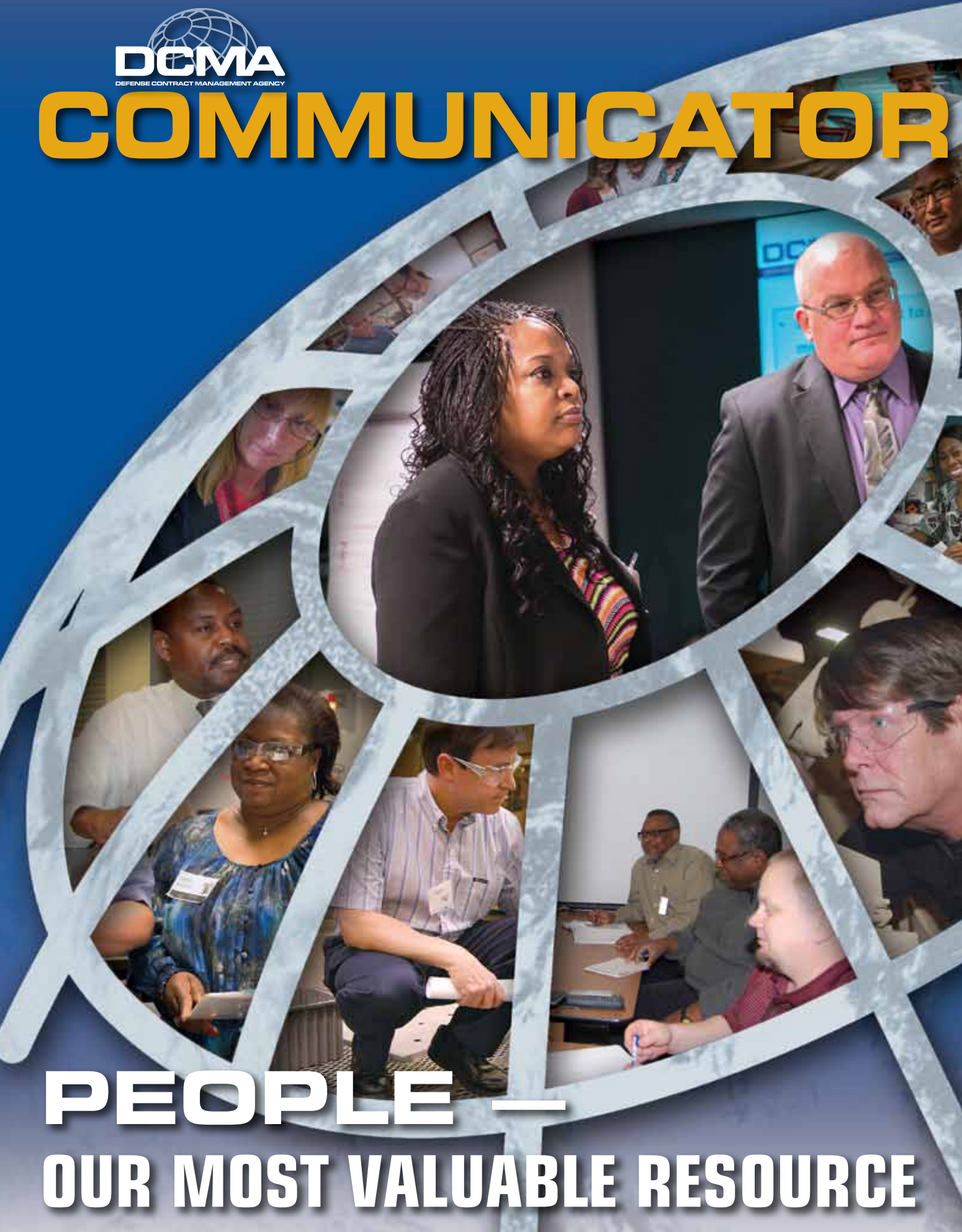


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**PEOPLE —
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COMMUNICATOR 2012 MARCOM

The *Communicator* was recently awarded a MarCom Platinum Award for publication excellence. The competition had more than 6,000 entries worldwide with only the top 18 percent being awarded the highest recognition – platinum.

The awards are administered and judged by the Association of Marketing and Communicator Professionals. The international organization consists of thousands of creative professionals. Judges are industry professionals who were looking for companies whose talent exceeds a high standard of excellence and whose work serves as a benchmark for the industry.

From the DCMA Public Affairs staff, thank you for assisting in making *Communicator* an award-winning magazine.



COMMUNICATOR



3



6



10



12



14



16



25



28



30



32

AGENCY NEWS

2. Director's Message
3. DCMA SE employees sit down for basketball with Wounded Warriors
3. DCMA Garden City adds value to value stream mapping
4. DCMA General Counsel conducts Cost Accounting Standards Courses
6. *An expanding community of practice: Moving quality ahead*
10. Special Programs brings new hires up-to-speed
12. DCMA engages with and supports DOD CTIP program

FOCUS

14. Fresh perspectives keep quality *high*
16. DCMA Dayton walks the talk
20. Keeping a cool perspective when challenges heat up
22. Adding value to the manufacturing enterprise
25. Team welds processes into place
28. Ensuring containers withstand 'ship-shock'
Quality assurance specialist key to missiles reaching their destination
30. Avionics, Air Force and experience in Orlando
32. One shot

FEATURES

34. Commitment to country spans three generations:
61 years of federal service and counting ...
36. Agency grows, trains, retains through Section 852 funding

People – our most valuable resource

For a little over four years now, I have had the privilege of serving as director of the Defense Contract Management Agency. With each year, I become increasingly more impressed with the quality of our workforce. This issue of the *Communicator* not only tells the story of the great work our people do, but it also captures something less tangible — their spirit of professionalism. Professionals are defined as people who conform to the technical and ethical standards of their profession and exhibit a courteous, conscientious, businesslike manner in the workplace. The people featured in this issue of *Communicator* personify this definition and serve as an inspiration to all.

Professionals also provide expert guidance in their field. As our vision statement says, “DCMA is the Department of Defense’s leading expert in the areas of quality assurance, engineering and contract administration.” Every day, DCMA employees demonstrate their commitment to the highest standards by conscientiously focusing on delivering expert guidance. Whether they are interacting with small business owners and contractors who need help navigating unfamiliar terms in Federal Acquisition Regulations, or repeatedly verifying a data package at a manufacturing facility, they pass their knowledge on to others. With this hallmark of professionalism in mind, the agency is working to expand its community of practice by establishing the Department of Defense/Industry Quality Assurance Council, as well as orienting and training new employees with a Special Programs New-Hire Boot Camp.



I have often said, at the end of the day people are our most valuable resource. It is gratifying to know at DCMA it is not just our own people we value; we also value and respect the basic human rights of all people. This year, as the DOD has recommitted to combatting trafficking in persons, the agency increased its own efforts to challenge this illegal practice. We developed policy, guidance, and training, and I am exceedingly proud of our commitment to serve on the frontline in this important fight.

The storm damage caused by Hurricane Sandy reminds us all of our fragile human existence. Property, homes, communities, and even lives can be swept away by forces beyond our control. As an agency with a global workforce, we recognize the need for disaster relief in places near and far, and I know many of you donate generously to charities that help people in need. These efforts and more, combined with your spirit of professionalism, continue to make you DCMA’s most valuable resource. Thank you for your dedication, service, and professionalism.

Warmly,

A handwritten signature in blue ink, appearing to read "Charlie E. Williams Jr.", with a stylized flourish at the end.

Charlie E. Williams Jr.
Director

DCMA SE employees sit down for basketball with Wounded Warriors

Mayda Velez | DCMA Southern Europe

Members of the Warrior Transition Unit at the U.S. Army Garrison had no problem taking on the challenge of playing wheelchair basketball recently with some Defense Contract Management Agency Southern Europe personnel.

“I was able to attend my first event in July and had such a great time getting to know the WTU members and playing a very challenging game. I knew I had to get other coworkers involved,” remarked Heath Callithen, who coordinated DCMA SE’s involvement in the game.

Mark Bennington was one of the first to volunteer to join in the fun at the garrison’s fitness center.

“Man, it was fun, but I hurt!” Bennington said.

Event organizers, the American Red Cross and the WTU, thanked Army Maj. Robert McDonald; Air Force Capts.

Jessica Greathouse and Michael Gentry; and Callithen and Bennington for participating.

“These wounded warriors are American heroes, and it was an honor spending part of my day with them,” McDonald said.

DCMA SE personnel are looking forward to the next challenging game with WTU members.


“It was a great event for a great cause. Giving back to the Wounded Warriors who sacrificed so much for our country is one of the most rewarding things any of us can do,” Gentry said.

The U.S. Army established WTUs at major military treatment facilities located around the world, according to the U.S. Army Warrior Transition Command. WTUs provide personal support to wounded soldiers who require rehabilitative care and complex



Warrior Transition Unit members at the U.S. Army Garrison in Wiesbaden, Germany, and Defense Contract Management Agency Southern Europe employees enjoy a game of wheelchair basketball.

medical management.

A WTU closely resembles a “line” Army unit, with a professional cadre and integrated Army processes. This builds on the Army’s strength of unit cohesion and teamwork so wounded soldiers can focus on healing to transition back to the Army or to civilian status. 

DCMA Garden City adds value to value stream mapping

Patrick Tremblay | DCMA Public Affairs

Two Defense Contract Management Agency Garden City employees joined with Navy and contractor representatives in an event last month designed to improve engineering processes on the Trident Navigation Subsystem.

DCMA Garden City’s Stanton Moore, program integrator, and Kit Chang, engineer, represented the contract management office’s Trident Navigation Subsystem Program Support Team as participants in the Lockheed Martin Mission System & Sensors, or MS2, Lean Value Stream Mapping event. The week-long project analyzed the subsystem design engineering process, looked for possible improvements, and developed an action plan to achieve an improved future state.

The group briefed Lockheed Martin MS2 management and representatives from Navy Strategic Systems Programs SP-24 technical branch at the conclusion of the event. Engineers from the two

organizations and from the Navy Program Management Office Shipboard Systems also attended the briefing.


The presentation included numerous recommendations for improvement, including those to increase the quality and accuracy on a single-pass design effort, eliminate non-value added steps, improve communication and implement additional training on the design modeling tools.

