

Defense Contract Management Agency West

WestWord

Volume 25, Number 2 • Spring 2004



*Artist Michelle Rouch, an electrical engineer with DCMA Raytheon Tucson, views her work on display at the Tucson International Airport gallery. See story on Page 5.
Photo by Jim Muntz.*

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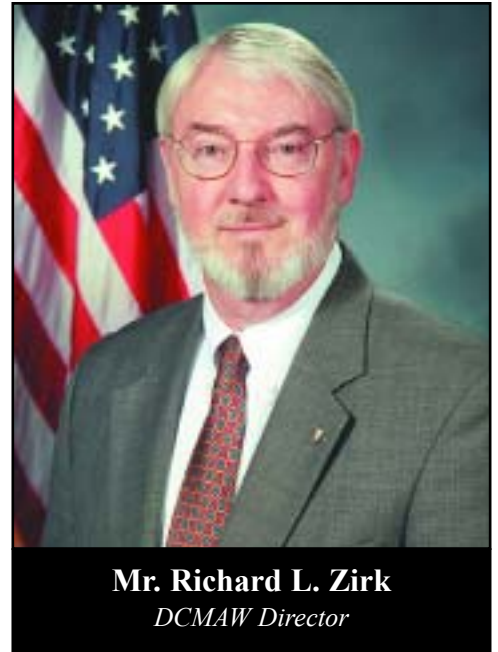
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CCAS Mission Supports Our Warriors; *More Civilian Volunteers Needed*

Today, we have Agency civilian and military (active and reserve) personnel deployed with our warriors in Iraq, Afghanistan, Uzbekistan, Djibouti, Bosnia, Kosovo, Kuwait, Qatar, Philippines, and Haiti. We are there to provide on-going world-class Contingency Contract Administration Services (CCAS) support to Department of Defense combat operations. Our presence is critical in ensuring our warriors have the essential goods and services they need to function in an austere, contingency environment.

We must continue to support this critical combat support mission, and that means we need a pool of volunteers. Our CCAS teams consist of service-oriented, patriotic military and civilian professionals who are willing to meet the day-to-day contracting challenges faced in foreign nations. Deployments usually last six months, and teams are typically comprised of the following functions: an officer-in-charge (OIC); administrative contracting officer (ACO); quality assurance representative (QAR); operations officer; and property administrator (PA).

Our ACOs and PAs must be war-rantable. Volunteers are needed for all CCAS team functions. The CCAS mission is featured prominently in this issue of WestWord. You can read about the life-altering experiences of



Mr. Richard L. Zirk
DCMAW Director

several District West staff members who volunteered to serve their nation by volunteering for a CCAS mission. Talk to our civilian and military members who have deployed and they will tell you that their experiences were so rewarding, both personally and professionally, they will remain with them the rest of their lives.

DCMA couldn't accomplish its CCAS mission without people like you. Please consider volunteering for future deployment. The missions are growing and the need for civilian volunteers increases daily as military downsizing continues to reshape our workforce. While there are many deployment requirements, they can be achieved quickly.

Please contact Ms. Lauri Ames (310) 900-6442, Mr. Eric Erickson (310) 900-6441 or Ms. Michele Flaharty (310) 900-6440 to find out more about a CCAS deployment. Applications can be found on the DCMA Internal Home Page under the "Jobs" navigation bar.

Q1. Do you consider DCMA's Transformation effort a success? If so, why?

A1. Yes, I consider DCMA's transformation a success. It is, in fact, a huge success. I can point to a number of changes in the Agency such as reducing the number of metrics, eliminating the One Book, and organizational changes.

But the one thing that shows the biggest impact is dialogue; we have shifted our dialogue to and about our customer. If you listen to the discussions whether in a meeting or just around the office they are focused on customer needs.

This is the greatest indicator because it shows we are successfully shifting from an internal focus to an external customer focus.

This is not to say that we have completely transformed, transformation is an ongoing process of constantly assessing and constantly adjusting to the new environment. (POC: Mr. Mark Olson, DCMAW Change Agent, Ext. 56159)

Q2. Has the Agency downsizing stopped? If not, what are the projected rates for the future?

A2. Our DCMA Director, Brig. Gen. Darryl Scott, has said that reshaping of the Agency will continue. It will mean redeployment of skills rather than downsizing. We do not have projected rates at this time. (POC: Mr. Dennis Scott, HR, Ext. 56301)

Q3. Will there be additional consolidations, and if so what is the criteria?

A3. We will always be expected to improve our efficiency and effectiveness but the glide slope is leveling out. There are no plans for a return to the steep downward trends in staffing that we experienced in the 90s. In fact, at many CMO locations we are doing significant hiring. (POC: Mr. Jim Russell, DCMA/FB)

Q4. As part of Transformation, would DCMA consider changing time policies so that all employees could take breaks on the honor system, and allow employees to work 4/10 hour days, taking off any day they want,

and eliminating time cards. Employees could set their (own) schedules, and email timekeepers and supervisors (apprising them) if any (schedule) changes?

A4. Streamlining of time and attendance policies may be possible as part of Transformation and the Agency's overall practice to eliminate unnecessary administrative practices.

I believe DCMA employees are "on the honor system" for all time and attendance issues. Employees may take short breaks away from the workstation; normally a morning and afternoon break.

A wide variety of work schedule options are available to DCMA employees, including flexible and compressed schedules.

Supervisors have a key role in administration of time and attendance for all employees since they are responsible for approving employees' requested schedules while preserving operational efficiency and productivity. (POC: Dennis Scott, Ext 56301)

We welcome your feedback

The WestWord staff welcomes constructive feedback from District employees. Please tell us what you liked—and what you didn't—about this issue. Please feel free to send us story ideas. Is there someone in your organization who excels at an interesting, unique hobby, sport or activity you think our general readership would enjoy hearing about? If so, please let us know. We are always looking for unique story ideas that feature the men and women of DCMAW.

Also, let us know what you would like to see in future issues of the WestWord. Please send feedback and story ideas to westword@dcma.mil.

Thank you and have a great spring.

Art Show Features Engineer's Work

by Steven G. Smith,
DCMA Phoenix

This edition's featured story—by Stephen G. Smith, DCMA Phoenix—is about a very talented DCMA Raytheon Tucson employee, Michelle Rouch. Mr. Smith's story is the winner of the WestWord's featured story contest. Criteria for the contest include clear writing, conformance to the rules of grammar, and how interesting the story is. In case of ties, the story with the fewest editorial changes required wins. Judges are the WestWord staff who have to edit all submissions. (Staff-written stories are not eligible).



Artist Michelle Rouch, an electrical engineer with DCMA at Raytheon Tucson, views her work on display at the Tucson International Airport gallery. Rouch was selected to display her work in the Centennial of Flight Art Show that ended February 4. Photo by Jim Muntz.

For many people, integrating the left brain – logical, rational and analytical – with the right brain – intuitive, holistic and subjective – can be a challenge. For Michelle Rouch, an electrical engineer with DCMA Raytheon Missile Systems, Tucson, Ariz., it's just part of her makeup as an artist.

Rouch credits her father, who is an engineer and inventor, and her brother, also an engineer, with encouraging her to pursue engineering, although she had

considered studying art as well when she entered college.

“My father says ‘you have to do something to put food on the table,’” Rouch said. “I never took my art seriously because I knew it wouldn't pay the bills and it always has remained a hobby.”

Over the past five years, Rouch's artwork has migrated from architectural subjects, to still life portraits, to children at play and now aviation art.

Growing up in Dayton, Ohio –

where Wilbur and Orville Wright did much of their work on powered flight – Rouch has since revisited the city and developed a renewed appreciation of aviation history.

“Last year, I wanted to know if my paintings and drawings would be accepted at the Centennial of Flight Art Show at the Tucson International Airport,” Rouch said. “To my surprise, they were accepted and my life as an aviation artist began.”

The art director at the Tucson International Airport encouraged Rouch to explore other styles of aviation art.

“I now have 39 pieces of work, including the Centennial of Flight poster and additional commissions for artwork to be featured on scale model boxes,” Rouch said.

Rouch enjoyed the opportunity to pass on her love for aviation history by creating an illustrated timeline with the help of children from six Tucson elementary schools to accompany the Centennial of Flight display at the Tucson International Airport.

“Art is probably the best way I know to communicate ideas to children,” Rouch said. ☺

Predictive Analysis Tops Director's List of Priorities

by Ann Johnson
Chief of Public Affairs

“Predictive analysis is high on my list of priorities,” Air Force Brig. Gen. Darryl Scott, Director of Defense Contract Management Agency (DCMA), told District West headquarters staff during an All Hands held on January 8.

“Predictive analysis is high on the customer's list, too,” the general added. “DCMA is a great historian, but I don't need that; I need to know what is going to happen next week, and next year.”

No one in the acquisition community is doing systemic predictive analysis, Brig. Gen. Scott said, adding, “In DoD, the Intel folks know how to do predictive analysis. We can learn from them. We need to incorporate predictive analysis Agency-wide.”

The general is an advocate of predictive analysis in the hiring process.

“Get the right skills to the right place at the right time,” he said. It is unacceptable to take six to nine months to get a new employee on board. We need to do it in 30 days.”

The general believes the Agency's Transformation is “on the right course.”

“It is impressive to me that we've trained everyone in the Agency on C3. It's a powerful way to do business.”

The key now, the general said, is on execution. “We have a plan; let's execute it.”

Transformation is the key to our future. We need to adapt and continue to change.”

Some of our customers have not yet seen the tangible results of our transformation, the general said. It is one of the challenges the Agency faces in the future.

“We are considered overhead, so we need to demonstrate the value we provide to our customers. This is essential for DCMA's future viability.”

Communication is another challenge the general addressed during his first All-Hands in Carson.

“We need to communicate with our people better,” he said. “We haven't done it well enough. If we want our folks not to fear, we have to work harder to communicate.”

The Contingency Contract



DCMA Director, Air Force Brig. Gen. Darryl Scott, emphasizes a point during an All-Hands meeting January 8 at DCMAW Headquarters. Photo by Sam Rousso.

Administration Services (CCAS) mission is also high on the general's windscreen.

“I am concerned about the combat support mission. We are doing it well on the backs of our people. Those supporting this mission are patriotic Americans, and deserve advance notice on deployments.”

“We need to tell our folks in advance when and where they are going . . . The Air Force standard is 15 months out. We need to organize in such a way that we can successfully execute this mission without adversely impacting our people.”

Is more downsizing on the horizon?

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“More downsizing is likely; however, I believe we can deal with it through normal attrition,” the general said.

What can the workforce expect from its new Director?

“I’m going to be honest and open with what I know; but if I don’t know, I am going to tell you I don’t know.”

“If you like metrics, you’ll like me,” he said. “The reason to collect metrics is to measure; however, you must understand what you are measuring.”

DCMA’s tenets are a real strength, but we need to focus on what we can and must change, he said. “We need to show DoD we are value-added, not overhead.”

