

COMMUNICATOR

DEFENSE CONTRACT MANAGEMENT AGENCY

DCMA

WINTER 2013



A WORLD OF OPPORTUNITY

ACQUISITION INSIGHT  GLOBAL ENGAGEMENT

COMMUNICATOR

WINTER 2013

VOLUME 13, NUMBER 4

DCMA ACTING DIRECTOR

JAMES M. RUSSELL

OFFICE OF CONGRESSIONAL AND PUBLIC AFFAIRS DIRECTOR

JACKIE NOBLE

CHIEF OF PUBLIC AFFAIRS

BILLY RAY BROWN

EDITOR-IN-CHIEF

MARK WOODBURY

ASSOCIATE EDITOR

MATTHEW MONTGOMERY

LAYOUT AND DESIGN

CHERYL JAMIESON AND
STEPHEN HICKOK

PRINTED BY

McDONALD & EUDY PRINTERS, INC.
4509 BEECH ROAD
TEMPLE HILLS, MD 20748
PHONE: (301) 423-8900
FAX: (301) 423-8999

Communicator is published quarterly from appropriated funds by authority of the director, Defense Contract Management Agency. The director has determined that this publication is necessary in the transaction of business required by law and the Department of Defense. Contents are not necessarily the official views of, or endorsed by, the U.S. government, DOD or DCMA. Controlled circulation. Periodicals postage paid at Temple Hills, Md., and additional mailing offices.



ON THE COVER:

Graphic by Stephen Hickok

Throughout the Defense Contract Management Agency employees have a world of opportunities before them. DCMA remains a vibrant workplace that understands the importance of developing people and leveraging their creative ideas.



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on track**



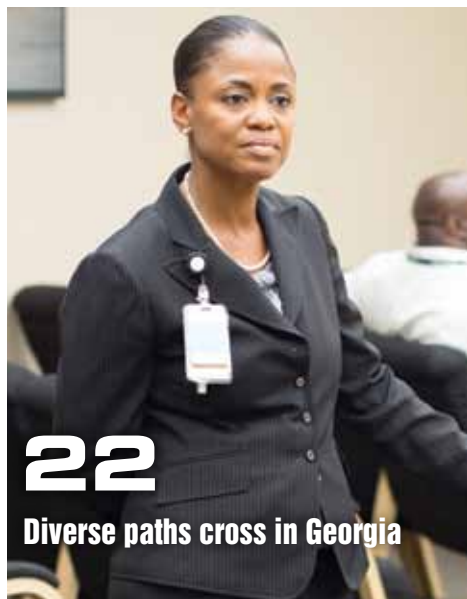
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Russell becomes acting director**



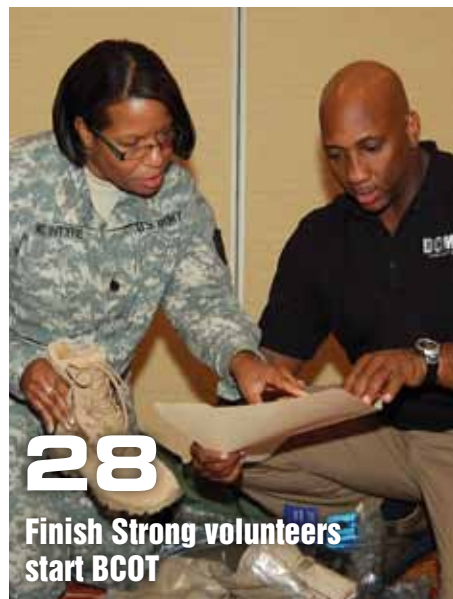
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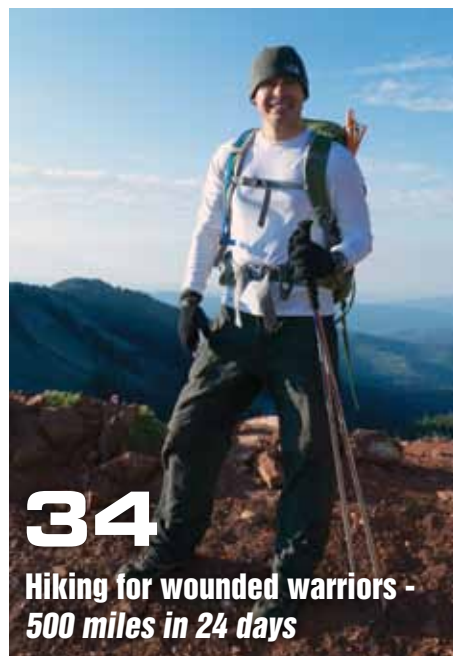
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Ensuring employee success

The Defense Contract Management Agency is a much different agency today than it was just a few years ago with nearly half our workforce being new not only to DCMA but often to federal service. Today's DCMA has a renewed energy brought on by the influx of this new talent joining a group of time tested, proven professionals. Through the years, one thing has remained constant — we value people and we do our best to ensure their success. How appropriate it is for this issue of the Communicator to focus on the opportunities that exist in DCMA — and there are so many. While we continue to face budget challenges and many uncertainties in the overall acquisition environment, DCMA remains a vibrant workplace that understands the importance of developing our people and leveraging their creative ideas. It's what has kept us strong and allows us to provide the best possible support to our brave men and women in uniform, and to America's taxpayers.



With the influx of so many new people, it's more important than ever for us to make sure we use the many systems and processes in place to ensure our workforce development dollars are spent wisely. Through the individual development plan process, employees and supervisors can jointly identify key professional development requirements for things like formal classes, long-term training or self-paced computer based courses. Getting important developmental opportunities into your online plan is the critical first step in the agency helping you achieve your goals. It allows us to target the right opportunities, understand where we need the most emphasis, and allocate our resources to move the dial on workforce capabilities. Have you had these discussions with your supervisor? Have you looked through our Civilian Training Management System to see what courses are available? Have you reviewed the career guides for your chosen job series to ensure you understand what's expected for career growth? Do you understand what is in your Individual Development Plan and are you making progress toward accomplishing what's in your plan? Have you thought about what job opportunities you want to pursue in the future and what it will take to make yourself competitive for them?

To help you in your career development, it's important to have these kinds of discussions with your supervisor and formal or informal mentors. With the implementation of the agency's Strategic Plan for Diversity and Inclusion, we are establishing Employee Resource Groups that bring people together to mentor one another, support each other, and help the agency achieve its business goals. I'm excited that this will be a new and productive way to establish mentoring relationships and networking opportunities that can only make us stronger as an agency.

Because we continue to have historic levels of employee retirements in critical positions, we are one of the few defense activities to continue aggressively hiring new talent and encourage existing employees to move up to more challenging assignments. Where do you see yourself contributing? Have you brushed up your resume lately in case your dream job comes open? Have you ever thought about taking an overseas assignment or deploying? DCMA routinely provides these kinds of opportunities. The agency also participates in centralized development programs such as the services' War Colleges and the Acquisition Exchange program. Have you looked into those programs? What about your health and wellness? There are opportunities there too. The Work Life program offers many free resources for employees, whether you are trying to become more fit or trying to care for an elderly parent. These are just a few examples of what DCMA has to offer.

As we start the new year, it's the perfect time for us to take a little time to do some career and personal planning. Thank you so much for your service and all you do, each and every day, to make this agency and our customers successful.

James M. Russell
Acting Director

PAB keeps DCMA policies on track

Nick D'Amario | DCMA Public Affairs

With hundreds of Defense Contract Management Agency policies active at any time, changes and updates are required regularly to sustain the agency.

To stay on top of existing policies while evaluating new ones to be deployed, DCMA established the Policy Advisory Board in August 2011. The PAB meets monthly to collaborate in the remediation of any policy gaps, conflicts or shortcomings.

In September 2010, the agency director requested the establishment of a DCMA

Policy Focus Group to resolve a shortfall in effective policy development and review processes. The intent included three key questions the group was asked to answer:

- Why isn't policy developed and issued timely?
- Why are the policy writers/advocates and users frustrated?
- Why is the field not getting quality products that improve efficiency and effectiveness?

To meet the director's intent, the Policy Focus Group recommended a PAB be established.

Since the board's inception, Brenda

Spain, Corporate Support policy program manager and the PAB's architect and facilitator, has been streamlining and improving data collection processes and criteria. Since January 2013, they are driven by a quad chart reporting methodology resulting in comprehensive, at-a-glance status reporting.

"To attain and sustain maximum efficiency in the PAB process, and obtain the DCMA director's approval within acceptable timelines, it is critical that all policy elements for remediation are well defined for the board chair and component representatives," said Spain.

James M. Russell, DCMA acting director, chairs the PAB and works in concert with senior representatives from each component to effect policy remediation.

In May 2012, DCMA Instruction 501, "Policy Publication Program," established policy for assigning roles and responsibilities, and outlining processes and procedures for developing and maintaining effective and efficient policies



Brenda Spain, DCMA Corporate Support policy program manager, reviews a draft rewrite of DCMA-Instruction 501, "Policy Publication Program," with James M. Russell, DCMA acting director. (Photo by Nick D'Amario, DCMA Public Affairs)



Members of DCMA's Mission Review Team prepare to discuss results of interviews that took place throughout the day at a DCMA contract management office. The MRT met with CMO senior leadership the next morning to discuss findings. (Courtesy photo)

within DCMA.

This policy on policy established the PAB and the mechanisms to be put into place to ensure policies coming before the board for review and consideration meet the right criteria.

"Collectively, the board ensures appropriate working-level coordination and cross-functional integration of new and updated instructions and annexes are embedded within every policy being considered for deployment," said Spain.

Upon completion of all required coordination, the component with primary responsibility, or CPR, submits the policy publication for approval by the agency director and subsequent signature by the CPR's component head.

Senior representatives ensure their components adhere to standards, requirements, processes and procedures identified by the policy publications program. They also ensure their policy

publications are reviewed annually to verify relevance, accuracy, consistency, usability, and compliance with applicable policy, higher-level guidance, regulations and laws.

Nearly 200 policies have been presented to the PAB by agency components since the board's establishment in 2011. One of the principal values of each policy has become the ability to link comprehensive resource Web pages to the basic policy. Pages are managed by the components and address anything that will help the policy user, e.g., additional guidance, training tools, forms, templates, procedures, process flowcharts, points of contact or other resources useful in carrying out the policy.

In October INST 501 was rewritten to simplify and clarify new requirements regarding development and coordination of policies. Changes include:

- The addition of the single Policy Program Contact for each component.

The PPC serves as a component's primary POC for administering and facilitating the policy program within their component.