The DCMA participants said their efforts were appreciated by all stakeholders. Participation in this event demonstrated commitment to providing acquisition insight and independent analysis and assessment of contractor performance.

Lockheed Martin MS2 is the Navy’s prime contractor for the Acquisition Category I, or ACAT I, Trident Navigation Subsystem, which provides accurate information to select missile systems carried on Navy submarines. The DCMA Garden City Trident PST supports



A joint Value Stream Mapping team stands in front of a project designed to analyze and improve the engineering process of a navigation subsystem. The group includes representatives from the Navy and the subsystem’s prime contractor, as well as Kit Chang (second from left) and Stanton Moore (second from right) from Defense Contract Management Agency Garden City. (Photo courtesy of Felix Filanowicz, Lockheed Martin)

numerous aspects of the program in accordance with DCMA Major Program Support Policy, contract management requirements, and the interface guidelines document. 

DCMA General Counsel conducts Cost Accounting Standards Courses

Michael Sainsbury, DCMA General Counsel and Matthew Sablan, Staff Writer



As part of the Defense Contract Management Agency's contract

administration services mission, contracting officers are responsible to determine contractor compliance with the Cost Accounting Standards. As a general rule, a contractor is subject to CAS when it receives a negotiated contract in excess of \$7.5 million, meaning they must formally disclose their cost accounting practices and any changes made to those practices.

The potentially recoverable dollars due to CAS non-compliance are by far some of the highest dollar value and most complex issues DCMA contracting officers

and attorneys face. Knowledge of CAS is critical to lawyers in advising contracting officers on the proper determination of costs. To help better educate agency lawyers and contracting personnel about these standards, the DCMA Office of General Counsel hosted and conducted two simultaneous CAS Training Courses in August at Fort Lee, Va., for agency lawyers.

The CAS have been around since the 1970s and are designed to achieve uniformity and consistency in contractors' cost accounting practices in accumulating and reporting costs. When reviewing a particular legal matter, DCMA lawyers need to understand the standards' purpose

and history. They cover such areas as allocation of home office expenses to segments, pension costs, employee compensation, direct and indirect costs, capitalization of capital assets, and disclosure and changes to a contractor's accounting practices. These are just a few areas under CAS that may involve disputes and litigation.

"Since CAS is a highly specialized area that most contracting activities outside DCMA do not deal with, it is a challenge to bring new attorneys on board who have the relevant experience," said Sharron Philo, DCMA general counsel. "In 2010, we did a competency assessment within



Sharron Philo, Defense Contract Management Agency general counsel, presents Rachael House, associate counsel in the Western Region Headquarters, with the 2012 Carolyn J. Perry Award. (Photos by Patrick Tremblay, DCMA Public Affairs)

DCMA-GC and found through surveying all attorneys that we had a critical skill gap in CAS that needed to be addressed. We filled that gap partially through use of on-line webinars, but found the CAS issues were so complex that more in-depth hands on training for attorneys was necessary.”

Training has become critical due to the agency’s ongoing Cost Recovery Initiative and the number of contract audit follow-up actions involving CAS non-compliances. Philo said during the courses, the participants were taught about the standards’ regulatory history, case history and other historical data points about the regulations. The lawyers were shown how to apply each case’s unique facts and circumstances to this ongoing history.

“The CAS set out the accounting process rules that apply to all major defense contractors and many smaller companies,” said Terry Albertson, a CAS expert who presented one course on behalf of Federal Publications. “Because responsibility for administration, interpretation and enforcement of those rules are assigned entirely to administrative contracting officers who are the clients of DCMA lawyers, it is essential that DCMA lawyers understand the rules.”

“For the lawyers, they deal with these issues on a continuous, but irregular, basis,” said Lou Rosen, another class instructor. “It helped give the attorneys exposure to the regulatory background and issues that we deal with in the field. They really got an appreciation for the sophistication of the issues facing us.”

Albertson and Rosen, both nationally recognized experts in the field, trained 30 newer DCMA attorneys and personnel from DCMA Acquisitions on the basics of CAS. In total, 65 attorneys and acquisition specialists were trained during the three-

“Training has become critical due to the agency’s ongoing Cost Recovery Initiative and the number of contract audit follow-up actions involving CAS non-compliances.”

— Sharron Philo, Defense Contract Management Agency general counsel



Sharron Philo, Defense Contract Management Agency General Counsel, pins Paul Hadjiyane, DCMA-International chief counsel, with his Distinguished Civilian Service Medal. (Photo by Patrick Tremblay, DCMA Public Affairs)

day event.

“I hope that we gave the attendees a solid and accurate summary of the CAS fundamentals,” Albertson said. “Second, I hope we helped them to understand the contractor’s perspective on some issues. There are at least two sides to many of the issues we covered, and it is essential that both contractors and DCMA understand the other side’s perspective and motivation.”


For the more senior DCMA attorneys, the Office of General Counsel used their own in-house CAS experts to conduct scenario-based training. This training, conducted at the Women’s Army Museum at Fort Lee, took the students through real-world CAS scenarios tied to specific CAS standards. Attorney Aaron Lincoln said, “The practical exercises provided valuable insight into why CAS matters.”

For Philo, the decision to hold the training at Fort Lee was an easy one. With the abundance of classroom facilities available on post, holding the training in the Fort Lee area kept costs down and provided field attorneys the chance to visit the new agency headquarters.

These training courses and other work by the Contracts Dispute Resolution Center are helping the agency achieve its goals. “The CAS training has increased the knowledge of attorneys involved at

all levels,” Philo said. “Our Contract Law Steering Group and CDRC trial attorneys personally review all contracting officer final decisions to ensure that no more than 25 percent of the decisions are appealed. In the past year, 108 COFDs — a record number — were issued with only 24 of those, or 22 percent, being appealed.”

The three-day training session included a General Counsel barbecue at Fort Lee’s Hide-Away Club and was capped off with recognition of two DCMA attorneys. Rachael House, associate counsel in the Western Region Headquarters, was recognized with the 2012 Carolyn J. Perry Award. House was recognized by her peers for her outstanding legal support to the agency, her positive influence on others and superior work ethic. The award is named in honor of a long-standing DCMA attorney Carolyn Perry, who retired in 2011.

The Office of General Counsel also recognized Paul Hadjiyane, DCMA-International legal counsel, with the Distinguished Civilian Medal in recognition of his 20 years of service with DCMA. Hadjiyane has returned to the Washington, D.C., area; he now serves as a senior attorney with the DOD Inspector General’s Office. 

An expanding community of practice: Moving quality ahead

Patrick Tremblay | DCMA Public Affairs

In Northern Virginia this summer, a small group of leaders gathered to talk about

how they make the quality products sold to the Department of Defense.

The full-day meeting was remarkable for two reasons. First, in the room were top people from many of the country's largest competitive contractors, sitting together with senior DOD acquisition personnel, and alongside trade group representatives. Second, up for discussion wasn't what is being produced, nor how much it's going to cost, but rather how the group can further industry quality assurance efforts.

The group calling itself the DOD/ Industry Quality Assurance Council was meeting for the first time, the result of several years of work by the Defense Contract Management Agency's Quality Assurance Directorate and Michael E. Shields, Jr., its executive director.

"The question for me when we set up the Quality Assurance Directorate at DCMA was 'how do we establish a community of practice and expand it out?'" said Shields, who chaired the group's inaugural meeting. "First, how do we establish this community of practice in terms of DCMA, then how do we expand out to include the government, standards bodies and industry?"

Lockheed Martin hosted the first gathering, a role that will pass among the organizations over time. "DOD and industry share a common interest here," said Steven Hill, vice president of quality at Lockheed Martin. "We all want to produce the highest quality products affordably, and this council can help us cut out waste without increasing risk. Our warfighters deserve nothing less."



1) More than two dozen senior quality assurance leaders prepare to meet for the first time for the Department of Defense/Industry Quality Assurance Council Sept. 13 in Arlington, Va. The council includes representatives from DOD organizations and major contractors, and focuses on ensuring quality goods and services are produced for the department. (Photos by Patrick Tremblay, DCMA Public Affairs)

2) Tatia Evelyn-Bellamy and Christopher Brust, both with the Defense Contract Management Agency's Quality Assurance Directorate, participate in a group discussion during the first meeting of the Department of Defense/Industry Quality Assurance Council, Sept. 13 in Arlington, Va.

3) Gary Wegrzynowicz, (left) deputy executive director, Defense Contract Management Agency Quality Assurance Directorate, and Kenneth Pates (center), quality assurance director, DCMA Operations, speak with Eugene Jaramillo, senior director of quality at Raytheon, during a break-out session during the inaugural meeting of the Department of Defense/Industry Quality Assurance Council, Sept. 13 in Arlington, Va.





Steven Hill (left), vice president of quality, Lockheed Martin, and Michael E. Shields, Jr., executive director, Defense Contract Management Agency Quality Assurance Directorate, talk prior to the start of the first meeting of the Department of Defense/Industry Quality Assurance Council, Sept. 13 in Arlington, Va. (Photo by Patrick Tremblay, DCMA Public Affairs)

Facilitated by Beth Clark, a Lean Six Sigma Master Black Belt, the group was led through three activities designed to clarify the council’s charter and refine strategic objectives, leading to a short list of projects. “We want the projects identified at the end of the day to be SMART,” Clark told the group. “In the Six Sigma world, that means specific, measurable, attainable, realistic and having a timeline.”

Shields invited senior manufacturing quality representatives from the nation’s largest defense contractors. In addition to DCMA, the public sector was represented by quality personnel from the Missile Defense Agency, Naval Sea Systems Command, Naval Air Systems Command, the departments of the Army and Air Force and the Office of the Deputy

Assistant Secretary of Defense.

Shields and his directorate have worked over the past few years to strengthen DCMA’s quality focus (see Evolution of Quality in the Communicator’s summer 2012 issue). About one third of DCMA’s workforce is dedicated to making sure goods and services meet the level of quality outlined in contracts. They report to their contract management offices, which in turn report to the Operations Directorate. Richard H. Fanny, DCMA deputy chief operations officer, participated in the meeting to ensure the two directorates were in synch.