Transformational changes within the services have resulted in a review of the military positions within DCMA. When asked about the possibility the services might pull some of their military slots from DCMA, the general said he plans to “fight to keep certain positions military, especially aircraft operations.”

“We cannot overestimate the power of having men and women in uniform interfacing with contractors on a daily basis,” he said. “Also, we get a better perspective on the lives of our warriors and the things that concern them.”

What’s the bottom line?

“We must address these challenges ourselves, because we are not getting additional resources,” Brig. Gen. Scott said. “Our vision and our plan mean nothing unless we execute!” ☺

Aircraft Operations Personnel are Recognized for Outstanding Achievements at Conference

*Story and photos by Sam Rousso
Public Affairs Specialist*

Several DCMAW Aircraft Operations activities and personnel were recognized for outstanding service at a conference in Reno, Nev., March 9-11.

Awards were presented at the District and Agency levels. But awards were only part of the story—and we’ll get to those specifics later. Although the conference was held at a Reno resort, the attitude was serious and significant work and training was accomplished.

The first official event on the conference agenda was an enlisted breakfast. The atten-



The audience listens as Air Force Brig. Gen. Darryl A. Scott, DCMA director, addresses the attendees at the Aircraft Operations Training Session. Front row, left to right, Air National Guard Maj. Gen. John B. Handy, mobilization assistant to the director; Richard L. Zirk, DCMAW director, Navy Capt. Michael Tryon, DCMAI commander; and Keith Ernst, DCMAE director.

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dees included most of the Agency's enlisted personnel, whether or not they work in Aircraft Operations and most of the enlisted reservists who work for the Agency as civilians. The non-Aircraft Operations personnel only stayed for the first day of the conference.

Air Force Brig. Gen. Darryl A. Scott, DCMA director, was the breakfast speaker. Air National Guard Maj. Gen. John B. Handy, mobilization assistant to the director, also addressed the enlisted force. The substance of their remarks centered on the ongoing Agency transformation, and the need for the entire workforce to focus on strategic thinking and predictive analysis.

When all the attendees convened in a general session, General Scott again was the first speaker. His briefing focused on many of the same subjects as his earlier presentation, including the status of the Agency, his expectations and his vision. He cautioned that plans and visions amount to nothing without execution.

Next came the awards ceremony—individuals and units were recognized at both the District and Agency-wide levels.

Air Force Senior Master Sgt. Ross Goldstein, DCMA Lockheed Martin Fort Worth, was selected as the District and Agency Outstanding Aviation Maintenance Manager. Jack McDonald, DCMA San Antonio,



DCMAW Aircraft Operations award winners pose for a photo during the Aircraft Operations Training Session March 9.

was selected as the District and Agency Outstanding Contract Safety Specialist.

Air Force Maj. Richard Fenton, DCMA Lockheed Martin Fort Worth, was also a District and Agency winner as Outstanding Chief of Flight Operations. Air Force Lt. Col. Jeffrey Thurstin was selected as the District Outstanding Individual Mobilization Augmentee.

In the unit awards, DCMA Boeing Long Beach was selected as the District and Agency Outstanding Flight Activity. DCMA San Antonio was selected as the District Outstanding Aviation Program Team.

After the awards presenta-



Air Force Brig. Gen. Darryl A. Scott, DCMA director, addresses Agency enlisted personnel during the Aircraft Operations Training Session in Reno, Nev., March 9.

tions, the hard work began. There were breakout sessions by District, briefings by the District AO chiefs and other meetings taking place the first day.

The second and third days were taken up with briefings on lessons learned from specific incidents, training sessions on new policies and procedures, and panel discussions. 🗣️

DCMA Reorganizes its IT Staff

On January 11, 2004, DCMA reorganized its entire information technology (IT) staff into a streamlined new organization in anticipation of a public/private A-76 competition to begin in May and last for 135 days. The new organization, called "Information Technology Customer Service Organization (ITCSO)," is a significant chain-of-command change for local area network (LAN) administrators. "But, we did not want the rest of the DCMA community to perceive it as a particularly significant event," according to Mr. Mike Williams, DCMA executive director for IT and chief information officer.

A-76 is the most commonly used term for competitive sourcing, a process in which the cost of government performance of a commercial activity is formally compared to the cost of performance of commercial contractors. It is referred to as A-76 because the process is mandated by the Office of Management and Budget (OMB) Circular A-76, Performance of Commercial Activities. "ITCSO was formed because it was decided sometime ago that the agency was going to do some streamlined A-76 public and private competitions on a number of different functions," Mr. Williams said. "In fact, it was

decided that IT would be the first."

DCMA has streamlined by reducing its IT structure 20 percent. "We took 100 positions out of IT across the agency," Mr. Williams said. "Most of the personnel were reabsorbed into the functional specialties. They are industrial specialists, contract administrators or other functional specialists again." Many DCMA IT staffers originally came from and are still qualified in the agency's core contract management competencies.

According to District West IT Director, Mr. John Van Dinker, the new structure significantly improves customer service delivery. "Under ITCSO, there is more flexibility to move IT people between locations to solve problems," Mr. Van Dinker said. "When the LAN administrators worked for the local commander, you obviously had to go through

their chain of command to get their employee to help somewhere else. Instead of covering a particular local command, our folks now go wherever the workload is peaking. If someone in the local office is out, or if there is a lot to get handled, we send people between sites," or even between sectors. Mr. Van Dinker now supervises 93 people in four of nine DCMA sectors in the U.S. "We are finding that on a few occasions, we're sending folks from Seattle up in our Northwest Sector down to help out the folks in Texas," Mr. Van Dinker said.

District West would already be considered geographically challenged by virtue of the fact that it supports a workforce of about 4,500 people in all of the western states, Alaska and Hawaii. But add International District to Mr. Van Dinker's responsibilities and the challenge really

becomes interesting. "I support International by having one person, a sector chief, actually stationed out there. Right now, he is in Korea; but we may be moving that position to Japan. This gives

us fair coverage for our Far East people," Mr. Van Dinker said. "For our European people, we typically send one of our LAN



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administrators from here, although the guy in Korea will occasionally go there.” The Korea sector chief has spent three weeks in the Middle East; but normally, a District West staffer supports those offices. Other than the long distances, the challenge of supporting International District is that of having to send a person who can handle anything that could possibly go wrong. “So we send our super stars out to International to handle those kinds of problems,” Mr. Van Dinther said. The good news is that IT work in International District will not be part of the A-76 competition. Status of Forces agreements in foreign countries and other associated issues make A-76 competitions overseas too difficult to pursue.

Last year, Congress revised the A-76 rules. Under the old rules, a federal entity could move into a new, streamlined organization in advance of the cost comparison with the private sector. They would be permitted to use their actual costs to compare with what private vendors would propose to do the job. Since the DCMA decision was made before the rule revision, ITCSO was designed as the organization to take into the public/private competition. The new rules call for Most-Efficient Organization (MEO) teams, a term of art associated with A-76. The MEO teams will revisit the new ITCSO organization to determine if it is the one that

DCMA wants to take into the competition or if additional refinements are necessary.

During the 135-day competition, the MEO teams will review statements of work, which are performance-based statements of objectives, and then prepare a bid. “Of course, industry will be able to do the same thing,” Mr. Williams said. “The competing proposals will be run through a set of adjustments that are required by A-76 rules, and the winner will be whoever has the lowest bottom line.”

Although IT personnel are inwardly nervous about the pending A-76 competition, they are not letting it affect their work, according to Mr. Van Dinther. “We’re changing everything we do and how we work, from a service-delivery point-of-view, to run it just like a commercial organization in every way we possibly can,” he said. “But they understand the challenges and know that there is potentially a huge lifestyle change in front of them.”

Mr. Williams believes that some IT personnel are nervous about the process. “We assure them that even if the contractor wins, they have first right of refusal of employment with the contractor,” he said. “Although that is some consolation, the answer is that they prefer to stay working for the government.” In District West, Mr. Van Dinther organized a team to visit each site and tell the IT staff every-

thing they knew about the process. District East organized a similar team.

On Jan. 6-8, a few days before the ITCSO was to be formed, an IT conference was held in St. Petersburg, Fla. “On the first day, I took the floor and talked about A-76, how it was going to work and what the planned schedule was,” Mr. Williams said. “Then, I threw it open to the floor for questions. We got about two questions on A-76. Then, they moved into the technical and operational sides of the business and stayed there. I couldn’t have been more proud of them.”

Mr. Van Dinther believes everyone in the IT workforce is “aware of the realities and they are just diving in doing their jobs. That is the best strategy because the most likely way to win is to be the most efficient and the best at what you do.”

But there is more to ITCSO than competing in A-76. “We streamlined to compete, but we also formed the ITCSO to establish ourselves as a premier customer-service organization,” Mr. Williams said. “We are building a group identity and branding ourselves to the rest of the organization because we want the folks in DCMA to think of us as the first-class service providers that we are.” ☐

District West Deputy Director and PI Director Visit DCMA Lockheed Martin Denver

by Alaina White

DCMA Lockheed Martin Denver

On December 3, Leslie Gregg, DCMA District West Deputy, and Carlene Cooks, Director of Program Integration, visited DCMA Lockheed Martin Denver. The DCMA LM Denver team briefed them on the various programs at DCMA LMD, explained the engineering and manufacturing operations, and escorted

them through the Atlas V (EELV) fabrication facilities. Ms. Gregg shared with the CMO workforce the District West transformation strategies and long-range vision for the organization.

DCMA LM Denver management explained the current issues and challenges the CMO is tackling, including the contrac-

tor's implementation of the "One Company" concept. This involves the organizational integration of Lockheed Martin Astronautics in Denver, and Lockheed Martin Missiles & Space in Sunnyvale, Calif. Lockheed Martin Space Systems Company (LMSSC) is the resulting new entity. Also addressed was the significant new business



From left to right: Robert Bretzel, quality assurance specialist; Tim Schwartz, quality assurance specialist; Air Force Col. Mary M. May, DCMA Lockheed Martin Denver commander; Carlene Cooks, DCMAW director of Program Integration; Leslie Gregg, DCMAW deputy director; Charles Krieg, quality assurance specialist; Keith Morrison, DCMA Lockheed Martin deputy, and Pam Parker (center), program integrator, tour Lockheed Martin's Denver facilities.

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LMSSC is preparing to receive. Several billion dollars in new programs will bring expanded customer expectations and needs.

The CMO team summarized the events and results of Transformation Day. Strengths were reviewed to ensure the Customer Centered Culture results in keeping the customer top priority. Others strengths are the extensive use of Integrated Product Teams to facilitate identification and support of customer expectations. Several improvement opportunities were identified and solutions developed, with an eye to continuous education of customers regarding DCMA capabilities, and enhancing predictive analysis.

