



# DFD *News & Views*

*Building a better organization*

DEFENSE FACILITIES DIRECTORATE

Volume 3,  
2005



## *Message from the Director*

# Making Positive Strides

*Ralph Newton*

The road to success has many curves and forks along its path. Even so, the vision of our journey is clear, "To be the Best Facilities and Administrative Support Services Provider in the Federal Government." Our challenge is to set out with vigor on the course chosen and as we progress evaluate our progress. We must realize when we have wandered from the path and correct our course. To see the journey through in difficult times will take dedication to keep going forward and not turn back to what is familiar and safe. We cannot possibly arrive at a different place, continuing to improve, without committing to expending the energy necessary for change.

***"Our journey's success is still in front of us and we continue to make positive strides. As we fulfill each objective our success is more assured."***

We have made definite progress through a series of approaches. It has been clearly noticed by others that things are changing for the better in DFD. Some important areas where we are making progress are: Emergency Preparedness, Security Awareness, Safety and Environmental Management, Employee Recognition and Development, Communication, and Strategic Planning.

In this newsletter, you will find articles highlighting areas where we are showing marked improvement. Your participation has been key and this will be important going forward. I appreciate all the contributions you have made to help DFD and WHS progress. We have a ways to go, so what's next?

In 2005, you can expect an increased focus on performance measures probably resulting in changes in some of our processes. Towards the end of the summer or early fall we will be transitioning to a Customer Service Center that will establish a "One Stop Shop" for our customers to request services from DFD and obtain updates on those requests.

"Other things to expect are the incremental implementation of the Employee Development Program, a focus on standardizing administrative processes, and a continued focus on organizational and personal integrity and ethics."

We plan to issue another employee survey to assess the organization's climate to understand how employees see our progress. This will help us identify areas that require more effort.

We will be placing more emphasis on accountability. We each have responsibilities in our jobs and we all must be accountable for properly executing those responsibilities so we can move ahead together.

A fair, equal, and just work environment for all employees will continue as

a principle area for DFD focus. We will work on all this and more.

One item that is a hold over from last year was our effort to make a Compressed Work Schedule available for the workforce. Mr. Becker has agreed in principal to this and has his administrative staff working to develop the specific policy. I expect this will be coming out soon and then we can move rapidly towards implementing it in DFD.

I am sure many of you are interested about the A-76 study for how it will effect FFD. We are still not at the point where the study is ready to be announced. FFD is working with the contractor to tie down some issues with the study planning. Once that is completed, I promise a more complete rundown of the study, including how it will be run, schedule of critical dates, etc. I will issue a Director's Message and schedule another all hands with those affected. So look for more information soon.

As you can see our challenges are substantial to fulfill our Vision, but we are making progress and our future is ultimately bright. If we work together with the desire to be the best and execute our strategic plan, we will gain and hold the high ground. Best regards to you all now and in the future.

***Director's Message  
Continues on Pages 2-3***

## Emergency Preparedness

It is not necessary to say, "Security is Important." For anyone who was here on September 11, 2001 you know that it is. For those who were not here, it is evident that the world situation continues to require our vigilance. It is important that we organize and train ourselves to be ready.

We have come a long way since 9/11 and will continue along a path that keeps us prepared. We are closely aligned with the Pentagon Force Protection Agency in the planning and exercising of emergency response and recovery activities. We are finalizing the Second Edition of the DFD Situational Response Reference (SR2) and will incorporate lessons learned from the March '05 Anthrax incident. The SR2 is an emergency response reference providing information that may be useful during emergencies. A command center structure has been developed that provides multiple sites to enable us to monitor and direct our resources for the purposes of supporting emergency response, continuity of operations, and consequence management. We have initiated implementation of the Security Classification Guide that will require us to manage certain facility information as classified. This will eventually impact how we operate. Initiation of implementation of Security Awareness Training and Operational Security Training began this spring.

## Safety and Environmental Management

In 2004, Integrated Safety Management and Environmental Management plans were adopted and are now being implemented. The publication of these plans is a milestone and the full implementation will vastly improve our management of these important areas of responsibility.

