



# DFD News & Views

## Building a better organization

Volume 1, May 2004

## Defense Facilities Directorate

### Message from the Director



**O**ur organization and employees are often recognized for outstanding service and customer focus; however, our environment is now changing. Environments can change due to internal or external pressures or both, as is our current situation. Successful accomplishment of change that embraces the new era is built on the character of the organization, the strength of the individual employees as they contribute to the common good. I am routinely encouraged by the strengths I see in the employees of Defense Facilities. The dedication evident in our organization provides confidence we will meet these challenges head on. Customers see an organization from the point of service with little perspective into the support structure built into the processes and the effort to serve their needs. It is difficult for them to see the sense of patriotism and dedication that reaches deep into the core of our organization, but I do and my sincere appreciation goes out to each and every one of you.

Our organization is formed not just from the structure of our divisions, branches, and teams; not just from the processes we use; not just from the equipment, tools, and materials, but most importantly from the individual contributions made by the

employees towards something greater than themselves. All the parts will not make a whole if there is no soul to the organization to bring it life. Pride in our work and dedication to our customers and colleagues embodies the organizational soul of the

*"I give you my pledge to create and sustain a fair and equal work environment."*

Defense Facilities Directorate (DFD).

No organization is perfect, which leaves ample room for change efforts. There are business areas and organizational behaviors where DFD needs repair, where we need to establish new ways of cooperation. Routine self-reflection both by individuals and organizations is critical to continuous improvement.

Are we the best we can be? Do we function at peak proficiency, routinely seeking the knowledge and skills that will make us better tomorrow than we are today? Are the processes we use clear and repeatable with a means to measure our performance? Are our actions such that we would be proud of the decisions we make if laid before the citizenry of the Nation? It is important to frequently consider what we do, how it is accomplished, are the intentions correct, is the customer served, and what should be done differently at the next opportunity. I challenge each of you to look at your own contributions in this light.

The Defense Facilities Directorate has strategies developed to fulfill its Vision. They are built around the idea that we can become "the Premier Facilities and Administrative Support Services

provider in the Federal Government." We have begun by identifying our customers, analyzing our processes, considering how to improve the work-life of employees, considering our place in our communities, and engaging in increased communication amongst ourselves. We will continue to address the issues so profoundly stated in our Guiding Principles of: Customers first, employee development, integrity, teamwork, and best value services.

Improvement paths are not without obstacles or trials of will. That is the nature of aspiring to greater heights. Successful change in organizations, more often than not, takes personal sacrifice for the common good. To achieve challenging goals, organization members have to depend on each other as a team. It takes the contributions of hundreds to fulfill the DFD mission. Those hundreds when focused on the same Vision can achieve the extraordinary. I truly believe this. So when the opportunity arises, whether in the normal course of work or contributing to change actions, I encourage you to step forward and give it your best effort.

As our customers depend upon us, we must depend upon on each other. Each must do their part. As Director, Defense Facilities I have promised to work hard for the employees and I give you my pledge to create and sustain a fair and equal work environment. I ask this of you in return, that you continue your dedication to our mission with sincerity and honesty. I personally appreciate the contributions and hard work of DFD employees to improve service and achieve organizational excellence. Together, we can be the best by building today for tomorrow's challenges.

# Highlighting Customer Service

*Uninterrupted service...shortened response times*

**“Our goal is to make FOB2 a tenant friendly environment”**

“We are proud of the fact that for the first time in the history of FOB2, we now have a backup electrical power system,” says Bill Battle, FOB2 Building Manager. FOB2’s new 2.5 Megawatt emergency generator is designed to carry the entire load of the facility during any type of unscheduled electrical power interruption to the local or national grid. “This is of a significant benefit to our building tenant agencies in that they no longer need fear the loss of mission continuity for extended time periods during the loss of normal utility power,” explains

Battle. The FOB2 team continues to go the extra mile to support customer repair and alteration projects, as well as the entire Operations and Maintenance (O&M) program. FOB2 has one of the first and only performance-based O&M contracts in the federal government.

One of the innovative ways FOB2 has planned for the future is to hire term employees to act as maintenance work inspectors for both our O&M and Repair and Alterations (R&A) programs resulting in a steady decrease in response times per call. “Our goal is to make FOB2 a tenant friendly environment in which to work, through fast, reliable, and courteous customer service using best business practices in line with the Defense Facilities Directorate Strategic Plan,” Battle said.