Ms. Gregg conducted an All-Hands meeting during which she explained the District West Director's 10-Year Vision, transformation goals and initiatives, and the status of CCAS support. She emphasized the steps the Agency is taking to become the "Provider of Choice" for our customers, managing programs and not processes, and providing indispensable information and solutions to the customer. She reviewed the many Transformation successes throughout the Agency, such as variances to the One Book, and a reduction of Fiscal Year 2004 Performance Goals from 34 to nine. Specific goals for the future include performing predictive analysis, indirect work linked to direct support of the customer, and shared performance

goals/metrics with customers.

The visit concluded with a tour of the Atlas V assembly and test facilities. The Atlas V is the newest generation of launch vehicles for the Air Force, NASA, NRO, and a host of commercial communications and imaging companies. It provides greater flexibility in meeting schedule requirements than previous systems by reducing the time needed to prepare each vehicle for launch. The first generation Atlas launch was in 1957, and since then there have been 579 successful flights. Air Force Col. Mary May, DCMA Lockheed Martin Denver commander; Keith Morrison, DCMA Lockheed Martin Denver deputy; Pamela

Parker, Atlas Program Support Team project integrator; and Tim Schwartz, quality assurance lead, gave the tour of the Atlas V facilities.

The tour began on the factory floor where several different stages of main tank construction are accomplished. Mr. Schwartz explained the Atlas V vehicle variations and versions. The tour continued to the Vertical Test Facility building where the maximum pressure sustained during launch is applied. The tour concluded in the Final Assembly Building, where the RD-180 engines are installed and the Centaur booster is assembled in a clean-room environment. ☐

Labor Management Relations Council (LMRC) Meets to Actively Discuss Labor Issues



Members of the District's Labor Management Relations Council discuss issues during an LMRC meeting at District Headquarters. Photo by Sam Rousso.

Vice President Cheney Visits Northwest

by Marc Bolton and Shannan Lewis
DCMA Seattle

Special Agent Dan Jacksch, Air Force Office of Special Investigations assigned to support DCMA Seattle, invited personnel to experience the December 22, 2003, visit of Vice President Richard (Dick) Cheney to the Seattle area.

Jerry Smith, chief, Operations; Marc Bolton, chief, Mission Support Group; Bonnie Hannon, secretary, Mission Support Group; Mark Jones, contract administrator; Shannan Lewis, contract specialist (Keystone); and Sara Jackets, Intern, accepted the invitation to attend at McChord Air Force Base with Army and Air Force personnel stationed in the Pacific Northwest.

The program included comments from Army Lt. Gen. Edward Soriano, commanding general, I Corps and Fort Lewis, and Air Force Col. Robert Allardice, 62nd Airlift Wing Commander, while waiting for Vice President Cheney's plane to arrive. Their comments each reflected the positive support for and from the troops. The military personnel

and invited guests' excitement was heard as the Vice President landed on the tarmac. As Vice President Cheney stepped onto a platform in one of the C-17 hangars, his entrance was accompanied by great "Hoo-ah" from the audience and one sol-

United States a safer place to work and live. Vice President Cheney reaffirmed the administration's steadfast commitment to see the job through. "The nation's goal," he said, "still remains to go after the terrorists, their financiers, and any terror sponsoring state instead



dier stated, "when I found out that Vice President Cheney was coming, it was a thrill, a morale booster for all of us."

Vice President Cheney thanked the soldiers and their families for their selfless service to our great country. He shared the significant progress our troops have made in the war on terror and making the

of waiting for them to do our country harm." On behalf of the Commander-in-Chief, Cheney thanked the joint Army/Air Force crowd for their tremendous missions and resolute support of the administration's position to remain on the offensive.

Following his message, Vice President Cheney was asked

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Successful Practices

News Briefs

Anderson Wins Award

Roger Anderson, DCMA San Francisco engineer, won a \$475 on the spot award for his work on NASA's GOES 11 and 12 weather satellites. Mr. Anderson identified a potential catastrophic problem during the construction of the satellites, and worked with the customer and the contractor to fix the problem before it posed any danger to the spacecraft. You can read about it at:

http://home.dcma.mil/dcmadd/transformation/Seeds_of_Change/SpecialEdition/grandprize.htm.

Jill Schillinger, DCMA San Diego program integrator won honorable mention.

Successful Practice Posted by

DCMA Seattle:

Customer Satisfaction and PST Performance

Description of Practice: DCMA Seattle (includes Boeing Seattle) has instituted a practice to standardize measurement and improvement of customer satisfaction and PST performance. These measurements are based on C3



analysis from a customer perspective. We have also taken advantage of existing models such as the PI/PST maturity model and used our performance plan criteria for customer alignment. At this time, we've focused this process on ACAT I program support to include Airborne Laser, F/A-22, Future Combat Systems, AWACS, Multi-sensor Command and

Control Aircraft (MC2A), Stryker and Ground Missile Defense. The measurements are rolled up into a comprehensive dashboard indicator for the Commander. At the PST levels, the program performance is broken-out to greater detail for analysis and indicators, which are also shared with the customer.

Metric/Outcomes: The PST performance is measured against the PI/PST maturity model with some modification for elements outside their control. The criteria is red (0-40) if all teams and categories are rated as a 2 or below; yellow (41-66) if all teams and categories are rated at 3 (which is the minimal level acceptable per the model), and green (67-110), if at least one team is above 3 and others are at 3 or higher. The customer satisfaction metric includes four main criteria: APSS, MOA/LOD, customer interaction and customer satisfaction feedback. The CMO can score between 0-56 points and we normalize the score to 100 for ease of display. The scores are given for each team and then summed for a CMO score. We have seven programs with a max score per program of 8 (7x8=56). Ratings for us are red (0-21), yellow (22-42) and green (43-56). APSS has a score of 0-1 depending on quarterly discus-

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sions and documentation of the results in a team file and on e-Tools. Discussions are with the customer, CLR and the contractor. The contractor discussions are conducted at a site level for Boeing as part of leadership meetings and the customer and CLR discussions are with the PI. MOA/LOD score is 0-2 based on the quality of outcome-based attributes and the currency being within 12 months. We look at prime MOAs and major LODs such as for F/A-22 and GMD/Stryker as we are SPI for those programs. The customer interaction score is also 0-2 based on the quality and documentation of multi-functional discussions and at least monthly documentation in team files to facilitate PST cross knowledge and open communication. The customer satisfaction feedback score is 0-3 based on documented feedback, solicited or unsolicited. This includes DCMA web feedback, e-mails, documented discussions or other formats. The PI and team chief rate the areas with periodic assessment and review by the Commander or PI SME. As mentioned, each team score is summed for a CMO score.

The value of this methodology is increased emphasis on customer satisfaction, improved communication between all partners and a level of objectivity in determining DCMA customer satisfaction performance.

Workload Indicator: Customer Satisfaction

Pillar and Process: Customer

Alignment

Areas of Improvement: One Book Chapter 2.3

Process Name: Customer Satisfaction and PST Performance

Point of Contact: Mark Terry

One Team Award Presented to Dale Ward

Dale Ward, DCMA Lockheed Martin Denver electronics engineer, has been exemplary in using the full resources of a team in the best interests of customer satisfaction. Mr. Ward supports major NASA programs: Pad Abort Demonstrator (PAD) and Reusable Launch Vehicle (RLV).

NASA's Johnson Space Center did not fully understand the DCMA Mission or our capabilities. Mr. Ward, in conjunction with the program integrator, Steve Cota, engaged Steve Jonas, the DCMA Customer Liaison Representative at JSC, to explain DCMA's role and mission, thereby opening the door for our CMO to begin a constructive dialog on a meaningful Memorandum of Agreement.

The key customer support request was for earned value analysis that is technically correlated to development status & is predictive of engineering challenges. It took Mr. Ward's strong persistence to determine the

customer's specific needs & several major efforts to meet those needs. As a result of his tenacity, the NASA customer continues to be delighted with the DCMA analysis on PAD and is eager to work with our CMO on future programs. Mr. Ward exemplified the "One Team" core value-collaborating with the PI, the CLR, and his peers - in seeking to understand and satisfy this customer's needs!

Successful Practice Postings on the Web

The Successful Practice, QA MIS Codes.pdf, submitted by DCMA Denver, has been posted to folder 4.1 Supplier Quality Assurance.

http://km.dcma.mil/courses/1/Z14-DD4/content/_11838_1/QA_MIS_codes.pdf

A successful practice has been posted to the Transformation CoP - 6.0 - Software Acquisition Management Practice. Go to the content area, successful practices, course documents, SWATB course material subdirectory to view the content. You are invited to open discussions on this material through the CoP's discussion board:

http://km.dcma.mil/webapps/portal/frameset.jsp?tab_id=_3_1

Located in folder 4.1 Supplier Quality Assurance. ☺

DCMA Lockheed Martin Dallas Hosts DLA Quality Assurance Interns From Army Depot

by Don Bowen
DCMA Lockheed Martin Dallas


DCMA Lockheed Martin Dallas recently hosted 21 Quality Assurance interns from the Red River Army Depot, Texas Defense Logistics Agency (DLA) training facility.

The interns were nearing completion of their classroom training and had already received their follow-on Army assignments. DCMA Dallas and Lockheed Martin Dallas leadership supported the visit and conveyed the importance of working together as a unified Government team to ensure our warriors are provided with the very best equipment in the world.

In addition to DCMA Dallas leadership, several other DCMA Dallas personnel gave presentations to the interns. Our presentations covered DCMA's role in ISO 9000 reviews and resident and itinerant quality assurance functions, compared intern training between DLA and DCMA, and discussed risk assessments and the role of Program Support Teams on major programs. Lockheed Martin Missiles & Fire Control Dallas presented briefings on many of the high visibility programs supported by DCMA Lockheed Martin Dallas with particular

emphasis on the Multiple Launch Rocket System and NETFIRES, a Future Combat System development program which includes a Loitering Attack Missile (LAM). They also had an opportunity to tour the production facilities at Lockheed Martin and the nearby Bell Helicopter facility.

At the conclusion of the visit, DCMA Lockheed Martin Dallas personnel conducted an out-briefing and held a question and answer session. The interns were inquisitive, primarily concerning their future relationship with DCMA. This contributed to a stimulating discussion and should lead to a closer working relationship with our DLA counterparts.

This week-long event was the fourth time since 1997 this DLA activity visited DCMA Lockheed Martin Dallas. Like previous visits, both organizations benefited from this coordination and sharing of information. DLA's newest interns gained valuable insight into their future assignments and learned the importance of working closely with DCMA. Together, DCMA Dallas and DLA will ensure that we provide our warriors with world class systems and service. 

DCMA LM Dallas Site for Risk Assessment Pilot

by Brian Weber
DCMA Lockheed Martin Dallas

DCMA Lockheed Martin (LM) Dallas is one of four pilot sites for the new Capability Maturity Model Integrated (CMMI) Based Risk Management Method (CBRM).

The CBRM was developed by the DCMA CMMI Core Team and is designed to help DCMA leverage CMMI to help focus resources on high risk tasks. CBRM also promotes communication with customers by objectively mapping risk to WBS elements, which is something easily understood by customers.