- Adjusting processes to improve quality and readiness of policies before formal coordination, resulting in more efficient use of senior leaders' time.
- Providing more flexibility for components, e.g., policy procedures requiring continuous refinement will be located on a supplemental resource page — this will avoid ongoing updates to the policy publication.

"By mid-2014, all policies should be in the new format," said Spain. "Resource Web pages will be the wave of the future, providing the needed enhancement for the how-to of DCMA policies."

Contracts Directorate's Joan Sherwood, Cost & Pricing Policy Division director, was the first to develop a Web resource page for AQ's INST 123, "Cost Monitoring,"

“To attain and sustain maximum efficiency in the PAB process, and obtain the DCMA director’s approval within acceptable timelines, it is critical that all policy elements for remediation are well-defined for the board chair and component representatives.”

— Brenda Spain, DCMA Corporate Support policy program manager

when the new policy program went into effect in 2011.

“The resource page is an important addition to the policy,” said Sherwood. “It is a collateral location where the accountable action officer can post samples of documents to be prepared as part of the business process, informal presentation slides, and the latest information and links to resources which support the business process.”

She added, “The policy contains the high level ‘musts and shalls’ and controls of the process. It requires director review and approval for release and executive director signature. The resource page can be updated by the action officer at any time and has the tools to complete the process.”

At a recent monthly PAB, 20 policies, most coming from AQ, were approved.

“This is a great review — a good sign of the excellent coordination occurring throughout the agency,” said Russell. He lauded the “clarity and consistency” of

the board’s processes in getting policies reviewed efficiently and expediently before seeking final approval.

The PAB also serves as a venue for DCMA’s Mission Review Team to bring policy gaps and barriers identified during compliance assessment to the board’s attention.

Starting in June 2013, Diana Graff, Office of Independent Assessment executive director, began presenting her MRT monthly “MRT Policy Gap & Barrier Tracker Report” at PABs to assist components in the policy remediation process.

Since then, Graff has presented 20 fiscal 2013 policy ‘gaps’ and ‘barriers’ at PABs to identify what DCMA field operations are experiencing as problems in the policy arena. To date, two gaps have been closed and policy revised based on original findings by the MRT.

Gaps are inconsistencies between agency instructions which impact performance,

e.g., lack of timelines, improperly defined methodologies and even the choice of words, such as “should” versus “will.”

“A policy gap will be identified when a finding results from unclear or non-existent agency policy or inadequate agency processes or tools,” said Chris Hall, MRT Technical Team chief. “The gap will be summarized in the appropriate sections of the summary report, and the appropriate headquarters directorate level for action and resolution will be identified in the policy gap tracker report.”

While barriers are not policy issues, they are shortcomings that could preclude DCMA activities from accomplishing statutory requirements they cannot perform or adhere to. An example of a barrier would be one where CMOs are experiencing data entry and retrieval issues within eTools.

“Prior to bringing a policy gap or barrier to the PAB, the MRT, during their review at a CMO verifies there actually is a problem with a policy or tool that prevents the CMO from accomplishing its mission,” said Graff.

Graff added, “Prior to bringing these gaps and barriers to the PAB, there wasn’t a solid follow-up mechanism to ensure someone was looking at the gaps and barriers and clarifying or making changes to the policies as needed.” 



Williams leaves agency in great state

DCMA Public Affairs

In the Pentagon's Airman's Hall, colleagues, family and friends gathered Nov. 22 to celebrate the career of Charlie E. Williams, Jr. as he officially retired from federal service after 31 years. The location represented the beginning of his career in 1982 when he entered federal service through the Air Force Logistics Command's Mid-Level Management Training Program at Kelly Air Force Base, Texas.

"At the end of the day ... it's not about the nuts and bolts of

what we do, it's about how we lead," said Director of Defense Pricing Shay Assad about Williams' leadership. "Charlie not only led people operationally, but he led them by example."

Assad said throughout Williams' five and a half years as the director of the Defense Contract Management Agency he "showed folks this is what a real man is all about. This is what a family man is all about. This is what a good and God-fearing man is all about."

Similar remarks were added during the ceremony from

Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall as he spoke about his working relationship with Williams.

"I've been working with Charlie now for three and a half years, and he has made my job, and so many others' jobs, so much easier," he said. "Charlie did a lot of work to build the capabilities we now have in defense contracting that support those in the field. I think lives have truly been saved because of the work (Williams has) done."

Prior to being the agency's



Charlie E. Williams, Jr. (second from left) and his family take a photo together on the day of his retirement Nov. 22 at Airman's Hall in the Pentagon. (Photo by Mark Woodbury, DCMA Public Affairs)



CONTRACT MANAGEMENT AGENCY



(Above) Williams 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)

(Left) Williams tours a contractor's production facility during one of his visits to DCMA Boeing St. Louis in May 2012. (Courtesy photo)

director, Williams served as Deputy Assistant Secretary of the Air Force for Contracting, in the Office of the Assistant Secretary of the Air Force for Acquisition, and as the U.S. member of the NATO's Airborne Early Warning and Control Program Board of Directors.

Many of his colleagues and mentors watched as Williams received tokens

commemorating his more than three decades of service. The presentations included a Department of Defense Distinguished Civilian Service award, extended remarks on the U.S. Senate floor by Virginia Senator Tim Kaine, and an official proclamation from Williams' home state of Tennessee.

It was a poignant moment during the

ceremony as members of the U.S. Air Force folded an American flag which had been flown in Afghanistan. There was a quiet in the corridor as they passed the tautly folded flag to Williams, who in turn presented it to his father, Charlie E. Williams, Sr. and hugged him in appreciation for his support of his career.

Williams then presented flowers to his



wife, daughters and mother. He said his success is a testament to all the people who helped him along the way.

“When I preside over ceremonies like this, I always remind people we are not just here to honor the person who is retiring but to also say thank you to the families of the people who serve,” Williams said. “I have got to tell you, I always remind folks I have never really met people who are successful in this business that didn’t bring a strong sense of family values and a strong support structure with them.”

Williams, motioning to his family, said he was blessed to have great people in his life who have provided these essential values to



(Top) Williams shakes hands with Under Secretary of Defense Acquisition, Technology and Logistics Frank Kendall after being presented the Department of Defense Distinguished Civilian Service award. (Photos by Mark Woodbury, DCMA Public Affairs)

(Left) Williams’ wife, Tujuanna, is presented a certificate of appreciation for her unselfish and devoted service during her husband’s federal career.

(Below) A poignant moment in Williams’ retirement ceremony came when a member of the U.S. Air Force presented him an American flag flown in Afghanistan. Williams then passed the flag to his father, Charlie E. Williams, Sr. and hugged him in appreciation for his support of his career. (Photo illustration by Cheryl Jamieson, DCMA Public Affairs)



“At the end of the day ... it’s not about the nuts and bolts of what we do, it’s about how we lead. Charlie not only led people operationally, but he led them by example.”

— Shay Assad, Director of Defense Pricing

him throughout his career.

The leadership of DCMA changed from Williams to Deputy Director James M. Russell as the agency flag was passed from outgoing director to incoming acting director during a ceremony at headquarters in Homer Hall on Fort Lee Nov. 25. Katrina G. McFarland, Assistant Secretary of Defense for Acquisition, presided over the ceremony.

“He has built a solid foundation for DCMA, we’re proud of what he has accomplished here and we wish him well along his way,” said McFarland as she commented on Williams’ tenure as DCMA director.

In addition to the day-to-day responsibilities his position inherently

held, McFarland pointed out that Williams led the agency through a headquarters and International Base Realignment and Closure move from Northern Virginia to Fort Lee, Va.

As director, Williams was responsible for leading more than 11,300 civilians and military personnel who execute worldwide contract management responsibilities, covering more than 20,000 contractors and more than \$236 billion in unliquidated obligations. [C](#)



Williams speaks about the lessons he learned over his career during his retirement ceremony at the Pentagon.



Katrina G. McFarland, Assistant Secretary of Defense for Acquisition, Williams, and James M. Russell, incoming acting director, honor the American flag during the singing of the national anthem during the change of leadership ceremony at agency headquarters Nov. 25. (Photo by Mark Woodbury, DCMA Public Affairs)

Change of leadership: *Russell becomes acting director*

Mark Woodbury | DCMA Public Affairs

James M. Russell became the acting director of the Defense Contract Management Agency after Katrina G. McFarland, Assistant Secretary of Defense for Acquisition, passed the DCMA colors to him Nov. 25, during a change of leadership ceremony at Homer Hall, the agency's headquarters building on Fort Lee, Va.

Referring to Russell taking on the additional responsibility of acting director for the agency, McFarland said she has worked with him for many years. "I am extremely confident, as is the Department of Defense staff and leadership, in his ability to perform his role as acting director of DCMA."

"So trust in him. We certainly do," she said. "We believe he will do an excellent job and will continue on the path of excellence that has been laid down."

Charlie E. Williams, Jr., outgoing director, said he couldn't think of a better person at this time to lead the agency.

"Jim knows DCMA like no one else," he said. "He is well equipped to lead this organization. He will rise to the challenges that come with the position. He is the right person, in the right place, at the right time."

Williams said Russell will have the opportunity to lead some of the most



James M. Russell, DCMA deputy director, accepts the agency's flag from Katrina G. McFarland, Assistant Secretary of Defense for Acquisition, during a change of leadership ceremony at Homer Hall, the agency's headquarters building, on Fort Lee, Va. Russell's acceptance of the flag officially made him the agency's acting director. (Photo by Mark Woodbury, DCMA Public Affairs)

talented people he has worked with during his 30-plus years of service.

After receiving the DCMA colors, Russell concluded the ceremony by thanking Williams for his mentorship.

"Williams elevated the stature of the organization and has given us a better seat at the table," he said. "Because of this we will be eternally thankful."

Russell added that Williams has left him in a position where he can comfortably take on the responsibility of acting director

and is excited to work with a leadership team he sees as "second to none."

"We are ready. This agency stands ready to move forward," he said. "I can say this because I know the great people who make up this organization. I know the passion they have for what they do. I know their passion for doing what is right for the taxpayer and the warfighter." 

James M. Russell Biographical Highlights

- As acting director, Russell leads a Department of Defense agency that consists of more than 11,300 civilians and military personnel who execute worldwide contract management responsibilities, covering more than 20,000 contractors and more than \$236 billion in unliquidated obligations.

- Prior to becoming the deputy director for the agency, Russell was the executive director of Financial and Business Operations/Comptroller for DCMA and was responsible for an annual budget of more than \$1.2 billion per year.

- Russell began his government career as a Supply Corps Officer in the U.S. Navy with tours at sea aboard the USS *Callaghan* and at the Defense Logistics Agency.

eTool offers instant visibility into agency status, efficiency

Jordan Holt | Information Technology

The Enterprise Integrated Toolset was first designed to be the gateway that would allow users to interact with data and the functionality of other eTools. It was to be used as a way to identify and relate tools, data and processes that support and operate on specific critical business items.