## Communicating to Reach the Workforce

The Defense Facilities Directorate (DFD), has begun its communication initiative and is making strides to speak with and listen effectively to employees. A Requirements Analysis team is gathering information through employee interviews to implement a Pentagon-wide, multi-media communication system. Internally, the communication efforts have focused on identifying and implementing effective communication tools such as the Town Hall Meetings to engage with DFD employees. DFD’s third quarterly Town Hall Meeting was held in March 2004. This “all hands” meeting was an effective way to discuss the ongoing WHS and DFD transformation efforts and update employees regarding the vision, goals, and guiding principles of the DFD Strategic Plan. Ralph Newton, DFD Director, addressed various questions related to the organization, mission impact, and more. Videotapes of the three Town Hall sessions are available to employees who were unable to attend the sessions. Employees interested in viewing the videos should contact the Management Support Division at (703) 693-3768.

On July 1, 2001, the Defense Facilities Directorate was the first site in America to become a participant in the DoD Interactive Customer Evaluation (ICE) system. ICE is a web-based customer feedback system that allows customers to submit online comment cards to rate the services and products they provide. The user-friendly system is designed to improve customer feedback by allowing managers to actively monitor the satisfaction levels of the services they provide through reports and customer comments.

As of February 29, 2004, DFD has received 625 comment cards submissions from internal and external customers. Approximately 88 percent of our customers are satisfied with the service we provide. To learn more about ICE, go to <http://ice.disa.mil>. Continue to pass this information on to your customers because every comment counts. For more information about the DFD ICE site, contact site administrators Valerie Brown on 703-693-3768 or Veronda Powell on 703-693-6933.





*Bradley Provancha, FFD Director*

## My First 120 Days

**A**s I mentioned at the 3Dec03 All Hands meeting, my first impressions were very positive, my expectations for the Federal Facilities Division (FFD) staff were very high, and my vision for the future of FFD was very bright. After four months on the job, I haven't learned anything that would change those three perspectives. In fact, each perspective I had then has been reinforced.

### Impressions:

As I've gotten to know more of the FFD employees, my confidence in their abilities and my confidence in the collective capability we have, has only grown. As I've gotten more familiar with our buildings, my admiration and respect for the original designers and builders, the current and past maintainers, and the renovators, has only grown. I've discovered centers of excellence in many FFD programs.

### Expectations:

While a few of our 328 employees have ignored some of the fifteen "Big No-No's" in the letter of expectations I gave each employee and some haven't yet aligned their efforts with their Branch and Division objectives, the vast majority are solid citizens and dependable workers. We can all improve in a lot of areas, but I think a solid foundation of values and principles is in place.

### Vision:

We have lots of challenges and opportunities, from the WHS Restructuring, the DFD Transformation, and the FY05 A-76 Competition for our trades positions in AWG, FOB2, and PBMO, to four more years of Renovation and a variety of other projects. The good news is that we have a strong 5-year DFD Strategic Plan, a 20-year Pentagon Reservation Master Plan in draft, and some operational plans either in place or in development to address every challenge. Together we can handle the hardest part of any plan – the Execution Phase. We probably won't ever have enough staff, money, and equipment to do everything we'd like to do. But, if we work smart in teams, prioritize our work, partner effectively, exploit technology, and leverage the power of life-cycle facility management, commissioning, and sustainability,

we should be able to take care of the "Big Rocks" and take good care of our customers.

We are fortunate to have visionary, values-based leaders such as DFD Director, Mr. Newton. He's supported us with everything we've asked of him, providing ample training funds, approving requests to fill more than twenty vacancies, being our champion in recent negotiations with PENREN/C about fire protection and life safety issues, and providing full funding for our FY04 maintenance requirements. He's improving communications and has held three All Hands meetings in the last six months. He's working hard to improve DFD in every way.