“We need to remember that there are three parts to what we do, and they are integrated,” said Fanny. “There’s the engineering side, the quality side, and ultimately the contract side, which sets

the requirements for what we expect. If those three don’t line up, we’re in trouble. So, we need to make sure what we put forward here can be supported from the engineering and contract side, as well as the quality side.”

Another key participant in the meeting was Paul Borawski, chief executive officer of ASQ, one of the top quality trade groups. His organization provides support to groups that develop and approve U.S. and international standards, and offers 17 professional certifications in quality management.

“Every three years, ASQ does a study called the Future of Quality. This meeting fits right in the center of our most recent findings, because the biggest opportunity for you to collectively benefit your organizations lies in the space between

your organizations,” Borawski told the council, adding he was “excited by the prospect of what can be achieved by this group.”

ASQ’s participation was complemented by that of the Defense Acquisition University, represented by Kurt Stonerock, dean of DAU’s College of Contract Management. “I think DAU clearly recognizes the importance of this group,” said Stonerock. “I really appreciate the invitation to allow us to see how we can align our enterprise to best support everyone here.”

At the end of the day, the group had identified a number of projects for immediate and future effort. For many participants, however, the degree of participation in the council’s first meeting was the most important part.

“The level of customers here, the level of folks in the industry combined in

“We need to remember that there are three parts to what we do, and they are integrated. There’s the engineering side, the quality side, and ultimately the contract side, which sets the requirements for what we expect. If those three don’t line up, we’re in trouble. So, we need to make sure what we put forward here can be supported from the engineering and contract side, as well as the quality side.”

— Richard H. Fanney, Defense Contract Management Agency deputy chief operations officer

one meeting, I think can achieve a lot,” said Eugene Jaramillo, Raytheon’s senior director of quality. “I look forward to participating and continuing to support.”

Kevin Schilling of Boeing agreed. “This was remarkable. In my opinion, if we just got this far, it’s been a success.”

Shields said he was thrilled to see the first meeting being held. “I think this

council has the potential to do some really great things,” he said. “We have a golden opportunity here to move the nation’s quality assurance program ahead leaps and bounds. This is a vehicle for us to make a big difference.”



The latest news is in DCMA Express on the internal homepage

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

Special Programs brings new hires up-to-speed

Matthew Sablan | Staff Writer



Part of ensuring a continued, smooth growth for the Defense Contract Management Agency is training and educating new employees to help them become part of the team. Each directorate has unique challenges to integrate new team members. In Special Programs, one of those challenges is training new employees on how to operate in a secure environment.

“We realized the influx of new employees unaccustomed to working in a secure environment was a significant security issue we needed to address,” said Carl Workman, DCMA Special Programs deputy director. In response to overcoming this issue, several Special Programs staff members, representing the Special Programs Headquarters and their three Contract Management Offices, stepped up to create the DCMA Special

Programs New-Hire Boot Camp. The team is led by DCMA Special Programs’ Sarah O’Dell and team members Vonnetta Robinson, William Ramos, Kenneth Meyer and Jennifer Eckert, a graduate from one of the 2011 DCMAS New-Hire Boot Camp sessions.

The Boot Camp covers important topics over three days. The NHBC brings together Defense Acquisition subject-matter experts and those supporting the acquisition



A recent Defense Contract Management Agency Special Programs New-Hire Boot Camp class poses for a photo in front of DCMA Headquarters at Fort Lee, Va. The new-hire boot camp assists employees with their transition into working in a more classified environment. (Photo by Mark Woodbury, DCMA Public Affairs)




James Norris (left), Defense Contract Management Agency Special Programs executive director, presents Carlo Johnson, DCMA Special Programs East, with his certificate and dog tag for completing the Special Programs New-Hire Boot Camp recently. (Courtesy photo)

differently in Special Programs,” Workman said. Examples include workload acceptance, information and personnel security and other mission-related functions. The course also provides information on the agency’s organizational structure and how Special Programs interfaces with it.

During the boot camp, a DCMA Senior Executive Service member was available for a one-hour question and answer session, which helped reinforce another theme in the training: asking questions is welcome and accepted. “Boot Camp has helped calm new hires’ fears about joining Special Programs,” Eckert said. “It approaches those concerns in a non-threatening manner; when I finished it, I came away a lot more confident than I had started.”

“Security is vitally important for our organization,” Workman said, “But security is also a team sport, and our team has plenty of support along the way.”

The boot camps have proven successful, with Special Programs reporting reduced security incidents among new hires and higher retention rates. Since 2011, fifty two students have attended the DCMAS NHBC. 

community through information technology, security and financial and business operations.

“We absolutely wanted to make the security instruction come alive for the participants,” said Workman. To do this, Special Programs created a course that shows real world examples involving

special security requirements. The NHBC presentations and interaction are followed by a series of practical exercises that provide a cross-training understanding of contract management roles and responsibilities in Special Programs.

“We also wanted to address processes and procedures that are performed a little



Defense Contract Management Agency Safety and Occupational Health can assist in making your working environment a safer place to work by:



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The Defense Contract Management Agency's Combating Trafficking in Persons Integrated Process Team meets to discuss the CTIP program at DCMA Headquarters on Fort Lee, Va. (Photo by Mark Woodbury, DCMA Public Affairs)

DCMA engages with and supports DOD CTIP program

Matthew Sablan | Staff Writer

Throughout the world, people are abused and mistreated in their work places and exploited by their employers for illegal and immoral purposes. They are promised jobs and then exploited as sex slaves. Others are promised good wages to support their families but end up living in hovels, earning sub-standard pay for backbreaking work. Their passports, taken by those who exploit them, are held to prevent them from leaving the country. Unable to pay off their service debts or return home, these workers end up financially and physically trapped in their jobs.

As unbelievable as it might seem, some of the businesses and employers who engage in this illegal conduct are contractors and sub-contractors working on Department of Defense contracts.

DOD CTIP PROGRAM

In early 2012, the White House initiated an awareness campaign that restated the United States' commitment to combating

all forms of modern day slavery, including trafficking in persons. The campaign will culminate on New Year's Day 2013, as part of the recognition of the 150-year anniversary of the signing of the Emancipation Proclamation. This national campaign is intended to raise awareness about the government's anti-human trafficking initiatives and to bring more non-government entities into the fight.

DOD CTIP Program and Task Force's efforts focus on training, raising awareness and prevention. "We want to make sure workers are aware of their own rights," said Linda Dixon, DOD CTIP program manager. "We take action to raise awareness about trafficking in persons at home and overseas. We focus on prevention and work on increasing command and military police's ability to pursue and understand human trafficking. Protecting workers is crucial to protecting human rights over seas and in ensuring that contractors follow applicable laws and regulations."

The department has increased awareness of DOD's CTIP Program's effectiveness as applied to contracting and contractors.

Every agency, service and combatant command within DOD is required to have a dedicated person assigned to support CTIP initiatives. "We've had contractors violating TIP laws," said Dixon. "We went to DCMA to look at devising policy to stop contractors from exploiting their workforce and to help us enforce compliance with existing laws. DCMA is our boots on the ground in this effort."

DCMA CTIP PROGRAM

As the Defense Contract Management Agency remains a major player in combating trafficking in persons, the agency is increasing its efforts to fight illegal trafficking in persons. CTIP efforts are more than just the annual individual stateside, and higher profile overseas, training requirement.

To support the national and DOD-wide campaign, DCMA Director Charlie E. Williams created and staffed a DCMA CTIP program to combat trafficking in persons. Patsy Oburn leads DCMA's efforts as DCMA's CTIP program manager. Williams

and the DCMA Council also approved an agency-wide charter; the chartered program will define and develop CTIP processes and policy to support DOD's overarching CTIP program.

On July 26, Oburn conducted an Initial Program Review to prepare and present the charter for approval to Williams and the other DCMA Council members. Once approved, Oburn conducted a formal CTIP Integrated Process Team kickoff meeting to review the charter and initiate the plan to complete the program. The kickoff initiated a robust and rigorous DCMA policy development effort to support DOD's goals.

"I truly feel that being a part of this team is a great honor as I know this is an important program," said Anita Buchanan, a member of the DCMA CTIP IPT. "I am very excited to see DCMA step up and take the lead on this challenge with such heartfelt sincerity."

The DCMA IPT includes: Patsy Oburn and Teresa Izarraras, DCMA Combat Support Center ; Craig Scott and Kaylee Gouldie, DCMA International; Robert Dowell, Contracting; Jim Morris, Quality Assurance; Debbie Elwell and Anita Buchanan, Human Capital; John Hebb and Rick Denman, Operations; Jack Robinson, Special Programs; Jackie Noble, Public Affairs; Michael Sainsbury, Office of General Counsel; Susan Farinacci, Office of Independent Assessment; Russell Geoffrey, Contract Integrity Center; Erikka Veney, Information Technology; and Sean T. Miller, Keystone Intern.

"DCMA's CTIP IPT is expediting the policy development process based upon direction from Mr. Williams," Oburn said. "A major benefit to having a DCMA policy is that DCMA employees will be able to easily locate the information, tools and recommended actions to support CTIP in one location."

DCMA CTIP EFFORTS

"CTIP was initially considered a contingency contracting issue; however, human trafficking is not exclusive to contingency environments," Oburn explained. "It is important for DCMA to support the various DOD CTIP


requirements. We ensure DCMA compliance to DOD Instructions and provide membership on the DOD CTIP Task Force and develop DCMA CTIP policy that is fully defined, consistent and integrated with the necessary tools to perform oversight; ensure compliance with the Defense Federal Acquisition Regulations System; and conduct annual agency-wide CTIP training." The agency expects to achieve 100 percent completion of 2012 CTIP training by all DCMA employees.

As part of the CTIP DCMA contingency contract surveillance and prevention efforts, quality assurance personnel have traditionally asked to see contractor employees' passports in Iraq and Afghanistan. This is one method of identifying potential TIP violations. Different types of contracts and different environments will require various identification methods. "These efforts will be expanded to all contracts as the policy is developed and implemented," Oburn said. "DCMA will engage the entire contract management team, not just quality assurance personnel, in the CTIP DFAR surveillance efforts."