Since its initial deployment in the spring of 2010, the scope of EITS has grown well beyond that. It is now the most critical tool for visibility into the agency's status and efficiency.

"EITS has truly changed the way the agency operates at every level. It is not just something that senior leadership looks at to make high-level decisions and track various metrics," said Defense Contract Management Acting Director James Russell. "It is used at the team and individual level for the day-to-day tasks that keep DCMA moving forward. It's both a macro and micro level tool, which is quite an accomplishment."

EITS has become the go-to location for every area of DCMA, from headquarters to the workforce in the field, from quality assurance to transportation support, when looking for data and trends.

"EITS has put key (contract management office) data and information at our commanders' fingertips. They are able to access data and information when they want it. The right information when they want it," says DCMA Chief Operations Officer Marie Greening.

Quality personnel can use their pods to quickly access any commercial and government entity, or CAGE, codes with product quality deficiency reports. The engineering and manufacturing workforce can view a number of delivery schedule manager pods, displaying data for on-time deliveries, responsiveness to customers and proactive delay notices.

"One of the most important aspects we considered when designing and developing EITS was making sure it embedded itself in each of the agency's lines of service," said DCMA Chief Information Officer Jacob Haynes. "We want every single area of DCMA to be able to utilize EITS to better and more easily complete their directives."

The mechanism for this information accessibility is the EITS Dashboard Pods. The pods can be customized by each individual user to display the metrics and performance indicators of interest to them.

Every one of DCMA's lines of service is supported by EITS, either on the dashboard through the use of pods or in

my contracts, my CAGEs or my reports tabs.

In all, there are more than 50 pods available within DCMA for all of our service areas.

Although EITS is technically still in version 1.0, there have been a number of releases within that version which have introduced new capabilities and enhanced existing ones. In early 2014, release 5.0 of EITS version 1.0 will be deployed to the agency.

Release 5.0 is staggered into a pair of phases. Phase one will consist of enhancements to the security framework and dashboard support within EITS. Very little of this phase will be seen by EITS users. It is increasing stability and simplifying technical configurations behind the scenes of EITS.

Phase two is populated with improvements and enhancements that will be seen and felt by the user base.

Multiple dashboards will now be supported within EITS: mission, financial, and business support. The organizational navigation has been updated to include alternate drill-in and users will now be able to utilize display filters directly within pods.

The dashboards themselves will have a new look and feel, one that is more user friendly and intuitive than the previous version. 



Mitigating the risk of counterfeit electronic parts in the supply chain

Nick D'Amario | DCMA Public Affairs

Counterfeit electronic parts in the global supply chain pose a risk to defense contractors and, ultimately, the warfighters who rely upon genuine equipment to perform their mission in the defense of our nation.

According to Mike Shields, Defense Contract Management Agency Quality Assurance executive director, constantly emerging, sophisticated technology in the global marketplace brings an increased likelihood that suspect electronic parts will find their way into the global supply system.

"DCMA is fully engaged," said Shields. "We have been, and will continue to be active in developing and initiating controls to mitigate the avoidance and detection of counterfeit electronic parts in the supply chain."

The 2012 National Defense Authorization Act, section 818, requires the Department of Defense to complete an assessment of internal policies and systems to avoid and detect counterfeit electronic parts, and issue guidance on measures to minimize acquisition risk and establish remedial actions to be taken when counterfeit parts are detected.

Tim Callahan, DCMA Contracts

executive director, and Shields are working together to ensure provisions of the NDAA, section 818, are implemented by the office of Acquisition Technology & Logistics, military services and defense agencies.

Callahan and Shields, with more than 75 years of combined contract-related experience, will be integral to shaping contract guidance in 2014 and beyond.

"We contacted a majority of the defense industrial supply base," said Shields. "We determined the applicable industry standards currently being used by them and subsequently the QA engineering division began working with technical committees to address improving industry standards commonly used to procure electronic parts."

According to Callahan, part of this challenge will be to review aspects of contractor purchasing systems.

"We want to help ensure contractors have policies and processes to safeguard against purchasing counterfeit parts," said Callahan. "It is important that contractors are obtaining supplies from trusted sources, and have adequate recordkeeping and traceability to establish origin of parts."

Shields pointed out DCMA's mission

has always been focused on oversight of contractor performance.

"This oversight includes counterfeit risk mitigation, controls, purchasing systems, flowdown of requirements and control of their supply chains," he said. "We are professing more of a focus on prevention than detection."

Since picking up the task, Callahan and Shields have been working with the Defense Acquisition Regulations Council, resulting in a draft proposed rule on how DOD should engage industry.

The rule went out for formal public comment in May and initial results were in by July. In the midst of the rule being out for comment, the Defense Procurement and Acquisition Policy office hosted a public meeting in Washington, to hear industry comments on the proposed rule.

"Currently, industry's biggest concern is how to best define what constitutes counterfeit or suspect counterfeit parts," said Callahan. "Other concerns voiced by industry include their ability to recover costs for remediation, and absorbing too much responsibility in the process."

"Ultimately," he continued, "it's important for us to understand both industry and DCMA's concerns and shape effective guidance accordingly."

Detection examples from visual inspection. In the first three examples, part leads are replated (no tooling marks or exposed copper on ends).



1. Suspect: Replated



2. Suspect: Replated



3. Suspect: Replated



Mike Shields, DCMA Quality Assurance executive director, reviews the draft of an updated DCMA training guide on the detection and avoidance of counterfeit parts with Tim Callahan, DCMA Contracts executive director, at DCMA headquarters on Fort Lee, Va. (Photo by Nick D'Amario, DCMA Public Affairs)

The QA Engineer Division has been working with technical committees to address improvement of applicable industry standards commonly used to procure electronic parts.

These include working with numerous Society of Automotive Engineers — Aerospace Standard, or SAE-AS, technical committees.

Additionally, DCMA's QA directorate

has been working closely with AT&L on revision of applicable DOD instruction, Defense Acquisition guides, a Defense Logistics Agency-DNA marking process (to improve traceability) and the Missile Defense Agency's training program.

"Our DCMA strategic objective has been, and will continue to be, minimizing the risk of counterfeit electronic parts," said Shields. "My directorate continues to

issue additional surveillance plan guidance, including checklists, and is currently developing additional DCMA-specific training and policy instructions to further mitigate the risk of counterfeit electronic parts."

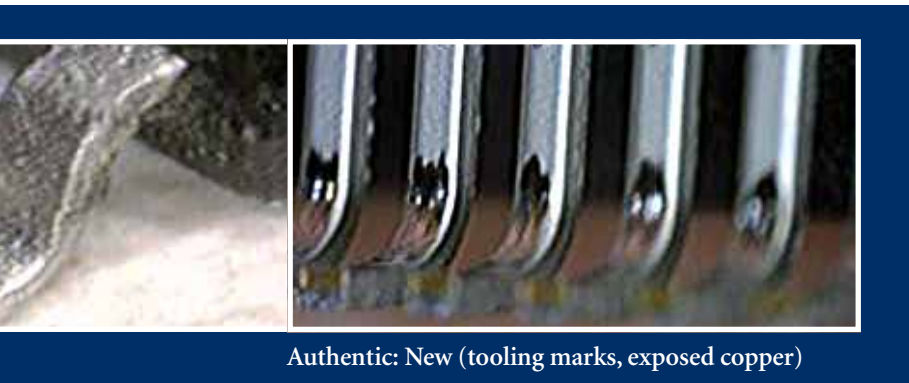
"Our bottom line is the safety of the warfighter," he said.

KEY SOLUTIONS

Long before the 2012 NDAA, AQ and QA leadership were engaged in developing guidance and training, and taking appropriate actions to minimize risk within the defense supply chain.

Ron Edmunds, DCMA QA engineer, prepares training on counterfeit parts for DCMA employees having contact with industry.

"Our training includes samples of actual suspect counterfeit parts available in the Government-Industry Data Exchange



Authentic: New (tooling marks, exposed copper)

“Our most important goal is having a good process to protect the warfighter and ensure that items of risk don’t get into their possession.”

— Mike Shields, DCMA Quality Assurance executive director

Program, which is the next best resource to hands-on experience for our QAR and QAE professionals,” said Edmunds.

Edmunds also works with government agencies to mitigate counterfeit electronic parts.

“I participated in the government-wide anti-counterfeit working group in 2011, which included representatives from Office of the Secretary of Defense, NASA, DLA and the military services,” said Edmunds. “One of the critical areas reviewed was that of counterfeit electronic parts, and the group reviewed processes in place and made recommendations for future deployment in the detection of suspect counterfeit electronic parts.”

Edmunds said working with industry committees helped define policies into standards to proactively engage the industrial base toward providing the government and industry with conforming material.

“DCMA QA has the right to inspect wherever the contractor is responsible for the conformity of all purchased products,”

he said. “Our premise is the Federal Acquisition Regulation and the particular contract.”

FRAUD PREVENTION MISSION

Kathryn Lindbeck, Contract Integrity Center director, and her team provide legal advice and services to DCMA organizations and customers, DOD investigative agencies, and the Department of Justice, on fraud, waste, abuse and corruption issues involving defense contractors and their employees.

The CIC attorneys focus on coordinating remedies on cases involving procurement fraud for the agency, to include instances of counterfeit electronic parts in the defense supply chain.

It is the cadre of DCMA QARs and QAEs stationed around the globe, under the leadership of Shields, that will raise the red flag with CIC whenever they encounter anything deemed “suspect.”

“We are actively involved with investigators when an allegation or

anomaly is reported by a DCMA employee and seek all available remedies to remediate the fraud,” said Lindbeck. “Our most important goal is having a good process to protect the warfighter and ensure that items of risk don’t get into their possession.”

When investigations determine that a part is counterfeit, then the CIC coordinates remedies with the DOJ and U.S. Attorney’s Offices, which can lead to civil and criminal charges being filed. Contractual and administrative remedies such as suspension and debarment can also be pursued.