## Recognizing Employees

An important foundation of a high performing organization is recognition of employees' contributions. Working from Process Action Team (PAT) recommendations over the past year, we have made a concerted effort to increase recognition of employees through a number of vehicles.

One pillar of this program is a formula-based performance award program that provides improved protections against unfair distribution of performance awards. This will provide, a "like award for like performance" across the organization. The first application of this program will be during the GS-12 and

below awards associated with the close-out of this year's cycle 31 March 2005.

Other elements of this Employee Recognition Program are increased usage of supervisory cash and special act awards, Employee of the Quarter recognition, and Certificates of Appreciation.

Relatively new are the granting of WHS coins for on-the-spot recognition.

The Awards Board made up of a cross-section of employees and managers has just recently selected our third and fourth Employee of the Quarter to be announced at the next Town Hall meeting.

## Employee Development

DFD is evolving into an organization that encourages continuous learning. An organization that is well trained performs at a higher level and individuals improve their advancement opportunities. An organization that learns new ideas is much more likely to adopt new approaches to doing business. A basic aspect of a learning organization is every employee should receive training based upon a specific development plan to meet his or her needs. I am excited about the result of a PAT that met in 2004 and developed a framework for Employee Development. This framework is built on eight different categories. These categories are:

**Category One:**  
Core Competency Training -  
General training for all employees

**Category Two:**  
Administrative Personnel Training

**Category Three:**  
Technical and Professional

**Category Four:**  
Building Maintenance and  
Technology

**Category Five:**  
Supervisory Training

**Category Six:**  
Manager Training

Two additional categories require nomination and competitive selection by a board to participate. These are:

**Category Seven:**  
Leadership Education  
& Development

**Category Eight:**  
Professional Enhancement

This program is still under development, we expect to phase in each category of training when ready.

## Improving Communications

We have implemented and continue to communicate in a number of ways that share information and provide opportunities for feedback: Town Hall Meetings, the Newsletter, Director's Messages, All Managers' Meetings, and sharing of Board of Director's meeting minutes. We have also held specific large and small group sessions to discuss areas of particular interest. We will continue these efforts and introduce new methods as we move ahead. We are preparing to publish a comprehensive communications plan that will lay down a framework for continual improvement. On February 8, 2005 Mr. Provancha and I held our first "Food for Thought" brown bag lunch meeting. We plan to make the rounds with other groups to meet, greet and eat with divisional employees. As we digest our lunches, we can talk about what is on your minds about DFD and WHS.

## Strategic Planning

In November and December over several days, the DFD Board of Directors met and updated our Strategic Plan. We reviewed the execution of objectives, discussed what was remaining, considered the current environment that DFD is operating in, and projected what the future might hold for us. We considered what challenges we might face and then modified the overall plan. Two important actions we took were to review and validate each objective and its completion timeline. We also added a new Goal 5 with associated objectives. Goal 5 is called "Explore Improvement Opportunities." The focus is to research and bring back for application, the best practices in our industry, continuously seek opportunities to improve our results, and using technology smartly. □

**Ralph Newton**

## New LFD Leader Shares Strategic Vision



In February 2005, Ed Fruit was named the new Director of the Leased Facilities Division (LFD). His past accomplishments, proven leadership, and vision will ensure LFD's strategic position within DFD.

Mr. Fruit received a Bachelor of Arts degree from the University of Maryland in 1977. He was selected under the Career Intern Development Program in Building Management with the General Services Administration (GSA). In 1987, Mr. Fruit transferred to DoD at the time of the GSA delegation and has remained with LFD. He has been a dedicated Civil Servant for more than 24 years. His assignments with LFD include: Building Management Specialist and Principal Manager Deputy to the Area Manager at LFD's Falls Church Area Office. In 1998, he was promoted to the Deputy Director of LFD.

Mr. Fruit expressed his vision and focus of the future for LFD saying, "In order to see a beneficial change in the way we do business, we need to continue to embrace the challenges posed by our customers and seek to address their questions with an open-minded attitude."