Since CTIP operates under the Federal Acquisition Regulations and Defense Federal Acquisition Regulations, potential violations may lead to contractual non-compliance. The DCMA Contract Integrity Center will support and manage DCMA's CTIP investigative efforts, such as through Inspector General requests and investigative referrals. Contractual actions are the primary remedy, but in appropriate cases, criminal sanctions will be sought.

With this focused effort and implementing DOD's guidance, DCMA will be on the frontline of combating trafficking in persons.

Any person who suspects a CTIP violation should report the concern immediate to their administrative contracting officer. Reports can also be made to the National TIP Hotline at 1-888-3737-888 or by e-mail at <http://ctip.defense.gov>.

(Air Force Col. Steven Buetow, Patsy Oburn, Michael Sainsbury, Anita Buchanan and Linda Dixon contributed to this article.) 

Evolution of CTIP Policy

Richard Ginman, Defense Procurement and Acquisition Policy director, testified March 27, to the House Oversight and Government Reform explaining how DOD has implemented the Trafficking Victims Protection Act of 2000 and its subsequent reauthorizations. Noting that DOD policy relates to contracting activities in Iraq, Afghanistan and other locations throughout the world, Ginman explained that "DOD policy has evolved over time, in 2004, the Secretary of Defense put forth his zero tolerance policy on CTIP, which was addressed to all DOD members."

"(This policy) prohibits any activities on the part of contractor employees that support or promote trafficking in persons and imposes suitable penalties on contractors that fail to monitor the conduct of their employees," he said.

Ginman cited a rule related to preserving worker's rights during his testimony: "(DCMA and other DOD organizations must remind) contractors of the prohibition . . . against knowingly destroying, concealing, removing, confiscating, or possessing any actual or purported passport or other immigration document . . . (or) attempt to prevent or restrict, without lawful authority, the person's liberty to move or travel, in order to maintain the labor or services of that person." A complete transcript of Ginman's opening statement is at <http://oversight.house.gov/wp-content/uploads/2012/03/3-27-12-TechIP-Ginman.pdf>.

Fresh perspectives keep quality *high*

Matthew Montgomery | DCMA Public Affairs



An F-16CJ Fighting Falcon approaches a KC-135 Stratotanker for refueling over Iraq in support of Operation Iraqi Freedom. (Photo by Air Force Staff Sgt. Michael B. Keller)



A fuel filter used for military applications. (Photos by Matthew Montgomery, DCMA Public Affairs)

Maintenance is vital to the longevity of government equipment, especially

when located in harsh environments like Iraq and Afghanistan. The Defense Contract Management Agency plays a vital role in this process as the quality assurance oversight authority for fuel filters — a very important component to any maintenance program.

“Most of the military customers are buying 350 (gallon-per-minute) fuel filter assemblies for overseas operations, though 100 and 50 GPM units are also utilized,” said David Peterson, DCMA Denver quality assurance specialist. “The product produced here helps protect and extend the life of military equipment — mainly aviation applications.”

A faulty fuel filter in an aviation application has serious implications, explained Peterson. “You can have engine damage, aircraft loss, but most important, loss of life. That’s why our main focus

is making sure the contractor’s quality management system is healthy and functioning properly.”

This is done on a regular basis. DCMA performs monthly reviews of records pertaining to shipments, builds records, certificates of performance and treatment of parts, as well as product examinations conducted prior to each shipment. “We make sure everything is correctly configured and assembled as required by the contract,” said Peterson.

“We also perform process reviews on steps such as hydrostatic pressure testing which assesses all filter assemblies for small leaks,” continued Peterson. “Other inspections look at part conformity and other tests associated with the manufacturing process.”

The company understands the importance of the program and has implemented internal checks to help ensure their quality management system is effective. Ron Kolakowski, quality

assurance and production manager, said one of the things the company does internally is rotate people through all assembly and inspection processes.

“We know our people get used to looking at things over time and it becomes easier to overlook them,” said Kolakowski. The company maintains the rotation of people to keep fresh perspectives in their quality system.


This is an area where DCMA adds value to the contract through routine inspections. “DCMA serves as an extra set

of eyes and that fresh perspective we try for internally. There have been times when DCMA has pointed out issues we were just overlooking. Once they were identified, they were corrected and then added to our inspection list as a required check,” said Kolaowski.

Peterson said DCMA uses a similar method in this facility for performing inspections. “We try to rotate agency personnel through the facility, much like

the contractor does,” said Peterson. “You could have the same person here for a year, or two, or five, but it is of no benefit to anyone because there is no value added. When we change the personnel out regularly, it keeps a fresh perspective

and ultimately a better product for the end user.”

The end goal on both sides of the production system is the same — ensuring the warfighter gets a high quality, dependable product, said Peterson. 



David Peterson, Defense Contract Management Agency Denver quality assurance specialist, inspects a 50 gallon-per-minute fuel filter assembly along with team members. This product helps protect and extend the life of military equipment — mainly aviation applications.



Air Force Col. Stephen Elliott (front left), Defense Contract Management Agency Dayton commander, walks a facility with DCMA Dayton employees Errol Palmer (front right), program integrator; Jay Pfeffer (back left), engineer; and Chris Burgin, quality assurance specialist. (Photos by Jo Adail Stephenson, DCMA Public Affairs)

DCMA Dayton walks the talk

Jo Adail Stephenson | DCMA Public Affairs

“There is no I in team.”

Air Force Col. Stephen Elliott, Defense Contract Management Agency Dayton commander, believes the essence of teamwork involves living the agency’s core values — integrity, service and excellence — each day.

“Being honest with each other, being respectful of each other and wanting to be a team member — I have great, great, great folks — young, and more experienced seasoned employees, a motivated team. I don’t have the I’s anywhere,” said Elliott about DCMA Dayton and its two streamlined contract management offices, Indianapolis and Cleveland.

Consisting of more than 300 employees, who are responsible for approximately 14,000 contracts valued in excess of \$30 billion, the team works together and puts individual differences aside to achieve the common goal.

James Cox, DCMA Dayton contract operations group manager, said, “We’ve gotten really good at cross-functional problem solving — and not only cross-functional but cross organizational. That doesn’t happen by magic Some of the meetings do get heated. We don’t always



Defense Contract Management Agency Dayton quality assurance specialists (left to right) Jon Lutz, Sharon Vetter and Rocky Ash review surveillance paperwork at a contractor facility.

agree — (there are) a lot of strong opinions — but we are all respectful of each other. We get it out on the table and air our issues and concerns.”

Elliott believes this type of “teaming” resolves problems by leveraging the team’s

combined expertise. “My experience has been when you find a problem, it’s usually not the people but the processes,” he said. “When we have a problem, we address it head-on. We take care of it and we move on.”



Jim Richmond (left), Defense Contract Management Agency Cleveland quality assurance representative, inspects an aircraft engine seal assembly with a contractor employee and Jan Bayus (right), quality assurance team leader.



Defense Contract Management Agency Indianapolis employees Greg Harler (left), engineer, and Kraig von Nostitz, engineering/manufacturing team leader, talk about material review board actions at a contractor site.

That synergy is vital in DCMA Dayton where the workload deals primarily with integral parts and components but few end-products.

“I share with folks how important their job is each and every day with everything they do — from the gasket produced out of a small business to the environmental control units from a larger supplier,”

Elliott said. “When it all comes to bear, it’s important because it makes a difference to the warfighter.”

Jim Richmond knows this firsthand. “I am a warfighter myself,” said the DCMA Cleveland quality assurance representative and current Air Force Reservist who has a combined total of 28 years of active duty and Reserve service. “I know what

it’s like to be overseas in the AOR (area of responsibility) and get the part out of Supply and the part doesn’t work. I want to make sure they get the right stuff at the right time.”

For DCMA Indianapolis employees Eric Stickdorn, engineer, and Cynthia “Cindy” Appleget, quality assurance specialist, warfighters are always in their thoughts.



Defense Contract Management Agency Indianapolis employees Eric Stickdorn, engineer, and Cynthia “Cindy” Appleget, quality assurance specialist, review a mounted vehicle part prior to performance testing. (Courtesy photo)



Defense Contract Management Agency Cleveland quality assurance specialist Dan Sexton, shows Army Lt. Col. Don Hurst, DCMA Cleveland commander, the inspection characteristics for a decontamination shelter. (Photos by Jo Adail Stephenson, DCMA Public Affairs)

“I share with folks how important their job is each and every day with everything they do — from the gasket produced out of a small business to the environmental control units from a larger supplier. When it all comes to bear, it’s important because it makes a difference to the warfighter.”

— Air Force Col. Stephen Elliott, Defense Contract Management Agency Dayton commander

“Every day we are thinking about the people using the products. They’re in our minds every day not only because they always should be but because some of us end up being out there with them like Cindy has,” Stickdorn said.

Appleget recently returned from a six-month deployment to Afghanistan where she evaluated contractor compliance to

Logistics Civil Augmentation Program IV contract requirements. LOGCAP IV encompasses basic life support services and Theater Wide Contract Administration, or TWCA, contracts.

Every chance he gets, Elliott stresses to DCMA Dayton employees how important their work is to the warfighter. He said it’s the whole team — the quality assurance specialist, contract administrator,

administrative contracting officer, engineer, industrial specialist — working together so the quality product is delivered at cost and on schedule to the warfighter.

The key is true motivation, according to Elliott. “I believe in empowerment and sending people out to do their jobs. My job isn’t to write a contract or inspect a part. My job is to motivate people, reward people and recognize people. That can be anything from a handshake to showing up.”

Elliott “walks the talk” by showing up to shake hands with DCMA employees and contractors as he travels throughout the CMO.

The uniforms he and his two streamline CMO commanders, Army Lt. Col. Todd Spencer, DCMA Indianapolis, and Army Lt. Col. Don Hurst, DCMA Cleveland, wear make a definite impact.

“I’m a visual,” said Elliott. “Lt. Col. Hurst and Lt. Col. Spencer are extensions of that. When I go to contractor facilities, it amazes me the number of people working for the contractors who come up to me and say, ‘Hey, Colonel, thanks for what you do.’ And my response is: Thanks for what you do.”

The essence of DCMA Dayton’s team is its members and how well they work together.

Cox, who has been employed at other organizations prior to coming to DCMA, said, “It’s the people who work together well. In terms of working together, it’s the best I’ve ever been associated with.”