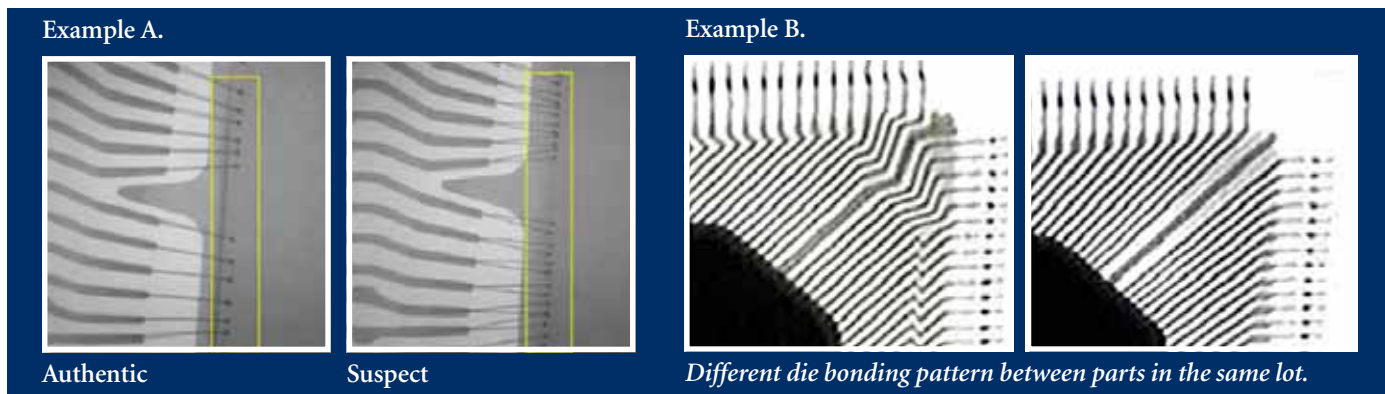
As stated in the counterfeit parts document on the CIC’s Web page, “Counterfeit items are not limited to electronics, but electronics provide the majority of the cases because of demand and availability of used/recycled, lower grade, and non-functioning parts that can be substituted to the unknowing buyer.”

The CIC team is currently developing computer-based training which will have a complete section on counterfeit indicators. The new training tool will be available later in fiscal 2014. 

Detection examples from radiological (X-ray). Source: Government-Industry Data Exchange Program

In order to determine if a part is suspect, the person checking must be intimately familiar with what the authentic part looks like and also be aware of possible signs of counterfeit manufacture. In Example A, one has been determined to be authentic and one suspect. Can you tell which is which in Example B?

Different lead frames in the same lot





KEYSTONE

DCMA TRAINING AND DEVELOPMENT PROGRAM

DARKEESHA SIMS PROGRAM ANALYST KEYSTONE

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Field experience builds perspective, understanding for HQ employees

Misha King | DCMA Public Affairs

No matter what challenges one faces, few would disagree experience is the foundation of success. For several Defense Contract Management Agency headquarters employees, the building blocks of that foundation began at the contract management office level.

“One thing I have definitely seen is how employees are affected by the decisions made here at headquarters,” said Robert McAleenan, quality assurance specialist. “The folks in the field don’t care what happens up here; they just want it to work and make sense.”

McAleenan, who works in the Quality Assurance Directorate, said he brought a keep-it-simple mentality to headquarters from the field. He is the primary project manager for 11 projects, the backup to three others and a member of four integrated project teams.

An Army veteran, McAleenan came to DCMA in 2007 with more than 10 years of industry experience, including nearly five years as an aerospace technician for the United Space Alliance at the Kennedy Space Center. After his first assignment at DCMA Lockheed Martin Launch Vehicle Operations Denver, he moved on to

DCMA Atlanta where he gained experience working in the Management Support Office. Later, he became a QA supervisor assigned to DCMA Raytheon Tewksbury in Rhode Island.

McAleenan said he hadn’t planned on coming to headquarters when he did. Although qualified, McAleenan wanted to

stay put for a while and stabilize his family after moving frequently over five years. He said making the move to headquarters, however, has been a positive and eye-opening experience.

“My goal was to make GS-14 in maybe five years or so,” he said. “But, when I saw the posting, I thought, ‘what the heck,



Robert McAleenan (left), a Quality Assurance Directorate project manager, reviews a process map he built for the Corrective Action Request reporting side of the eTools application with fellow project managers Ron Howard and Jerry Hingtgen. (Photos by Misha King, DCMA Public Affairs)

“The opportunities and exposure to the entire combat support role and contract administration functions — the core of what DCMA does — is limited only by your personal drive.”

— Jerry Hingtgen, Quality Assurance Directorate quality assurance specialist

maybe...’, and then I got the offer. So, I was able to accelerate that goal by a few years. Besides, the central Virginia area is beautiful — it’s right between the northeast and southern-most states, two hours to the Appalachians and two hours to the beach.”

For Kathy Butera, Human Capital Directorate’s executive director, career development was also the motivating force that landed her at the headquarters level. She has been in the human resource/human capital field her entire career, specializing in training, career development and personnel. Butera began her career as a GS-3 clerk typist at a

CMO and progressed through the district offices, which are now called regions, and then to headquarters.

“When I started out, I knew I’d have to be mobile in order to progress with my career development and goals,” she said. “My career was a natural progression from a CMO to a district and finally to HQ.”

Butera said it’s been extremely beneficial for her to understand DCMA at all levels because it provides her with a complete picture the agency’s mission as well as an appreciation for the work done at the CMO, regions and HQ.

“I can see how it could be difficult for new employees to understand

this organization if they start out at headquarters,” she said. “I believe my field experience provided me with the skills necessary to be successful in the position I hold today.”

Jerry Hingtgen also relies on the lessons he learned in the field. He is a QA specialist in the Quality Assurance Directorate, Information Management Division. Prior to coming to HQ, he worked at DCMA Boeing Mesa, which is a tertiary command to DCMA Phoenix. Hingtgen said he wanted to use the knowledge and experience he gained working in the field — both at DCMA and in private industry — to help shape policy and tool development.

He’s able to accomplish this goal in his current role at HQ, where his job is to make eTools and data collected in the field more usable from an actionable perspective. For example, one of the driving principles of his work is based on this bottom-line question: do the tools we provide to the field support senior leadership in making informed business decisions that affect the



Kathy Butera (center), Human Capital Directorate executive director, discusses a policy with Sophie Webb-Lopez (right), HC Policy & Strategic Planning director, and Shelli Hammer, HC executive assistant.



Tiffany Herring, a Quality Assurance Directorate project manager, reviews an online tool with coworker Joe Sebastiani, QA engineer. (Photo by Misha King, DCMA Public Affairs)

warfighter community?

“My work out in the field provided the foundation for the knowledge in the daily life of a QAS,” said Hingtgen. “I saw firsthand what worked and what didn’t work, and that perspective enables me to develop quality tools that are not only useful, but help DCMA make informed decisions.”

Hingtgen said several factors led up to his decision to move to HQ. First and foremost, he said his experience working with HQ staff on prior projects was very positive and rewarding.

The second factor was his six-month deployment to Afghanistan in 2012. This experience provided more exposure to the core DCMA mission of supporting the troops, which Hingtgen said was “a life-changing experience.” The last factor was his selection into the Executive Leadership Program.

“The opportunities at HQ provide a great environment to help foster professional growth in this area,” he explained. He was also looking to advance his career in the QA community and build upon his previous experience as an

information technology project manager.

“I have a unique skill of being able to look strategically at solutions,” explained Hingtgen. “I felt I would make a bigger impact if I moved to HQ and shared my insight than if I stayed in the field.”

For Tiffany Herring, career advancement was a consideration in her decision to move to headquarters, but the driving force was more personal. “I was more interested in finding a position that would expand my toolbox and allow me to serve the warfighter better,” she explained. “I felt disconnected from our service members, and I was looking for a way to fill this void.”

After starting her DCMA career in 2007 at DCMA Lockheed Martin Denver, Herring performed an array of administrative support functions working with different technical groups. In 2010, she accepted a position at HQ with the Financial & Business Operations Directorate as a performance advocate responsible for administering Metric Studio, DCMA’s standardized means for displaying performance information throughout the enterprise. Not only did this position transition her into project

management, she felt it would also bridge the gap between her and the warfighter.

Having field experience has allowed Herring to bring a staff perspective to the table, and it has greatly helped her as the project manager for Enterprise Integrated Toolset pods and webcast support.

Her CMO experience was so valuable she constantly finds ways to keep that perspective front and center.

“I volunteer as much as possible for assignments to keep me connected with the field and expand my knowledge base,” she said. “So far, I’ve volunteered for resource reviews, corrective action status reviews, and I’ve done some shadowing.”

Whether DCMA employees spend their whole careers in the field, at HQ or a combination of both, they are all tied by the common thread of supporting the agency’s core mission. According to Hingtgen, there is only one limitation.

“The opportunities and exposure to the entire combat support role and contract administration functions — the core of what DCMA does — is limited only by your personal drive.” 

From Operations to Western Region

Matthew Montgomery | DCMA Public Affairs

Air Force Col. Tracey Kop currently serves as the commander for the Defense Contract Management Agency's Western Regional Command. Before assuming command, Kop worked in the operations directorate at the agency headquarters in Fort Lee, Va., where she gained valuable insight into how the agency operated throughout the U.S. and overseas.

The western region provides contract and quality assurance oversight over multiple Acquisition Category I, II, and III Major Defense Acquisition Programs valued in excess of \$510 billion, with a workforce of more than 2,300 contracting,

quality, engineering, and manufacturing acquisition professionals and support personnel.

Kop has a wealth of knowledge about the agency, and contracting operations overall. From her first assignment as a systems contract manager for the Space and Missile Center in Los Angeles, to her most recent job as the deputy director for DCMA headquarters operations, Kop has filled a variety of acquisition, mission support, command, expeditionary, instructor and special duty positions at various levels within the Department of Defense. She recently discussed how serving in the HQ prepared her to take control of her current command.



*Air Force Col. Tracey Kop
Commander
DCMA Western Regional Command*

Q. How did working at HQ prepare you for taking command of the West?

A. Working for the Operations Directorate at Fort Lee allowed me to fully understand the strategic and operational goals and priorities of the agency. I was able to hear first-hand the challenges facing the agency in performing our quality, contracting, engineering, and deployment missions. I had an opportunity to work with many different HQ staff, region and contract management office personnel on a wide variety of projects and issues prior to taking command of the western region. Because I already knew and understood the agency structure and the initiatives that were underway, I was able to reach back often to these contacts to help get the mission done in the West.

