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DEFENSE CONTRACT MANAGEMENT AGENCY

# COMMUNICATOR

SUMMER 2014



Positioning  
*for* FUTURE  
SUCCESS



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**PRINTED BY**  
McDONALD & EUDY PRINTERS, INC.  
4509 BEECH ROAD  
TEMPLE HILLS, MD 20748  
PHONE (301) 423-8900  
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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.



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Air Force Lt. Gen. Wendy Masiello assumed leadership of the Defense Contract Management Agency from Acting Director James Russell during a change of leadership ceremony June 6 at Fort Lee, Va. (Graphic illustration by Stephen Hickok)

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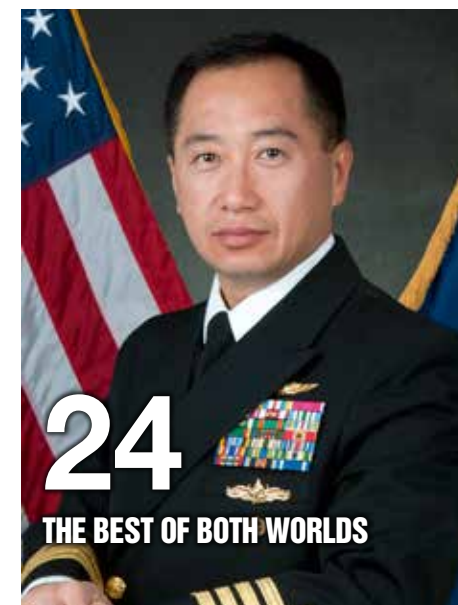
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**REMEMBERING BOSTON**



**“As I look around at what makes this Agency great, it’s quite clear that it’s you — each and every member of the DCMA workforce.”**

# First impressions

**A**s I begin my tour here at the Defense Contract Management Agency, I can truly say I am honored and humbled to be entrusted with such an important job. In the short few months I have been at DCMA, I have been able to meet with some of you out in the field who are doing the core mission of providing premier contract administration services to ensure our customers and ultimately the warfighter can depend on receiving the goods and services they require.

First impressions are important, and my first impression of DCMA is that it is a great place to be. As I look around at what makes this Agency great, it’s quite clear that it’s you – each and every member of the DCMA workforce. No matter what your skill set is – quality assurance, engineering, contracting, human capital, budget, etc. – you are the motivating force that will keep us on the path to success.

When I took on the responsibilities as the director of DCMA, I had a good idea of the value this agency and all of you provide to the Department of Defense customers in the stewardship of taxpayers’ dollars. My promise to you is that I will earn membership on the DCMA team. I have set a goal of getting out and observing the work in the contract management offices in the field. Already I have seen some great work that I am excited about and that is a message I will carry forward as I represent you and the good work you are doing.

The stories and the theme for this issue of Communicator, Positioning for Future Success, reflect what I have been able to observe so far. Together, I know we will continue on the path to success and continue to move in a positive direction. I look forward to getting to know you and hearing your thoughts for improving upon the business of providing contract administration to our customers.

**Wendy M. Masiello, Lt. Gen., USAF**  
DCMA Director



**PASSING OF THE FLAG**

*Air Force Lt. Gen. Wendy Masiello, incoming DCMA director, accepts the agency's flag from Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall, during a change of leadership ceremony June 6 at Fort Lee, Va. (Photo by Patrick Tremblay, DCMA Public Affairs)*

# Lt. Gen. Masiello takes leadership of DCMA

DCMA Public Affairs

**A**ir Force Lt. Gen. Wendy Masiello assumed command of the Defense Contract Management Agency from Acting Director James Russell during a change of leadership ceremony June 6 at Fort Lee, Va.

As head of DCMA, Masiello leads

11,900 civilian and military personnel who execute worldwide contract management responsibilities, covering more than 20,000 contractors and over \$217 billion in unliquidated obligations.

Under Secretary of Defense for Acquisition, Technology and Logistics

Frank Kendall, presided over the event. He spoke about Masiello's past successes and welcomed her to her newest leadership position in a distinguished 34-year career.

“Wendy had pioneered the area of service contract management for the Air Force, and her leadership there

(Left) Under Secretary of Defense for Acquisition, Technology and Logistics Frank Kendall, speaks to attendees about his appreciation and respect for incoming Director Air Force Lt. Gen. Wendy Masiello during the change of leadership. (Photo by Patrick Tremblay, DCMA Public Affairs)

(Center left) The Fort Lee Garrison Color Guard parades the American flag during the change of leadership ceremony. (Photo by Patrick Tremblay, DCMA Public Affairs)

(Center right) General Masiello, now officially the DCMA director, speaks to attendees during a change of leadership ceremony on Fort Lee, Va., June 6 about her excitement in taking on the challenge of leading the agency. (Photo by Patrick Tremblay, DCMA Public Affairs)

(Far right) Masiello has her new lieutenant general rank boards placed on by her husband, Maj. Gen. Thomas Masiello, and her son, Air Force Cadet Robert Masiello, during a promotion ceremony at the Pentagon May 2. (Courtesy photo)



brought her to our attention,” said Kendall, speaking about when he first became acquainted with Masiello when she was a brigadier general. “She is an open minded, clear thinker who goes beyond just doing well with the things that have already come down and finds new ways to do business — something that is incredibly important to DCMA as we move forward.”

After Kendall spoke, Russell

**“I commit to you that my job here is to serve all of you.”**

— Air Force Lt. Gen. Wendy Masiello  
DCMA director

performed his last actions as acting director by thanking the Combined Arms Support Command commanding general, Maj. Gen.

Larry Wyche, Fort Lee leadership and representatives from the community.

“Fort Lee is truly now DCMA’s hometown,” said Russell. “We are very happy to be here and we couldn’t be prouder to partner with you all.”

Kendall then led the passing of the agency’s flag, as Russell, who will resume his role as deputy director, officially relinquished leadership

responsibility to Masiello. After assuming command, she too thanked the greater Fort Lee community and leadership for its agency support and welcome. As her remarks drew to a close, she focused on her respect for the DCMA workforce and her excitement to be joining the agency.

“For the men and women of the Defense Contract Management Agency, I’ve had the privilege of getting to meet some of you and work

one-on-one with the commanders coming in from around the world,” said Masiello. “It has been an eye-opening experience to see the talent, to listen to what is going on around our agency, and to know how responsible and passionate you all are about protecting our tax-payers’ dollars. I am so proud to represent you to the outside community, but more importantly to be your partner — and I commit to you that my job here is to

serve all of you.”

In her previous assignment as the deputy assistant secretary for contracting, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C., she was responsible for all aspects of contracting relating to the acquisition of weapon systems, logistics, operational, and contingency support for the Air Force. 🌐

## MASIELLO'S ASSIGNMENTS

### March 1981 - May 1983

Procurement and Production Officer, Air Force Plant Representative Office, General Electric Space Systems Division, King of Prussia, Pa.

### June 1983 - September 1984

Student, Air Force Institute of Technology, Wright-Patterson AFB, Ohio

### October 1984 - September 1987

Instructor, Quantitative Contract Analysis, Air Force Institute of Technology, Wright-Patterson AFB, Ohio

### October 1987 - September 1988

Air Staff Training Officer, Tactical Programs and Space and Strategic Defense Directorates, Office of the Secretary of the Air Force (Acquisition), Washington, D.C.

### October 1988 - July 1992

Deputy Director, Contracting Branch, Office of Special Projects, Office of the Secretary of the Air Force, Los Angeles, Calif.

### July 1992 - June 1993

Student, Air Command and Staff College, Maxwell AFB, Ala.

### July 1993 - September 1996

Executive Director, Office of Inspector General, National Reconnaissance Office, Chantilly, Va.

### October 1996 - July 1997

Deputy Chief, Weapons, Air Base and Range Contracting Division, Air Base and Range Program Office, Eglin AFB, Fla.

### August 1997 - July 1998

Chief, Advanced Medium Range Air-to-Air Missile Contracting Division, Air-to-Air Joint Systems Program Office, Eglin AFB, Fla.

### August 1998 - June 1999

Student, Industrial College of the Armed Forces, Fort Lesley J. McNair, Washington, D.C.

### July 1999 - October 2000

Deputy Director, Plans and Programs, Air Armament Center, Eglin AFB, Fla.

### October 2000 - July 2002

Director of Contracting, Air Armament Center, Eglin AFB, Fla.

### July 2002 - December 2002

Vice Commander, 95th Air Base Wing, Edwards AFB, Calif.

### December 2002 - July 2004

Commander, 95th Air Base Wing, Edwards AFB, Calif.

### July 2004 - September 2006

Director of Contracting, Aeronautical Systems Center, Wright-Patterson AFB, Ohio (July 2005 - January 2006, Principal Assistant for Contracting Forces in

Iraq/Afghanistan, Joint Contracting Command - Iraq/Afghanistan, Baghdad, Iraq)

### September 2006 - August 2007

Associate Deputy Assistant Secretary (contracting), Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.

### August 2007 - April 2011

Program Executive Officer for Combat and Mission Support, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.

### May 2011 – May 2014

Deputy Assistant Secretary (Contracting), Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C.

### May 2014 – present

Director, Defense Contract Management Agency

# Ready to Roll

## Contingency Response Force

Nick D'Amario | DCMA Public Affairs

**T**he Defense Contract Management Agency has supported contingency contract administrative services by deploying emergency essential, known as EE, civilian professionals overseas for over a decade. Today, the agency is filling a new generation of deployable positions with a new and improved program — the Contingency Response Force.

Between the advent of the EE program in 2003 and the introduction of the CRF in 2012, the CCAS mission

of DCMA as a combat support agency has shifted.

“We have transitioned as a force provider that provides skilled personnel to support the combatant command in managing contracts in any contingency environment, whether at home or abroad,” said Diann Hawks, Combat Support Center Force Management Team program analyst and CRF program manager.