Mr. Fruit also stated, "As senior management, we need to assure our employees that we value their input into the process of being more responsible to our customers. An employee's solution may be just what is needed to meet our customers' needs. We need to give our employees the freedom to explore different options in carrying out our policies. Our workforce is our greatest asset. Our employees know what will work and if given the empowerment to try different procedures in a no-fault environment, we can expect them to demonstrate a greater degree of creativity in meeting customer needs."

Mr. Fruit believes that senior management needs to provide employees with a framework for exercise that emphasizes customer service procedures. But he assures them that any boundaries given to employees are only a road map to reach the objective and not a box to confine the employee's ability to serve the customer. Keeping the customers informed and working with them to provide realistic goals and expectations is critical to providing exceptional customer service.

Additionally, "senior management needs to pay equal attention to our internal customers in DFD and help them reach their goals," said Mr. Fruit.

Mr. Fruit quoted Ulysses S. Grant who said "I am a firm believer in giving proven competent people the ability to do their jobs and I do expect them to have better solutions than I do." This sound maxim of U. S. Grant and I believe a sound one, allowed him to focus on his strategic plan and left the carrying out of that plan to competent staffers. I believe we have in our Division some excellent minds and given the encouragement, empowerment, and opportunity they will make us proud.

## FY 2005 Employee of the Quarter Winners

### First Quarter Recipient

The DFD Employee of the Quarter Award acknowledges and recognizes outstanding employees whose standards for excellence and innovation greatly impact DFD.

First Quarter award recipient Dr. Alan Smith, Engineering and Technical Services Division (ETSD), was recognized for his “Customer First” attitude and his willingness to go above and beyond to provide outstanding customer support.

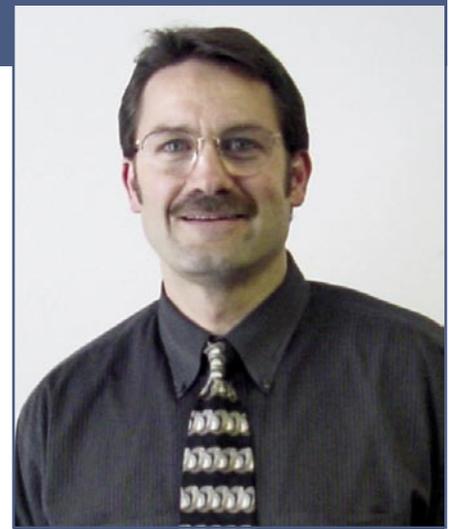
Dr. Smith serves as the Leadership in Energy and Environmental Design (LEED) coordinator for DFD. “Alan is a critical part of the DFD LEED team. His coordination efforts with PENREN have led to a better understanding of DFD’s goals and objectives for LEED,” said Safety and Environmental Branch Manager, Scott Bohnhoff.

He is also an active participant on the

Pentagon Renovation Sustainability and Environmental IPT and has received high praise for his enthusiastic contributions to the team’s efforts.

Dr. Smith has accepted many additional responsibilities including serving as the Contracting Officer’s Representative for DFD’s new Administrative Support contract. His leadership as DFD’s 2004 CFC Campaign Manager, assisted DFD in exceeding its contribution goal by over 10%.

A DFD Employee since 1993, Dr. Smith has held a variety of positions. In each one, he left a legacy of excellent customer service, organized management procedures and solid program management. Mr. Bob Cox, Director of the Engineering and Technical Services Division, describes Dr. Smith as “A bridge builder between organizations



**Dr. Alan Smith,  
Building Management  
Specialist, ETSD**

who enjoys the trust and admiration of those organizations he interacts with and represents.”

### Second Quarter Recipient

Second Quarter 2005 award recipient William “Rusty” Rutter, Space Policy and Acquisition Division (SPAD), was recognized for his strong work ethic and the enthusiastic dedication he brings to each of his assignments.

Mr. Rutter approaches his diverse group of projects with positive attitude and a strong commitment to customer satisfaction. His commitment to getting the job done leads him to go “that extra mile” to ensure projects are kept on schedule and completion dates are met.

Placing a high value on honesty and integrity, Mr. Rutter serves as a positive role model for others.