Q. Would you recommend a tour at HQ?

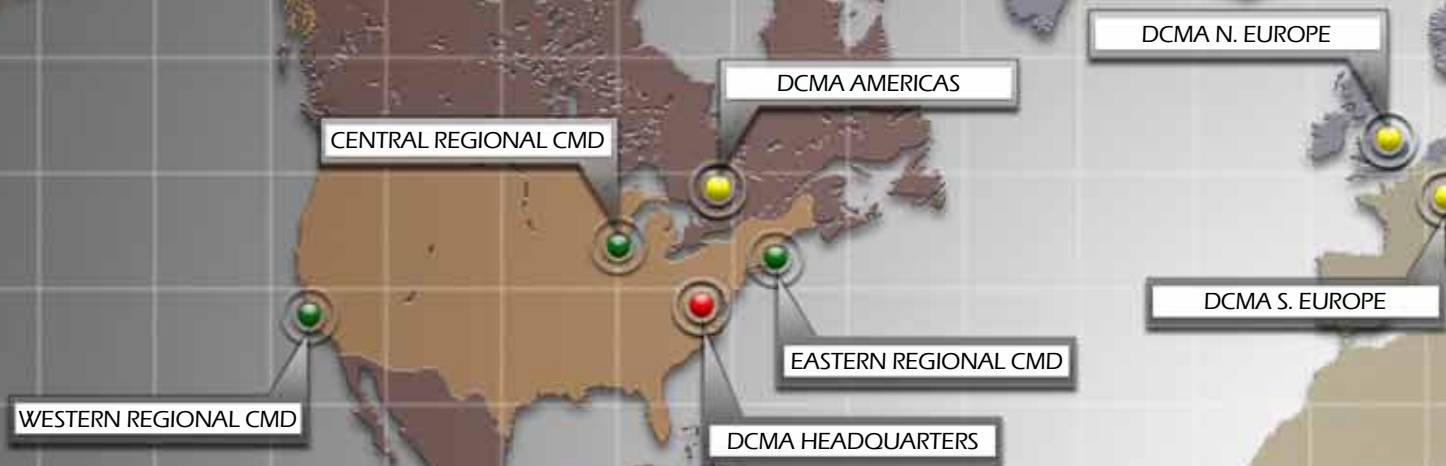
A. Absolutely. We especially need our experienced civilian employees to take the plunge and move to the HQ at Fort Lee so they can provide their expertise – it is needed and appreciated. In the HQ relocation from Springfield, Va., to Fort Lee, the agency lost more than 75 percent of its experienced HQ staff. As such, we need our DCMA employees out in the CMOs to fill critical HQ staff positions in order to capture the experience out there in the field. In fact, over your career I recommend serving in a variety of positions at all different levels. It provides you a greater understanding of all the critical missions performed by this agency and the customers we interface with on a regular basis. Additionally, it helps develop you as a leader for greater positions of responsibility.

Q. Can you describe the environment at HQ?

A. When I showed up at Fort Lee – one year prior to the relocation of HQ – there were only a dozen or so of us in the leased building in Chester, Va., where the Operations Directorate currently resides. With so many HQ staff moving to other positions in the D.C. area or retiring, I met many new employees hired into staff positions. It was a crazy, busy time for the agency's HQ. At the end of my two years at Fort Lee, I could see the massive strides forward HQ had made. Everything, from the small tasks like determining who sits where, to the large tasks like fully implementing the functional and geographic realignment throughout the entire agency, was handled professionally.

Q. What makes DCMA successful at the HQ level?

A. DCMA has such a complex and demanding mission that it requires acquisition expertise in multiple functional areas. We can't effectively do our mission without teamwork up and down the chain, across to our DOD, Missile Defense Agency, NASA, Defense Contract Audit Agency customers, and within our CMOs. This agency is a force multiplier for the DOD – we are part of a greater team and what we do makes a difference in our nation's ability to deploy and sustain its weapon systems and ultimately, its warfighters. 



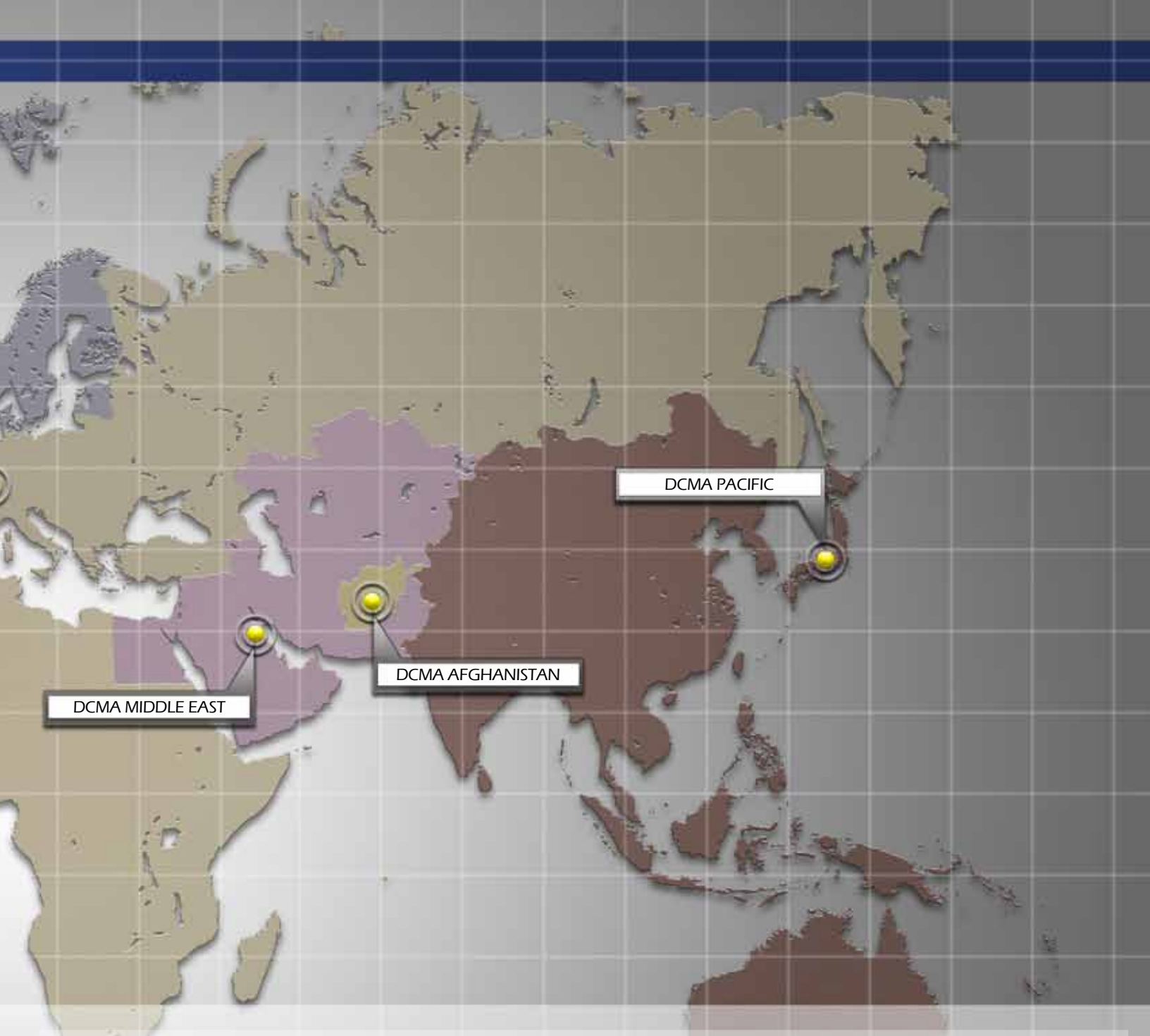
A WORLD OF OPPORTUNITY

DCMA's Vision

DOD's leading experts in Quality Assurance; Cost, Schedule, and Supply Chain Predictability; and Contract Administration; enabling our partners to achieve contract objectives.

DCMA's Mission

We provide Contract Administration Services to the DOD Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter; on time and on cost.



DCMA Headquarters



Western CMOs Headquarters - Carson

- Boeing Huntington Beach
- Boeing Long Beach
- Denver
- Lathrop
- Lockheed Martin Denver
- Lockheed Martin Sunnyvale
- Los Angeles
- Palmdale
- Phoenix
- Raytheon Tucson
- Santa Ana
- NASA Product Office (NPO)



DCMA International Commands



Central CMOs Headquarters - Chicago

- Bell Helicopter Fort Worth
- Boeing St. Louis
- Chicago
- Dallas
- Dayton
- Detroit
- Lockheed Martin Fort Worth
- Twin Cities
- Aircraft Integrated Maintenance Operations (AIMO)
- Army Modernization Program Office (AMP)



Eastern CMOs Headquarters - Boston

- Atlanta
- Baltimore
- Boeing Philadelphia
- Boston
- Garden City
- Hartford
- Lockheed Martin Moorestown
- Lockheed Martin Orlando
- Manassas
- Orlando
- Philadelphia
- Raytheon Tewksbury
- Sikorsky Aircraft
- Springfield
- Aircraft Propulsion Operations (APO)
- Navy Special Emphasis Office (NSEO)



International Headquarters

- DCMA Americas
- DCMA Northern Europe
- DCMA Southern Europe
- DCMA Middle East
- DCMA Afghanistan
- DCMA Pacific

Diverse paths cross in Georgia

Patrick Tremblay | DCMA Public Affairs

Myra Tate is in charge of engineering at Defense Contract Management Agency Lockheed Martin Marietta, where her team works on major Air Force planes including the C-130 Hercules and massive C-5 Galaxy.

Though northwest Georgia is just a few hundred miles from the small Mississippi town Tate was raised, in some regards it's worlds apart.

"I was born and raised in a rural town in Mississippi, previously named Prairie Point, now part of Macon," said Tate, the daughter of a Baptist minister. "With the loss of the post office, the city disappeared from the map."

Tate took the strong work ethic learned from her upbringing to Mississippi State University where she earned an industrial engineering degree. "I was inspired to become an engineer based on experiences with my father, who was as much a mechanic as he was a preacher, and my mother, who was an incredible self-taught seamstress," she said. "This experience piqued my interest to understand design and how things worked."

Tate began her federal career as an intern, and 26 years later is the senior federal engineer working on contracts for some of the Air Force's largest aircraft. And a big part of Tate's job is leading a group of engineers with stories as interesting as her own. The faces and backgrounds of her team, the engineers of DCMA LMM, are as diverse and global as the locations the agency operates in around the world.

"I was born on the island of Dominica," said computer engineer Sherna St. Luce, "Grand Bay, Dominica, to be exact." She grew up on Saint Thomas, U.S. Virgin Islands, and was led by a curiosity for chemistry to Johnson C. Smith University in



Myra Tate, director of engineering at DCMA Lockheed Martin Marietta, grew up in Mississippi and has more than 25 years of federal service. She leads a team that covers a wide spectrum of engineering disciplines, career levels and cultural backgrounds.



Jessica Mason was raised in an Air Force family. Born in Tennessee, the mechanical engineer later lived in Korea and Arizona before settling in Georgia.



