and analysis."

One of Dembinski's additional duties is as the Government-Industry Data Exchange Program representative for the Syracuse CMO. GIDEP is a cooperative activity between government and industry participants seeking to reduce or eliminate expenditures of resources by sharing technical information essential during research, design, development, production and operational phases of the life cycle of systems, facilities and equipment.

As a QAE, Dembinski serves an important assistance and support role, providing technical expertise to first line supervisors and bridging any divides between engineering and analysis functions and those of quality assurance.

By augmenting the engineering capability of the QA team, QAEs are helping to expand the quality community of practice and continuing the function area's drive toward excellence.

Read DCMA-QA PAM 300.1 for more information on the roles and responsibilities of quality assurance engineers: http://guidebook.dcmamil/300_1/QAE_Pamphlet.pdf 



Craig Dembinski (left), DCMA Syracuse quality assurance engineer, talks with Rich Danieu, an agency QA specialist, and Matthias Kolodziejczyk, an agency engineer, at a western New York manufacturer. Though two distinct functional areas, quality and engineering often support one another during contract administration.

Pursuing the chosen path

Jo Adail Stephenson | DCMA Public Affairs



Kristin Bos works as a Keystone at the DCMA Grand Rapids office. Bos found out about DCMA through the Workforce Recruitment Program, a recruitment and referral program connecting federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities through summer or permanent jobs. (Courtesy photo)

Kristin Bos could have opted to do her second Workforce Recruitment Program internship with the same federal organization with which she did her first. However, when she checked out the Defense Contract Management Agency Grand Rapids, Mich., office, she chose DCMA.

“It was because of the relevance of the contract administrator functions to my accounting degree,” said Bos, who cited two reasons for pursuing future job opportunities with DCMA. “The variety I encounter each day — there are always new problems to be solved. And the people — I really enjoy working with my team at Grand Rapids.”

Bos found out about DCMA through WRP, a recruitment and referral program connecting federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities through summer or permanent jobs.

Mary Williams, DCMA Grand Rapids contracts team leader, found Bos’ resume in the WRP database.

“Kristin’s resume stood out among the many we reviewed,” Williams said. “It depicted a well-rounded individual who had worked summer and after-school jobs throughout high school and college and had served as a volunteer with a number of community organizations. Her education and volunteerism along with an impressive list of honors, awards and skills suggested a highly motivated, ambitious and dedicated future DCMA leader.”

Williams contacted Bos and asked her if she were interested in learning more about DCMA.

“She accepted my invitation to visit the DCMA office to get a feel for the office environment and to discuss DCMA’s mission and functions,” Williams said. “Kristin impressed me immediately as someone who would wholeheartedly embrace DCMA’s vision and work hard to learn and contribute.”

“The variety I encounter each day — there are always new problems to be solved. And the people — I really enjoy working with my team at Grand Rapids.”

— Kristin Bos, DCMA Grand Rapids Keystone

“Kristin was poised, articulate and very clear about her desire to pursue a career in public service,” Williams continued. “She asked many questions which indicated someone genuinely interested in making good choices and well-informed decisions.”

Williams also talked with Bos about some potential career paths, including the agency’s Keystone Program.

“Already I was thinking about how I could give her experiences that would motivate her to seek permanent employment with DCMA,” Williams said.

So, Bos decided to try out DCMA and worked at the Grand Rapids office from June-August 2011 through WRP.

“I enjoyed the job and wanted to continue my career and learn more about DCMA and becoming a contract administrator,” Bos said.

She transferred to another internship program while she finished her last semester of college. She graduated with her accounting degree from Grand Valley State University.

“I knew I wanted to officially start my career in the government contracting world,” said Bos, who applied for the agency’s Keystone program and accepted a position in January 2012. “I am in the contract administration field, but, with the Keystone program, I have gained a lot of exposure to the other functional areas,” Bos said.

“She has given great advice and provided

me with opportunities to enhance my skills for future career placements,” Bos said of Williams. “She’s been with DCMA for many years and went through similar programs. We work closely together to make my Keystone experience well-rounded and beneficial for everyone.”

Williams believes DCMA’s entry-level programs have already begun to pay dividends as new team members contribute innovative ideas to their contract management offices.