DCMA Lockheed Martin Dallas is using the M-270 Multiple Launch Rocket System United Kingdom program as the pilot program for this methodology. Our goal is to gain predictive insight into risks through an objective approach and share our findings with DCMA.

DCMA Lockheed Martin Dallas hosted training for DCMA Dallas and other contract management offices in the area on February 24-26, 2004. We have started our planning process and plan to start working on the Evaluate and Report step by April 5.

The pilot team includes: Fing Dill, Renuka Maewal, Paula Deam, John Wen, Bob Valencia, and Brian Weber. We are directly supported by CMMI Core Team members Larry Tomenga and Kevin Kaboli.

The DCMA Lockheed Martin Dallas point of contact for the pilot project is Brian Weber (Brian.Weber@dcma.mil). DCMA point of contact for the CMMI Core Team is Kathy Lundeen (Kathy.Lundeen@dcma.mil). ☛

(“Vice President Cheney Visits...” continued from page 13)

by General Soriano and Colonel Allardice to honor several distinguished military people. Vice President Cheney honored two Fort Lewis soldiers with the Purple Heart for wounds sustained by hostile fire during combat in Iraq. He pinned a Bronze Star on an Air Force Major for meritorious service in planning 1,400 successful missions in Iraq. Vice President Cheney then honored a six-member McChord AFB C-17 crew with the Air Medal for “exceptional teamwork” to save their plane from crashing after it was hit by hostile fire and lost one of its

engines taking off from Baghdad International Airport on December 9, 2003.

The presentations concluded and Vice President Cheney moved into the crowd to shake the hands of the brave men and women standing before him. The DCMA personnel attending saw the appreciation the audience had for the time Vice President Cheney shared with the troops and their families sacrificing for Americans and citizens around the world. DCMA personnel gained a new perspective on the customers they support through this event.

DCMA Seattle provides behind the scenes activities such as quality and timeliness for products and services delivered, troop readiness and can assist in saving their lives. Those attending found it a memorable experience as Vice President Cheney talked to some of our nation’s warriors and their families. Once again, we value our commitment to “support the customer: our soldiers, sailors, airmen, and marines.” ☛

“Factory to Flight”

by Jim Maddock

DCMA Boeing Long Beach



“**F**actory to Fight.” Words do create action. As a result of a simple question posed to the C-17 Team, new aircraft can now deploy to support combat operations faster than ever before.

The simple question was: Can we reduce the cycle time it takes the Air Force from accepting a new factory aircraft to deploying in its first operational mission? As might be expected from a highly motivated team, the answer was “yes.”

Together, DCMA, the 62nd Airlift Wing at McChord Air Force Base, Wash., and the Boeing Production Integrated Product Team (IPT) began looking at

opportunities to provide a more “war-ready” jet to our warriors. Several opportunities were identified that could bring about significant time savings; however, before that could happen, significant changes had to take place.

Enter the Air Force maintenance crew. By bringing the maintainers to the factory, portions of the mandatory Air Force aircraft acceptance inspections normally performed by the receiving unit would now be accomplished in the factory—thus reducing the receiving unit’s maintenance man hours associated with the aircraft acceptance inspection process from three calendar days to one and a half days.

Other opportunities were identified whereby two critical post-delivery field Time Compliance Technical Orders (TCTOs) could be completed at the factory following government acceptance but prior to actual aircraft delivery date. These two TCTOs included installing the supports for the crew protection armor and beefing up the main landing gear doors for landing on unimproved runways.

Delivering C-17s in this configuration would have a cost avoidance of approximately eighty (80) maintenance man-hours to the receiving unit. Both TCTOs are mandatory mission requirements for deploying C-17 aircraft to a theater of operations

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with hostile threats.

In efforts to increase unit pride, the standard red engine covers delivered with all new C-17 aircraft were replaced with the customer's logo designs and colors. This required the IPT team to expedite a purchase order change at no cost to the Air Force. This change went from conception to parts on the jet in less than six weeks. This relatively small change on a new aircraft had a big morale impact and demonstrated the C-17

team's commitment to customer satisfaction.

The C-17 Team accepted these challenges and came up with new creative acquisition approaches that supported the concept of delivering a new production aircraft straight from the factory and allowing for that aircraft to arrive in theater much sooner to support combat operations – "Factory to Fight."

On Dec. 17, 2003, production aircraft number 112 was the first

delivered with the new engine covers.

Production aircraft 114 was delivered on schedule as the first to have engine covers and crew armor installation provisions in-place before its delivery on Jan. 28, 2004. DCMA continues to find better ways to delight our customers and ensure our warriors have the best possible equipment in the world. 🍷



On Dec. 18, 2003, the DCMA Boeing Long Beach Team delivered the first C-17 aircraft to the Air National Guard in Jackson, Miss. Although this was a special event all on its own, the in-plant delivery ceremony on December 17 was unique for two reasons. First, production aircraft Number 112 (P-112) marked the 100th consecutive C-17 aircraft delivered ahead of schedule; and second, the delivery ceremony coincided with the 100th anniversary of the first powered flight. Air Force Lt. Gen. John R. Baker, Air Mobility Command vice commander, was on hand to participate in the special occasion. The men and women of DCMA Boeing Long Beach's C-17, and Corporate Operations teams continue to provide the warrior with an exceptional aircraft. Their daily contributions are vital to another quality product delivered ahead of schedule.



Air Force Chief of Staff, Gen. John Jumper, visited the C-17 production facility at Long Beach, Calif. on Nov. 22, 2003. His visit commemorated the centennial of powered flight (1903-2003) and was a big morale boost for the C-17 team. General Jumper's guests included 18 pioneers of aviation (including three Congressional Medal of Honor recipients), local media, and numerous civic leaders. After a breakfast in the plant cafeteria, the group toured the C-17 production line. Three World War II-era aircraft were flown in for this event (P-51, B-25, and a Navy Avenger torpedo bomber). Many of the 18 pioneers of aviation in attendance had flown these aircraft during their military service. Following the visit, the group departed on a C-17 aircraft for Edwards Air Force Base, Calif., where the centennial of powered flight events continued. Pictured in front of the P-51 Mustang are: Air Force Col. John Daniels, commander, DCMA Boeing Long Beach; General John Jumper; Air Force Maj. (select) John Holani, Government Flight Representative; and Steve Jacobs, C-17 Lead Program Integrator.

(Programs Section continues on page 23)

Black History Month Speaker Challenges Workforce: “Pick Up the Baton and Run With It!”

by Ann Johnson
Chief, Public Affairs

Our ancestors gave their lives for your education, and they have passed the baton to you, Dr. Audre Levy, president of Los Angeles Southwest College told more than 200 District West personnel attending a Black History Ceremony Feb. 10.

“Have you picked up the baton and run with it?” she asked. “Are you running harder and faster than your parents? Are your children running harder and faster than you?”

Dr. Levy’s remarks complimented this year’s National Black History Month theme, “Brown vs. Board of Education.” In “Brown vs. Board of Education, the U.S. Supreme Court ruled unanimously that racial segregation in public schools violated the 14th Amendment of the Constitution and paved the way for desegregation and equal education. This year marks its 50th Anniversary.

We owe a lot to Linda Brown and her family, Dr. Levy said. Linda Brown was a 7-year-old African-American girl who had to walk many miles from her home to reach a segregated school. Her parents are heroes because



Dr. Audre Levy displays the baton she challenged listeners to pick up and run with. Photo by Sam Rousso.

they stepped out and did what needed to be done, Dr. Levy said.

“The battle was not easy because laws don’t change what’s in people’s hearts. Education is more than just books. Education in an integrat-

ed environment breeds tolerance. Education is learning about another person’s culture, it is learning to communicate and to value our diversity as a society and as individuals.”

Today’s society, through its actions, has devalued education, Dr. Levy said.

“We are living in a society where we pay an athlete \$6 million to carry a football, and where daycare center workers earn only slightly more than a minimum wage,” Dr. Levy said.

“We live in a society that devalues education because people believe it is an entitlement. Education is not an entitlement, and your tax dollars don’t cover all of its costs. We live in a society where parents and students do not honor teachers; where schools have been pushed to teach parents how to parent. We live in a society where there is more emphasis on money than on education.”

Education has to be a personal project, she said. Parents can influence their children to pursue higher education, but “it has to be a personal commitment or it won’t stick.”

(Continued on next page)



Mr. Richard L. Zirk, DCMAW Director, presents a Certificate of Appreciation to the guest speaker, Dr. Audre Levy. Photo by Sam Rousso.

“Our ancestors gave their lives for our education. They fought and died for it. Rise above your own limitations. Pick up the baton passed to you from your parents, from the previous generation, and run with it. Run harder and faster than your parents.”

Though higher education is not free, in the state of California it is relatively inexpensive when compared to other states.

“You are living in an area surrounded by vocational schools, community colleges, state colleges and universities,” she told the attentive audience. “We don’t take advantage of our history; there are educational opportunities out there for us

and the cost is relatively inexpensive.

When you are given something for free, you do not value it nearly as much as you would if you earned it, Dr. Levy said. “If I can do it, you can do it.”

Dr. Levy was born of two parents who promoted education despite the fact that neither had more than a basic elementary education. Her parents, because of their incentive and vision, encouraged her to be all she could be, and to take advantage of every educational oppor-



Monica Deyampert and Nayo Williams perform a dance number at DCMAW HQ’s Black History Month observance. Photo by Sam Rousso.

tunity. She credits them for her “career of education and in education.”

She worked in the migrant fields every summer from the ages of 12 –18, and while she spent very little of the money she earned, she only managed to save \$400.


My experience working in the migrant fields at a pittance of a wage motivated me to take advantage of the educational opportunities this nation affords us, she said. “If I can do it, you can do it.”

“I am not smart. I don’t have a high IQ. What I have is determination.”

Dr. Levy has four advanced graduate degrees, having earned a bachelor’s degree in public speaking from Michigan State University, three masters’ degrees (a Master of Arts in

Education from the University of Michigan; a Master of Science in Educational Psychology from California State University, Long Beach; and a Master of Science from California State University, Dominguez Hills). In 1991, she graduated with a Doctoral Degree in Institutional Management from Pepperdine University.

Currently, she is working on a fourth master’s degree in Divinity.

“My challenge to you today is to pick up that baton and run with it. You can be anything you want to be. You just need determination and a personal commitment.” 

Sunnyvale Holds its First Kwanzaa Observance

by Allen Palmer

DCMA Lockheed Martin Sunnyvale

DCMA Lockheed Martin Sunnyvale held its first Kwanzaa celebration in December 2003.

Kwanzaa is a unique African-American celebration with focus on the traditional African values of family, community responsibility, commerce, and self-improvement. It is celebrated from December 26 to January 1, and is a time of reaffirming African-American people, their ancestors and culture.

Since its creation in 1966 by Dr. Maulana Karenga, it has come to be celebrated by more than 18 million people worldwide. Kwanzaa is based on the Nguza Saba (seven guiding principles), one for each day of the observance. An extra 'a' was added to the original African spelling to distinguish it as a uniquely American celebration.