According to Air Force Col. Marvin Baugh, DCMA CSC director, the CRF will be more capable of positioning the

agency for supporting joint operations, whether domestic or overseas.

“With CRF, we have designed a next generation EE program utilizing lessons learned from Operations Iraqi and Enduring Freedom, providing a future source for deployable civilians,” said Baugh.

In addition to having oversight for the CRF program, Baugh also serves as the agency’s joint staff liaison officer. As the liaison officer, he is a critical link between DCMA leadership and the joint staff, OSD, the

combatant commands and Services on Operational Contract Support, and CCAS policy and doctrine. He is in an ideal position to represent the agency’s expertise in planning and fulfilling contingency operations.

From his office in the Pentagon, Baugh works directly with OSD, the services and joint staff. He provides them insight on DCMA and what the agency’s CRF program provides in supporting the CCAS mission as a force provider.

Baugh joined DCMA in July 2012 following an assignment as the 45th Contracting Squadron commander at Patrick Air Force Base, Florida. He has more than 20 years of Air Force acquisition and contracting experience. He became acting CSC director in October 2012 and CSC director in March 2013.

Under the agency’s original EE program, personnel were hired for a three-year commitment with a 1:1 ratio of deployment to dwell time, typically six months each. After that initial obligation, EE employees either extended as a deployable asset or transferred to another position with the agency.

CRF personnel are also hired into permanent civilian positions that carry the added benefit of being deployable within their initial four years. One benefit is the program’s



**“We have transitioned as a force provider that provides skilled personnel to support the combatant command in managing contracts in any contingency environment, whether at home or abroad.”**

— Diann Hawks, Combat Support Center Force Management Team program analyst and CRF program manager

collective effort with DCMA contract management offices. CMO commanders can establish the number of CRF positions they can afford to dedicate to the CCAS mission without straining the immediate mission.

The difference between the former EE and current CRF cadres is that EEs were centrally recruited and placed in stateside CMO. Under CRF, the cadre are recruited by CMOs, which are their permanent duty stations. However,

as a condition of their employment, they are available to deploy to foreign or domestic locations in support of contingency operations.

The CRF program is joint service-based and capable of supporting other government agencies and branches of service regardless of the contingency’s location or magnitude.

“In the current contingency environment, it’s important to have that future civilian deployable cadre in case of small or large contingencies,” said Baugh. “This realization goes back to the vision that DOD, from a

grand policy position, needs to establish a deployable civilian cadre who can support military operations. This would include, if need be, domestic contingencies as part of our overarching plan for total joint mission support.”

He added, “Identification of a robust and dedicated cadre of personnel provides predictability for stability of personnel resources required for contingency operations.

It means our agency will be positioned to provide support, as needed, for any future contingency.”

Like the EE program, the CRF program was designed to attract and recruit employees with experience in quality assurance, contract administration and property administration.

“These professional series are the core CCAS providers the agency needs to support contingency operations,”

### OPERATIONAL CONTRACT SUPPORT JOINT EXERCISE -14

**L**ooking to the future of joint contingency operations, DCMA recently established an essential role in the January Operational Contract Support Joint Exercise – 14. For three weeks members of DCMA helped joint military members and key DOD doctrine writers understand DCMA’s transition role.

That role, as explained by Army Col. John Jones, DCMA Dallas

commander and an observer of the exercise, “is to transition as a combat support agency providing post-award contract administration services to that of service-led contract administration services with the agency serving as a force provider of key personnel.”

Jones added that DCMA assets would consist of key personnel deploying in small cells to do post-award administration — namely, the CRF cadre.

James Russell, DCMA deputy director, and Navy Rear Adm. Deborah

Haven, International commander, attended OCSJX-14 and observed contracting roles being played out in various scenarios. At the exercise, they engaged key service leadership about the transition of roles and responsibilities in future contingency situations in order to properly shape and define future doctrine.

Haven reflected on the lessons learned through 13 years of war in Iraq and Afghanistan, and to the role DCMA has had in filling critical gaps while the Army continues to grow its contracting work force. “Having us

involved in this exercise will strengthen the DOD organization for the next contingency, wherever that may be,” she said.

“OCSJX-14 was OSD sponsored and the first truly joint exercise,” said Baugh. “Part of that exercise was to also demonstrate a national capability which brought in all the services. This enabled DCMA to provide leadership and valuable joint staff mentoring for executing CCAS in contingency environments utilizing the newest doctrines.”

said Baugh. “They will provide a unique service to our country through challenging assignments in their CMOs while supporting the warfighter in contingency operations when needed.”

Since the CRF program’s official launch in December 2012, 139 agency employees have been recruited with a condition of employment including a CRF commitment. While the goal is to have 432 employees by 2017, Baugh said he is confident that the current pace of recruitment will reach that goal.

Susan Allen, CSC Force Management Team lead, shares Baugh’s optimism.

“The FMT has gained valuable experience the past decade supporting the agency’s CCAS mission,” said Allen. “We will continue adjusting, as needed, to the shifting environment in joint operations and are positioning the agency for current and future successes with the CRF cadre.”

In comparison, the initial EE program established a target goal of 200 employees in 2004, less than half the 2014 CRF goal.

“Under the EE program, cadre were not coming on fast enough to provide maximum support and sustain contingency operations,” said Hawks. “With CRF we’re confident we can meet OSD requirements and excel in our support of other agencies both domestically and overseas.”

CRF program personnel are hired for a rotational four-year, competitive service position. Personnel are assigned to a permanent duty station, which is their regular day-to-day work location when not deployed, and is typically part of a contract management office.

CRF personnel will only be selected to deploy once they possess the necessary competency for their skill set, to include appropriate Defense Acquisition Workforce Improvement Act certification, Basic Contingency Operations Training, or any other training identified to be conducive to complete the CCAS mission.

Another means, historically, of fulfilling CCAS mission requirements has included the recruitment of volunteers from the work force. The

Finish Strong campaign in 2013 resulted in positive response by volunteers to deploy in support of Afghanistan closeout operations

“While volunteers have been an effective, short-term means of supporting CCAS, such as with Finish Strong, having your own dedicated cadre of deployable civilians, like the CRF, provides a means to immediately support the joint community in providing the contract oversight services needed,” said Baugh. “Traditionally we’ve done very well, but the agency has had to rely on volunteers to support previous contingency environments.”

Hawks, who deployed twice to DCMA Afghanistan for a total of 14 months — both times as a civilian chief of staff — said some former EE program participants have crossed over to the CRF.

“These are dedicated employees willing to support the agency’s contingency operations mission over and over again. You get to love that deployment tempo.” ☪

# Keeping CONTRACTS in CHECK

Nick D’Amario | DCMA Public Affairs

The Defense Contract Audit Agency and Defense Contract Management Agency are responsible for assessing contractors’ business systems. Specifically, DCAA is responsible for auditing contractors’ accounting, estimating and material management systems. DCMA reviews contractors’ purchasing, property management and Earned Value Management systems.

The Department of Defense has established regulatory requirements for Contractor Business Systems that are applicable for contracts awarded after May 18, 2011. The CBS regulations encourage contractors to fix deficiencies with their systems, which are used to bill the government, manage government property estimate costs and track performance.

Significant CBS deficiency findings can result in agency contracting officers withholding payments for problems, which contractors fail to

provide sufficient resolution. Agency guidance on CBS oversight is captured in DCMA Instruction 131 (Contractor Business Systems).

The CBS rule carries mandatory requirements for six contractor Business Systems, through changes to the Defense Federal Acquisition

Contracts Policy Division director. “This mitigates potentially weak business systems and the government’s risk of inflated, unallowable or unreasonable contract prices, subcontract costs, and property systems that increase the risk of loss.”

According to Anthony Leone, DCMA Contractors Business Systems performance advocate and contracting specialist, withholdings are intended as a means for the government to mitigate the risk of being exposed to significant deficiencies within a contractor’s business system. “They provide a strong incentive for contractors to promptly correct business system deficiencies perceived by the government as significant.”

Any proposed business system disapproval must come to the agency headquarters CBS Advisory Panel for review prior to issuing the final determination to disapprove the system. The CBS panel follows timelines mandated by the DFARS for

**“Reviews ultimately become a win-win for all of our customers, particularly our taxpayers and warfighters.”**

— Stacy Strickland  
AQ Contracts  
Policy Division director

Regulation Supplement. A single significant deficiency in any one of the six business systems could trigger disapproval of that system and may result in withholding on payment requests.

“The intent of the CBS rule is to improve the effectiveness of DOD oversight of contractor business systems,” said Stacy Strickland, AQ



## CRF COLLABORATION

Hugh Sturrock, program analyst; Daneen Harris, medical readiness manager; Diann Hawks, program analyst and Contingency Response Force program manager; and program analysts Karen Moon and Ray Green review CRF program data at the agency headquarters in Fort Lee, Va. (Photo by Nick D’Amario, DCMA Public Affairs)



#### CONTRACT BUSINESS SYSTEMS

Mary Sheridan, DCMA Contract Finance and Payment deputy director, answers a question posed by a participant on Contract Business Systems during a CBS-related training for nearly 2,000 contracting professionals. Also pictured is Daisy Pierce, DCMA Contracts Directorate contract specialist, who assisted Sheridan with the online training. (Photo by Nick D'Amario, DCMA Public Affairs)

CBS determinations. The timelines break down as:

- The contracting officer makes a determination within 10 days of receiving a DCAA audit report or a DCMA functional specialist report.
- If a system approval is recommended by the contracting officer, a final determination is issued within 10 days. If a system disapproval is recommended by the contracting officer, an initial determination is issued within 10 days.
- If a system disapproval is recommended by the contracting officer, the contractor has 30 days to respond.
- The contracting officer has 30 days to make their final determination following contractor response.

The average number of advisory panels is six to eight per month. Spikes

can occur however, such as in the week of March 31 when four panels were held in that week alone.