Frances Baez began working for DCMA as a quality assurance specialist in her native Puerto Rico. She recently moved to Georgia and now works as an industrial engineer at the agency's Lockheed Martin Marietta office.



Kristen McCoy, a software engineer at DCMA Lockheed Martin Marietta, was born in Korea but has spent her adult life in the U.S.



Sherma St. Luce is a computer engineer at DCMA Lockheed Martin Marietta. A native of St. Thomas, U.S. Virgin Islands, St. Luce went to college in North Carolina.

Charlotte, N.C.

It was computers, however that really grabbed the attention of St. Luce, who came to DCMA as a Keystone five years ago. "I don't ever want to leave," she said, clearly impressed with the career opportunities the agency provides. "When you're someplace where there is so much to learn, and there are people willing to teach you and walk you through things — that's when it becomes fulfilling, and easier, and worthwhile."

Frances Baez is also from the Caribbean. The industrial engineer grew up in the greater San Juan, Puerto Rico, area, and earned her bachelor's from the University of Puerto Rico's Mayaguez campus.

Baez first joined DCMA through the Keystone program, as a quality assurance specialist in Puerto Rico, and later transitioned to engineering concurrent with her move to Georgia. "It's a big change, but it's been really great," she said. "One of the main reasons I came to Atlanta is to grow. I know my career is going to keep growing, and I know that DCMA is a really good agency to do that in. Sometimes you have to be mobile."

It's the diversity she embodies that helps Baez be successful in her work. She said having a background in both quality assurance and engineering allows her to see problems from two different points of view. "And it's been a good thing for me, being a woman and being from Puerto Rico. I can understand how others are feeling, particularly if they might be feeling left out."

Born in Nashville, Tenn., mechanical engineer Jessica Mason's upbringing was typical of a military child — meaning not typical at all. "I lived in Korea for about six weeks after I was born, because that's where my father was stationed in the Air Force."

Engineering is in Mason's blood. Her father, a pilot, has an electrical engineering degree from the Air Force Academy, and both of his parents were in the field. She is proud of her grandmother who was the first woman civil engineer to graduate from Northeastern University, in Boston.

By high school Mason's family had settled in Georgia, and after co-ops with a commercial manufacturer while in college, the new engineer joined the federal workforce — first at Warner Robins Air Force Base, and for the past year at DCMA.

“Right now I want to expand my engineering experience,” said Mason, who recently completed a master’s in business administration. “My career goal is to expand into different types of engineering and into different industries.”

She said there’s an added level of patriotism when working alongside active duty military personnel. “And for me personally, both my parents served in the Air Force, so I think about them every time I perform any duties here.”

Software engineer Kristen McCoy was born and raised in South Korea. She grew up in a military environment and attended primary and high school on Army Garrison Yongsan in Seoul.

Although her family hails from Minnesota, McCoy

ended up in Florida, graduating from Eckerd College on Florida’s gulf coast. From there she worked for a defense contractor for nearly five years before moving to Atlanta to join the federal workforce.

“Coming to DCMA has been a very good experience for me,” said McCoy.

The ability to see the larger picture of what she does appeals to McCoy. “When I worked for a contractor, I only saw my one little piece of the work. At DCMA (on the C-130 program), we’d meet with the pilots, technical people, program offices — the end users — and it does make a difference in the way you approach your work. I have a greater appreciation for the work we do here.”

Tate understands that grooming a team of global talent requires more than just good recruiting.

“One of the things I try to do is have a strategy for growth, and that includes a strategy for the folks that are a part of my team. I try to identify very early on the particular skills they need in the job, besides just technical skills. I try to expose them to different projects, or different rotational assignments, and they’re afforded the opportunity to participate in any of the agency’s leadership development programs.”

It’s these programs that helped take Tate from a federal intern to a senior leader at the CMO. She was part of the Tomorrow’s Leaders Program, and attended both the Industrial College of the Armed Forces and the Senior Acquisition Course.

She encourages employees to broaden their professional world. “I think it’s a very interesting aspect of this job, working across functional areas. Starting with our CMO leadership, we have a very close knit team with contracts, engineering and quality. When I understand the end-state of what I do – in our case supporting the warfighter – it makes me happy even on challenging days. We’re here for the greater good.”

Editor’s note – DCMA recently participated in the Annual Conference for Woman Engineers. This article is based on interviews conducted as part of a special recruiting video. To view the video, go to www.dcmacareers.com/_assets/media/women_eng/index.html.

“One of the main reasons I came to Atlanta is to grow. I know my career is going to keep growing, and I know that DCMA is a really good agency to do that in.”

— Francees Baez, DCMA Lockheed Martin Marietta industrial engineer

Supporting our warfighters

Safety first and last

Misha King | DCMA Public Affairs

Air Force Lt. Col. Marco Parzych, flight operations chief at DCMA Lockheed Martin Fort Worth, flies an F-35C (Navy variant) acceptance flight June 13. (Courtesy photo)

If it's an aircraft and flies for the Department of Defense, chances are the Defense Contract Management Agency is intimately involved in making sure that bird is tip-top before it's delivered to our service members.

In the 1950s, DOD took steps to reduce acquisition costs by self-insuring its aircraft whenever they were under contract. As a result, DCMA's Aircraft Operations Directorate mitigates the risks DOD has assumed through that decision.

AO performs contract administration services related to flight operations through

this purpose. The directorate comprises aviators and aircraft maintenance experts who work closely with quality assurance and contract safety specialists to form an integrated Aviation Program Team at the contract management office level.

This multi-disciplined team's goal is to mitigate risk and prevent mishaps at contractor facilities that conduct aircraft flight and ground operations under the cognizance of DCMA.

"DCMA's involvement in flight operations is critical to our military's warfighting mission," explained Navy Capt. Drew Swenson, AO director. "AO's oversight encompasses more than 50 contractor operations, representing 40 companies in 12 countries including sub-tiers. In fiscal year 2013, DCMA provided oversight of 16,402 flight sorties, 20,516 flight hours and ensured delivery of 1,569 aircraft from the contractor back to the services."

Aircraft-related contracts make up the majority of DCMA's workload. Swenson, said in an average year, more than

1,100 aircraft come under the agency's surveillance. Each aircraft represents a significant taxpayer investment and an asset to our warfighters.

"When you weigh the total cost of AO against the value of the assets we protect, or even the cost of commercial insurance, AO's oversight is a bargain," he added. "In our current economic environment, AO represents a significant cost avoidance method."

The agency has aviation contracts that span the Operations, International and Special Programs Directorates. AO has counterparts in those directorates and its reach extends down to the CMOs and field units.

AO's safety team coordinates with quality, contract safety, and safety and occupational health functions. QA personnel also play a large role in establishing and performing the required QA surveillance strategies that focus on the contractor's control of processes and activities that impact safety of flight.

"Our support is truly matrixed throughout all DCMA levels," said Jim Broadway, AO deputy director. "AO functionals in the field provide input to headquarters for developing policy

RISK ANALYSIS MODEL



and training; AO Operations Division personnel support the headquarters staff in performing risk assessments and inspections at contractor facilities worldwide; and the HQ AO staff supports the Operations Division with conducting staff assistance visits. This cross-pollination benefits all and ensures our aviation contracts are given the due diligence they require.”

Structure-wise, AO’s two HQ-level divisions — Operations and Policy & Training — work hand-in-hand to provide the necessary tools and programs for success. Everyone has a role in this mission, which is due to a completely coordinated effort.

According to Charles Moore, Policy & Training Division supervisor, at least a third of each individual’s time is spent in direct support of work outside their specific lane assisting the overall effort.

“AO trained more than 770 students in fiscal year 2013 as acting delegates in performing the duties of government

flight representatives, government ground representatives and aviation safety officers,” said Moore. “Currently, AO is supplemented with 39 of the Operations Directorate’s 60 contract safety specialists and managers who are aircraft-certified to support AO-related contracts; the remaining 21 are also working to become certified.”

AO’s work comes with its challenges, and the biggest of all is safety. Considering manpower and aircraft are two of the most costly DOD assets, safety is always paramount, and AO’s goal is always zero mishaps.

“It’s important because it saves lives, prevents injuries and ultimately protects the government’s assets from loss,” said Mike Cumbie, aviation safety program manager. “In addition to contractor oversight, DCMA aircrew are personally invested and intimately involved at the tactical level, performing an abundance of the acceptance flights and delivering aircraft to the services. We’re continuously looking for ways to raise the bar while

fostering a positive aviation safety culture.”

Swenson said it’s also essential for AO to constantly groom policy and training programs and hone its risk management tools, which can be challenging with ever looming budget cuts. “We’ve adapted to budget cuts due to tremendous agency support,” he said. “Safety never takes a day off.”

AO’s risk management process combines aircraft operations inspections, corrective action plans and the CMO Risk Advisory Board. These processes have had a significant impact on lowering risk and permanently resolving AO’s safety issues by vastly improving efficiencies and providing better contract administration services oversight.

“During the cyclic process, the AOI identifies deficiencies, the CAP ensures timely corrective action and the CRAB



Marine Lt. Col. Roger Hardy, DCMA Lockheed Martin Fort Worth, leads an F-35B (Marine variant) delivery from a contractor facility to Marine Corps Air Station Yuma May 13. (Courtesy photo)



DCMA government ground representatives Marine Staff Sgt. Chad Smith, Air Force Senior Master Sgt. John Fields and Marine Staff Sgt. Deo Harrypersaud complete a tool audit on the F-16 production line at DCMA Lockheed Martin Fort Worth. (Courtesy photo)



Navy Senior Chief Petty Officer Andy Costin, a government ground representative, and Paul Paradis, a contract safety manager, inspect a fueling cart used for F/A-18 and EA-18 operations at DCMA Boeing St. Louis. (Courtesy photo)

holds the contractor accountable,” explained Cumbie. “It’s a very robust risk management process that provides continuous feedback at all three levels of leadership — strategic, operational and tactical.”

Swenson said active leadership is core to AO’s safety philosophy in driving a successful safety culture within the agency. The directorate pushes hard for safety buy-in at all levels. However, Swenson said true leadership and effective safety culture starts at the top, and he believes the agency director’s commitment is critical to the value and success of its program.

“In late 2010, the director challenged the AO enterprise to improve its aviation safety record,” said Swenson. “This year, we’re pleased to report a 24 percent reduction in aviation mishaps from the FY11 baseline. It’s a true testament to the field’s commitment to improving our safety culture and ensuring processes are completed correctly the first time, and every time.”

The directorate had major successes last year. After four years of work and coordination with the Army, Air Force, Navy and Coast Guard, AO has a new combined instruction, DCMA INST 8210.1, which is now a worldwide DOD policy.