DCMA Lockheed Martin Sunnyvale's Black Employment Program Committee members and event participants contributed to the overwhelming success of the Kwanzaa celebration. The committee was comprised of Gail Stills, Freda Glover, April Scott, Kimberly Binns, Jerry Francis, Pauline Meggs, Mary Evans, Marie Thompson, Michael Cunningham and Ora Meeks.

The celebration was both

informative and entertaining. In addition to a wonderful feast, committee members used the opportunity to explain the meaning behind Kwanzaa's seven guiding principles. Those principles include Umoja (Unity), Kujichagulia (Self-determination), Ujima (Collective Work and Responsibility), Ujamaa (Cooperative Economics), Nia (Purpose), Kuumba (Creativity), and Imani (Faith). Kwanzaa reinforces associated values of truth, justice, propriety, harmony, balance, reciprocity and order embodied in the concept of Maat. In a word, it reminds us to hold to our ancient traditions

as a people who are spiritually grounded, who respect our ancestors and elders, who cherish and challenge our children, who care for the vulnerable, who relate rightfully to the environment and who always seek and embrace the Good.

DCMA Lockheed Martin Sunnyvale teammates attending this special Kwanzaa celebration gained a better understanding of the meaning of Kwanzaa and have a much greater appreciation for the cultural diversities found within our own organization. ☺



Members of the committee light candles and explain their significance to Kwanzaa. Candles of different colors symbolize Kwanzaa.

(Continued from page 19)

DCMA Seattle hosted a working conference attended by Defense Contract Audit Agency and Army Field Support Command in Seattle recently. The primary goals were to discuss and evaluate Washington Group International's (WGI) existing business practices and identify more effective methods of information integration between the parties involved. The conference provided the DCMA commitment to customer focus throughout the acquisition life cycle.

Bruce Zimmerman, DCMA Seattle deputy commander, Terry Nuzzo, DCAA Seattle branch manager and Greg Moore, AFSC contracting officer expressed their expectations for the conference welcoming this opportunity to work as a team with the contractor.

Mark Jones, DCMA Contract Administrator, presented WGI's organizational cost flow structure. The four meeting objectives identified were: foster open communication and relationships; clarify the role of the DCMA CACO and DCAA in the contract administration process; discuss methods for successful communication between DCMA, DCAA, and AFSC to assist in the administration of service contracts; and consolidate govern-

DCMA Seattle Hosts Conference

by Shannon Lewis
DCMA Seattle

and compensation reviews as well as the organization's provisional billing rates and worldwide package policy are examples of topics discussed. The attendees devoted time assessing WGI current business systems and ideas for improvement. All agreed the technique for communication was a "General Information" sheet for AFSC, DCMA, and DCAA use for discussion points, updates, problem identification, etc.

Penny Vermie, DCMA Seattle CACO for WGI, provided a review of the Memorandum of Agreement between the CACO and AFSC highlighting all functions and responsible agents.

The conference attendees agreed that an improved working relationship with each other and how to improve relationships with WGI while working on the existing

business practices and other concerns reached a positive outcome. The DCMA goal to exceed the customers expectations were met and all expressed this was a successful conference. The invaluable role DCMA has in the acquisition cycle was evident to those attending with the ultimate goal to support the end user of the services, the troops in the field. ☺

Meeting Objectives

- Foster** open communication and relationships.
- Clarify** the role of the DCMA CACO and DCAA in the contract administration process.
- Discuss** methods for successful communication between DCMA, DCAA, and AFSC to assist in the administration of service contracts.
- Consolidate** government information to present to WGI.

ment information to present to WGI at the January meeting.

WGI is a prime government contractor involved in chemical demilitarization around the world warranting considerable attention and involvement from AFSC, DCMA, and DCAA. The WGI business systems and processes utilized for government contracts come under continuous intense scrutiny. The status of final overheads, insurance/pension

Wilson Talks About Working in Iraq Today

by David Wilson
DCMA Bell Helicopter
DCMA Iraq



David Wilson, on the roof of one of Saddam Hussein's former palaces, as a bust of the former dictator and tyrant is removed by helicopter.

What a challenge! What a privilege! What an experience! These are three of the ways I can describe a CCAS Deployment to DCMA Iraq (Central Baghdad) as the first Property Administrator on the LOGCAP program.

I'll always remember Aug. 27, 2003 when Bill Cecil, DCMA Bell Helicopter deputy, came by my desk and said, "David, you have been placed on the FRAG Order to deploy to Central Iraq in four weeks."

I had no idea that this was the beginning of one of the most joyful experiences of my life. At first I was surprised and maybe a little bit shocked. As we all know, Iraq received a lot of negative press due to the many hostile attacks that have occurred and are occurring.

Several people attempted to discourage me from deploying due to the danger involved. DCMA's mission is to support our warriors so what better way to support the mission than to travel to the front line of where our military is deployed to defend our nation as well as our allies against terrorism. I was informed I would be the first property administrator to be assigned to DCMA Iraq. DCMA Iraq was established in June 2003. As the first property

administrator I knew I would be responsible for setting up systems future property administrators would be supporting.

On Sept. 28, 2003, I deployed to Fort Bliss, Texas, where I went through indoctrination and I was issued two duffel bags of TA-50 gear for my deployment to central Iraq. Upon completion of the orientation at Fort Bliss, I flew on a 777 to Kuwait where I in-processed at the DCMA Middle East Theater. From Kuwait, I was transported via C-130 to Baghdad where I arrived on Oct. 6, 2003. I must say I was pleasantly surprised to see what the conditions were. My office was at the Presidential Palace, which is located in the Green Zone near downtown Baghdad. The living quarters were a 12 x 12 room in a 40-foot trailer. In most instances, the power worked and there was running water; however, we had to be very conservative with the hot water.

The DCMA employees from the Commanding Officers and Quality Assurance Representatives to the Contracting Officers and Operations Support Group were "second to none." Each of the DCMA team members exhibited a high degree of professionalism as well as enthusiasm. The

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same can be said for the Kellogg Brown and Root employees.

I was blessed with the best Kellogg Brown and Root property manager, Leon Crawford, and the best installation property book officer, Lawrence Harrison. These men provided an infinite amount of support to me in establishing a Property Control System. I also credit the Kellogg Brown and Root Laundry Personnel, Food Service, and Post Office for their support in ensuring our mission of supporting the warriors is accomplished. Last, and definitely not least important, are the citizens of Iraq who come to work each day to maintain the living installations by cleaning the dust from the area, trimming the branches, replacing light bulbs, and numerous other assignments. Given these great circumstances I consider it a privilege to have been the first government property administrator to be assigned to DCMA Iraq.

Each of my points of contact (Kellogg Brown and Root property manager and installation property book officer) arrived with me in October 2003, so the three of us worked together to establish property records and systems for Kellogg Brown and Root.

While I was the government's property administrator for Kellogg Brown and Root's Logistics Civil Augmentation Program (LOGCAP), I was also responsible for the Coalition Joint Task Force 7 (CJTF-7) effort as well as the New Iraqi

Army Training program that is performed by Vinnell in Kirkush (located 18 miles from the Iranian Border).

This environment has afforded each of us as property administrators—whether from DCMA, Kellogg Brown and Root, or the Army—to establish a foundation of effective property control for the duration of the LOGCAP and CJTF-7 efforts.

“DCMA’s mission is to support our warriors so what better way to support the mission than to travel to the front line of where our military is deployed...”

- DAVID WILSON

One of the big challenges as the initial property administrator was establishing the Loss, Damage, and Destruction (LDD) records database and evaluating LDD of government furnished property in accordance with the FAR 45 requirements as well as the DoD Manual for the Performance of Contract Property Administration (DoD 4161.2-M).

Since Kellogg Brown and Root has expended a significant amount of effort on the LOGCAP

program and the presence of our troops is increasing more government furnished property has been added to the contract. As I write this article there are over 28,000 line items and the number is growing. In an environment like Iraq where a great amount of hostility exists, a risk of LDD is high. Any contractor is required per FAR 45.504 to immediately notify the government property administrator when it occurs. I had my work cut out for me and I also welcomed the challenge.

Once many LDDs are submitted and the causes were identified we were able to determine whether or not a trend exists in reasons for property damages or losses. These trends were helpful when I performed an audit of Kellogg Brown and Root's Property Control System. The LOGCAP program has an estimated value of \$9 billion (increasing by the day) and 70 Task Orders with work being performed in all areas of Iraq.

In addition to the regular property administration duties I was also involved in a special project where I served as a supervisor for the local employees who removed the four “head busts” at Saddam Hussein's former Presidential Palace. This was a very rewarding experience as I had the privilege of assisting local employees in and out of the Palace to and from the roof.

On Dec. 13, 2003, we at DCMA Iraq experienced a piece of history that will forever be

(Continued on page 37)

DCMA International Commander Seeks CCAS Volunteers

by Ann Johnson
Chief, Public Affairs

Navy Capt. Michael P. Tryon, Defense Contract Management Agency International Commander, was on a recruitment mission when he visited District West headquarters on March 23.

The captain addressed district staff and several LA Basin CMOs on the need for civilian volunteers for the Agency's Contingency Contract Administration Services (CCAS) mission during an All Hands in Carson.

"I'm here because we are running out of civilian volunteers for the CCAS mission," he said. "Our DCMA civilians are the experts in contract administration. You are the ones that execute the mission. You are the "A Team" and we need you."

The CCAS mission can be mandatory for uniformed personnel, but is entirely voluntary for civilians. Currently, military and civilian contracting services professionals are located in 10 hot spots worldwide: Afghanistan, Iraq, Bosnia, Kosovo, Qatar, Kuwait, Uzbekistan, Djibouti, Philippines and Haiti.

"We are at a point in the cycle where I am hearing folks say, "I'd love to volunteer but my first level or second level supervisor

won't let me." That's not the right answer (by the supervisors)."

"If you volunteer for this mission, I have a place for you somewhere in the world," Captain Tryon said. "I have a need for every single contracting administration specialty down-range."

"A CCAS deployment changes your life forever," he said. "You will make friendships that will last a lifetime."

"It's very moving to see the faces of someone's son or daughter when they return to the base encampment weary, wanting only a meal, a hot shower and a place to sleep," the captain said.

DCMA personnel have been instrumental in supporting battlefield commanders and multinational forces in Afghanistan and Iraq ensuring all base operations and life support contract services are successfully administered.

"Jana Weston can tell you unequivocally of the contribu-



Navy Capt. Michael P. Tryon, DCMA International commander, visited District West Headquarters on March 23 to recruit volunteers for the CCAS mission, which is growing at a fast rate. Captain Tryon is touring DCMA activities to explain the mission and its criticality. Photo by Sam Rousso.

tions DCMA makes . . . not much happened in Baghdad in the early phases until Jana or Colonel (Edwin) Martin gave the go-ahead," Captain Tryon said.