According to Leone, the 30 day period can be particularly challenging as this period also includes scheduling and conducting the advisory panel prior to the ACO issuing the final determination.

Immediately following the advisory

panel, Leone provides written recommendations for the contracting officer to consider incorporating within the revised final determination. “Time is of the essence in bringing a final determination to closure within the 30-day window,” he said.

Once the final determination has been made, the systems status and a copy of the final determination letter are entered into the Contract Business Analysis Repository. The ACO also notes if a withhold amount is being applied in accordance with existing policy in the event the final determination is for a system disapproval. According to Leone, withhold amounts should be kept current and accurate as the contractor submits billings for payment.

“The role of the panel is to capture recommendations and review documentation, ensure consistent application of policy, ensure the contractor was afforded due process, and provide the (contracting officer) an opportunity for feedback and accountability,” said Leone. “This requires that the ACO provide five essential items for the panel’s reference.” These include:

- A concise chronology of events.
- A copy of the Business System Analysis Summary and a copy of the functional specialist’s report or DCAA audit report.
- A copy of the initial determination issued to the

contractor.

- The contractor’s response to the initial determination.
- The proposed final determination.

Between September 2011 and April 2014, DCMA has convened more than 121 panels, chaired by Strickland, with more than \$155 million in contractor withholdings resulting from noncompliance with applicable criteria and policy requirements.

As systems are approved or disapproved, withholdings are released or implemented, which affects the total withholds showing in CBAR. For example, withholdings during April fluctuated as much as \$30 million for this reason.

Any DCMA contracting officer responsible for issuing determinations on contractor business systems follows the guidance of DCMA INST 131 and makes the initial determination if a business system has at least one significant deficiency.

“A significantly deficient finding means a shortcoming that materially affects the ability of officials of DOD and the contractor to rely upon information produced by the system needed for management purposes,” said Strickland.

The Business Systems review panel performs a higher-level review of the contracting officer’s final determination to disapprove a contractor’s Business System, prior to notifying the contractor in writing the system is disapproved.

“Of the 121 Business Systems panels



#### ADVISORY PANEL

Anthony Leone, DCMA Contracts Business Systems performance advocate and contracting specialist; Stacy Strickland, AQ Contracts Policy Division director; and Aaron Lincoln, DCMA General Counsel attorney, prepare for an advisory panel at agency headquarters to determine whether a contractor is in compliance with the DFARS Business Systems requirements. (Photo by Nick D'Amario, DCMA Public Affairs)

convened as of April, 109 resulted in concurrence with the proposed system disapproval,” said Leone. “Currently, 73 systems remain disapproved and 36 have moved into an approved status following remediation actions to achieve compliance.”

According to Strickland, Business Systems reviews are very detailed and time consuming processes toward ensuring DOD, DCMA and contractors are fully aligned and synchronized on existing policy and requirements.

“Reviews ultimately become a win-win for all of our customers, particularly our taxpayers and warfighters,” said Strickland.

Tim Callahan, AQ executive director, said, “Timely and consistent implementation of the CBS rule is of great importance to the DOD and industry. Business systems status is so important that it is a standing agenda item for the regularly scheduled Corporate Management Councils that DCMA conducts with the top six defense contractors.”

#### CBS Advisory Panels 2011-14

Of the 121 CBS advisory panels conducted between September 2011 and April 2014, the specific business system reviewed included:

|                              |    |
|------------------------------|----|
| Accounting .....             | 48 |
| Earned Value Management..... | 16 |
| Estimating .....             | 17 |
| Property .....               | 26 |
| Purchasing.....              | 14 |
| Material Management .....    | 0  |

\*As of April 2014

#### Contractor Business Systems training for contracting professionals

Mary Sheridan, Contracts Finance and Payment deputy director, recently conducted live CBS-related training for nearly 2,000 DCMA contracting professionals throughout the agency using Defense Connect Online. While the target audience is comprised of contracting officers, contract management office directors and contractor business systems functional specialists also participate.

Main topics covered in the training included:

- understand DOD and DCMA policy.
- Securing timely and consistent business system\ determinations.
- Sharing lessons learned.

Since 2011, AQ has conducted nine CBS-related online training sessions covering general or systems - specific topics.

# 101

## WAYS TO BUILD A BETTER ENGINEER

Thomas Perry | DCMA Public Affairs

In college the 101 designation often represents an introductory level of learning. It is designed to help students transition from previous intellectual environments and assimilate to their new surroundings. In essence, 101's represent an academic rebirth. The Engineering and Analysis Directorate is hoping its recently-launched Engineering 101 course provides new employees with a similar organizational renaissance.

"I am very excited about this new class," said Karron Small, Defense Contract Management Agency EA executive director. "I had the opportunity to sit in the pilot class one afternoon. The energy level was high. The current instructors have significant

DCMA engineering field experience. The interaction with the students and instructors was very dynamic."

The pilot course's post-class reviews were very positive. Deloris Jaaber, EA program manager, hopes to use student

**"The course did a great job of showing what is expected from an engineer within the (contract management office)."**

— T.J. Daem  
DCMA Palmdale systems engineer

and instructor feedback to fine tune the course as needed in order to maintain its relevance. "We are continuing to

evaluate the course very closely to provide additional enhancements where needed," said Jaaber, who has been excited with initial student response. "Though, at this time, the course seems to resonate very well with students."

T.J. Daem, a DCMA Palmdale systems engineer who attended the initial course, said "The course did a great job of showing what is expected from an engineer within the (contract management office) and the amount of teaming that is required to make the CMO and DCMA successful."

Shouldn't an engineer with a college degree and real-world experience be able to transition their knowledge directly to the contracting mission? In



ENGINEERING 101

David Kling, Operations - Engineering and Analysis Division director, instructs students during the fourth day of the initial Engineering 101 course. (Photo by Stephen Hickok, DCMA Public Affairs)

regards to new organizational engineers, the answer is often no.

"Many engineers coming to DCMA are not familiar with the (Federal Acquisition Regulations/Defense Federal Acquisition Regulations) or other

government contract regulations," said Small. "This core course provides the engineer with an understanding of how their technical training and experience are used in contract administration and oversight. I wanted to ensure the

engineers coming to DCMA had a basic entry level understanding of what engineers do in DCMA and how they interface with the other functional communities."

Kellie Unsworth, EA Special Projects and Talent Development Division director, explained how expansive an engineer's role can be within DCMA's contract administrative services' landscape in comparison to many roles engineers serve in the civilian sector.

"Our engineers largely focus on surveillance and oversight of contractor processes and systems that are used to produce the weapons systems and products that the military services are procuring in support of the warfighter," said Unsworth. "In this regard, DCMA engineers are not designing, fabricating and testing weapon systems and their component subsystems, but are closely monitoring the standards, processes and techniques the contractors are using to most efficiently deliver the products on time, on cost and meeting the contract specification."



FOUNDATION OF KNOWLEDGE

Roosevelt Danier, DCMA Lockheed Martin Fort Worth engineer, and Tam Le, DCMA San Diego engineer, review a presentation during Engineering and Analysis' first installment of Engineering 101. The course provides new engineers with a foundation of knowledge to assist in their transition to the agency. (Photo by Stephen Hickok, DCMA Public Affairs)

## An Educated Transition

Prior to launching Engineering 101, EA employed Fundamentals of Engineering and Analysis as its tool to instruct new-join engineers. Fundamentals, which launched in 2010, offered fresh hires a detailed examination of headquarters policy, but offered little explanation of field-oriented mission tasks.

"The original course was designed to introduce members of the EA technical community to various functional policy, training and tools," said Jaaber. "The course was functionally aligned with the EA headquarters structure. Although appropriate at the time, the growing diversity of our EA technical community warranted a different approach to the introductory course."

Understanding her directorate faced new challenges, Small wanted a new introductory course to serve as an intellectual foundation. "They took the concept and ran with it," said Small. "But they didn't do it alone. We worked closely with our other functional communities

and the College of Contract Management in the development of this core curriculum."

According to Jaaber, the course would never have happened without the assistance of Michel Jimerson and Leah White. Jimerson, the College of Contract Management associate dean for Academic Affairs, provided timely advice and guidance on the various methods of instruction used within the course.

"He was invaluable in providing a wealth of information regarding instructing in an adult learning environment," said Jaaber.

White, a Human Capital Strategic Learning Division instructional systems specialist, guided Jaaber throughout the course development process to ensure the project stayed on course. "She is one of their greatest assets," said Jaaber.

Jaaber also worked closely with Joe Armata, Human Capital Strategic Learning Division Workforce Development program manager, to ensure successful deployment of the instructor

and student pilots and availability of the class for DCMA engineers to attend throughout fiscal year 2014. "We also leveraged the use of DCMA 360 to post course materials and utilized DCMA's Ultimate Survey tool to conduct testing and course survey feedback," said Jaaber.

This team effort resulted in an informative experience that will better prepare new engineers with a comprehensive knowledge base to build on. "The new course takes a holistic approach in defining the role of engineering at DCMA," said Jaaber. "It describes specific engineering functions and the relationship between engineering functions and other DCMA mission areas such as contracting, quality and program analysis, providing introductory information that is applicable to all engineers."