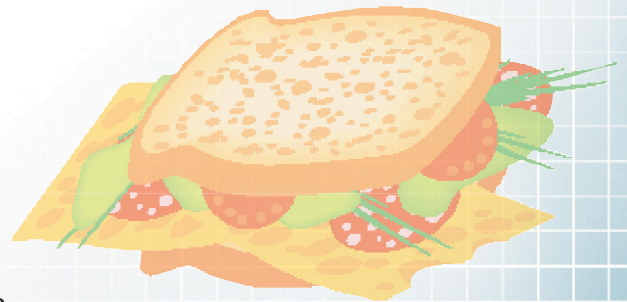
## Brown Bag It With Bradley

**B**radley Provancha, FFD Director, met with 184 of FFD's 328 employees (56%) in fourteen Brown Bag lunch/breakfast sessions held over the six-week period, January 13 to February 23, 2004. The face-to-face sessions followed Mr. Provancha's promise, made during his two 3Dec03 All Hands sessions, to hold Q&A sessions with small groups of FFD employees in their work areas. The open and honest discussions generated some on-the-spot decisions and a laundry list of problems and possible solutions. At each session, two deliverables were promised: 1) a Report Card by Branch and 2) a list of FAQ (Frequently Asked Questions).

The Report Card will rate as "Blue- Red-Yellow-Green" areas of performance such as A-76, appraisals, communications, discipline, equipment and technology, process and procedures, training, working environment and relationships, and safety.

The FAQ will address the employees' concerns in each performance area and include Mr. Provancha's policies for each area. On March 2nd, eight days after the final Brown Bag session, Mr. Provancha previewed the Report Card and the FAQ to 33 FFD managers. The Brown Bag sessions were "...absolutely necessary. They

were an invaluable way to quickly take the temperature and condition of the organization and learn about our culture. They were well worth every minute of effort," said Provancha.



## Customer Service Award Winners

**F**FD would like to acknowledge Jim Buczek, Engineering & Technical Service Division, for his outstanding contributions as the Program Manager for the FFD Customer Service Recognition program. "The Customer Service Recognition program produced a tangible, positive impact on the employees who achieved consistently high results in customer satisfaction," said Buczek.

FFD's top service provider during the 2002-2003 rating period was Reginald Booth. "Mr. Booth's performance is a representational example of PBMO's commitment to providing the highest level of service possible," says Mike Bryant, Pentagon Building Manager. Jean Bell and Robert Harvey tied for second place. Other top award winners include: Mike Gargano, Margaret Butler, Darryl Diggs, and Alana Thurston.

## Welcome Aboard!

The Pentagon Renovation Liaison Branch (PRLB) welcomes Mr. Cornelius ("Doc") Alexander to the team as the new Assistant Renovation Liaison. "Mr. Alexander's 37 years of service in facility management will enhance PRLB's ability to meet our broad and growing mission to ensure that DFD and building occupants receive quality construction and alterations work," said Steve Carter, PRLB Manager.

## A-76 - PWS - MEO: What's it all about?

**I**n January, the A-76 process began with an exercise called the FAIR Act Inventory. The FAIR Act (FAIR Act Inventory Reform) requires us to prepare an annual inventory categorizing all of our positions as either inherently governmental or commercial in nature. Positions categorized as commercial in nature should, according to the FAIR Act, be competed with the private sector. "As we prepare for the A-76 Competition, it is important that all FFD job descriptions are up-to-date and accurately reflect the work that is being done by each employee," explains Bradley Provancha, FFD Director. Annual inventories are due to the Office of Management and Budget by June 30th. Phil Samet, FFD Deputy Director is leading a team of FFD Branch Managers who are looking at every one of the 328 FFD positions and making the tough categorization decisions.

In early February, 28 FFD GS and WG employees attended a two-day A-76 Overview off-site course. Plans are underway, with Mr. Becker's approval, to bring additional A-76 training on-site so all of the 200+ trades employees can learn more about the A-76 Competition process. "Employees who will be affected by the Competition will receive accurate information and guidance during each stage of the A-76 process," says Provancha. "After that, there's some specialized Performance Work Statement (PWS) and Most Efficient Organization (MEO) training we want to send some handpicked employees to."

Can we predict what will happen? "1) By this November, we'll complete our plan. 2) By November 05, we'll complete our competition. 3) Along the way, we'll do our best to keep employees aware and involved in the process," says Provancha.