Army Colonel Edwin Martin, DCMA San Francisco commander, was the deployed officer in charge of DCMA operations in Iraq during the early phases of the Agency's operations in Baghdad following the war. He was the first commander of DCMA Iraq.

Ms. Jana Weston served as the LOGCAP III Administrative Contracting Officer for the Coalition Provisional Authority's (CPA) central operation in Baghdad from May 2003 through December 2003. She worked directly for the CPA Program

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Management Office from January 2004 through February 2004.

"Jana's tour impacted her so much that she asked for an extension because she felt her work was not yet complete," Captain Tryon said.

"The opportunity to serve as an ACO for DCMA was a truly awesome experience for me," Weston said. "The time flies by and returning home I find a much greater appreciation for the comforts we take for granted in America."

"Of all the projects I supported during my time in Iraq, it was the day we commandeered a refrigeration unit to store sacred Jewish documents that had been discovered, submerged in water, in Saddam's Intelligence Center basement, that stands out for me," she said.

Many challenges exist for deployed military and civilian personnel operating out of war zones, Captain Tryon said.

Force protection is a significant concern downrange.

"No one moves in the combat zone without force protection," Captain Tryon said. "We have taken steps to ensure our people are protected."

All DCMA personnel living and working in Iraq are accompanied by security forces when traveling outside of a secure compound. To date, no DCMA personnel have been injured while on a CCAS mission.

Safety is another significant issue when operating within the combat arena.

"Battlefield base camps are one of the most hazardous environments you can live in," Captain Tryon said. "They are rife for accidents, and you must remain alert and aware of your environment at all times."

While Agency personnel supporting Operation Mountain Thunder in Afghanistan are living

"We need you, the Agency needs you, and the nation needs you, so please consider volunteering for deployment."

— NAVY CAPT. MICHAEL P. TRYON

in some "austere conditions," most of the compounds DCMA operates out of have many of the comforts of home, Captain Tryon said. "There are physical fitness facilities at almost every location; it's not uncommon to see Baskin Robins, Dunkin Donuts and Outback Steakhouse signs on trailers in the middle of the desert."

Deployed personnel are "making a difference," and the missions are getting bigger, Captain Tryon said. "As downsizing continues in the uniformed services, we are going to need more and more civilians for this mission."

While the mission can seem a little intimidating in the beginning, it is generally not as austere as it might seem, he said.

Volunteers are not bound by age limits; the average age of a civilian deploying on a CCAS mission is 51. Physical examinations are required before being given the green light as many areas have inadequate or non-existent emergency medical facilities.

"Deployments are driven by requirements, and new requirements are coming in daily," Captain Tryon said. "Our greatest needs are in Afghanistan and Iraq."

"Talk to the folks who have deployed, and they will tell you this is a life-altering experience. You will come home with a boatload of memories and experiences, and when you go once you will want to go again. The experience sells itself."

"We need you, the Agency needs you, and the nation needs you, so please consider volunteering for deployment."

The Agency will ensure anyone returning to their home station following a CCAS tour has a smooth transition back into the workplace, the Captain said. ☺

Len Salazar Writes the Book on Property Management in Iraq

The DCMA property management mission is alive and well in Iraq, and District West Industrial Property Management Specialist, Len Salazar has been largely responsible for its success. War losses and combat damages to government vehicles and equipment assigned to Iraqi Freedom contractors working for Kellogg Brown and Root (KBR) have created the need for someone to develop standard operating procedures (SOPs), train staff and solve day-to-day challenges arising from the government's combat property mission. Salazar has stepped up to the challenge and it is a role that is very familiar to him. A property administrator literally since he was in high school, Salazar cut his teeth managing government property on tours to Bosnia and Kosovo.

This past year, he created and teaches the property course for Contingency Contract Administrative Services (CCAS) teams deploying to Iraq and other hot spots. Not only that, Salazar maintains continuous contact with deployed Iraq CCAS property administrators on nights and weekends, even on holidays

such as Thanksgiving and Christmas.

When Iraq CCAS team member Dave Wilson was faced with a KBR vehicle damaged by hostile fire while traveling in a military convoy, he turned to Salazar. In the first of many late evening phone calls, Wilson said, "Len, this SUV was just hit by an RPG (rocket propelled



grenade). We need to fix it and get it back to the Special Operations guys because they need it for more mission work."

There was no established process from a contractual perspective to deal with this. "So, over the course of three or four nights on the phone because

Iraq is 11 hours ahead of us in Los Angeles, we wrote an SOP on how to handle combat damages," said Salazar. "It was easier for them to call me at my home rather than having them come to their office in the middle of the night."

Under normal circumstances, DCMA property administrators investigate to determine financial responsibility for damages. They determine if the contractor should be held responsible to repair or replace these items and the investigation makes that final determination. If yes, the contractor writes a check to the government. If no, the government relieves him of responsibility. "The short course on what's going on in Iraq is that we determined the cause of the damages was the war," Salazar said. "It doesn't matter that KBR or anyone else was driving the

vehicle that was attacked. There is nothing they could have done to prevent the fact that a war is going on. Therefore, they should not be held responsible for damages due to combat." Even though it is a simple conclusion, it took Salazar's hard work to create and implement an SOP.

(Continued on page 38)

Young Recognized by THAAD Office



Suzanne Young, a software professional at DCMA Lockheed Martin Sunnyvale, was recognized by her customer, the Theater High Altitude Area Defense Project Office, for outstanding support and achievement.

As cited in a Special Act Award, Ms. Young's contributions to the design and development of program software were invaluable in ensuring mission success. Her excellent risk mitigation approach, analytical skills and successful integration with the product team ensured that THAAD program software and

integration was accomplished in a highly disciplined, contractual environment.

The THAAD Project Office highlighted Ms. Young's tremendous contributions to the semi-annual award fee software metrics, her ability to not only identify software concerns to her customer, but also recommend timely, effective solutions. Her contributions to the THAAD program will ultimately help protect innocent civilian populations as well as American troops and allies abroad from possible ballistic missile attack. ☺

DCMA Chicago Transportation Group Receives Prestigious Customer Award

by Pam Tsusaki
DCMA Chicago

Five DCMA Chicago Transportation personnel have been selected to receive the SDDC Shipper's Performance Award. The awards were presented at the 2004 SDDC Symposium in Denver, March 22-25.

The five recipients are: Sarah Edwards, Roy Neal, Gail Balsano, Bruce Anderson, and Dolores Dolley.

DCMA Chicago was one of 11 recipients from more than 1,100 shippers who submitted ATCMDs (Advance Transportation Control and

Movement Documentation) in a timely manner (a minimum of 3 days prior to vessel departure).

This award recognizes shippers who have performed in a superior manner by exceeding Defense Transportation Regulation standards in submitting accurate shipping documentation on time for export cargo. The Transportation personnel at DCMA Chicago, through their diligent and dedicated efforts were able to attain a 95 percent on time rate in providing responsive transportation support to our military throughout the world. ☺



Sarah Edwards and Roy Neal.



Gail Balsano, Bruce Anderson and Dolores Dolley.

Tyree Named DCMAW Employee of the Quarter

by Sam Rousso
Public Affairs Specialist



Vanessa L. Tyree, DCMA Raytheon Tucson contract administrator, has been named the DCMAW employee of the quarter.

In nominating her for the honor, her teammates called her “the consummate professional; she is a role model for her fellow contract administrators, and articulate in explaining contract matters to her team members as well as the customer. She goes above and beyond doing her own job as the Contract Administrator for the Javelin Joint Venture to teach us (junior contract administrators on her team), mentor us, respond to all of our questions not only correctly but cheerfully and professionally. She enables our team to excel.”

Showing her commitment to

her fellow contract administrators, Vanessa took on a leadership role in the new DCMA Raytheon Tucson Contract Administrator Workshops.

Ms. Tyree exhibited her personal pride and interest in the welfare and well-being of her teammates by providing one-on-one assistance resulting in motivation to learn. She was always there to help with any problems with contracts. She taught her teammates how to do progress payments, how to prepare the recommended checklists, how to read abstracts

She willingly helped with the various software packages needed to manage contracts and knew the resources available, which increased our ability to function effectively. Ms. Tyree found answers for her teammates, as well as taught them how to do it themselves, resulting in increased efficiency.

Ms. Tyree also led the effort by her team to achieve the 85 percent metric for canceling funds resulting in \$22 million in Javelin program funds that did not cancel.

Her teammates feel that Ms. Tyree “exemplifies the mission and goals of DCMA.” She serves as the senior contract administrator on the RTOE Army

Team and for the Javelin Joint Venture Team. She inherited a significant number of Javelin contracts that were in great disarray, but because of her commitment to the command goal of excellence, on her own initiative and with little assistance from others led the effort to save \$22 million in Javelin funds from canceling.

She streamlined and organized the large contract files reducing research time by half or more, researched and reconciled a number of old contracts and developed charts and graphs that provided valuable information to aid DFAS, the program office, and the PCO in understanding what needed to be done to reconcile these contracts. “All this was accomplished as she continued her assignment of managing active Javelin contracts, and always in a cheerful, positive manner,” her teammates added.

In a letter of congratulations, Ms. Leslie A. Gregg, DCMAW deputy director, said, “This award is in recognition of your contributions to the District and our customers, both internal and external. Your actions and innovative efforts in mentoring your teammates and streamlining contract data demonstrate that you believe ‘it starts with me.’” 🗣️

District Military Award Winners Named for Fourth Quarter of 2003

DCMAW military award winners for the fourth quarter of calendar year 2003 have been announced. Congratulations to:

Air Force Lt. Col. Heide Bullock, DCMA Salt Lake City, officer of the quarter; Air Force Capt. Omar Becerril, DCMA Boeing Space and Communications, junior officer of the quarter; and Air Force Senior Master Sgt. Craig DuBose, DCMA Northrop Grumman El Segundo, senior NCO of the quarter.

Additionally, Captain Becerril and Senior Master Sergeant DuBose were named winners in their respective categories for the fourth quarter DCMA military awards. ☺



Thomas McGauley, management analyst in the office of business and financial operations, is presented the Joint Civilian Service Commendation Award for his work with his former employer during Operation Iraqi Freedom. Mr. Richard L. Zirk, DCMAW director, made the presentation during an All Hands meeting February 10. Photo by Sam Rouso

Texas National Guard Brig. Gen. Charles G. Rodriguez, Deputy Commander of the 71st Troop Command, presents Chief Warrant Officer Terrance Taylor the Air Medal for his outstanding performance during flight duties in support of Operation Enduring Freedom and Operation Iraqi Freedom. CWO Taylor is a member of the Texas National Guard, Company G, 149th Aviation; a cargo helicopter company based in Grand Prairie, Texas. He is employed by DCMA, Bell Helicopter Textron Inc., Hurst, Texas, where he is the Program Integrator for the Marine's H-1 Attack Helicopter Programs. His experience as a warrior makes him an invaluable asset to the customer and to DCMA.