Small agrees and believes this course will complement the directorate's overall mission. "We are committed to providing excellence in engineering and contract technical oversight. This course will help us facilitate that objective." ☉



# 101 Critical Days of Summer 2014

With summer in full swing, you are sure to take part in all sorts of recreational activities. Beginning Memorial Day and through Labor Day Weekend, you will be able to access weekly topics to help ensure a mishap-free summer by visiting the DCMA SOH Webpage.

|                                      |
|--------------------------------------|
| Week 1 May 23-31: Heat Injuries      |
| Week 2 May 31-June 7: Boating Safety |
| Week 3 June 8-14: Drinking Afloat    |
| Week 4 June 15-21: Swimming          |
| Week 5 June 22-28: Poolside          |
| Week 6 June 29-July 5: Fireworks     |
| Week 7 July 6-12: Barbecue           |
| Week 8 July 13-19: Sports            |
| Week 9 July 20-26: Playground Safety |
| Week 10 July 27-Aug. 2: Exercise     |
| Week 11 Aug. 3-9: Bicycle Safety     |
| Week 12 Aug. 10-16: Driving          |
| Week 13 Aug. 17-23: Motorcycles      |
| Week 14 Aug. 24-30: Great Outdoors   |
| Week 15 Aug. 31-Sept. 7: Off-Road    |



Program participants faced many real-time challenges such as the furlough, sequestration and major

organizational changes," said Resha Oster, DCMA Lockheed Martin Sunnyvale Mission Support Office team supervisor. "Despite the professional and personal trials the situations created, the group maintained a positive attitude, remained focused, adjusted team strategy and completed the charted goals with outstanding professionalism. It was a great reward for the Tier II leadership board to see the group successfully execute vital leadership skills acquired during the program."

The program Oster is referring to is the Tier II Leadership Program, designed to leverage talent at the contract management office level to develop tomorrow's leaders. "The goal of the program in Sunnyvale is to provide employees with an opportunity to develop leadership skills for the future."

Oster is the CMO coordinator for the Tier II program. She said the office has sponsored the program since 2010, and because of the success will continue to provide a framework for developing critical leadership competencies in support of developing future leaders.

Oster said Tier II benefits both the participants and the CMO by leveraging the current workforce to poise the CMO for success. "Tier II allows DCMA LM Sunnyvale to ensure achievement of agency strategic objectives by inspiring the workforce to prepare for leadership positions," said Oster. "It also allows

us to fill leadership gaps during the execution of succession planning."

While the CMOs are ultimately responsible for administering the program, the DCMA Human Capital directorate provides the framework. The Tier II program provides management with a vehicle and framework



for developing critical leadership competencies key to DCMA's future state, mission success and the agency's ability to support customer's needs. Developing leadership competencies or skills results from continuous learning and being provided opportunities to grow and gain life-time experiences.

Tier II is designed as a locally based program so individuals can see continued leadership growth opportunities over a period of approximately three years. Participants may require a shorter or longer period to satisfy the program requirements. Candidates are selected based on three criteria – aspirations, abilities and engagement. Once selected, participants ask a fellow employee who has knowledge of the organization's mission, policies, processes, business

practices and customer base to serve as their mentor.

Nine DCMA LM Sunnyvale employees participated in the last Tier II group. Oster said the past couple of years have brought unique challenges to the federal government, but she

**“I believe this collaborative style of leadership increases the quality and quantity of our deliverables.”**

— Alberto Gomez  
DCMA Lockheed Martin Sunnyvale contract administrator

was pleased the program participants were still able to fulfill all necessary requirements.

#### RECENT PARTICIPANTS

Nathan Bartlett, DCMA LM Sunnyvale cost/price analyst, is a

graduate of the latest Tier II leadership group. He said the training program provided him with experiences that would not have been available otherwise.

“My first year in the program I had the opportunity to lead one of the group projects and for me it was one of the biggest takeaways from the three years,” said Bartlett. “We encountered a lot of difficult challenges along the way, whether it was adjusting to different personality types or external factors beyond our control, and I learned how to deal with those and adjust. It was something new to me and a valuable experience.”

The project Bartlett led was an examination of the local corrective action request process – specifically looking at ways to streamline the workflow. Bartlett said over the course

of approximately six months the group was able to accomplish their goal and came up with a standard operating procedure for the CMO.

In addition to leading group projects, Bartlett said the CMO leadership invited supervisors throughout the office to brief and interface with participants on various leadership topics. “Those events, along with just having access to the senior leadership team and being able to ask them questions about specific leadership issues and get feedback, was very valuable.”

Alberto Gomez, DCMA LM Sunnyvale contract administrator, started Tier II about a year after Bartlett and is working his way through the program. The thing he likes most about the program is the flexibility it gives participants with leadership development.

“I was able to decide which leadership skills I wanted to develop,” said Gomez.

“For example, I learned to facilitate discussions that brought about ideas and solutions from the various members in the group. This experience ultimately earned me the role of leader for my group.”

He is currently leading a project to revamp the Human Capital plan at the CMO level. He is in his fourth year with DCMA, and said he wants to gain as much leadership experience through the program as possible.

“My primary goal is to develop my ability to turn a group of people with different skill sets into a team whose individual differences help to develop a well-rounded group,” said Gomez. “I believe this collaborative style of leadership increases the quality and quantity of our deliverables.”

Bartlett agreed. He said the program isn't just about preparing tomorrow's

leaders, it's also about creating leaders within sections and on teams.

“Many times people will view management and leadership as the same thing, but that's not the case,” said Bartlett. “Anyone can lead and it doesn't mean you have to be a supervisor – we can all lead individually and put ourselves in positions to help people do their jobs better.”

Both participants said the process of going through Tier II will prepare them for the future.

“I would recommend the program to anyone at the CMO level who would like to gain valuable skills outside of their normal job,” said Bartlett. “The program is what you make of it – if you look at it as an opportunity to learn about leadership and grow as an individual, then you can get a lot out of it.”



#### LEADERSHIP PRODUCTS

(Left) Employees from the Defense Contract Management Agency witness the loading of the Mobile User Objective System-1 satellite onto a C-5C transport. (Courtesy photo)



(Right) Nathan Bartlett, DCMA LM Sunnyvale cost/price analyst and, (Left) Alberto Gomez, DCMA Lockheed Martin Sunnyvale contract administrator, review Tier II leadership documents. Gomez and Bartlett are graduates of the most recent DCMA LM Sunnyvale leadership group. (Photo courtesy of DCMA Sunnyvale)

# Continuously improving the process

## Lean Six Sigma paves way to success

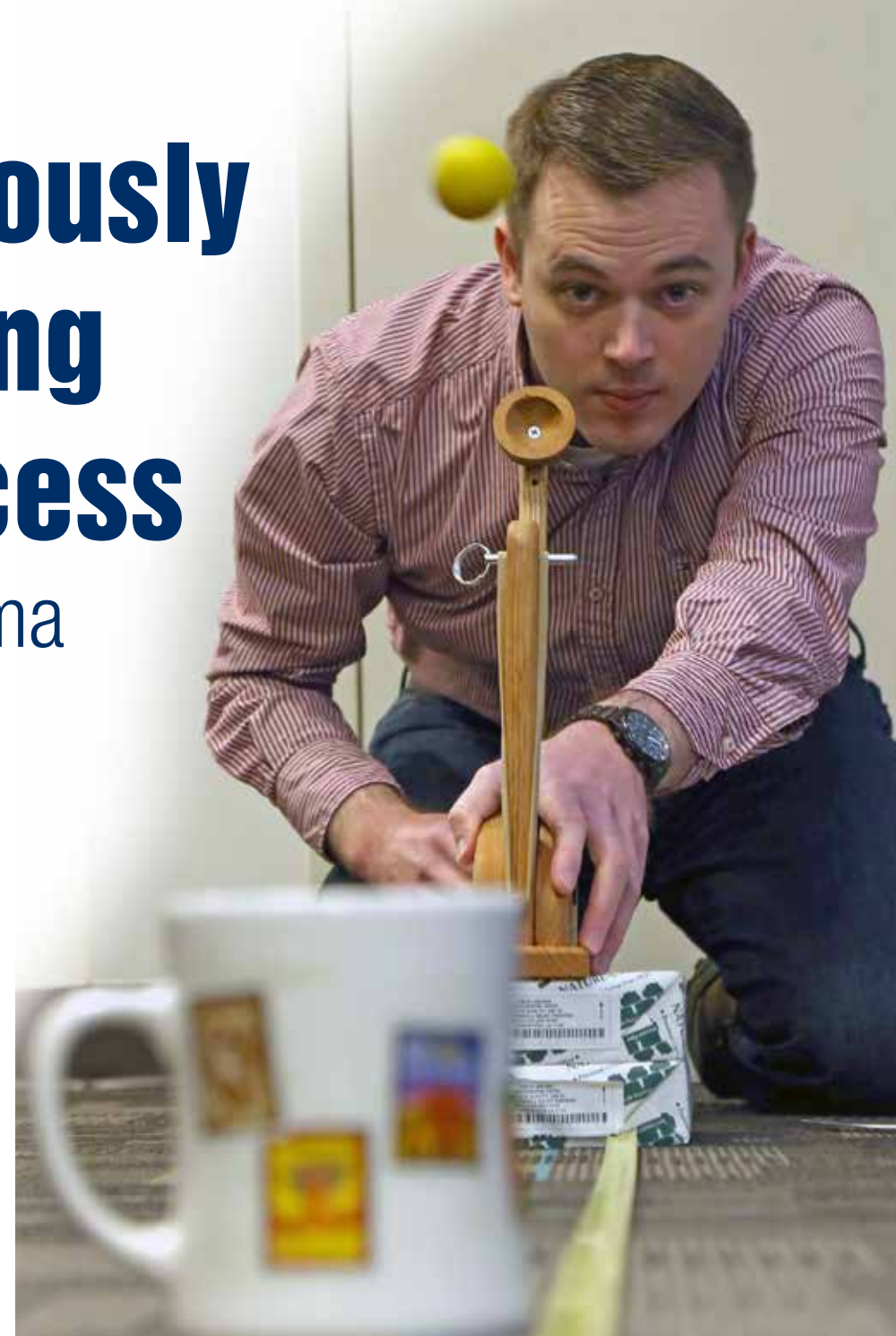
Misha King | DCMA Public Affairs

**S**uccess means different things to different people and organizations.

In essence, success is at the core of the Defense Contract Management Agency's mission of managing contracts to ensure on-time and on-cost delivery of quality products and services to the warfighter.