“My own experience with these programs has been encouraging and rewarding,” said Williams, who started with the agency as a GS-4 procurement technician and, after a wide variety of both geographical and residential assignments and cross-functional training, now has 29 years of federal service, all with the agency.

Williams currently supervises two Keystones and several journeyman-level contract administrators who are relatively new to DCMA. Her objectives are to broaden their understanding of DCMA’s role in the acquisition enterprise, foster understanding and cooperation among functional specialists and enable employees to apply formal training to actual experience.

“This year I have challenged team

members to step outside of their comfort zones and develop expertise in one or more contracting key processes,” Williams said. “They will then develop and facilitate training sessions for their peers and for technical personnel who need cross training. “In addition to encouraging team members to seek continual growth and professional development, these efforts are expected to result in improved performance results for the team and the CMO.”

This variety of challenging and new learning opportunities appeals to Bos, who has been with the agency two years.

“DCMA has been a great opportunity for me,” she said. “I have always been a firm believer that you need to enjoy the company of the people you work with. The team I work with at DCMA is always encouraging and continually provides constructive criticism to help enhance my career. Hard work and dedication do not go unnoticed at DCMA.”

For Williams, it’s fulfilling to be able to guide a new agency employee along her chosen career path with DCMA.

“I get to witness the professional growth of a cadre of future DCMA leaders who are enthusiastic, positive and dedicated,” she said. 



Kristin Bos, (right) a Keystone at the DCMA Grand Rapids office, holds the award she received as one of the contract management office’s award winners for the Detroit Federal Executive Board. These annual awards honor employees from federal agencies within the state of Michigan. With Bos is Mary Williams, DCMA Grand Rapids contracts team leader. (Courtesy photo)

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Duty officer brings success to missile program, CMO

Air Force Capt. James Crouch | DCMA Lockheed Martin Sunnyvale

In California's Santa Clara Valley, nestled among high-tech mega giants of the social media and computer industry, there sits a relatively small and innocuous looking two building complex on the edge of the Lockheed Martin Space Systems Sunnyvale campus. Inside the building, government engineers, contractors, machinists and logisticians are designing and building one leg of the United States' nuclear deterrence triad, the Trident II D5 missile.

Formally called the Fleet Ballistic Missile program, the Trident is the latest in a line of nuclear ballistic missiles that stretch back to the middle of the Eisenhower presidency. Navy Lt. Aaron Woolsey, DCMA LM Sunnyvale program integrator, is assigned to oversee production of the missile, as part of his Navy Engineering Duty Officer training.

"I'm in a unique position," Woolsey said, "as I came from the program office and can speak their language. Shortly, I'll be heading back down the hall at the completion of my three-year tour with DCMA."

This intense two-year training with the FBM program will provide him knowledge from both a technical and contractual point of view. The final knowledge check is with the program director and technical branch heads.

One of the program office's two technical branches is close enough for Woolsey and his program support team to communicate with in person on a regular basis. They also conduct formal weekly meetings with leadership. As a result, the "one government" concept is definitely being embraced on FBM.

Woolsey also has a close working relationship with representatives from the contractor. He has weekly meetings with contractor representatives from operations, quality, business and the program office to go over upcoming program events,



Navy Lt. Aaron Woolsey, DCMA Sunnyvale program integrator

action item follow-ups and concerns. These meetings are informal and conducive to a free-flow of information.

Air Force Col. Kenneth Bowling, DCMA LM Sunnyvale commander, is using Woolsey's communication between government offices and contractor representatives as a model to incorporate across all of the contract management office's major programs.

"The vast majority of our portfolio is (Acquisition Category I) programs," says Bowling. This means we can't afford to fail and have to ensure we're applying best practices where applicable.

The successes in intra-government and government-contractor relations achieved on the FBM program are in the process of being leveraged CMO-wide. One of the first items to be transitioned out of FBM by Woolsey was the approach to corrective action requests.

The new approach adds in additional meetings with the contractor prior to

formal CAR issuance. For example, when a CAR issue is discovered, a meeting is called with the contractor. During the meeting, the contractor is able to provide additional information and add clarity to the corrective action process.

The end result of this pre-coordination is often savings of weeks' worth of effort. This occurs because the contractor has a clear understanding of the issue, resulting in a faster CAR closure rate.

