

STATEMENT BY

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BEFORE THE

**COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM
UNITED STATES HOUSE OF REPRESENTATIVES**

ON

**MAINTENANCE OF ELECTRICAL SYSTEMS IN FACILITIES OCCUPIED BY
MILITARY AND CONTRACTOR PERSONNEL IN IRAQ**

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THE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM
UNITED STATES HOUSE OF REPRESENTATIVES**

Chairman Waxman, Congressman Davis, and distinguished members of the Committee on Oversight and Government Reform. I appreciate the opportunity to appear before you and discuss your concerns about contract management and oversight in Iraq.

Before I begin, I would like to recognize the men and women who serve our country and especially the families of our fallen heroes for their courage and heart. Our service men and women and their civilian counterparts lay their lives on the line every day and the death of any soldier, sailor, airman, marine, or civilian is a tragedy.

It was my privilege for close to 25 years to work in helping to ensure that the military men and women who serve this country are provided with the best equipment and services possible. From January 2006 until my retirement at the end of April 2008, I had the opportunity to serve as Acting Director and then Director of DCMA. Every member of the Defense Contract Management Agency team that I had personal contact with during my career take their responsibility to support the warfighter very seriously. Those men and women that perform this mission in theater in support of our deployed members are some of the most motivated people I have ever worked with.

The Defense Contract Management Agency's mission is worldwide and complex. DCMA excels at the oversight and management of contracts performed in plant environments across the globe for the full range of products purchased by the military.

To be successful in this mission requires that DCMA's personnel be proficient not only in the business and financial management aspects of the contract but to also have a detailed understanding of the technical requirements of the product or service being acquired. This technical understanding for in-plant work is gained through professional classroom training, extensive on the job training, and experience. This training and experience package allows the Quality Assurance Representative (QAR) to ensure conformance to technical requirements.

One of the main hurdles to accomplishing the oversight mission in Iraq and Afghanistan is that DCMA does not perform the technical functions this mission requires outside of the theater environment. As a result, the Defense Contract Management Agency does not have a corps of personnel with extensive technical knowledge in the areas of potable water, waste treatment, dining facilities, security contracts, or facility construction and maintenance. The Gansler Commission clearly recognized this issue when they recommended that DCMA be provided additional resources and be assigned this mission in the continental US. The Commission realized this was necessary in order to gain both the training and experience necessary to excel in the performance of the mission. Clearly, either DCMA needs to either be assigned this mission CONUS with appropriate resource increases or those organizations responsible for the mission outside of theater needs to accept the responsibility for performance of this mission in theater.

From 2001 to 2008, DCMA's personnel decreased by close to 25% while its mission, as measured by Unliquidated Obligations, increased by nearly 80%. Due to the agency's decreasing number of personnel, increasing mission requirements both in-plant and in-theater, and a lack of experience in the technical areas required by the theater mission, DCMA implemented an oversight process in Iraq and Afghanistan utilizing an extensive network of Contracting Officer Representatives (CORs). These individuals are typically members of the operational units receiving the services of the contractor and are the technical experts that DCMA relies on help ensure conformance to contractual technical requirements. The input of these individuals is critical in identifying technical performance issues and providing timely feedback to the DCMA Quality Assurance Representative for appropriate action with the contractor. At the end of April, 2008, DCMA had over 600 CORs providing technical oversight of the mission and reporting these results to the QAR responsible for overseeing the contractor.

It should be noted that DCMA has been very proactive in addressing contract management issues in-theater. All DCMA personnel deploying attend a Basic Contingency Contracting Class immediately prior to departure to help them better understand their roles and responsibilities once they arrive in theater. DCMA provides

training to CORs when they arrive in theater to help them understand the vital role they play in ensuring contractor performance. DCMA has also played a key role in improving performance feedback to the contractor and is integral to the award fee board. During my tenure as Director, I know of no instances where DCMA did not take immediate corrective action as appropriate to correct deficiencies that would affect the safety of our deployed men and women when it was within the scope of our contractual authority.

In closing, I appreciate the support of both the Department and the Congress of DCMA's efforts as the Department's primary contract management agency in providing our nation's warfighters and allies with quality products and services. The in-theater contract oversight mission is a formidable one. Aspects of such a mission, including personnel security and safety, workload shifts and dispersion, and personnel placement, are a continual challenge. During my time as Director of DCMA, I worked to effectively balance resource requirements between our core, in-plant mission and our Contingency Contracting mission to ensure that high risk missions in both environments received the type of coverage required. Again, thank you for the opportunity to appear before this Committee today to address DCMA's role in this matter and answer any questions the Committee may have.