*Additional information about A-76 Best Practices can be found on the GovExec.com website.*



# Volunteers Honored at DFD's First Responders' Appreciation Day



Shelly Barber, a Pentagon employee and her husband, Kevin performed a song that she wrote and they composed especially for victims. Although this brought saddened nostalgia, it did not dampen the festive spirit. The event was held in appreciation for the fire, police, medical and military personnel that came to the Pentagon's rescue on 9/11. Military bands played all types of music; other bands joined in with "oldies but goodies" as families danced to the beat. The teen female trio, "No Illusions" mesmerized the crowd with their dance routines.

There was nothing but praise for the employees that made the ceremony, which was held at the Hall of Heroes on the Pentagon Concourse, a great success.

Howard Becker, Deputy Director, WHS, Ralph Newton, Director, DFD and John Jester, Acting Director, PFPA each walked to the microphone to thank the volunteers for making the First Responders' Appreciation Day a day to be remembered by all. The Directors posed with each volunteer while the photographer snapped pictures as they received their certificate of appreciation.

Although this event took many man-hours to ensure that the logistics, security, food and entertainment were top quality, DFD's volunteers have already committed to making themselves available to continue doing their patriotic duty for the *next First Responders' Appreciation Day*.

**O**n February 11, 2004, approximately twenty-five DFD (Defense Facilities Directorate) employees along with Pentagon Force Protection Agency (PFPA) employees were invited by management to attend a ceremony in their honor because of the time and effort they devoted at the First Responders' Appreciation Day. This event was held on Saturday, October 18th, 2003 in the Pentagon Reservation Courtyard.

"Honoring those who served" was embroidered on fifty-two volunteers' shirts as they proudly walked throughout the courtyard and the entrances as they hosted hundreds of 9/11's *first responders* and their families.





# Teams - Hard At Work

**P**rocess Action Teams (PATs) are playing a major role in the shaping of how DFD conducts business and manages. PATs are designed to address many of the organizational needs that were identified during the organizational self-assessment conducted last spring. To date, the following eight PATs have been chartered: Telecommunications, Social Responsibility, Customer and Service Provider Lists, Performance Recognition, DFD Communication, Employee Development, Common Administrative Functions, and Suggestion Program. The PATs are structured to reflect representation from the entire organization. Employees from all divisions are encouraged to participate. Team members work together to determine solutions and recommendations to the DFD Board of Directors.

The three PATs referenced below were recognized at the March Town Hall for their outstanding contribution to the organization mission. Team members received certificates and letters of appreciation presented by the DFD Director.

## Customer and Service Provider Lists

Anita Washington - Team Lead  
 Karla Finger, Kitty Bryk,  
 Tina Brown-Richards, Tanya Sampson,  
 Yvonne Brown, Dorothy Mills, Chantel Caesar,  
 Jackie Jackson, Mary Ratcliffe, Hosea Young,  
 John Byrd, James Buczek

## Social Responsibility

Cathy Zickafoose - Team Lead  
 Bob Cox, Lee Booze, Susan Ady

## Performance Recognition

Johanna Sheehan - Team Lead  
 Robin Gress, Susan Malloy, Nathan Bass,  
 Jeffrey Hines, Robert Whitacre



## Social Responsibility PAT members:

Lee Booze, Susan Ady, Cathy Zickafoose - Team Lead,  
 DFD Director, Ralph E. Newton

## New PAT members:

### DFD Communication PAT Members:

John Harris - Team Lead  
 Valerie Brown, Alton Cheaves, Karla Finger, Anita Washington

### Common Administrative Functions: Kay Charles - Team Lead

Valerie Brown, Liz Williams, Sheyla White, Susan Ady, Lou Strawderman, Johanna Sheehan

### Employee Development: Sheyla White - Team Lead

Alton Cheaves, Jim Buczek, Pamela Van Doren, Jennifer Judd, Michael Davis, Robin Gress,  
 Peggy Jackson, Kay Lagon, Brian Maguire, Cleveland Tyler, Chris Rogers,  
 Lisa Passagaluppi, Veronda Powell, Jeraline Artis, Kimberly Heneault, Robert Powers,  
 Sherry Duke