Tim Johnson, Defense Contract Management Agency Dayton quality assurance specialist, visually inspects small arms ammunition containers.

Keeping a *cool* perspective when challenges **heat** up

Jo Adail Stephenson | DCMA Public Affairs

Several warfighters, their breaths easily seen in the bone-chilling cold, quickly step inside to enveloping warmth.

Thousands of miles away, the heat is visible as it rises off the ground in shimmering waves, but inside the air conditioning keeps the warfighters cool and comfortable.

Beneath the drive to provide a temperature-controlled environment for warfighters stands Jennifer Sheriff, Defense Contract Management Agency Dayton quality assurance specialist.

“I want their air conditioners to keep them cool and their heaters to keep them warm,” Sheriff said. Her sentiments about supporting warfighters run deep. “The feeling about the military is so strong because I was a military spouse,” she said.

Sheriff said she wants warfighters to



During final inspection, Defense Contract Management Agency Dayton quality assurance specialist Jennifer Sheriff checks to ensure the proper assembly and functionality of a M26 joint service transportable decontamination system — small scale. (Photos by Jo Adail Stephenson, DCMA Public Affairs)

Jennifer Sheriff, DCMA Dayton quality assurance specialist, inspects the interior panel assembly of a multi-temperature refrigerated container system, or MTRCS, for alignment and bowing issues. The MTRCS is an insulated container used to store and transport temperature-sensitive cargo and perishable food items in theater.

know “We (DCMA employees) are here every day. It’s our work. It’s so much more than just my job. We want to make sure they get the proper equipment. This is what we’re here for.”

MENTOR

Sheriff is a career QAS who uses her own experiences as former intern to mentor others.

Her career began in 1997 as a procurement technician with Defense Contract Management Command Northern Europe. In 2000, she was accepted into a quality assurance position stateside as part of the agency’s three-year Keystone Intern Program. These days she mentors interns who are sent to work with her.

“Best advice I’ve been given – you don’t have to have all the answers. You just need to know where to go to get the answers. I tell current interns the same thing,”

she said.

Over the years, Sheriff has embraced her changing roles from serving as an intern to now being a mentor. “When a recent intern came onboard, I worked with him to get his career going – how to do inspections and audits. I’ve come full circle from the QAs who first helped me, now I can help other people.”

She said working with a contractor who was having problems early in her career really helped her to learn and gain experience. “I tell interns to get as much experience as they can and to not be afraid to tackle the problems – you’re going to learn that way,” Sheriff said.

WORKING WITH THE CONTRACTOR

She is the resident QAS at a contractor facility where she performs process reviews, full acceptance and hands-on inspections on the environmental control systems and decontamination

systems operating in environments where warfighters are stationed around the world.

Sheriff is not only a resident QAS but also a non-resident QAS covering more than 10 contractors with the majority located in northern Kentucky.

When working at other contractor sites, she has to understand each contractor’s system so she can use that knowledge with physical inspection and with documentation to ensure the product meets contractual requirements. “Different forms, different processes, everywhere I go it’s different,” she said. “Every day is an adventure.”

Sheriff is most proud of her role in helping to change the attitude of contractors working with government inspectors. “It used to be adversarial – the way QASs and contractors interacted,” Sheriff said. “I’m helping to transform that into working relationships.”

TEAMWORK

Jimmy Metcalf, team leader, and Jeff Burgjohann, senior resident industrial specialist, work with Sheriff at a contractor facility.

“I do the oversight to make sure Jennifer has the support she needs, the training she has to have,” Metcalf said.

Sheriff works with Burgjohann when they find a problem which affects current production. “We let Jeff know it may cause a delay, so he can inform the buying activity,” she said.

Burgjohann monitors the schedules and tracks the material for shipment. He also handles progress payments in instances where the contract stipulates a contractor can do specific work and then can submit paperwork for payment and continue with the contract.

“My job is to make sure we make our delivery dates and schedules,” said Burgjohann, who has been with the agency since 1988 and has a total of 28 years of federal service. “I help Jennifer when she has problems. It’s great to have somebody to work with. We’re very team-oriented.”



Jeff Burgjohann, Defense Contract Management Agency Dayton senior resident industrial specialist, tracks material for shipment and monitors the delivery schedules at a contractor facility.

Adding value to the manufacturing enterprise

Jo Adail Stephenson | DCMA Public Affairs

Gary Haton wields his manufacturing knowledge and skills as effectively

as those who weld the

aircraft engine parts he inspects as a Defense Contract Management Agency Indianapolis quality assurance specialist.

The welds are as essential as the work Haton performs to ensure the parts meet the customer's rigorous specifications and standards.

"I check every single weld and critical characteristic on the parts. Pilots can't pull over to the side of the road and call for assistance," Haton said. "If I have helped to save even just one of our warfighters' lives during my federal career, then I've accomplished my ultimate goal."

His work is complicated, complex and tedious whether he's physically looking at the final welds, inspecting a part and checking its features with blueprints/drawings, or verifying measurements using a series of gauges and wires to see if the part meets the required specifications.

Haton's skills are part of the added value the agency brings to its customers, warfighters and the manufacturing process, according to Army Lt. Col. Todd Spencer, DCMA Indianapolis commander. DCMA is involved with product examination and reviews to make sure the contractor is using sufficient, standard and effective procedures.

"That's how DCMA adds the value to the overall manufacturing process," Spencer said.

Haton reviews the contractor's procedures – from how they do their testing to verifying the calibration of the parts – most of which have to be pre-approved through the buying activity or customer.

Gary Haton, Defense Contract Management Agency Indianapolis quality assurance specialist, verifies the records on an aircraft engine part. (Photos by Jo Adail Stephenson, DCMA Public Affairs)





Gary Haton (left), Defense Contract Management Agency Indianapolis quality assurance specialist, demonstrates to Army Lt. Col. Todd Spencer, DCMA Indianapolis commander, how he checks the slot width of an aircraft engine part using go, no-go gauge pins.

“They’ll put together a plan and a process to be presented to the buying activity – that’s how they’re saying they’re going to make the product,” Haton said. “If they deviate from it, then the product is not acceptable without the approval from the buying activity.”

With small business suppliers, Spencer said, “We take an interactive teaming approach so they understand the problems and understand the requirements.”

Rodger Clark, DCMA Indianapolis lead quality assurance specialist for the team, said Haton keeps him and the chain of command informed of issues as needed.

“He loves the hands-on part of the job and being in the manufacturing environment where his previous experience is a real plus to our organization,” Clark said. “He loves to

share his knowledge with the newer employees to assist in their professional development.”

Manufacturing is second nature to Haton, who has been around it for more than 30 years after beginning his federal service career as a machinist in 1982 for the Air Force. A DCMA employee for three years, he is a non-resident quality assurance specialist (mechanical) working with 18 different assigned contractors and covering a 12,000-square-mile area.

At this facility, Haton monitors all phases of the process including the incoming raw materials (approved vendors, material certifications, etc.), forming, welding, heat treating, non-destructive testing (liquid penetrant and radiography testing), calibration systems, inspection systems, packaging

and the approved part markings for the necessary traceability required for aircraft components.

“The goal is zero defects on items being sent to the field to provide our (warfighters) with the best product available in accordance with the contract requirements and technical data,” Haton said. DCMA performs audits on all the systems and conducts 100 percent product examinations on all parts because these are critical safety items.

Testing the product is just as important as manufacturing it. “Welds are critically important for these aircraft engine parts,” he said. The contractor conducts non-destructive testing to check for any cracks, which are visible under a black light. Issues such as cracks or voids in welds – indications have to be re-evaluated to



Defense Contract Management Agency Indianapolis Quality Assurance Specialist Gary Haton checks the outside diameter dimension of an aircraft engine part. (Photos by Jo Adail Stephenson, DCMA Public Affairs)

The documentation stays with the aircraft engine part from “cradle to grave” as part of its traceability until the part is no longer in use.


Haton sometimes works with contractors and end-users on parts still in use. During the investigation of a non-valid product quality deficiency report at a contractor facility, it was discovered the seven-year-old parts sent to the user had been manufactured correctly, but the user was unaware a hole must be finish-drilled to make the final assembly possible, Haton said.

“This operation wasn’t spelled out as an alternate manufacturing method in the technical manual, so I contacted the engineering support activity for that item,”

he said. “The procedure was incorporated with an addition to the manual. The parts were returned for use.”

He expressed his appreciation for warfighters and the sacrifices they make. “I work for our (warfighters) to get them the best possible product I can in accordance with the contract and technical requirements.”

Haton’s thoroughness ensures the parts meet both customer and warfighter expectation.

“When the supplier is successful, the government is successful. When the government is successful, the warfighter is successful. That’s the bottom line,” Spencer said. 

determine the problem and then correct it.

“The contractor quality manager inspects it before I even look at it,” Haton said. “They don’t try to present me with anything that isn’t ready to inspect.” He then checks their rework procedures and reviews how it corresponds with all the paperwork.

“First thing I do is verify the paperwork is correct and complete before I look at anything,” said Haton, a self-described “fanatic” about validating paperwork. “Everything has to be documented.”



Defense Contract Management Agency Indianapolis employees Rodger Clark, (left) lead quality assurance specialist for the team, and Gary Haton, quality assurance specialist, review the drawings on an aircraft engine part.

Team WELDS processes into place

Matthew Montgomery | DCMA Public Affairs



Mike Sutton (left), Defense Contract Management Agency Albuquerque quality assurance specialist, inspects the welds of a recently fabricated part with Phil Buckner, Mobile Technical Systems, Inc., quality control inspector, during a recent review of the contractor facility. (Photos by Matthew Montgomery, DCMA Public Affairs)

Ensuring portable ground handling mechanical and electrical systems meet specifications, and are delivered on time is the role of Defense Contract Management Agency personnel working in a contractor facility in Las Cruces, N.M.

“The focus of DCMA in this facility is the processes of paint, welding, product assembly and testing,” said Mike Sutton, DCMA Albuquerque quality assurance specialist. “Those are the four areas we check the most.”