HQ Names Military Award Winners

NCO of the Year

USAF - Tech. Sgt. Michael Flemming, *District International*

NCO - Best in Service

USAF - Tech. Sgt. Michael Flemming, *District International*

SNCO of the Year

USMC - Gunnery Sgt. Ian Kubicki, *District International*

SNCO - Best in Service

USMC - Gunnery Sgt. Ian Kubicki, *District International*

USAF - Senior Master Sgt. Ross Goldstein, *District West*

Officer of the Year - Company Grade

USAF - Capt. Omar Becerril, *District West*

Company Grade Officer - Best in Service

USAF - Capt. Omar Becerril, *District West*

Officer of the Year - Field Grade

USAF - Maj. David Hills, *District East*

Field Grade Officer - Best in Service

USAF - Maj. David Hills, *District East*

USA - Maj. Wayne Cline, *District East*

USN - Lt. Cmdr. James Melone, *District East*

SNCO Reservist of the Year

USAFR - Master Sgt. Glenn Poole, *District East*

SNCO - Reserve Best in Service

USAF - Master Sgt. Glenn Poole, *District East*

USAR - Sgt. 1st Class Scott Scruggs, *District West*

Reservist of the Year - Company Grade

USAR - Capt. Michael Patterson, *District West*

Reserve Best in Service - Company Grade

USAR - Capt. Michael Patterson, *District West*

USNR - Lt. Jordan Samortin, *District West*

USAFR - Capt. John Woodruff - *District East*

Reservist of the Year - Field Grade

USAFR - Maj. Dale Johnson, *District West*

Reserve Best in Service - Field Grade

USAFR - Maj. Dale Johnson, *District West*

USAR - Maj. William Aumand, *District East*

USNR - Lt. Cmdr. Mark Hurvitz, *District West*

Chief Montecalvo Departs for Hawaii Assignment

Story and photos by Sam Rousso
Public Affairs Specialist

Air Force Chief Master Sgt. Richard J. Montecalvo, who has been DCMAW's senior enlisted advisor for three years, is being reassigned by the Air Force and is headed to Hawaii.

Chief Montecalvo's next assignment is with the Airlift Logistics Center, Pacific Air Forces Headquarters, Hickam AFB, Hawaii. The center "tracks aircraft and keeps them moving throughout the theater," the chief said.

During a recent interview, Chief Montecalvo said that his most significant accomplishment at DCMAW was "a better focus on awards and recognition programs for the District's military people, especially the enlisted folks." He expressed confidence his successor will continue those efforts.

Before being assigned to DCMAW, the chief was with the 60th Aerial Generation Squadron, Travis AFB, Calif., where he supervised 220 people, performing maintenance on C-5 aircraft, "keeping them in the air 24/7, 365 days a year."

He said there are "significant differences" between DCMA and the services for enlisted people. "Very often, our enlisted people are in one-deep positions, which



Air Force Chief Master Sgt. Richard J. Montecalvo, DCMAW senior enlisted advisor, is presented the Defense Meritorious Service Medal by Mr. Richard L. Zirk, DCMAW director. Chief Montecalvo was honored for his service during his tour of duty with the District.

make mission accomplishment more of a challenge," he said. "That makes my job as senior enlisted advisor a little more important."

Frequently, while visiting DCMAW field activities, he meets with his constituency. "We spend a lot of time together, going over their accomplishments, exchanging information, dealing with their sense of being somewhat disconnected from their service.

Being a senior enlisted advisor means "being an advocate for our enlisted people. Besides being concerned with awards and recognition and career progression, the job entails making sure they have the tools they need," he said. "Our enlisted

force encompasses many specialties," he added. "IT, quality assurance, administration, personnelists, schedulers, liaisons, aircraft operations and maintenance are just some of the fields."

As a measure of Chief Montecalvo's performance at DCMAW, he was presented the Defense Meritorious Service Medal at a special District Headquarters All Hands meeting March 4.

Among his many significant accomplishments during his tour here, Chief Montecalvo initiated a DCMAW Aircraft Operations Awards Program; set up innovative and effective work schedule in response to 9/11 attacks; coordinated weapons qualifica-

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tions program with March Air Reserve Base, Calif., for DCMA military deployers; sent care packages and hosted welcome home parties for deployed troops; instituted promotion ceremonies for enlisted personnel; mentored troops as a way of doing business (which resulted in several individuals getting promoted who may not have been otherwise selected); was actively involved in the awards program, which helped garner 12 of 15 available Agency Awards and four of seven available Aircraft Operations awards for DCMAW military personnel.

Additionally, Chief Montecalvo was active in the community and was selected as a member of the Chief Master Sergeant Promotion Board. 🗨



DCMAW Director, Mr. Richard L. Zirk (left), presents departing Air Force Chief Master Sgt. Richard J. Montecalvo (who is wearing another gift) with a framed photo by Ansel Adams. The photo was the official gift from DCMAW.

DCMAW Gets New Senior Enlisted Advisor



Air Force Chief Master Sgt. Kendall Kirk

Air Force Chief Master Sgt. Kendall Kirk, DCMAW's new senior enlisted advisor, has reported for duty at District Headquarters. He is also the District's Senior Aircraft Maintenance Manager, assigned to the Aircraft Operations Directorate.

Chief Kirk comes from the 718th Aircraft Maintenance Squadron, based at Kadena Air Base, Okinawa, where he was the Squadron Maintenance Superintendent. The squadron maintains HH-60 helicopters, KC-135R tankers, and Airborne Warning and Control System (AWACS) aircraft.

As the District's senior enlisted advisor, Chief Kirk sees his responsibility as "making sure our folks get the tools they need and the recognition they deserve." The recognition, he added, included performance

evaluations, decorations and retirement ceremonies, as appropriate. His responsibilities also include what he calls "spreading the good word, communicating with the enlisted community."

He's looking forward to his new assignment. "Contracting is a new field to me," he said. "I'm having to learn a whole new language." He also intends to take advantage of technology to improve communications in the Aircraft Operations arena, including developing a web page for the directorate. "I have experience in that area," he said.

The chief arrived in California in January with his wife Mi Hwan and daughter Sumi. 🗨

Scharch New Director of Human Resources

by Sam Rousso
Public Affairs Specialist



Jeanne T. Scharch, new director of Human Resources, literally came in from the cold when she joined the District Headquarters staff.

Ms. Scharch, formerly the director, Pacific Region, Civilian Personnel Operations Center, at Fort Richardson, Alaska, started her new job in mid-December, in time for the milder holiday season in sunny California.

Aside from the weather, the biggest differences she sees is “the amount of traffic and the availability of things, especially shopping and entertainment options,” she said.

Ms. Scharch sees her first priority here as “getting people into

jobs because the underburn rate here is so high. To accomplish this, I’ve been given lots of latitude and flexibility.”

Her federal career began in 1971, as a clerk at the Naval Station, Annapolis, Md. Over the next 20 years, Ms. Scharch held a series of progressively more responsible jobs in military personnel management with the Navy and Marine Corps. In 1991, she moved to the civilian personnel field with the Navy’s Office of Civilian Personnel Management in Washington, D.C.

In 1994, Ms. Scharch transferred to the Marine Corps Air Station, Iwanuki, Japan; she became the human resources officer there in 1995. While she was in Japan, she taught English to Japanese citizens as part of a UNESCO program. Although she didn’t learn the Japanese lan-

guage, she said there was a lot of cultural exchange during the classes.

Following another tour of duty in Washington, D.C., Ms. Scharch was transferred to Brussels, Belgium, where she was a representative for the Department of Defense Dependent Schools (DODDS). Later, she became the personnel advisor for DODDS and moved to Wiesbaden, Germany. In 2002, Ms. Scharch moved to her job in Alaska.

Of her travels, she said, “Human resources skills can be taken anywhere. Personnel practices throughout the Defense Department are basically the same.”

Ms. Scharch holds a bachelor’s degree from the University of Maryland and is completing her MBA from Cameron University. She is in the 2001 class of Defense Leadership and Management Program, and is also a Distinguished Toastmaster.

Away from the job, Ms. Scharch has hosted a total of five international students as part of the Youth for Understanding International Exchange Program, and is involved in her community as a volunteer for her church, local hospital and school. ☺

“Human Resources skills can be taken anywhere.

Personnel practices throughout the Defense Department are basically the same.”

— JEANNE T. SCHARCH

DCMA Lockheed Martin Sunnyvale's Evening with Management Association

by Allen Palmer

DCMA Lockheed Martin Sunnyvale

The National Management Association's Bay Area Chapter sponsored a "Lockheed Martin Space Systems Company Executive, Customer, and Employee Night." September 9, 2003.

The NMA is all about self-improvement, education, development and fun in support of employee, company and the community. The guest of honor and keynote speaker was Air Force Lt. General Brian A. Arnold, Commander, Space and Missile Systems Center, Los Angeles Air Force Base.

Len Kwiatkowski, Lockheed Martin Vice President for Military Space, was the Executive Host. Others in attendance included Mike Gass, Lockheed Martin Vice President for Space Transportation; Air Force Col. Peter Stiglich, commander, DCMA Lockheed Martin Sunnyvale; Air Force Col. Brad Duchein, commander DCMA Lockheed Martin Denver; Navy Cmdr. Steve Lewia, Program Management Office, Strategic Systems Programs, Sunnyvale,

Calif., and many company and government executives.

Nearly 250 Management Association members and their guests, representing all three military services, government agencies, and many of the program and functional organizations within Lockheed Martin Space Systems Company attended the dinner at the Sunnyvale Four Points Sheraton.

In acknowledgement of General Arnold's attendance, the Chapter announced that next year's Rocket Day celebration, planned for June 5, 2004, would be named the 'Brian A. Arnold Rocket Day' in his honor.

You too can become a member of the Management Association. More information can be found at their website www.nma1.org. ☺



Air Force Col. Peter Stiglich, commander, DCMA Lockheed Martin Sunnyvale; Air Force Col. Brad Duchein, commander DCMA Lockheed Martin Denver; Navy Cmdr. Steve Lewia, Program Management Office, Strategic Systems Programs, Sunnyvale, Calif., pose with Air Force Gen. Brian A. Arnold, commander, Air Force Space and Missile Systems Center.

DCMA San Diego Employee Vanpool is “Win-Win”

by John Levanduski
DCMA San Diego

Due to ballooning real estate values in San Diego County over the past several years, a number of new DCMA San Diego employees located to the more affordable Temecula area of Riverside County, a popular community for San Diego commuters. Still others from the Temecula area filled vacant positions within the CMO. In recent months, several of these employees began researching carpool, vanpool, and other commuter service possibilities.

The outcome: Last September, seven DCMA San Diego employees began an office vanpool commuting 55-miles each way from the Promenade Mall in Temecula to their office in San Diego. Several months into

operation of the vanpool, the team has enjoyed tremendous transportation cost savings and increased quality of life. It has proven to be a “win-win” endeavor. For the CMO, it is creating an important incentive to attract new employees, and has relieved parking lot congestion.