“Mr. Rutter is a dedicated, sincere and hardworking individual who takes his job seriously. He is a team player who values the integrity of the organization he works for,” said Robert Powers, Supervisory Space Management Specialist.



**William Rutter,  
Space Management  
Specialist, SPAD**

## Awards Ceremony

DFD recently implemented a monthly Awards Ceremony to publicly recognize its employees for their efforts and contributions to the organization. The first ceremony was held in February 2005. More than 60 of the 90 attendees were recognized. Mr. Newton, DFD Director, acknowledged the teamwork and praised the individual efforts of award recipients. DFD employees are invited to attend future ceremonies which will be held monthly in the OSD Conference Room, 2C554. Please contact your Division administrative personnel for the specific dates and times or contact MSD on (703) 693-3768.



## Awards Board

### Members

|                                       |                  |
|---------------------------------------|------------------|
| <b>Gurdarshan Bhatti</b><br>RDF-1J702 | ETSD<br>695-8004 |
| <b>Gerald Byrd</b><br>RDF-1K702D-1    | FFD<br>695-7680  |
| <b>James Ash</b><br>2B200             | FFD<br>614-1597  |
| <b>Dee Hendrix</b><br>5A883           | SPAD<br>614-4890 |
| <b>Octavia Russell</b><br>5D325       | SSD<br>614-7279  |

### Chair

|                                   |                    |
|-----------------------------------|--------------------|
| <b>Bradley Provancha</b><br>4A111 | DFD-DO<br>697-7241 |
|-----------------------------------|--------------------|

## The Mystery Maintainer



### WHO AM I?

Our Mystery Maintainer began his Pentagon career as a Supply Technician in 1990 and was named to his current position by "Doc" Cooke in 1993. Today he supervises a 48-person team, which he proudly describes as "The best kept secret in the Pentagon". A strong

leader, our Mystery Maintainer enjoys managing personalities and situations. He empowers independence and fosters confidence in his employees who share a strong sense of mission and a commitment to teamwork.

Our Mystery Maintainer is the father of three and the proud grandfather of two.

In his spare time, our Mystery Maintainer can be found blissfully "tinkering" on his '69 Chevelle, '79 Corvette or '71 Thunderbird in the horse barn he converted to house these treasures.

A dedicated civil servant, our Mystery Maintainer welcomes the challenges of each new day and continues to seek innovative ways to improve his business processes.

Looking ahead, our Mystery Maintainer said he would like to see employee job descriptions reclassified to better align employee job responsibilities with title and compensation.

**To Discover the Identity of Our Mystery Maintainer, see Back Page**

## Welcome Aboard

DFD proudly welcomes the following new employees:

### ETSD

**Albert Blake**  
General Engineer

**Cameron Delancy**  
General Engineer

### FFD

**Stanley Bridgeforth**  
Maintenance Work Inspector

**Sean Lacy**  
Electrician

**Jason Mitchell**  
Maintenance Mechanic

**Michael Robertson**  
USRO

**Robert Walker**  
Electrical Engineer

**Michelle Woods**  
Secretary

### SPAD

**Diana Dawson**  
Space Management Specialist

**Danny Persinger**  
Space Management Specialist

## Award Fee Received for a Job Well Done

The Pentagon Heating and Refrigeration Plant (H&RP) employees were recognized at a ceremony in February for their outstanding job performance. In 2002, the H&RP underwent an A-76 competition. During this process, the government competed against commercial contractors to staff and operate the plant. The government's proposal, which was based on operating as a Most Efficient Organization (MEO), won the competition. The H&RP employees began their initial year of performance under the MEO plan in December 2003.

The terms of the original competition included an Award Fee as a performance incentive. After an arduous evaluation by the Award Fee Evaluation Board and input from the MEO, the Award Fee Determination Official determined that the H&RP MEO had earned a substantial portion of the Award Fee. Many of the MEO employees received a substantial performance award for their



**H&RP MEO Employees, Managers and Union Representative at Presentation Ceremony**

contribution toward the successful operation of the plant. Individual award amounts were based on the length of time each employee worked for the H&RP.