One way DCMA positions itself for success is through continuous process improvement. The agency's capstone program is Lean Six Sigma, which consists of training and developing a cadre of Level 1 and 2 CPI experts referred to as Green Belts and Black Belts.

"Continuous process improvement is an integral component of the agency's Performance Management System, and LSS is a proven concept for improving operational effectiveness and efficiency," said Chris Knaggs, CPI Office director, Corporate Support Directorate. "Application of LSS methods and structure will



### READY, AIM, FIRE

Navy Lt. David Shoffitt, DCMA Lockheed Martin Owego ground flight representative, practices with a specialized catapult during the DCMA Lean Six Sigma Black Belt certification course in March. (Photo by Stephen Hickok, DCMA Public Affairs)

help DCMA identify and prioritize opportunities and problems and then apply a disciplined, proven method to incrementally and continuously improve performance."

Lean and Six Sigma are both process improvement techniques. Lean is about eliminating waste and

improving speed and efficiency; Six Sigma is about quality, precision and accuracy. Knaggs describes LSS as an evolution of total quality management that employs common analytical tools and methods and the logical steps in a process improvement approach to reduce costs and maximize



### LEAN SIX SIGMA

Marc R. Petit, a Continuous Process Improvement specialist in the Corporate Support Directorate CPI Office, discusses Lean Six Sigma principles with Stacy Ivey, Information Technology Directorate customer service specialist, during a DCMA Lean Six Sigma Black Belt certification course in March. (Photo by Stephen Hickok, DCMA Public Affairs)

performance.

"LSS integrates the statistical tools of total quality management and process improvement methods into a rigorous and disciplined change methodology that achieves quality without waste," he said.

The LSS process works much like a dog with a bone — it won't let go until it's good and ready. With LSS, good and ready means a certain level of quality is achieved. LSS is different than other quality improvement techniques, such as total quality management, because they focus on achieving predetermined quality levels, "which certainly improves efficiencies, but doesn't allow the organization to realize the full potential," explained Marc R. Petit, DCMA CPI specialist. LSS is

different because the focus is to make consistent quality improvements until business processes are fully optimized.

"As soon as a certain quality level is achieved, the organization shifts gears

**"We can improve and implement new processes that don't sacrifice the quality or integrity of the finished product."**

— Sabrina Rouland  
Special Programs Directorate  
contract specialist

and starts concentrating on achieving other levels of quality," Petit said. "The whole process continues until all the business processes are fully optimized."

Almost everything the CPIO does revolves around direct project work, so only about 15 percent of its work

focuses on training LSS practitioners. Nonetheless, DCMA has trained or recruited 475 Green Belts and 108 Black Belts since the program's inception in 2010. As of April, there were 122 Green Belts and 39 Black Belts certified in the agency.

"The Office of the Secretary of Defense's goal for DCMA is to have 5 percent of all employees trained in GB and 1 percent for BBs," said Petit, the LSS Belt certification manager and a Master Black Belt. "That's about 574 GBs

and 115 BBs. So, we're making great progress, but still have some to go before reaching that goal."

The LSS program promotes quality and reduces waste through in-house training. The DCMA CPI team is OSD-certified to teach the LSS courses, which are based on

commercial standards, said Knaggs. Training people internally creates a major cost savings because the agency doesn't have to use external training.

"We're excited about teaching our LSS courses in-house," said Knaggs, who is also a Master Black Belt, a role requiring the highest level of technical LSS capability. "It's cheaper to bring students to the Richmond area rather than sending them to the D.C., area for OSD training, and it's most definitely a cost savings for us to teach our employees rather than hire contracted instructors."

To become a certified Green Belt, an employee must attend

a one-week course taught at the agency headquarters, which lays the foundation for LSS, including the five improvement steps: define, measure, analyze, improve and control. Typically, a Green Belt-trained person would then need to complete an appropriate project. Black Belt employees attend a three-week course and must complete a four-hour test where they apply LSS principals. The final step is successfully completing two approved LSS projects.

One of the exercises Black Belts must complete is the Statapult catapult exercise, where students attempt to launch a ball into a cup

using a small catapult. The goal is to shoot accurately and predictively using the many tools taught in Lean Six Sigma. There are various techniques for shooting, such as release motion and technique, the pull-back angle measurement, ball placement in a cup, etc. The same applies to measurement techniques in terms of distance, ball impact location and elevation.

"Obviously, knowing how to shoot a catapult provides no long-run value; it's the learning that we're seeking," said Knaggs. "The device is used as a proxy for real-world processes at DCMA. It teaches a student to 'lean' out a process by reducing variation and designing predictive equations and measures. This translates to contracts managed faster and without defects and satisfying our customers by knowing what inputs create the desired output."

For some DCMA employees, satisfying the customer often starts at the team level. Navy Lt. Cmdr. Scott Morrill, Aircraft Operations Directorate Navy flight operations officer, said LSS helps people see things through a different lens.

"We have integrated process teams in DCMA, which really aren't much different from a Lean Six Sigma project," explained Morrill, who recently became Black Belt certified. "Often times, the IPT members lose focus or run on without a clearly defined mission. The LSS tools are an excellent way to focus groups like these and get to a concrete answer."

In contract administration, there's little room for error, but plenty of room for improvement. "There are many areas in contracting we can look at to complete our tasks more efficiently and effectively," said Sabrina Rouland, Special Programs Directorate contract specialist and recent Black Belt graduate. "Now, instead of just doing things as they've always been done, I'm looking at ways we can improve and implement new processes that don't sacrifice the

## GREEN BELT

### LEVEL 1 CPI EXPERT

Typically leads projects with a localized impact or scope of influence.

## BLACK BELT

### LEVEL 2 CPI EXPERT

Typically leads CPI projects with larger scope and impact (enterprise-wide or cross-functional in scope).

## MASTER BLACK BELT

### LEVEL 3 CPI EXPERT

Certified, full-time positions responsible for providing training and technical implementation support to organizations.

quality or integrity of the finished product."

Morrill said he believes LSS is an excellent tool for leadership in solving problems within their directorates and agency-wide. "LSS-trained employees are constantly looking for projects to work on," he said. "A Black Belt project requires inter-directorate participation, and it can be difficult to ask a process owner in a different directorate

if there's something we can help improve. It takes those who own the process to point out the problems and for us to assist in fixing them."

As an agency positioning itself for future success, improving day-to-day functions and processes is essential to providing the best products and services to our internal and external customers, said Rouland. She believes Lean Six Sigma is an important element in driving the

agency forward.

"Once a person has been LSS trained and certified, they can never look at their work or the manner in which it's done the same as before," she said. "It's like we have new eyes — always evaluating and looking for ways to get it done more efficiently. These skills will no doubt help push the agency forward and help maintain our reputation as the contract administration experts." 🌐

LEAN SIX SIGMA: DMAIC



## DEFINE

Define the problem.



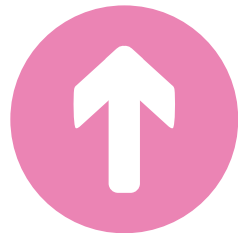
## MEASURE

Map out the current process.



## ANALYZE

Identify the cause of the problem.



## IMPROVE

Implement and verify the solution.



## CONTROL

Maintain the solution.



**BLACK BELTS**

The newest graduates of the Defense Contract Management Agency's Lean Six Sigma Black Belt training outside of the DCMA Learning Center. (Photo by Stephen Hickok, DCMA Public Affairs)

# DAI begins process mocks

Matthew Montgomery | DCMA Public Affairs

May marked a major milestone for Defense Contract Management Agency, Financial and Business Operations Executive Directorate, Chief Financial Officer's Compliance Division, as future users of the Defense Agencies Initiative system participated in process mocks — a series of software testing evolutions over the course of a month.

"The mocks gave us the opportunity to test all of the modules so we could validate the system and ensure we have addressed all of DCMA's requirements. In summary, we want to ensure DAI meets DCMA's mission requirements," said Edwin Blount, DCMA DAI program manager. "The new system is slated to go live in early fiscal year 2016, and although we're a couple years out, we have been thinking and planning for quite some time."

Sylvia Robinson, DCMA Joint Military Services chief, was one of the participants during the process mocks. She was selected based on her previous role as the Engineering and Analysis Directorate's budget analyst and Defense Travel System manager. She was

impressed with the DAI's capabilities.

"With DAI, it will be more of a self-service process as it relates to employees submitting information pertaining to time and attendance," said Robinson. "One of the other things I noted from the training was that the new system will deliver more tangible measures so we, as an agency, can get a good return on our investment."

Blount said replacing the legacy

**"It's gone from something I couldn't get my arms around to something I definitely see as being a major benefit to the agency."**

— Jennifer Ward  
DCMA Quality Assurance  
Directorate business officer

accounting system, Defense Business Management System, with DAI will allow the agency to benefit from the availability of real-time financial data managed in a system that is compliant with major government initiatives, such as the Business Enterprise Architecture, Standard Financial Information Structure and the Federal Information

System Controls Audit Manual. This will simplify data interchange with other systems.

According to Blount, this enhanced interface capability is one of the major benefits of the new system. "It is a Department of Defense effort to modernize defense agencies' financial, time and labor, and procurement management capabilities. There is even a planned budget formulation module in development. Having everyone on the same system will result in efficiency savings."

Some additional benefits of DAI include the ability to manage funds in real time, reduced manual data entry and reconciliation, greater data integrity and visibility, as well as real-time access to information and reports. "These benefits, to include many others, will support timely decision making and free up scarce resources so DCMA can perform more value added activities," said Blount.

Jennifer Ward, DCMA Quality Assurance Directorate business officer, also participated in the process mocks and was impressed with how well DAI has integrated corporate knowledge into the system.