In addition to QASs in the plant, industrial specialists monitor contracts and make periodic site visits to verify delivery dates. “My main goal is to make

sure the contractor delivers on time to their customers,” said Janet Bradford, DCMA Albuquerque industrial specialist. “Usually, this means a lot of desk time and communication via phone. Sometimes I need to make site visits to verify the contractor is indeed able to meet delivery deadlines outlined in the contract.”

The company in this case is a small contractor located on two acres in the dry landscape of New Mexico. The 6,000 square-foot facility is the work site of about 10 to 20 employees depending on the workload. Their main focus is fabricating equipment for various governmental applications.

Robert Garcia, the company’s president,

said DCMA involvement in the process is beneficial to both him and the customer.

“DCMA walked in the door, knew exactly what they were doing and told us basically how they were going to work with us,” said Garcia. “They were never overpowering in any way and have established a good relationship — we knew what they were here for and they knew what we were doing.”

Bradford said DCMA can also be beneficial in helping to bridge the communication gap between contractor and customers when issues arise. Having an expert on the ground and in the plant can make a big difference.

Garcia said a good example of this was



Mike Sutton, Defense Contract Management Agency Albuquerque quality assurance specialist, inspects the welds of a recently fabricated part during a recent quality assurance visit to Mobile Technical Systems, Inc. (Photos by Matthew Montgomery, DCMA Public Affairs)

a steering bar the company fabricated for the Chinook helicopter. It was difficult to get the first article accepted, and the issues had nothing to do with the part itself. They were all paperwork and documentation related. “Our DCMA representatives here were able to walk the customer through the acceptance process and ensure them the proper steps had been taken.”

“If we had not had DCMA assistance on that project, I would have either had the first article rejected, or I would have needed to fly out and meet the customer face-to-face to get it resolved,” continued Garcia.

Over the years, Garcia said his appreciation for the role of DCMA has increased, stating “some contracts would be almost impossible to complete without

“Some of these systems have more than 500 welds and are subjected to numerous nondestructive tests. This means having the right plan and strategy in place to ensure contract compliance is paramount.”

— Mike Sutton, Defense Contract Management Agency Albuquerque quality assurance specialist

DCMA being a part of the process.”

Bradford said she realizes firsthand how certain aspects of her job help small companies stay on track for delivery schedules and contract obligations. An example she gave is the constant communication and follow-up to ensure on-time delivery.

“As a small contractor, it helps me stay on track because sometimes it is hard to manage all the requirements of running a company and still track contract deadlines,” said Garcia. “Over the years, our DCMA contacts have made it a point to follow up on delivery dates and check on the status of contracts periodically.”

Bradford said she was excited when the contractor hit a 100 percent on-time delivery rate for the past 12-month period. From a DCMA perspective, she said this means the warfighter is getting the product when they need it.

PROCESS REVIEWS

Welding is one of the most critical aspects of most programs here. “Some of these systems have more than 500 welds and are subjected to numerous nondestructive tests,” said Sutton. “This means having the right plan and strategy in place to ensure contract compliance is paramount.”

DCMA performs periodic inspections of end process welds, but the time is minimal. This is because of the amount of time spent checking processes and procedures



Mike Sutton (right), Defense Contract Management Agency Albuquerque quality assurance specialist, reviews drawings and contract requirements with Phil Buckner, Mobile Technical Systems, Inc., quality control inspector, during an inspection.

leading up to shipment.

“Doing it this way allows the contractor to go through 98 to 99 percent of their welding and we only need to see a small portion of it,” said Sutton. “We’re assured of the welds because we’ve already looked at the wire, the material, verified product certifications and know the drawings are correct. We also have mandatory checks to ensure welder certifications are all up to date.”

“We have a record of everything, and look at all the certifications tests to ensure welds are in accordance with military standards,” continued Sutton. “Once we have all the upfront part of it done, then the easy part is coming back once or twice a month and looking at specific welds in different areas and checking configurations and matching them to the drawings.”

In addition to the internal checks and DCMA oversight, the contractor has an external company come in and perform an annual audit for compliance.

The yearly review ensures the company is following the guidelines set forth by the International Organization for Standardization. This audit benefits DCMA and provides additional information about the contractor.

“The ISO management representative looks at the company’s logs and identifies corrective action reports written internally for processing areas,” said Sutton. “They will then tie those into any trends, if there are any. We look at the final reports and make sure there aren’t any areas of concern.”

Other external checks are required and many of the welds are put through a crucible of nondestructive tests. These can range from magnetic particle to liquid penetrant tests. “Some products, such as the tow-bars, have a 100 percent liquid penetrant testing requirement,” said Sutton. “Any anomalies would cause it to fail, and although we don’t perform the tests, we verify they have been

conducted through a process review to ensure compliance.”

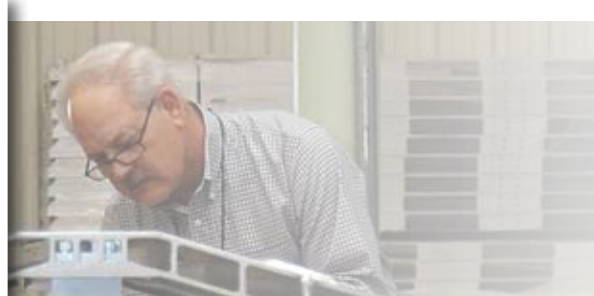
These nondestructive tests also serve as a gauge by providing insight into processes and procedures used by the company. “If everything is not being done correctly you would never get the results necessary to pass an ND test,” said Sutton. “That’s why these also serve as their own quality assurance check — allowing us to view the test results and have confidence the process is being performed correctly.”

With all the process reviews and checks along the way, Sutton said DCMA personnel don’t have to worry about the steps going into production when it is time to review the final product. “We don’t have to spend extra time when we have our strategy planned correctly and do everything up front,” said Sutton. “We are able to control the process and save time when the final product is ready to ship.”

Ensuring containers withstand ‘ship-shock’

Quality assurance specialist key to missiles reaching its destination

Matthew Montgomery | DCMA Public Affairs



While missiles are an important item in the inventory of the U.S.

Navy, the significance of the containers used to ship and keep these weapons safely tucked away are often overlooked. This is a detail, however, not lost on Bruce Jablonski.

He ensures the shipping and storage container which houses one of the Navy's main precision strike weapon systems, is manufactured to specifications and able to withstand ship-shock — the impact taken by a vessel during an explosion. “This is an extremely sophisticated, very expensive munition used across the services,” said Jablonski, Defense Contract Management Agency Denver quality assurance specialist. “If it can't be transported efficiently, and moved and stored safely, then we're in big trouble.”

The lethality of the weapon means storage containers must adequately protect sailors in the event ships are hit by the enemy. As the responsible person for the inspection and validation of processes which produce the container, Jablonski said agency involvement is paramount.

“From a DCMA perspective, I'm the quality assurance specialist responsible for performing sampling inspections and executing the government QA plan — which the agency is responsible for creating,” said Jablonski.

The company building the container manufactures about 370 yearly. Jablonski has been acting as the QAS for the program since the initial contract was awarded.

“The company was involved from the ground up on this container. They actually came up with the design,” said Jablonski. “They built it and it was independently destructive tested for meeting Navy

Bruce Jablonski, Defense Contract Management Agency Denver quality assurance specialist, inspects the shipping container which houses one of the Navy's main precision strike weapon systems. Jablonski said for every shipment, a final acceptance inspection is conducted where he goes through not only the dimensional requirements and markings, but also the associated hardware. (Photos by Matthew Montgomery, DCMA Public Affairs)

munitions requirements.”

Due to the technical nature of producing the container, the company, being a small contractor, and this being the company’s first government contract, Jablonski spent a lot of time in the contractor facility in the early stages.

“Bruce has been working with us since the beginning, and his job hasn’t been easy,” said the company’s program manager. “We have more than 95 parts coming from more than 30 suppliers — a stack of paperwork he had to review over multiple days. And, that was just to get us qualified for our First Article Inspection so we could move forward.”


Jablonski’s involvement has not slowed down much. Reviewing the initial supplier paperwork has been replaced with periodic process reviews and quality assurance system audits. “These inspections allow us to assess the company’s ability to continue

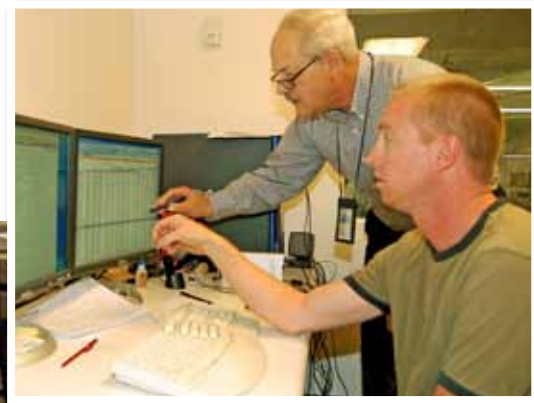
to provide containers at minimum risk that are fully compliant for the government,” said Jablonski.

“This could include making sure training and certifications are up-to-date,” continued Jablonski. “For example, there might be requirements to have a level two qualified welder to do the process — we verify and validate it is in fact taking place. We also validate their quality plans and how they manufacture the product. We go through each step and look for objective evidence that each step is being followed and repeatedly carried out as the contract requires.”

Before shipment, a final check takes place. “For every shipment, we conduct a final acceptance inspection where we go through not only the dimensional requirements and markings, but also the associated hardware and the total 22 items required per the contract,” said Jablonski.

These inspections are usually conducted at the end of the month when the company is preparing containers for shipment. Jablonski must visually inspect all the containers and then randomly select five to fully inspect.

“This is one of the more unique and challenging programs I’ve worked on since coming on board with DCMA,” said Jablonski. “We always think about the fire power and defensive capabilities of the Navy’s missile and weapons programs, but most people don’t realize how those weapons get from point A to point B. It’s very rewarding being able to be a part of that process.” 



Bruce Jablonski (standing), Defense Contract Management Agency Denver quality assurance specialist, reviews technical data during a process review with the container company’s program manager.



Bruce Jablonski (left), Defense Contract Management Agency Denver quality assurance specialist, verifies measurements as the company’s program manager reads the dimensions of the shipping and storage container.

Avionics, Air Force and experience in Orlando

Patrick Tremblay | DCMA Public Affairs

Tammy Mygrant was an Air Force mechanic on an airborne battle management radar program. She transitioned to civilian life, continuing to work with aircraft. Like many in central Florida, she eventually worked on the space shuttle program, and found herself looking for a new opportunity as the program came to an end.