“Our work and efforts with public and private entities, including the military and organizations such as the Aerospace Industries Association, has not only fostered greater cooperation with industry, but has also allowed us to help design standards that will better protect DOD assets,” Moore explained.

Another success has been the implementation of the Virtual Aircraft

Operations Training Seminar. For cost-saving purposes, AO’s annual AOTS training conference was converted from a brick-and-mortar conference to a semi-annual virtual Web-based interface in early 2011. Swenson said the training is essential for mentoring the AO enterprise, and more than 300 people worldwide at CMOs with aircraft operations participate.

“The change has led to an estimated annual savings of \$450,000 to \$500,000 in temporary duty and conference expenses while formidably sustaining our already positive aviation safety culture,” Swenson said proudly. “We continue to measure and track its effectiveness with our biennial safety climate assessment survey. Our third one is scheduled for October 2014.”

In addition to training its own, DCMA provides GFR and GGR training for all of DOD. AO bridges the gap between all services regarding aviation contracts, and since the directorate trains the entire DOD aviation enterprise, it has become the de facto “easy button” service members press for help in resolving contract issues.

“They’re not the only ones that rely on us,” Moore added. “We’ve formed close relationships with many contractors through those same academic courses, and they rely on us to give them unbiased answers to their questions about the world of acquisition. AO is truly a joint organization that interfaces with service headquarters, warfighters and contractors on a daily basis.” 

Finish Strong volunteers start BCOT

Nick D'Amario | DCMA Public Affairs

In July, 245 Defense Contract Management Agency contracting, quality and property experts volunteered in response to the agency's call to Finish Strong with drawdown efforts in Afghanistan.

Those individuals selected for deployment are now busy with predeployment preparations, to include Basic Contingency Operations Training. In a recent BCOT session, 16 of the 29 participants were individuals selected

for deployment under the Finish Strong initiative and the first to participate in the four-day program.

"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.

DCMA deploys personnel around the world to provide

CCAS to contingency operations. CCAS teams have provided support to contingency operations conducted by Central Command, European Command, Africa Command and Southern Command. Approximately one-third of the personnel deploying to contingency



Navy Rear Adm. Deborah Haven, DCMA International commander, reviews the four-day Basic Contingency Operations Training schedule with Mel Hamner, DCMA BCOT program manager, at the BCOT training. (Photos by Nick D'Amario, Public Affairs)



Army Lt. Col. Kelley McIntyre, DCMA International Business Operations Group deputy director, receives assistance from Timothy Roseberry, DCMA Combat Support Center Contingency Contract Administrative Services uniform program manager, with checking her deployment gear during Basic Contingency Operations Training.



DCMA's recent Basic Contingency Operations Training helped prepare these 29 participants for deployments overseas.

“Having deployed and knowing what our volunteers are getting into, I know we are doing the best we can to prepare them for contingencies and ever-changing environments.”

— Mel Hamner, Basic Contingency Operations Training program manager

assignments are civilians.

Hamner and his BCOT team comprise the Combat Support Center's Train and Equip Team. The five-person team assembles an in depth, coordinated program that brings dozens of presenters to those preparing to deploy.

“Having deployed and knowing what our volunteers are getting into, I know we are doing the best we can to prepare them for contingencies and ever-changing environments,” said Hamner.

Hamner stresses flexibility as a key

to success for those deploying and uses “Semper Gumby” as the takeaway motto for BCOT participants.

Hamner is planning seven BCOT iterations in 2014. Most, if not all, of the four-day programs in 2014 will include Finish Strong volunteers.

Navy Rear Adm. Deborah Haven, DCMA International commander, is a mainstay of the BCOT program, meeting participants and providing them with a briefing covering important topics for when they deploy to her overseas area of

responsibility.

Haven greeted BCOT participants with, “You guys are great Americans. We are delighted you are joining our team. The taxpayer is depending on you to do what you’ve been trained to do and make the right decisions,” she said.

During Haven’s 30-minute briefing, she stressed the importance of integrating military and civilians. “At the end of the day, it all comes down to mutual respect,” she said. 



Photographed are the first wave of DCMA “Finish Strong” volunteers to complete the four-day Basic Contingency Operations Training program. These individuals answered the agency director’s call for volunteers in July and are preparing for deployment in support of DCMA’s drawdown mission in Afghanistan.

DCMA on track to Finish Strong

Matthew Montgomery | DCMA Public Affairs

“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 then DCMA Director Charlie E. Williams, Jr.

The Finish Strong campaign kicked off on June 28 when agency personnel answered the call to serve overseas and support the drawdown efforts in Afghanistan. The response from the workforce resulted in 245 employees volunteering by the July 19 deadline. Since then, the Combat Support Center Force Management Team has worked hard to screen volunteers and ensure qualified

candidates fill anticipated vacancies.

“The most challenging aspect of selecting individuals for the campaign has been the changing requirements due to the accelerated draw-down effort in Afghanistan,” said Susan Allen, CSC Force Management team lead. “The result was a much larger group of qualified candidates than we actually needed.”

When the campaign started, Williams said Finish Strong meant, “Getting the right DCMA people to Afghanistan for the final stretch – people with the right skills, the right experiences, and the right attitude.”

Army Col. D.D. Mayfield, DCMA Afghanistan commander, compared the group of volunteers to the ideal football

team by stating, “We are fielding our best line as we push toward the enduring footprint.”

Allen said the CSC team was initially overwhelmed with the volume of people who answered the call to support the warfighters. “The number of people who stepped up says a lot about the caliber of people we have working in the agency. We couldn’t have asked for a better group of candidates.”

The abundance of qualified volunteers meant the team was able to select the right people, with the right set of skills, for the right positions. “It is the strongest team we’ve had thus far in Afghanistan,” said Allen. “We’re poised to definitely ‘finish strong.’”

According to Mike Corrigan, DCMA CSC Force Management Team management analyst and Force Management Team member, the last group of volunteers should be heading out in the February/March timeframe. 



Lori Victa

DCMA operational officer

“Being in acquisitions, in the Air Force and working in DCMA now, we are usually in the office a lot. So actually going out here and serving an operational tour and being boots on the ground with coalition forces and my fellow airmen has really meant a lot to me. It’s really motivating.”



Tanya Tyson

DCMA property administrator

“You become a part of something bigger than yourself by working long hours in an austere environment, with the most professional people who give everything for what they believe in. When you see the dedication of so many others, it encourages you to look beyond yourself.”



Betsy Hope

DCMA quality assurance specialist

“The deployment that I loved the most was out at a remote (forward operating base) – with things like sleeping in a tent, local nationals cooking, no PX and visits to the Afghan National Army camp. When a unit that has been on patrol for weeks stops at your FOB, being part of ensuring a hot meal, shower, communication home, a bunk for the night or just providing news from the states, is priceless.”



Roxie Barnes

DCMA cost and price analyst

“As a DCMA employee, both deployments have been unique, very challenging and extremely rewarding experiences that I would recommend to those interested in deploying. They provided me awesome experiences and the opportunity to meet a multitude of fascinating people. It has been my privilege and honor to be deployed with the warfighter and support their missions.”



Randy Suit

DCMA quality assurance specialist

“The bottom line is we’re there to ensure the service members have what they need. We’re there to make sure the contractors are fulfilling that need per their contract, and the warfighter isn’t being shortchanged. What we do impacts everyone, and I take great pride in knowing what we do makes a difference.”



Eric Claud

DCMA administrative contracting officer

“From what I experienced, DCMA is an intricate part of the (contingency mission). People depend on DCMA to make decisions every day that have an impact on their life and/or their ability to get projects completed.”

First DCMA-trained Black Belt

Matthew Montgomery | DCMA Public Affairs



Jason Pickart, DCMA Lockheed Martin Owego Acquisitions contract specialist, receives his Lean Six Sigma Black Belt certification certificate from Navy Commander Clay Davis, DCMA Lockheed Martin Owego commander.

The Defense Contract Management Agency has 76 Lean Six Sigma Black Belt trained employees, but only one trained and certified exclusively through DCMA courses. Jason Pickart, Acquisitions contract specialist, recently became the first employee to reach this milestone.

"I can take very little of the credit," said Pickart. "The folks in the (Continuous Process Improvement) office delivered great training, and the folks in the field worked hard as a team to measure the processes and come up with unique solutions that allowed me to complete my projects for certification. It really goes back to their hard work."

In March 2012, thirteen DCMA employees completed the first internally trained Black Belt course taught by CPI. Pickart is the first graduate of the course to completed the required projects and receive his certification. He represents the culmination of a program designed to meet the requirements of the Office of the Secretary of Defense's ongoing push for Department of Defense agencies to become

self-reliant for LSS training.

"When Jason's class came up, it was our first chance to use our OSD certification for teaching the course," said Chris Knaggs, CPI director and Black Belt course instructor. "His certification is important because it's not our certification – it's the OSD's certification, which is based on commercial standards."

Training people internally represents a major cost savings because the agency no longer has to rely on contracted instructors or OSD training. "It's cheaper to bring students to the Richmond area rather than sending them to the D.C. area where OSD offered their training," said Knaggs. "We're excited to be teaching our LSS courses organically, without the use of outside personnel."

To become a certified Black Belt, an employee must first attend the three-week course taught at the headquarters. Next, they must complete an intense four-hour test where they apply LSS principals. The final step is successfully completing two significant LSS projects.

Pickart's two projects were a Forward Pricing Rate Proposal review project

sponsored by Defense Procurement and Acquisition Policy, and a timekeeping and on-time delivery process review of DCMA Harford.

For the FPRP review, the team's direction was to see what was stopping DCMA from getting to Forward Pricing Rate Recommendation and Agreements with industry in a timely manner. In essence, "to discern what the hold-ups were and create action plans to help the operations commands get to recommendations and agreements in a timely manner," said Pickart. The goal was to decrease the FPRP process time to no longer than 30 days.

The outcome of the first project was realizing most of the waiting time involved the operational command waiting for the Defense Contract Audit Agency to issue the FPRP audits. More importantly, Pickart's project had replication potential within DCMA and DCAA due to the benefits achieved.

The second project with DCMA Hartford involved finding an easier and faster way for supervisors and employees to submit and approve timekeeping requirements. The outcome of this project was a reference document for Hartford supervisors to use when determining required documents for Financial Improvement and Audit Readiness purposes.

For both projects, Pickart is quick to point out the team members did the majority of the work. The hardest part for him was effectively leading the team to develop measurements for use in the analyzing phase of process improvement.

"It's like taking a road trip. You have to have a clear destination and a good plan to get there," said Pickart. "We don't solve the problems; we just ask the right questions so they can solve their own problems."

Knaggs said the reason Pickart was successful in getting certification was his understanding of the role LSS experts play in the process.