"The steps taken by Woolsey and his team to tighten the relationship between DCMA, the contractor and program office have resulted in a flow of productivity and communication that is a pleasure to watch," said David Simms, CMO deputy director. "While all three parties, DCMA, program office, and contractor, are working on different requirements, the reality is that all want the same outcome – a way of securing the United States for ourselves and future generations." 

Engineering the agency's safety mission

Misha King | DCMA Public Affairs

The Defense Contract Management Agency has many priorities in its day-to-day operations. Among the agency's main concerns are employee welfare and safety. These areas are largely covered by the Human Capital Directorate, with safety falling under the Safety and Occupational Health Division.

There are three divisions of safety at DCMA: contract safety, aviation safety, and safety and occupational health.

"Aviation safety deals with flight safety; contract safety deals with products provided to the warfighter; then there's us," said Tonda Fryzlewicz, SOH director. "We assist management to ensure a safe and healthful work environment is provided for employees. We deal with the people side, so we manage and monitor all the safety and occupational health programs that deal with people."

SOH's mishap prevention mission is centered around four pillars: advise, educate, assess and investigate.

ADVISE

The SOH division is responsible for the agency's SOH policy, as well as advising commanders, directors, supervisors and employees in the field on SOH-related matters. SOH applies the requirements of the Occupational Safety and Health Administration, Department of Defense Instruction or other consensus standards to conditions or issues, and makes recommendations to management.

"The director has come to us for advice on numerous issues, in particular dealing with operations in the workplace," said John Bowen, SOH manager. "We

apply federal requirements, referencing source documents and confirm recommendations. We also collaborate with subject matter experts in other agencies."

The division also organizes the agency's quarterly SOH working group forum chaired by DCMA Deputy Director James Russell. Teamed with staff from the agency's other safety disciplines and the Workers' Compensation Program, SOH uses the venue to discuss the agency's safety posture, goals, metrics, trends and initiatives. The same information is flowed down at the worker-level via the quarterly Collateral Duty Safety Advocate meeting.

EDUCATE

SOH teaches numerous classes within DCMA. It's responsible for blocks of instruction and briefings in the Basic Supervisory Development Course

(DCMA201), Basic Contingency Operations Training, Keystone and Journeyman orientation, and CDSA training. Recurring SOH program updates are also provided to the Labor Management Relations Council.

"Our training isn't just for DCMA civilians, it's also for host-country local nationals and military members who work at the agency," said Bowen. "We provide a briefing on what they're going to encounter when they get to their areas of operation."

SOH also manages GOTRAIN, the agency's safety and occupational health training platform. GOTRAIN fulfills OSHA and DOD instruction level awareness training for all employees.

"GOTRAIN is managed externally, but we provide program oversight and management at the DCMA-level," explained Bowen. "We monitor employee completion rates and provide leadership



The four pillars of mishap prevention



John Bowen (right), Safety and Occupational Health manager, reviews reports and statistics related to the agency's Workers' Compensation Program with fellow Human Capital Directorate employee Barry Wade, Workers' Compensation specialist, at headquarters on Fort Lee, Va. (Photo by Misha King, DCMA Public Affairs)

metrics updates and first-line supervisors with monthly learner status updates."

Another tool SOH uses to educate the workforce is its monthly Safety Gram. The division uses it to target hot topics, initiatives and campaigns, or to curb negative trends or problem areas in the workplace. "We feel a little information goes a long way," Bowen said.

SOH also works closely with Federal Occupational Health and coordinates volunteer Automated External Defibrillator responder training for the equipment contract management offices maintain and operate.

ASSESS

Assessing safety in the workplace is more than completing a checklist — it's a culmination of many elements based on rules set by OSHA, DODI and other national consensus standards. SOH assesses the workplace for program compliance as well as facility safety, conditions, federally mandated programs, operations, risks, hazards, exposures, ergonomics and personal protective equipment requests. SOH verifies how contractors provide a safe and healthful work environment for DCMA employees.

"Our program compliance tools are being redesigned from the ground up," said Bowen. "We're rewriting and retooling the entire thing to make it more user-friendly for the field." Two of the components affected are the self-inspection checklist and the CDSA program. The redesign is part of a complete rewrite of SOH instructions.