That new opportunity came four years ago when she was selected to become a quality assurance specialist with DCMA. She is now using her decades of experience to ensure items being produced for military customers meet contract specifications.

Mygrant is part of the DCMA Orlando team that provides contract services for customers working with a small, Air Force veteran-owned business that makes precision tools for avionics, including tool kits designed to meet the needs of military aircraft maintenance crews.

“I used to use these tools,” said Mygrant. “So, I know what level of quality the customer expects.”

This experience and understanding of the product and customer set Mygrant and other mid-career level employees apart from many other new agency hires.

“This is very different than being a contractor for NASA,” said Mygrant, noting every transition has a learning curve. “It’s taken me a lot of time to learn the DCMA way of doing things.”

One of the main differences in Mygrant’s work is she now spends most of her day observing and validating supplier processes and controls, rather than doing hands-on inspections of parts and systems.

Gene Simms works with Mygrant as the DCMA Orlando pre-award survey manager and industrial specialist assigned to the aviation tools contractor. He retired from the Air Force in 1996, and came to DCMA in 2001 after several years in





commercial manufacturing.

“DCMA is one of the best jobs I’ve ever had,” said Simms, who’s proud to be supporting customers he feels an affinity toward. “Numerous contractors I work with make all types of aircraft parts and components, and I like to get involved in every bit of it.”


The aviation tools contractor has been in contract administrator Fushia Turner’s portfolio for the past nine months. Turner is also an Air Force veteran, but unlike Mygrant or Simms, she joined the agency as a Keystone intern. She’s now in the last year of the program.

Turner said all contracts are different, but what stands out with this small business contract is payments sometimes come from other disbursing offices, or ODOs, which can be a different payment system from what is typically used. The rest of the contract administration remains the same.

Bob Tavelli is the longest serving DCMA employee supporting contracts with this supplier. The Massachusetts native joined the federal government 38 years ago as an Army Materiel Development & Readiness Command, or DARCOM, procurement intern, and has spent the past 33 years with the agency. He’s now an administrative contracting officer, and the aviation tools contract falls under his watch.

Tavelli and Turner each have different responsibilities regarding the aviation tools contract, but both agree that maintaining a professional working relationship with the supplier, and the teamwork of DCMA people assigned to the contract, are essential to success.

For DCMA contract’s role in this success, Tavelli defers to Turner. “Fushia is the face of DCMA for this contract.”

Turner responds in kind. “I’m learning from the best. He’s teaching me a lot.” 



1) Gene Simms, Defense Contract Management Agency Orlando pre-award survey manager, discusses recent contracts with a representative of at the central Florida supplier’s facility. (Photos by Patrick Tremblay, DCMA Public Affairs)

2) Fushia Turner and Bob Tavelli work together on the aviation tools contract at Defense Contract Management Agency Orlando. Turner is the contract administrator and Tavelli the administrative contracting officer.

3) Tammy Mygrant, Defense Contract Management Agency quality assurance specialist, verifies the contents of a military avionics tool kit prior to shipping at a small central Florida contractor. The business supplies tools for military aircraft avionics, and DCMA Orlando provides contract administration services on behalf of customers.

4) Eugene Grayson (center right) and Gene Simms (right) of Defense Contract Management Agency Orlando talk with contractor representatives from a Central Florida aviation tool company about contractual issues at the company’s plant.

One SHOT

Patrick Tremblay | DCMA Public Affairs

D efense Contract Management Agency Orlando personnel

administer contracts at a Titusville, Fla., company that makes rifles. The customers, primarily the Army and Marine Corps, have specific requirements DCMA makes sure are met. The end-users, members of all branches of service and several federal agencies, need to know the weapons are durable and reliable.

The agency ensures when rifles, optics and components leave the contractor's facility, many heading for Afghanistan and other rugged places, they meet contract requirements. DCMA's work on the contract is comprehensive. Contract administrators, industrial specialists, quality assurance specialists and others are involved in every step of the contract from start to delivery.

For Jeanna Williams, DCMA Orlando industrial specialist, this means tracking many moving parts to help ensure on-time delivery. The Syracuse, N.Y., native said she tries to visit each contractor she works with as often as possible. "It's the best way to meet them and establish relationships."

Williams has been with DCMA for 33 years, the last 12 in Orlando. She's worked on the rifle manufacturing contract the entire time. "The company is very professional in communicating with the customer," said Williams, "which makes it easier to maintain a good relationship with the contractor."

Marcos Otero, DCMA Orlando quality assurance specialist, is a fixture on the contractor's production floor. Though not permanently assigned there, Otero makes enough regular visits to have an understanding of the full manufacturing cycle, which is important as the company does little outsourcing.

"I observe and verify processes and procedures on everything from raw material receiving to packaging and shipping," Otero said. As a QAS, he's come



to rely on data to ensure quality. "By the time a product leaves here, I've verified the data package nine times."

Otero also performs quality assurance work on plastic injection, machining, plating, etching, heat treating and a variety of other processes, putting his Defense Acquisition Workforce Improvement Act, or DAWIA, certifications to work.

The contract between the customer and supplier is at the heart of DCMA's work with the rifle manufacturing contractor. Ramon C. Prendergast is the agency's contract administrator working with the company. Prendergast has been with DCMA for two and a half years, and only recently acquired the contract when he moved to Orlando.

Though relatively new to the agency, the Jamaica native is a retired Marine, with 20 years of Marine Corps supply administration experience and another five in hospital contracting.

Prendergast said small business contracts are often different from larger contracts, primarily because small

businesses may need to learn how to use systems like Wide Area Workflow, a secure Web-based system for electronic invoicing, receipt, and acceptance. "It's important for us to educate the contractor," he said.


He noted as DCMA changes as an agency, employing new technology and systems for contract tracking and payment, contract administrators have to teach themselves and be able to communicate any changes to the contractor's representative.

As small businesses grow, contracts may also have different aspects that are new to the contractor. "For example," explained Prendergast, "when a contract first comes to us, we do a process called contract receipt and review. We look to make sure it is populated correctly in the Mechanization of Contract Administration Services system and also survey the contract's requirements."





Prendergast continued, “If it shows certain aspects, like progress payments, the contractor has never done before or may not be familiar with, we’ll communicate with them to ensure they have access to the system and they know what they are supposed to submit.”

“We’re the in-touch person for small businesses,” concluded Prendergast. 

1) Marcos Otero, right, Defense Contract Management Agency Orlando quality assurance specialist, holds a rifle as the owner of the Titusville, Fla., small business that produces the weapon demonstrates a dial on the sight. (Photos by Patrick Tremblay, DCMA Public Affairs)

2) Marcos Otero, Defense Contract Management Agency Orlando quality assurance specialist, observes as a worker assembles an optical device at a Titusville, Fla., contractor, which manufactures rifles and accessories.

3) Jeanna Williams, Defense Contract Management Agency Orlando industrial specialist, checks paperwork while talking with an assembly worker at a Titusville, Fla., company that supplies weapons and accessories to the military.

4) Ramon Prendergast is a contract administrator with Defense Contract Management Agency Orlando. The Marine Corps retiree joined the agency two years ago.

Commitment to country spans *three generations* : 61 years of federal service and counting . . .

Jo Adail Stephenson | DCMA Public Affairs



Army Col. Frank Steinbugl, Defense Contract Management Agency Detroit commander, swears in Sara Zunk, a new agency employee in the Keystone Program. Zunk became a third generation agency employee recently as she followed in the footsteps of her mother, Carrie Zunk, and her grandfather, Mack Smay, by raising her hand and being sworn into federal service. (Photos courtesy of DCMA Detroit)

When Sara Zunk raised her hand and took the federal service oath of

office recently, she became a third generation agency employee following in the footsteps of her mother, Carrie Zunk, and her grandfather, Mack Smay.

The family’s stewardship with the agency began with Smay, who worked as a property administrator for the Defense Contract Management Agency. He retired with 31 years of federal service: 27 years with civil service and four years of military service with the Navy during the Korean War.

In 1982, Smay’s daughter, Carrie, continued the family tradition when she became a federal employee through the

agency’s intern program. A DCMA Detroit administrative contracting officer, Carrie recently completed 30 years of federal government service. The patriotism her father demonstrated left an indelible impression on Carrie. She remembers growing up with what she describes as the family’s “big belief in us to support the military.”

“As a kid, I can remember watching college basketball games. We would have to stand up for the Star Spangled Banner in the family room,” said Carrie. “Patriotism has always been something that has been handed down.”

Carrie passed that sense of patriotism on to her daughter, Sara, who recently began working for the agency as an intern — just like her mom.

“I like to be able to see who I am affecting and be able to have a direct effect,” Sara said. “Even when I go out and walk around in the community and see people in uniform, you get a sense of feeling — this is who I’m helping. I can see it.”

Her mother echoed this sentiment as she recalled a family visit to the nation’s capital. “We went on a trip to Washington with my mom and dad several summers ago and visited the Korean War Memorial. It was very moving because that was the time he served. What we do — it brings it home,” Carrie said.

She believes her daughter picked up the idea about working for DCMA naturally — much like she did. “I had the opportunity to work with my dad for



It's all in the family as Sara Zunk (left) becomes a third generation agency employee. Her mother, Carrie Zunk, a Defense Contract Management Agency Detroit administrative contracting officer, just completed 30 years of federal government service. Her grandfather, Mack Smay, is a retired DCMA property administrator with 31 years of federal service, 27 years civil service and four years of military service with the Navy during the Korean War. (Photo courtesy of DCMA Detroit)



Army Col. Frank Steinbugl, Defense Contract Management Agency Detroit commander, congratulates Sara Zunk, a new agency employee in the Keystone Program.

about nine years. I always felt DOD and DCMA were good employers,” Carrie said.

When Sara was quite young, Carrie began taking her to the agency’s annual Take Your Son or Daughter to Work Day. “My mom has been training me ever since I was really little,” Sara said jokingly. “She would say, ‘Government job, government job, we need young people.’”

Little did Sara know then she would eventually work for DCMA when she grew up.