"My initial impression when we

started this about a year ago was 'How are we going to do this? There

are so many moving parts.' Now, I'm starting to see more clarity and it's because they've taken the feedback of the users into consideration and really worked on making the system work," said Ward.

"As we've progressed, I've been impressed with how well the system is being pulled together," continued Ward. "It's gone from something I couldn't get my arms around to something I definitely see as being a major benefit to the agency."

Through the process mocks, Ward said she was able to see where the efficiencies will be gained, especially in the areas of purchase requests and military inter-departmental purchase requests — areas she works with on a daily basis.

"Currently, for PRs and MIPRs, you have multiple documents that have to be submitted to the procurement center. Those documents have to be manually routed through the system and tracked to ensure the right process is followed," said Ward. "DAI allows us to automate the process and create routing lists for



documents. The system lets us know when a document has been signed, reviewed, or sent back for changes, and then moves the document to the next step automatically. It decreases lost time and speeds up the entire process."

Blount said the process for making DAI work for DCMA has been easier since the system has been fully deployed to 12 agencies since 2008, including the Defense Technical Information Center, Missile Defense Agency, and the Defense Health Agency.

When fully deployed in fiscal year 2018, DAI will service 20 DOD agencies including DCMA. DCMA will be the third largest agency using DAI in terms of employees, behind only the Defense Commissary Agency and the Department of Defense Education Activity.

DCMA plans to convert to DAI full financials in late 2015. For the next two years, the DCMA DAI team will introduce the new business processes and system capabilities.

"Training on the new system will begin about three months ahead of deployment and continue throughout the following year," said Blount. "This implementation will be another milestone for DCMA. It will require the entire DCMA organization working together and will provide standardization within DOD."

"Later this year there are plans to hold an information session on DAI and how it will affect the agency," said Blount. "I encourage agency employees to look for more information as it becomes available — this will be a significant change in the way DCMA operates."

For questions regarding the new system, email the DAI team at [dai@dcma.mil](mailto:dai@dcma.mil). ☎

# The best of both worlds

## Navy Supply Corps officers help drive the agency

Patrick Tremblay | DCMA Public Affairs

The Defense Contract Management Agency has about 11,900 people. Most are civilians, subject matter experts in all layers of contract administration. Less than five percent are uniformed military. About 70 are Navy Supply Corps officers. These range from young officers in internship programs to an admiral, all meshing fleet and office experience to create a uniquely qualified cadre of acquisition personnel.

“My job here is to learn,” Navy Lt. Paul Roan explained. “I’m given a workload, not to the extent of the other contract administrators, but I also am here to learn from top to bottom what goes into contracting.”

Roan is a Navy Acquisition Contracting Officer intern at DCMA Boston. Over his two year assignment he’ll manage a workload that includes both contract administration and coursework. When he returns to the Navy fleet, he’ll be Defense Acquisition Workforce Improvement Act level II certified and have experiences that set him apart from his peers.

For many officers, a DCMA assignment is a rare opportunity to work directly with industry to ensure quality products and services make it to colleagues around the world. It’s also a chance to be immersed in a mostly-civilian office environment.

It can be a challenging cultural shift, even for seasoned officers, but the rewards are clear.

“This assignment has absolutely added a skillset to my portfolio,” said Navy Capt. Robert Brooks, DCMA Manassas commander. “I’ve done surface ships, aircraft carriers – you do different assignments and add different skills. My tenure with DCMA has certainly added tools to my toolbox.”

Brooks is in charge of one of the agency’s largest contract management offices, covering all of Virginia and North Carolina. The CMO oversees about 2,400



**Rear Adm. Haven**

Navy Rear Adm. Deborah Haven leads DCMA International, the agency’s arm overseeing contract administration services in more than 26 countries. She’s the most senior of about 70 Navy Supply Corps officers assigned to the agency. (Photo by Patrick Tremblay, DCMA Public Affairs)

contractors and more than 71,000 contracts valued at over \$1 trillion.

“I’m not foreign to working with civilians, but this is basically an all civilian workforce,” said Brooks. “It presents different challenges, and I have to rely on and trust my senior civilian leadership.”

Brooks had an acquisition background prior to being assigned to the agency. Brooks’ role now is as a senior leader, working with his staff to successfully execute the mission. “I’m not a subject matter expert in any one single functional area,” he said, “but I have a great team of



**Capt. Kim**

Navy Capt. Sidney Kim held two commands with DCMA before his current Navy Third Fleet assignment. He credits his broad Navy leadership experience with helping him be successful in leading the agency’s Eastern Regional Command during a major reorganization. (Official Navy photo)

subject matter experts that I lead and follow daily.”

In addition, Brooks hopes to help add context for his workforce.

“It’s important for everyone to connect the dots between what they do here at DCMA and what the warfighter does in the field,” he said. “Our work at the agency is paramount to the success of those in uniform, during both training and real world operations. What motivates a young sailor may be different from what motivates a journeyman civilian – but it’s essential in either case to establish a clear association between what they do and the success of the overall defense mission. Relevance is key.”

Navy Lt. Cmdr. Patrick Hagan works for Brooks as a team leader and administrative contracting officer at the CMO. He also assists Brooks in handling the many military-specific administrative requirements of an O-6 command. “My Navy experience has made me very flexible,” said the Kentucky native. “That’s what I bring to this job.”

After his first sea duty, Hagan’s career moved into contracting when he became an intern at the Defense Logistics Agency. The program, similar to what Roan is in now, provided him with DAWIA contracting level II



**Capt. Brooks**

Navy Capt. Robert Brooks is in charge of DCMA Manassas, one of agency’s largest contract management offices. The office oversees about 2,400 contractors and 71,000 contracts valued at over \$1 trillion. (Photo by Patrick Tremblay, DCMA Public Affairs)

certification. An assignment as a contingency contracting officer in Iraq gave him his first real exposure to DCMA. Hagan later pursued the opportunity to be assigned to the agency. “Coming out of graduate school, I had just spent 18 months getting my masters in contracting. I wanted to make sure I could get a position where I could hone my contracting skills.”

Like Brooks, Hagan says DCMA is helping strengthen skillsets not typically exercised in a Navy assignment. “This job is terrific for my Navy career. It’s giving me skills and experiences that will make me a better Supply Corps officer, and also more competitive for advancement in the service.”

Navy Capt. Sidney Kim knows better than most how DCMA assignments can positively affect a future in the Navy. Kim is currently the assistant chief of staff for logistics in the Third Fleet. His immediate past two positions, however, were both DCMA commands – first as the commander of DCMA Boston, then as commander of the then newly-formed Eastern Regional Command.

“The DCMA assignment has been the most challenging experience I’ve had from an administrative perspective,” said Kim, citing the challenges of reorganization at the agency



**Lt. Cmdr. Hagen**

*Navy Lt. Cmdr. Patrick Hagen is a DCMA Manassas project manager, and serves as executive officer for his commander. Hagen says the flexibility he's developed from Navy assignments lets him fill gaps at the contract management office. (Photo by Patrick Tremblay, DCMA Public Affairs)*

along with managing limited human resources. It's his Navy background, however, that gave Kim the tools to do the job.

"The Navy has provided me with diverse educational and training opportunities to equip me as a leader with very broad functional background. I've also been given opportunities to serve with multi-nationals, civilian work forces, reserve components and other service counterparts in my previous joint jobs."

Kim added, "I think a typical Navy Supply Corps officer brings to DCMA more than just acquisition, contracting and program experiences. We often refer to ourselves as generalists, and I think there is a huge strength in that."

Now that he's back in a fleet assignment, Kim looks at his agency time as an important piece of making him a complete leader. "I believe those unique experiences have matured me as a more humble leader. DCMA is certainly quite different than the Third Fleet, yet those essential qualities as a leader are enduring wherever you go."

Navy Rear Adm. Deborah Haven's office may be in Fort Lee, Virginia, but DCMA's highest ranking naval officer's responsibilities lie around the world. As head of the agency's International Command, Haven oversees the agency's workload in more than 26 countries, including more than 8,600 contracts valued in excess of \$128 billion dollars. She



**Lt. Roan**

*Navy Lt. Paul Roan is a Navy Acquisition Contracting Officer intern assigned to DCMA Boston. For two years he'll work and learn before bringing his experiences, and important federal acquisition certifications, back to the fleet. (Photo by Patrick Tremblay, DCMA Public Affairs)*

is also responsible for DCMA's Contingency Contracting Administration Services mission in direct support of U.S. Central Command theater operations.

Her background is different than many other uniformed personnel at the agency. "I'm a reservist, which is a great background for this position," Haven said. Her immediate past position was as a senior civilian leader, the deputy director of maritime customer operations at Defense Logistics Agency Land and Maritime. "Having worked with a civilian workforce, I came to this role with an appreciation for the technical expertise of the civilian workforce."

Today she melds her civilian and military experience in a complex role. "We have unique challenges in International. We're often working with other nation ministries of defense and with international workers," said Haven. "We're successful because we all want the same end state – on time, high quality and under budget products and services."

One of the challenges Haven said she sees for officers assigned to DCMA is staying connected with the Navy community. "This requires effort on the officer's part, but an assignment at DCMA is a great opportunity, particularly for junior officers. They get to work outside of the military, directly with industry, and to work with and often lead civilians. These are terrific experiences." ☺

# NUTS & BOLTS

## DCMA 201 prepares supervisors to lead

Misha King | DCMA Public Affairs

The Defense Contract Management Agency needs a trained and well-supported workforce to carry out its mission. These administrative-type duties typically fall upon first-line supervisors. Just as journeymen and Keystones need training to do their jobs, so do their supervisors.

"An untrained supervisor can undermine the organizational climate," said William Evans, DCMA Americas deputy commander. "Many human resource policies point employees to their supervisors, so they need

to be responsive and accurate. It's about the people and providing an environment of trust and respect. A supervisor needs to know the rules and tools to properly care for and develop people."