### Suggestion Program: Chuck Boyd - Team Lead

Lorie Walker, Janice Vineyard, Ken Akehurst



# Riding The Wave Of Change

**T**he Support Services Division (SSD) continued to provide high-caliber customer service despite the recent loss of personnel in key positions. Through the process of teamwork, everyone was allowed to become a part of the solution. SSD employees have a renewed commitment to focus on the “Customer First,” by keeping pace with the customers’ ever increasing needs for goods and services. The Property Management Branch is but one example of SSD’s refocus on customer needs. Frank Doms, the new Property Management Branch Chief, is dedicated to ensuring his team serves each customer as though they were our only customer. Also, the conscientious members of the Telecommunications Branch, headed by Judy Mitchell, and the Supply Branch make certain requirements are met in a timely manner. SSD continues to provide the best value in its response to the customer’s needs.

## In Appreciation Of Emergency Employees

**A**s we wake up early in the morning, ready to face another day of heavy traffic, we notice this beautiful, white blanket of snow covering our yards, and our streets. Normally, this is not big deal. We turn on the radio to listen for school closings and the status of the Federal Government. Then we hear those fateful words, “Unscheduled Leave is Authorized, Emergency employees are expected to report for work on time”.

In addition to the government’s emergency employees, there are many other “emergency employees” who have to brave the elements to make sure our roads, parking lots, sidewalks, and buildings are usable. Many times they have to leave a warm bed and home and travel many hazardous miles to do so. These are the building engineers, maintenance crews, and road crews we often never see. During emergencies when most folks get to stay home or come to work late, the emergency personnel are expected to get in to do their work no matter what the hazards are. They are on call 24/7 and sometimes must spend several days on duty without a break. They work long, hard hours and seldom get recognized.

So as we fight our way to work through the traffic and the snow and find ourselves complaining about the road conditions, parking lots, sidewalks, and building conditions, just remember that these emergency employees are risking life, limb, and property to clear the way for us to get to work and make us comfortable when we do arrive. Maybe things aren’t perfect but they were on duty before we got up and left the house and we should be thankful for that.

DFD has a number of emergency employees who meet these responsibilities in both government owned and leased buildings. While the building owner is responsible for keeping the leased buildings usable, the Leased Facilities Division (LFD) has to check to see that they are doing it, even during emergency situations. LFD has 117 leased buildings in the National Capital Region and the Federal Facilities Division has the government owned buildings to deal with.

So, when you are lying there in bed, able to sleep for an extra hour or two during the next snow storm, remember all those emergency employees who have been up since the night before. They are our unsung heroes so give them a little appreciation when you return to work the next day.

# Development and Implementation of DFD's Integrated Environmental Management System (IEMS)

**T**he first goal of the Defense Facilities Directorate (DFD) Strategic Plan is to provide a high quality, cost effective workplace environment and administrative support for our customers." DFD's new IEMS represents an excellent starting point for achieving this goal. However, the objective of the IEMS is not simply to meet this goal, but to improve customer service and satisfaction; invest in our workforce through training; improve the cost effectiveness of our building operations; and enhance our ability to effectively manage building operations and services through a holistic, integrated approach. Initial conceptualization of the IEMS took place in the spring of 2001.

By implementing monitoring and measuring tools (metrics), DFD can begin to focus on ways to correct or enhance environmental performance. Thus, the IEMS program will enhance the quality of life (i.e., health, safety, and comfort) for building occupants

and foster actions that will minimize adverse environmental impacts of facility operations. But these are only tools; the real success will come from DFD's people and their commitment to the goal. The true implementors of the IEMS will be building management field office personnel. Engineering & Technical Services Division (ETSD) will support them by obtaining objective measurements and reporting environmental program performance.

ETSD and FFD personnel have jointly created an IEMS that will positively impact all aspects of building operations, maintenance, and contracts in a way that enhances the quality of life of all building occupants, while minimizing impacts on the environment. The IEMS Team will reach beyond conventional approaches currently employed in facility management, to an integrated approach, blending "best practices" from all operational areas. An important part of the process has been the development of meaningful metrics that can be used as a model for other facilities throughout government.

**We want to  
hear from  
you . . .**

**Put your  
comments about  
this newsletter  
on ICE,  
<http://ice.disa.mil/>  
and click the  
Pentagon icon.**

**Look for "*Food for Thought*" coming soon when Ralph Newton will begin having lunch with employees as a way to communicate on a more personal level.**