As the number of DCMA San Diego commuters from the Temecula area increased it became evident that there were better solutions to commuting alone each day on crowded Interstate 15. However, many commuter options have inherent drawbacks. Commuter buses were an option, but they lengthen the day by making multiple stops to—and from—work. Carpools require reliable relationships and reduce, but do not eliminate, costs associated with personal vehicle use. County and agency subsidies,

as well as convenience, made vanpooling the obvious choice.

Setting up the vanpool was relatively simple.

John Levanduski, administrative contracting officer, contacted the San Diego Association of Governments (SANDAG) and vanpool leasing companies, VPSI and Enterprise, to evaluate subsidies, vehicles, and commuter programs. VPSI offered an eight passenger van with the right capacity and comfort. With SANDAG providing a pre-paid \$400 per month incentive, and DCMA reimbursing riders \$100 per month via the Transportation Incentive Program, the employee out-of-pocket expense is just the cost of gasoline and incidentals.

This non-traditional vanpooling arrangement utilizes a teamwork approach to shared



DCMA San Diego Commander Brett Sturken, right, is enthusiastic about the office vanpool initiated by motivated employees of DCMA San Diego.

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responsibilities. Wilbur Wolfe, engineer, assumed accounting and co-driver responsibilities, and Dave Rogers, quality assurance Keystone intern, investigated San Diego County's RideLink. This incentive program provides carpoolers, vanpoolers, and public transportation commuters with three vouchers per year for a guaranteed taxi or 24-hour rental car in emergencies or unplanned late-work requirements. He submitted voucher applications for all riders. Manuel Rodriguez, quality assurance representative, completes the current three-driver arrangement. A designated parking spot and subsidy infor-

mation were provided by DCMA San Diego management. Rounding out the vanpool team is Rey Angel, quality assurance representative, Kathy Quinata, management analyst, and Bruce Glenn, quality assurance intern.

Mr. Wolfe emphatically stated, "It's a no-brainer! I was racking up miles on my new car. This program saves me gas money, wear and tear on my vehicle, and allows me to rest when not driving."

Mr. Rogers added, "I was paying for Fastrack commuter lane use. Now we get it for free." All participants echoed Mr. Angel's assertion, "The

immediate cost savings is welcome." The office vanpool recently expanded to 10 riders. Three more riders may join in the near future raising the possibility of a two-vehicle vanpool.

Summarizing lessons learned from researching the options, Mr. Levanduski concluded, "With the available incentives, vanpooling is a good option for any group of five or more who commute 20 or more miles to work. And it's easy to put together. Pre-coordinate the plan with management, assemble the group, contact the vanpool leasing companies for the best combination of vehicle configuration and pricing, and enjoy the benefits." 🗨

("Wilson Talks..." continued from page 25)

remembered. Saddam was captured an hour north of Baghdad. The local citizens rejoiced in the street and through the Palace. There were tears of joy among many of the people. Words cannot describe the sense of accomplishment felt to be supporting our 4th Infantry Division in this historic event. It was even a sweeter experience to have the capture occur while we were removing the Saddam statue.

I was also assigned the task of locating government furnished property for the Iraqi news media and had the privilege of climbing on the roofs of places such as the Baghdad Convention Center to locate satellite dishes to verify proper accountability of government assets.

During that assignment I was able to travel to the Iraq/Kuwait border (body armor and all) and Kirkuk and Tikrit (Saddam's hometown) to locate air conditioners and boiler units that the government provides Harris Corporation to assist Iraq with the reconstruction of its news media.

As we discuss the duties performed in Iraq we must also focus on the primary purpose of setting up the DCMA Iraq office, to support our warriors.

It was a privilege to serve alongside the soldiers while riding in Humvees on missions and hear their stories as well as the challenges that are faced day to day as these young men and

women take to the streets to ensure our national security. I was more than impressed with their selfless dedication. Each individual who wakes up in Iraq risks their life to go to work each day.

While this is a hostile environment where our life is at risk each day, it is also the most rewarding experience that I have had in any of my assignments, both military and civilian. I also established great friendships with many of the residents of Iraq and I can assure everyone that those citizens are very kind people who have a great desire for freedom.

Contingency Contract Administration is teaming with its

(Continued on next page)

(“Wilson Talks...” continued from previous page)

best. Anyone who makes the deployment will only succeed with support from many DCMA associates.

I could not name everyone who supported me in this successful deployment but I could not end without acknowledging (and thanking) the following people:

Len Salazar for serving as a mentor to me and allowing me to call his home and wake him up all hours of the night; John Reddinger and Maria McNamara

for their endless support during the Property Control System Audit and Defense Reutilization



Marketing Office issues; Sandi Bennett for giving me this

assignment; Michele Flaharty for handling all of my logistical questions; Kitty Olson for working patiently with me on timecard issues; DCMA Bell Helicopter personnel—special thanks to Luther Stanton for performing my duties, DCMA Lockheed Martin Dallas—special thanks to Robert Valencia, Qui Le, and Lt. Col. Philip Yacovoni; the DCMA Iraq team members (each and every-one) for making this a great experience; and everyone who sends us care packages to keep the morale going. ☺

(“Len Salazar Writes...” continued from page 28)

Salazar and Wilson also developed procedures for dealing with war losses. In one situation, a contractor SUV traveling in a military convoy was shot at and developed problems preventing it from maintaining a safe speed. “So on the fly, the convoy officer told KBR to get their stuff out of the vehicle, put it in one of the military HMMVs and leave the SUV,” Salazar said. “They basically had to abandon government property on the side of the road because of safety concerns. We cannot hold the contractor responsible if the convoy commander decides to leave the vehicle to prevent casualties.”

KBR operates under Logistics Civil Augmentation Program 3 (LOGCAP 3), an award fee contract, which means the better the contractor accomplishes its mission, the more money it makes. So KBR shares the government’s concern that these situa-

tions be viewed differently from those in which they may actually be at fault for damaged property. LOGCAP is an Army program operating in many overseas locations to use civilian contractors to support the force by performing selected services in wartime and other operations, such as Humanitarian Assistance, Disaster Relief, Peace Keeping, Peace Enforcement, and Major/Minor Conflict. The services provided are extensive and cover dining facilities, laundry, base camp construction and maintenance, communications, postal operations, security, sanitation, equipment repair and many other functions.

The guidelines Salazar developed will be exported to every location where KBR operates the LOGCAP 3 contract. To implement the processes for combat damages and war losses, Salazar had to devote significant

amounts of his own time on the phone with the Iraq CCAS team during the end-of-2003 holidays. “I spoke with Dave Wilson on Thanksgiving, Christmas, New Years day. When I was sick, he called. Even now, we speak every second or third day, and it doesn’t matter whether it is a holiday, a weekend or not,” Salazar said.

The bond of mutual respect between Salazar and Wilson started in March of 2003, when Wilson attended the 40-hour CCAS Property Training Course for non-property administrators, conducted in conjunction with the Air Force Institute of Technology (AFIT). “The course is based on the experience that DCMA and I gained in the Balkans,” Salazar said. “We invited Dr. Douglas Goetz, director of Contract Property for the Defense Acquisition University extension at Wright Patterson Air Force Base, Ohio, to teach the

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(“Len Salazar Writes...” continued from previous page)

academic theory part of the course. He went over the property regulations and concepts. Then I taught the application part, using case studies of actual situations I had experienced.”

With the changes necessitated by the combat conditions in Iraq, the CCAS Contract Property Management course Salazar taught last year will have to be revised. “Absolutely,” he said. “I am predicting that we will need additional property folks for deployment this spring. So I will have to revise the course and start training people ASAP to backfill the folks coming out of Iraq.” To be able to do this, Salazar is planning a staff assistance visit (SAV) to Iraq that would last approximately 45 days.

To improve the major contracting processes in Iraq — including property management, DCMA has created an Integrated Product Team (IPT). Salazar is an IPT member. “Keep in mind that there was never a property control system in Iraq,” he said. “We are establishing it right now.” The team has representatives from the three Districts and DCMA San Antonio, the cognizant contract management office for the prime LOGCAP 3 contract. It is unique in that each of the approximately 100 customers (e.g., the Corps of Engineers, DCMA, TRW, etc.) benefits from the basic LOGCAP 3 contract. In addition, they are assigned a task order number that allows them to buy pieces of government property for their

individual missions. As part of his SAV, Salazar plans to investigate DCMA acting as the catalyst for LOGCAP 3 customers sharing the use of equipment they don’t use all of the time. “We think that DCMA can be a major player in reducing the overall cost to our customers at the task order level, if we implement some type of government property sharing process,” Salazar said. “Right now, there

“The short course on what’s going on in Iraq is that we determined the cause of the damages was the war.”

- MR. LEN SALAZAR

is a lot of money going into Iraq. We know that down the line they will be required to really control their spending, and we want to be prepared now to help them do that. I think this is very important and we can really get some big mileage out of it.”

Changes are also being implemented by the IPT to improve customer service. Recently, the team increased from \$600 to \$2,500 the threshold for authorizing KBR to fix property immediately. “This allows KBR to go ahead and fix the equipment right away,”

Salazar said. “We will process the LDD (Line of Duty Determination) or the contracting officer’s approval after the fact. The team’s logic was that \$2,500 is the maximum amount that can be purchased on an impact card.”

Salazar says that in the 15 years he has been with DCMA, this is the most exciting project he has worked on. “This is the very first DCMA Contract Property Control System that is being established. That is exciting news. We don’t have the opportunity to do this very often anymore because most of our customers, the Defense industry, have been around for 150 years or more,” he said. “What we are doing is developing something that makes sense, that can be implemented quickly, that supports the warrior and can be accomplished within the authority of DCMA in Iraq. It is common business sense.”

Spoken by a man who loves his job. “It is extremely interesting, more interesting and more complex than most people think,” Salazar said. “You may see a computer or a tractor. I see money. These are taxpayer dollars and when you set foot on that base in Bosnia, Kosovo or Iraq, everything you see is government property. It is like the Super Bowl for a property administrator. That is why I love CCAS. Every person who volunteers for CCAS is a true hero.” And so are the people like Len Salazar who energetically back them up. 🍌

KEEPING THE PROMISE

*“Reputation is what others know about you.
Honor is what you know about yourself.”*

- Lois McMaster Bujold

Volunteer for CCAS Deployment!

- ★ CCAS teams can be deployed anywhere in the world in support of US military forces
- ★ Deployments are usually for 6 months
- ★ Deployed personnel serve on combined military/civilian teams
- ★ Current deployments are in great need of Administrative Contracting Officers (ACOs), Quality Assurance Representatives (QARs) and warranted Property Administrators

To apply for a CCAS assignment, complete the application form found at the DCMA Internal Home Page, under the “Jobs” navigation bar. Prior to submitting your application, please contact your District CCAS Program Office (DCMAE - Gilbert Silva, 617-753-4048 DCMAW - Dale Koelling 310-900-6571, or Michele Flaharty 310-900-6440).

*“No person was ever honored for what he received.
Honor has been the reward for what he gave.”*

-Calvin Coolidge