To better prepare supervisors for this responsibility, the Human Capital Directorate launched the DCMA 201 Supervisory Skills Development Program in May 2011, replacing the HRMC 210 supervisory course. HC's goal was to develop a hard-hitting,

in-the-weeds course specific to what DCMA supervisors use on a regular basis. DCMA 201 essentially provides the "nuts 'n' bolts" for the agency's supervisors.

"DCMA 201 provides skills orientation and factual information that participants take home and use

them to inform, recruit, care for, develop and train, protect, and report the status of the force. It includes briefings from several HC divisions and branches, Military Personnel Division, General Counsel, Equal Employment Office, and the Office of Diversity and Inclusion.

"The course provides supervisors the knowledge required to execute their supervisory duties along with who to contact whenever they require additional assistance," said Kathy Butera, HC executive director. "Employees benefit because their supervisors are more knowledgeable and can

address their individual concerns or needs more quickly."

Evans said the agency asks a lot of its first-line supervisors, and DCMA 201 is a clear indication of DCMA's commitment to support them. "It provides a clear outline of core supervisory responsibilities, and more importantly, gives them the tools needed to recruit, train, mentor, manage and grow the workforce."

Although Evans has been in supervisory roles for years, he took the

**"A supervisor needs to know the rules and tools to properly care for and develop people."**

— William Evans  
DCMA Americas deputy commander

on the job immediately," explained Chris Zubof, HC Learning Division chief. "It's an educational experience that makes a difference. The course is successful because it's supported by the contract management offices and by the folks in HC and several other directorates and divisions who devote time to be instructors and provide real-time, relevant information."

The five day course is mandatory for all new supervisors and required as a refresher for current ones. It prepares

course to update his knowledge and skills in current and emerging human resources policies and procedures within the agency.

“As deputy commander, I supervise managers and provide tactical direction for the agency’s strategic initiatives utilizing policy implementation,” he explained. “The course was excellent for me because I had the opportunity to engage with subject matter experts and discuss the current HR policies that will be implemented by supervisors across DCMA. It provides the much-needed human capital foundation, enabling supervisors to refocus on people.”

As a contract safety supervisor in Ohio with the Operations Directorate, Logistics and Safety Division - Contract Safety Group, Melissa Seitz leads a team of contract safety managers throughout the Northeast. Her team assesses and monitors contractors’ ability to comply with contractual safety requirements in order to preclude delay to delivery schedules, injury to government personnel, or the loss of government property or critical industrial production base. With this type of



#### DCMA 201 INSIGHTS

*Melissa Seitz, a Operations Directorate contract safety supervisor, and William Evans, deputy commander of DCMA Americas, discuss information they learned during the DCMA 201 Supervisory Skills Development Program they attended the week of April 7. (Photo by Misha King, DCMA Public Affairs)*

responsibility, Seitz said being a good supervisor goes well beyond putting checks in boxes.

“What I do is reflected within my team,” she said. “In a leadership position, one needs to be properly trained to lead their team toward success.”

Seitz said DCMA 201 helped her define what is expected of a supervisor and provided the tools necessary

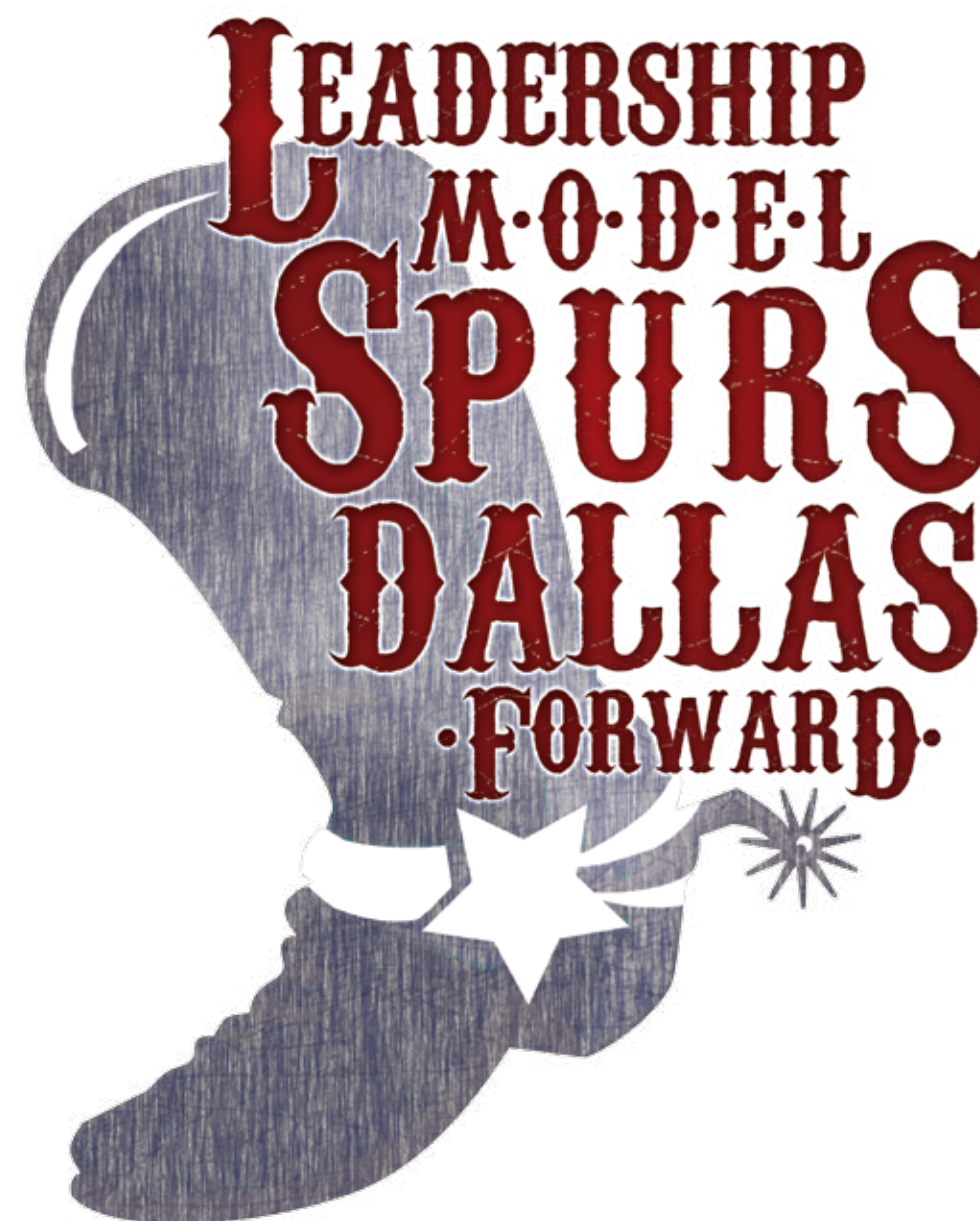
to succeed. After completing the course, Seitz was able to understand and utilize the agency’s policies and procedures more efficiently.

“A lack of learned skills and knowledge could lead to mission failure,” said Seitz. “That’s unacceptable, especially since our mission is directly related to the warfighter.”



#### DCMA 201 CLASS

*Recent graduates of the DCMA 201 Supervisory Skills Development Program travelled to the Richmond, Va., area to participate in the required course. DCMA 201 provides skills orientation and factual information supervisors can use on the job immediately. (Photo by Stephen Hickok, DCMA Public Affairs)*



#### Thomas Perry | DCMA Public Affairs

In her role as Defense Contract Management Agency Dallas’ Contracts Group director, Cheryl B. Pailin wanted to inspire excellence and camaraderie through a uniform leadership philosophy. Using DCMA’s Executive Leadership Development Program DCMA 202 – The Leadership Challenge Workshop as inspiration, Pailin implemented a set of shared leadership objectives.

According to Chris Zubof, Human Capital Directorate Strategic Learning Division director, Dallas’ shared objectives framework is in part a leadership model adapted from James Kouzes’ and Barry Posner’s Five Practices of Exemplary Leadership.

“Kouzes’ and Posner’s model emphasizes five practices of leadership including model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart,” said Zubof. “Their shared vision represents setting the example for others by aligning their actions with their shared values.”

Kouzes and Posner summarized their shared vision philosophy on their website as, “Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and



#### DCMA DALLAS

*Army Col. John Jones (back center), DCMA Dallas commander; and DCMA Dallas Contracts Group members have strived for excellence and camaraderie through a uniform leadership philosophy. (Photo by Kristina Jett, DCMA Dallas)*

# MODELING · INSPIRING · CHALLENGING



## DCMA DALLAS

DCMA Dallas Contracts Group members meet to discuss upcoming contracting challenges. One of the pillars of their organization's leadership structure is "Modeling the Way," which involves robust training and mentoring opportunities through group meetings and one-on-one interaction. (Courtesy photo)

quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future."

Dallas' leadership embraced these concepts and hoped team members would thrive within Contracts' new ideology.

"(Our) Contracts Group adopted this leadership model to show the benefits of

aligning actions and being of one accord," said Dennis Hunt, DCMA Dallas deputy director. "The philosophy of modeling, inspiring, challenging, enabling and encouraging is very much the fabric of DCMA Dallas — and it works."

DCMA Dallas is responsible for more than 11,000 Section 1 contracts; 1,100 active contractors; and 31 office locations spread across Texas, Arkansas, Oklahoma and Louisiana.

"The contract management team is the vital glue that facilitates execution of the mission in the most effective way," said Army Col. John Jones, DCMA Dallas commander.

"The Contracts Group's (administrative contracting

officers) lead the Contract Management Teams. They're responsible for executing the terms and conditions of the contracts and the policy decisions affecting quality, engineering and manufacturing. The Contracts Group has the role to facilitate team empowerment, to encourage synergy in order to focus on customer satisfaction, and to utilize practical problem solving techniques to ensure the most complex products and services are delivered on time with the highest quality and at cost."