Things fell into place when a position opened up within a month of her college graduation. Sara said her mom questioned her at first about applying for the position because her goal was to get her master’s degree and then start looking for jobs.

“It was in reverse order, but she said it’s a great opportunity even if it was just to get the interview experience,” Sara said.

Her mom left the choice up to her. “She didn’t try to sway me. She wanted it to be my decision.”

Sara decided to go for it. “When else am I going to get another opportunity

to apply? Might as well start it now.” She filled out her application at her grandparents’ house but said she received no pressure from her grandfather to apply. “He just stayed quiet and was very humble about it,” she said.

“The interview happened a week before my graduation,” Sara said.

“Go for the interview,” Carrie told her daughter. “You can never have too much interview experience. I’m very happy she did it. It was her decision.”

Right after graduation, Sara found out she had been selected for a cost price analyst job in the agency’s Keystone Intern Program.

Sara said she knew how her grandfather really felt when he, along with her mom, attended her swearing-in ceremony.

“Finally, the day came when I started and took my oath of office. He had the biggest smile on his face. I said to him ‘you cannot hide your excitement anymore.’”


What influenced Sara the most about growing up around DCMA was the flexibility her mom had to take time off

to take her to games, practices and other activities. “I understand I might not make as much (salary) as in private industry, but I will trade that for the ability to have a family life,” she explained.

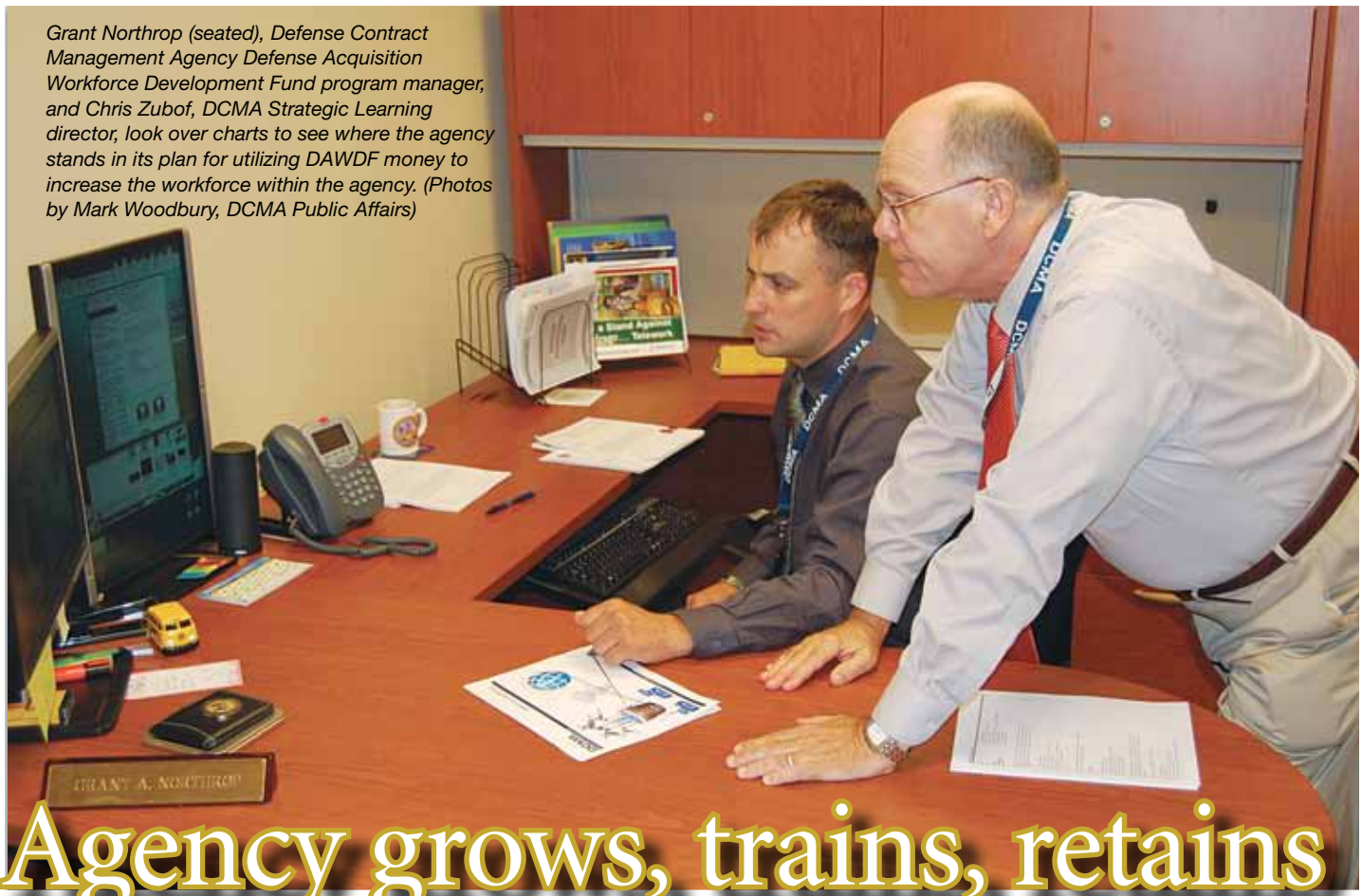
Carrie said, “If you’re going to have a family, the federal government is a great employer. They’re understanding of family values and family commitments.”

One of the reasons Carrie joined the federal government was the ability to retire at a younger age. “Who would ever have thought I’d be so young at this point in my career,” she said. “I’ve done a lot of different ACO (administrative contracting officer) assignments over the years. It’s been a good career. It went by fast.”

And, on that subject, Sara shared something her mother said to her. “My mom said ‘I’m leaving, and it’s time for me to pass on my knowledge and make way for the new people.’”

Sara said she definitely has a resource in her mother. “I have her number, and I know where she lives.” 

Grant Northrop (seated), Defense Contract Management Agency Defense Acquisition Workforce Development Fund program manager, and Chris Zubof, DCMA Strategic Learning director, look over charts to see where the agency stands in its plan for utilizing DAWDF money to increase the workforce within the agency. (Photos by Mark Woodbury, DCMA Public Affairs)



Agency grows, trains, retains through Section 852 funding

Mark Woodbury | DCMA Public Affairs

In Section 852 of the 2008 National Defense Authorization Act, the Department of Defense directed the establishment of the Defense Acquisition Workforce Development Fund, or DAWDF. The money within the fund has become commonly referred to as 852 funding throughout DOD and the agency.

The purpose of the DAWDF is to ensure DOD has the personnel and skills needed to perform its acquisition mission, provide appropriate oversight of contractor performance and ensure it receives the best value of taxpayers' dollars. The fund meets these objectives by ensuring money is spent within three basic categories – recruiting; training and development; and recognition and retention.

According to Grant Northrop, Defense

Contract Management Agency DAWDF program manager, “852 funding is a critical component of our agency’s human capital path forward. Currently, 24 percent of our workforce is retirement eligible with another 46 percent retirement eligible within five years. The issues that come from this reality are being addressed through 852 funding.”

RECRUITING

This funding has allowed for the hiring of approximately 10,000 new acquisition personnel throughout DOD. DCMA alone is authorized 2,747 additional positions through fiscal year 2015. At the end of October, the agency brought onboard 1,477 people through the fund and is planning on having the last employee hired

through 852 funding onboard by January of FY15.

Northrop said the fund has been crucial in bridging the knowledge gap caused by attrition within the agency. “In reality, our existing Keystone program was too small to adequately address attrition rates,” he said. “Section 852 funding has helped bridge the gap between the current workforce and the projected growth requirements of the agency – allowing us to grow our own acquisition workforce professionals.”

To meet the agency’s additional 2,747 hiring demand, DCMA currently used the open continuous job announcement process for contract administrators, quality assurance, industrial specialist and engineering posted on USA Jobs. There has been an enormous amount of interest



A recent group of Keystones take a class picture together during a two week course at the Defense Contract Management Agency Learning Center located just outside Fort Lee, Va.

in these announcements. When these job announcements were first placed on USA Jobs, within 72 hours there were more than 12,000 applicants who had applied.

TRAINING AND DEVELOPMENT

According to Chris Zubof, DCMA Strategic Learning director, 852 funds have allowed the agency to partner with the Defense Acquisition University and create the College of Contract Management.

In April, Director Charlie E. Williams, Jr. issued an On Point memo on Strengthening the Acquisition Workforce. This memo states the CCM will professionalize and strengthen the DCMA workforce by designing standardized accredited curricula and certifications that will better prepare agency employees for success.

The college will open its doors within the fiscal year. Dr. Kurt Stonerock, College of Contract Management dean, is currently seeking people with experience and expertise in several job series common within the agency to become professors within the college. Information on teaching opportunities within the CCM is available on the DAU website - www.DAU.mil. By accessing "Job Search" under the "Career at DAU" tab, interested persons will find all open announcements with quick access to USAJOBS to complete an on-line application. Those interested in the teaching opportunities can also contact Dr. Stonerock, at kurt.stonerock@dau.mil or (804) 734-0699 for any additional information on the CCM job


announcements.

Additionally, 852 funds were used to establish the DCMA Learning Center located just outside Fort Lee, Va. Opening its doors initially in February of 2011, in fiscal year 2012, the DLC held 21 2-week classes with approximately 525 Journeyman and Keystone employees getting agency-specific training.

Zubof said the DLC has also helped long-time DCMA employees receive new acquisition training keeping them up to date with the emerging technologies associated with the acquisition career field.

RECOGNITION AND RETENTION

Northrop said the agency is currently looking into different ways to use 852 funds to help retain the qualified acquisition workforce the agency employs. DAWDF allows money to be used toward recognizing employees through on-the-spot, teaming, or annual performance awards.

"The challenge that comes from growth is ensuring employees are engaged from day one and feel a sense of personal pride in what they are providing the American taxpayer," he said. "Our next milestone is utilizing 852 funds to recognize agency employees that have embodied the agency core values of integrity, service and excellence." 



Charlie E. Williams, Jr., Defense Contract Management Agency director, talks with Keystones about their experiences within the agency during their two week course at the DCMA Learning Center just outside Fort Lee, Va.. The Keystone course is paid for by using Defense Acquisition Workforce Development Fund money.



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