"I like to use the term 'tour guide,'" said Knaggs. "You learn how to do the process



The first completely DCMA trained Lean Six Sigma Black Belt graduates stand with James Russell, DCMA acting director, and their instructors at the completion of their course on March 9, 2012. Jason Pickart, (back row, fourth from left), was the first graduate to receive his Black Belt certification after completing the two required projects.

and then you're responsible for leading big disparate teams through it. You don't actually solve the problem; you guide people through the processes of getting to the root causes and then work with them to find solutions."

"Our Black Belts are experts in change management once they are certified," continued Knaggs. "Ideas are relatively meaningless unless you have a process to

implement the change – a process that will stick and actually become part of the change cycle."

Pickart worked at DCMA Owego when he completed his certification projects, but has since moved to the headquarters where he works in Acquisitions. He is currently mentoring four Green Belts through their LSS projects.

"We can use LSS to solve many of the

problems agency personnel complain about, it's just a matter of linking those issues to LSS certified people who can start guiding the process," said Pickart. "One of the hardest aspects of certification is sometimes just finding issues to solve, once we have a problem the rest is up to us." ©

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Hiking for wounded warriors **500 miles in 24 days**

Meghann Campos Silverthorn | DCMA Lockheed Martin Denver

A man, identified as Air Force Capt. Robert Carreon, is standing on a rocky mountain trail. He is wearing a white long-sleeved shirt, dark pants, a black beanie, and a large green backpack. He is holding trekking poles and smiling at the camera. The background shows a vast mountain landscape under a blue sky with scattered clouds.

Air Force Capt. Robert Carreon, DCMA Lockheed Martin Denver Engineering & Manufacturing deputy director, stands atop one of the first mountains conquered during a recent 500-mile hike to support wounded warriors. (Courtesy photos)

“Five hundred miles in 24 days.” The words jumped out at Air Force Capt.

Robert Carreon, the deputy director of Defense Contract Management Agency Lockheed Martin Denver Engineering & Manufacturing, during a casual conversation with his neighbor, Army Lt. Col. Rick Burt.

Burt serves with the Colorado Army National Guard and the topic discussed was a hike on the Colorado Trail, going from Durango to Denver in 24 days.

The purpose was to raise awareness and resources for a non-profit organization supporting wounded service members. The journey and plan seemed simple, but as the two would soon find out, it was anything but.

The pair planned to traverse approximately 500 miles, walking an average of 20 miles a day. The journey would take them through six Colorado wilderness areas, over eight mountain ranges at an average elevation of 10,000 feet, topping out at an altitude over 13,000 feet with 90,000 feet of elevation gain. When all the calculations were made, the trip ended up being the equivalent to walking up Mt. Everest three times. All this while carrying 25-30 pounds on their backs.

“The Air Force has given me the opportunity to serve in a number of locations all over the world, with some amazing military and civilian folks,” said Carreon. “This was another one of those opportunities, except this time I was able to give something back to our injured heroes.”

Carreon committed to the hike about 30 days from the start of the trek. Luckily, Burt had been planning the trek for a little over a year. He worked through the logistics, gathered supplies, and built a resupply support network of family and friends.

“I felt very fortunate to have had this invitation extended to me and to have the opportunity to raise awareness for such a great organization, but there was very little time to prepare,” said Carreon. “Mentally and physically, though, I was ready.”

Carreon and Burt started their ambitious and arduous journey July 5, 2013. Soon into the hike, a critical problem



Air Force Capt. Robert Carreon, DCMA Lockheed Martin Denver Engineering & Manufacturing deputy director, and Army Lt. Col. Rick Burt started their 500 mile 24-day hike here.

emerged — Burt developed severe blisters on both feet. Over the course of the next four days, it started to take a toll. It was something both had feared.

As Carreon explained, “It’s the circumstances out of your control that are often the most challenging to face and overcome. We both had taken precautions to test and break in our gear prior to starting, but sometimes it’s the little things that can put you in a dangerous or deadly situation.”

Blisters, to casual hikers, are an annoyance, not critical or life threatening. But 20 miles into the wilderness with limited food and water, and 40 miles away from their next resupply point, the two took the threat to their mobility very seriously. Encountering thunder and lightning storms every evening, they worked to manage their pace carefully, avoiding venturing above the tree line or off passes so their potential of a lightning strike was reduced.

Stretches of trail where they had to go a day’s walk without a water source, paired with humid and hot conditions at elevation, also contributed to their challenges. Burt’s blisters became a setback that quickly turned a minor situation into a grave one.

On the fifth day, about 100 miles into their hike, Burt and Carreon were pushing forward. With every step over loose rocks and uneven terrain, Burt’s feet were in agony. He had already completely covered them with moleskin and tape, but the pain was starting to take its toll.

Their goal was to reach the next resupply point, about a day-and-a-half and still over 40 miles away. At around 2 p.m., they noticed they had inadvertently taken the wrong trail for about 2 miles. This added an additional 4 miles to the day’s trek.

In backcountry hiking, accidental detours are common; multiple trails often intersect and the elements destroy, knock down, or make trail signs difficult to spot.

With the realization the condition of his feet had started to impact their ability to stay on schedule, Burt had a tough call to make. He knew this could potentially pose a risk to both of them. The guardsman ultimately made the difficult decision to stop his journey.

The pair now faced a new challenge. They knew with Burt’s injuries, making their next resupply point on time was out of the question. Although activating their emergency beacon to summon rescue personnel was an option, their situation was not life-threatening. Having enough



This is one of the many views from the Colorado Trail Air Force Capt. Carreon, DCMA Lockheed Martin Denver Engineering & Manufacturing deputy director saw along his trek. (Courtesy photo)

food to last them for about two days, they opted to navigate to a point on the trail accessible by an off-road 4x4 vehicle. They would need to hike about another six miles to send a satellite text message that would relay their location and request for extraction to family and friends.

Believing their situation was still manageable, they pressed ahead to their new destination. The two understood it would be hours, if not a day, before their support team could mobilize from Denver about 360 miles away and navigate to their position to recover Burt at a different location than they had originally expected.

As they approached the new destination, Carreon noticed a vehicle on the trail up ahead. More importantly, there were people close by, walking back toward it. He knew if he could catch up to them before they left, he could ask them for a ride to the nearest town and not have to risk the exposure of spending hours on the trail waiting.

Carreon seized the opportunity, sprinting for a half mile with a thirty-pound pack of gear to catch the couple at their vehicle. When he explained the situation to them, they were more than

willing to help. Within an hour they were off the trail.

Two days later, Burt was recovering and off his feet. Carreon now had a decision to make; continue the trek solo, or return without having finished. With the interruption from Burt's injuries, Carreon was behind more than 32 miles at the start of day seven, with 23 miles already scheduled for that day.

"Rather than attempt 56.2 miles in one day, which seemed a little extreme, I looked at breaking up the miles over several days to make up the difference and get to my next resupply point," Carreon said.

After hours of planning and looking at what would be suitable overnight camping spots with water, he began to appreciate the risk he would need to undergo to continue alone, especially facing the additional mileage he would be required to cover to stay on schedule.

"It was one of those moments when your heart knows you're capable, but your mind knows the risk and the limits you'll be pushing," said Carreon. "It's often very difficult to make those tough calls, but it's one I had to make."

Carreon decided to halt the trek and continue another time. Although they didn't complete their initial objective of walking from Durango to Denver, they considered the trip a success.

"Certainly it would have been nice to finish, but the main goal was always to raise awareness and money," said Carreon. "Thanks to all the support of family and friends, we surpassed our goal by more than 400 percent. That's truly a success in my book."

The pair is already scheduling another attempt next summer, which both are looking forward to completing.

"My boss, and the entire DCMA team, were extremely supportive while I prepared and participated in this endeavor," said Carreon. "Hopefully next time, we can complete the journey and raise even more money for our injured service members." 

MRT to streamline reporting, improves collaboration

Nick D'Amario | DCMA Public Affairs

Diana Graff, Defense Contract Management Agency Office of Independent Assessment executive director, and her Mission Review Team leads conducted a five-day future planning meeting at DCMA headquarters Dec. 2-6, and paved the way for streamlining how they report on the agency's efficiencies.

MRTs provide assessments of areas critical to the DCMA mission and vision. Mission reviews determine if management controls are in place to ensure effectiveness and consistency of process execution, and compliance with regulatory and policy requirements.

From the outset, the team laid out their expectations for the week. According to Graff, these included:

- Streamlining MRT reporting.
- Improving synergy between MRT technical and business teams to foster a stronger one-team approach.
- Developing an improved reporting format to remove redundancies and be of more utility and benefit to contract management offices.
- Evaluating the time needed to effectively review activities (e.g., CMOs and centers), since activities can differ widely in scope and responsibility.

The team met with component directors or their deputies, using earlier reviews as context for discussions on improving methodologies and collaborative efforts for the future.

"Our intent is to exercise adaptability and flexibility resulting in an improved, streamlined methodology to enhance the total acquisition work force," said Graff.

The five-day meeting ended with an MRT future planning results briefing to DCMA Acting Director Jim Russell. The 90-minute session included a presentation on functional discussions with



DCMA Office of Independent Assessment Mission Review Team leads traveled to the agency's headquarters on Fort Lee, Va., to participate in a five-day future planning meeting, Dec. 2-6. (Front, from left) Chris Hall, DCMA MRT technical team supervisor; James M. Russell, DCMA acting director; Diana Graff, DCMA OIA executive director; Wolf Patrick, MRT lead examiner, (Back, from left) MRT lead examiners Rick Looney, Scott Coffey, Brian Walters, Ralph Jennings, Janet Lockwood-Kasuba and Bonita Dunham. (Photo by Nick D'Amario, DCMA Public Affairs)

components, ideas for a new streamlined summary report template, non-compliance definitions, and risk-based scheduling of assessments.

A common theme during Russell's briefing was component augmentees being assigned with MRTs to conduct CMO assessments. While some components have assigned staff in the past to collaborate with MRTs, it has not been a standard agency practice.

Human Capital's Executive Director, Kathy Butera, an advocate of MRTs' need for augments collaborative support, said the MRT mission helps her directorate with their own audits.

"Our audits fall under a mutual accountability program driven by compliance with federal regulations," said Butera. "It's important that HC and MRT collaborate to avoid audit redundancies."

Russell pointed out that having augmentees assist in MRT assessments has more than one benefit.

"Having headquarters folks participate is certainly important to the jobs they do here — a broader expanse with a fresher perspective," he said. 



DCMA

Defense Contract Management Agency
3901 A Avenue Building 10500, Fort Lee, VA 23801

www.dcm.a.mil