Although the contracting team still manages a wide area of engagement, the challenges of their contracting mission have been reduced since the introduction of the shared objectives.

"A clear vision of the CMO's shared objectives and goals are provided to the workforce by senior leadership," said Betty Bryant, DCMA Dallas supervisory contract specialist. "As a result, each employee understands how their job influences the overall success of the mission. Employees are valued and empowered. Collaboration within and across functional lines is utilized to accomplish work assignments."

Embracing teamwork to forge mission accomplishment is not a unique idea, but convincing an entire workforce to embrace a new way of doing business can be difficult. According to Pailin, instantaneous success should not be expected.

"The mindset is developed and nurtured through the processes of

building trust, empowerment, and inclusion amongst the staff," said Pailin. "The shared objectives assist all employees to utilize innovative and critical thinking in the execution of the mission; to resolve problems and improve processes; and to ensure consistent application of policies and procedures across the organization."

The genesis of the shared objectives implementation was initiated after DCMA began facing the organizational hurdle of an aging workforce.

"I knew I had to address the effect of senior employees retiring and large numbers of new employees entering the Contracts Group," said Pailin. "My solution was to utilize a set of objectives that my employees could envision and adopt into action. The objectives are extremely important to mission accomplishment. DCMA Dallas' performance indicators continue to improve and morale has increased. Evidence of our mission accomplishments can be found throughout all five objectives."

The first shared objective, model the way, played a vital role in training the influx of new employees. "It is imperative that the Contracts Group aligned its actions with robust training and mentoring opportunities," said Pailin. "The ACO Roundtable is an example of

such action. It was established in part to leverage successful best practices in contracting and to inspire Integrated Process Team to address systemic issues."

One such issue was overage contracts. According to Pailin, the Overage Contract Close-Out IPT was formed to provide technical assistance, feedback and lessons-learned to each team member to achieve the overage metric goal. DCMA Dallas has seen an 82

**"The philosophy of modeling, inspiring, challenging, enabling and encouraging is very much the fabric of DCMA Dallas — and it works."**

— Dennis Hunt  
DCMA Dallas deputy director

percent improvement in this goal from September 2013 to February 2014.

The second shared objective, inspire a shared vision, is responsible for one of Dallas' more significant measurable improvements.

"DCMA Dallas' procurement technicians are the front runners in correcting issues regarding the top 500 contractors and contracts 180 days past the final delivery date," said Pailin. "The CMO has seen a 57 percent improvement in this goal from September 2013 to

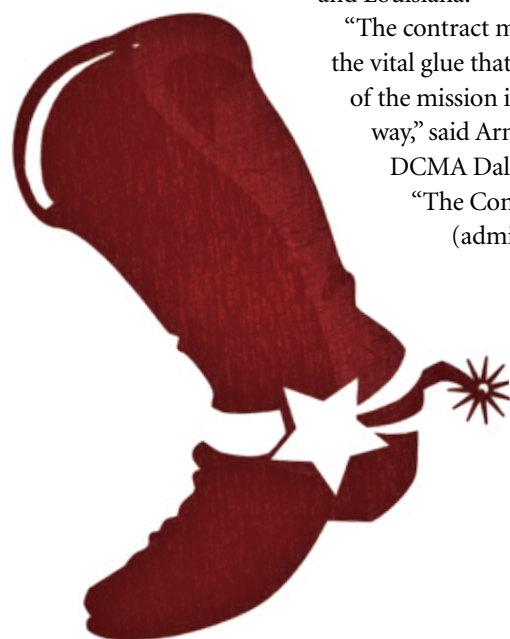
February 2014."

The third shared objective, challenge the process, resulted in DCMA Dallas positively influencing organizational policy. "The Contracts Group identified an opportunity for improvement between the Contractor Business System policy and the Corrective Action Process policy pertaining to when a Corrective Action Request was required," said Pailin.

The fourth and fifth shared objectives, enable others to act and encourage the heart, require employee dedication to mission accomplishment.

All five of these objectives have contributed to DCMA Dallas' recent and continued successes, and CMO management is excited about the future possibilities of the current leadership model. They also believe these objectives have positively affected the CMO as a whole and not just the contracting group.

"I am very proud of DCMA Dallas and how each function collaborates to align actions with shared objectives," said Jones. "The Contracts Group is successful because the entire CMO is successful. Our production team is leading the agency in on-time delivery improvement, and our Quality team is recognized for how they have embraced the evolving surveillance planning process. It is my pleasure to serve with these employees because of their dedication to the warfighter." 🌐



# ENABLING · ENCOURAGING



# Remembering Boston

Patrick Tremblay | DCMA Public Affairs

People in Boston will tell you every marathon is different. Each creates thousands of stories and countless memories, not just for runners but for almost everyone in this compact, close-knit city. The 2013 race was more than just different.

It was April 15, the 117th running of the race. Two bombs exploded along Boylston Street, near the finish line, instantly changing the memories of the day and altering the legacy of an already historic event.

"It was eerie," said Navy Capt. Frank

Sarra, Defense Contract Management Agency Boston commander. "I was on the course at Heartbreak Hill to watch the lead runners pass by, but left early because I didn't have any family running to greet at the finish line." Sarra knows the event well – a Boston native, his father was a Boston Athletic Association member and ran the marathon 10 times. "I returned home and my wife was gardening. It was all normal until we heard the news. Then it was all strange."

Mark Lydon is a contract administrator at DCMA Boston. An avid runner, Lydon was volunteering for

his running club during the event.

"About 150 runners from the L Street Running Club were in the race, and I was busing runners from the finish line to other parts of Boston," said Lydon. He'd run the race three times himself, and this was the ninth time he was volunteering.

"I was standing with another driver; we were in between runs. He said, 'Did you hear that?' All of the sudden there were fire engines, helicopters and cop cars all over the place." Lydon still didn't know what had happened until someone yelled from a nearby car. "He said, 'I just heard on the radio that a bomb went off.' I thought the guy was crazy, but everywhere – it was just bedlam."

Near the finish line another DCMA Boston employee was volunteering. David Titelbaum was with his amateur radio club, the North Shore Radio Association, providing communication support to the BAA which organizes the race.

"We were right behind Trinity Church," said Titelbaum, a computer engineer. "We didn't feel the blast wave, but heard it. All heck broke loose, people didn't know what was going on."

Equipped with several radios, he was shadowing a BAA official supporting the medical activities near the race's end. "There were two medical tents for runners who needed assistance – the primary one near the finish line where the bomb went off, and a secondary one about a quarter-mile away.

"There was a lot of confusion," Titelbaum said of the minutes following the explosions. He assisted in keeping people off the street while law enforcement, fire and other support personnel came in to take wounded to the tents. Later he worked with his BAA counterpart to facilitate the orderly shutdown of medical volunteer efforts near the finish line.

Titelbaum has volunteered at the race for years, and credits the on-scene police, fire and emergency medical personnel, along with National Guard members, medical tent staffing, volunteers and other first responders for making the immediate response so effective.

"There were two field hospitals right there with trained medical personnel. If nothing else, this was an ideal situation for the victims," he said.

Lydon agreed. "Thank God they had that medical tent. They were so well organized."

While Titelbaum was assisting along the race course, Lydon was on the periphery finishing his bus routes for the day. "People were stranded all along the course, but traffic was still moving elsewhere in the city. We ended up staying out until about 6 p.m. making sure everyone got home."

Race day ended without closure. Three people were killed, and more than 260 injured. The next four days kept Boston on edge.

"It was just the most unbelievable experience," said Lydon. "I remember being here (at DCMA Boston), they said they were going to lock the city

**"It's something I wouldn't miss. Especially this year."**

— David Titelbaum, DCMA Boston computer engineer, on volunteering at the Boston Marathon. Titelbaum was near the finish line when two bombs exploded during last year's race.



down and sent everyone home. It was a whirlwind."

Lydon said each day was something different. "Then there was the shootout. It was crazy. There were a lot of emotions, a lot of anger. You just didn't know what was going to happen."

Titelbaum has spent much of his life

**"It was crazy. There were a lot of emotions, a lot of anger. You just didn't know what was going to happen."**

— Mark Lydon  
DCMA Boston  
contract administrator

volunteering in public service, and draws comfort from that community.

"Within eight hours of the 9/11 event, my (Federal Emergency Management Agency) Urban Search and Rescue Task Force team was enroute to New York to help with the response," he said. "Then you hear that NYC fire and police brought a trailer up and were cooking for police and public service personnel in Watertown during the search for the marathon bombing suspects, saying 'you supported us, we're supporting you' ... it's a very emotional brotherhood of support that we all provide to each other."

Tension finally lifted on April 19

with one attacker dead and the second arrested.

"I got a call from someone at the BAA the next morning," said Lydon, who was asked to represent volunteers at a ceremony before a Red Sox game at Fenway Park. "It was unbelievable. We stood in front of the Green Monster (Fenway's famous outfield wall). There were police, firefighters and other first responders there. And a couple of victims. They lowered a huge American flag to us and we carried it off the field. It was very moving ... it was incredible."

Both Titelbaum and Lydon said they wouldn't miss volunteering at the 2014 race. "I've volunteered nine times now," said Lydon. "I'll be out there again this year."

Titelbaum said, "This is one of the big public service events each year that I look forward to. I've got my son involved, it's become a family activity. It's something I wouldn't miss. Especially this year."

As always, the event was held the third Monday in April – Patriot's Day, a state holiday in Massachusetts observing the Revolutionary War battles of Lexington and Concord.

Lydon was supporting the 240 members of his club who ran, and Titelbaum was at the finish line. 🌐



**"It was very moving ... it was incredible."**

— Mark Lydon, DCMA Boston contract administrator, talking about a memorial ceremony he participated in following the 2013 Boston Marathon bombings. Lydon ran the race three times, and now volunteers each year with his running club.



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