SOH approaches the inspection and assessment portion of its mission on numerous fronts. One of these is hazard

pay differential. A fully qualified subject matter expert goes out to the various workplace sites and evaluates extremely hazardous operations. The goal of HPD is to reduce the risk or uncontrolled exposure to DCMA employees and provide recommendations based on observations and mission requirements.

"We're not so much concerned with the pay itself," said Bowen. "We want to make sure the risks are controlled or eliminated. That's what our HPD manager does."

In 2010, SOH conducted a top-to-bottom audit of the HPD program. This assessment included validating all the locations, operations and personnel receiving HPD. According to Fryzlewicz, the agency's expense for HPD dropped from more than \$236,000 a year in 2009 to just over \$117,000 last year.

"Some would look at that and say, 'You removed that many people from HPD,' but, that's not the case," explained Fryzlewicz. "What we're saying is we removed that many people from high risk exposures. There's a big difference — the exposure is removed or controlled, not the person. It's a simple two-fold question: What's the exposure? What's the requirement to be there? That's the key to the HPD program."

SOH also assists commanders, directors, supervisors and employees with ergonomic assessments. SOH designed a simple ergonomic self-evaluation form to help ensure employees are provided with a comfortable workstation, which



Ed Porter (right), Safety and Occupational Health industrial hygienist, takes an air sampling of a wing fuel tank along with a contractor. Both are wearing proper fall protection equipment for safety. (Courtesy photo)



Tonda Fryzlewicz, Safety and Occupational Health director, gives a safety briefing during a DCMA201 Basic Supervisory Development Course at the DCMA Learning Center near Fort Lee, Va. (Photo by Mark Woodbury, DCMA Public Affairs)

entails making sure they're set up properly. Ergonomic considerations training is included in the DCMA201 course, new commander and new employee orientations, and CDSA training. SOH also partners with the Equal Employment Opportunity Office to assist in ergonomic related reasonable accommodation requests.

In the past few years, the Personal Protective Equipment Program was revised to be compliant with OSHA and

DOD requirements. The current PPE procurement process requires supervisors and employees to identify and assess hazards in the workplace, document them and then request the appropriate equipment. SOH verifies the hazard assessment, determines the type of PPE best suited to control the hazard, verifies PPE awareness training was completed, and verifies PPE usage was documented on the data collection form. Bowen said the process is "very well-documented and

easy for employees and supervisors to complete."

The Medical Surveillance Program has also been updated, which included revamping the data collection forms SOH's industrial hygienists use to evaluate every reported exposure. Previously, employees completed a long, complicated survey through Federal Occupational Health, but now the DCF is completed using a simple software program. When an employee completes the online DCF, it's validated by an industrial hygienist with the assistance of the employee's supervisor. This procedure ensures those validations are substantiated. The process involves obtaining readings, levels or any samplings needed from the contractor and annotating the data on the DCF.

"The validation process was lacking in the past," said Bowen. "It's a tremendous help because now we have a documented history on many of our contractors, and we're able to trend that data for future use. The benefit is two-fold: we're helping the employees and the agency."

INVESTIGATE

SOH staff is trained and entrusted to thoroughly investigate and analyze all types of mishaps and occupational illnesses. The division investigates and records all employee injuries and illnesses at DCMA, including the military. From minor injuries and property damage to fatalities, SOH is responsible for ensuring accurate reporting and making sound recommendations. Mishaps are investigated to determine the root cause, prevent recurrence and comply with OSHA and DODI record keeping requirements.

SOH maintains a comprehensive website that supports its four pillars of safety. The site is a one-stop shop where employees can find resources and toolboxes to assist them. For more information on SOH and its programs, visit the division's website at: https://home.dcma.mil/DCMAHQ/dcma_HC/dcma_HCO/index.cfm 

Hazard Pay Differential Program

Fiscal Year	Hours	Dollars	# of Personnel
2009	14,902	\$236,921	40
2010	12,460	\$199,841	40
2011	8,184	\$150,119	13
2012	2,879	\$117,220	11

After looking at all hazard pay differential program positions within the agency, the Safety and Occupational Health office was able to remove 29 employees from exposure to high risk situations on the job. This makes for a safer working environment for these employees along with an annual savings of \$119,701 to the agency.



DCMA

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