## FOOD FOR THOUGHT



DFD began holding its Food for Thought Luncheons on February 8, 2005. Eleven luncheons have been held and many more are scheduled. The luncheons are designed to allow employees to share their thoughts with Ralph Newton, DFD Director, in an informal environment. This is an excellent opportunity for participants to provide two-way feedback and further open the lines of communication. The luncheons are voluntary but employees are encouraged to bring a lunch and participate. Each Division has designated a point of contact to provide the date, time, and location for their luncheon.

## DFD TRIVIA

- *What Division is currently responsible for managing or overseeing over 35,000 DOD occupants in over 100 leased buildings in the NCR and beyond?*

*Answer on Back Page*

## Highlighting Customer Service

### *DFD Continues its Commitment to Customer Service*

Mr. Ed Fruit has recently been appointed Director of the DFD Leased Facilities Division (LFD). The new Director has initiated the undertaking of a series of internal reviews and planning in an effort to maximize service delivery and customer satisfaction. The Director's vision is that LFD will provide the most timely and responsive service possible to all their customers.

LFD's mission is to enhance the ability of their customers to fulfill their DoD missions by ensuring that their facility requirements are met completely. Because their customers occupy privately owned leased buildings, providing timely service delivery for construction and space alterations presents many challenges not encountered in Federally-owned facilities. The requirements to develop engineered drawings for most work in high-rise buildings, to negotiate with building owners to modify facilities, and to work with local governments to obtain required building permits for all of our projects represent a few of these obstacles. The dedicated team at LFD is continuously seeking opportunities to partner with our customers and service providers to overcome these challenges.

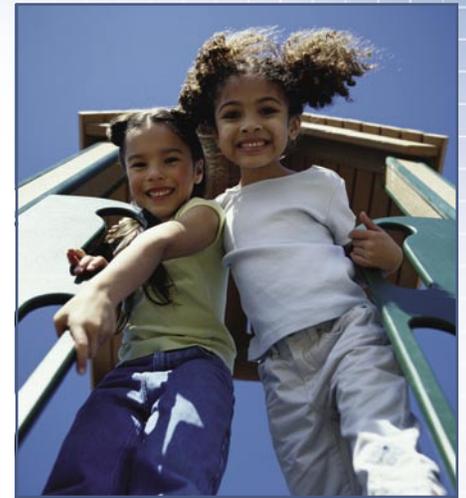
<http://www.dtic.mil/ref/Building>

## New Childcare Center Opens

On January 12, 2005, a Ribbon Cutting Ceremony was held at the site of the new Fort Myer Interim Childcare Facility. The interim facility replaces the former Pentagon Child Development Center, which closed in December 2004. The interim facility project was completed in record-breaking time due to the teamwork and dedication of the Washington Headquarters Services (WHS), Fort Myer, U.S. Army Corps of Engineers, and Atlantic Marine Construction, Inc. personnel.

The following WHS employees were instrumental in the success of the project and were presented plaques by Ralph Newton, DFD Director, for their efforts: Bob Yorke (FMD), Mario Lopez (DFD) and Veronda Powell (DFD).

WHS is continuing to work with the Army at Fort Myer to establish a permanent joint, state-of-the art Fort Myer/Pentagon Child Development Center. The center is planned for the FY06 Military Construction Budget and anticipated for occupancy in Fall 2007. The permanent



facility will be a multi-million dollar, state-of-the art, 42,000 square foot facility with a capacity of 348 childcare-age and 90 school-age children.

The MSD serves as the placement program office within WHS/DFD and provides childcare information and website management for parents inquiring about childcare services.

## Mass Transit Subsidy Program Increase



In November 2004, the IRS issued Revenue Procedure 2004-71 which allowed an increase in the maximum monthly

limit for the mass transit subsidy from \$100/month to \$105/month. The new increase is available to employees whose monthly transit cost meet or exceed the maximum amount. The DoD National Capital Region program implemented this increase effective with the January 2005 distribution.

According to MSD, who provides program oversight, the increase will equal an additional \$60 per year, which may cover another week or more of commuting for some employees. The last monthly maximum increase was in January 2002, from \$65 to \$100.

**For more information on the DoD NCR Mass Transit Subsidy Program, please visit:**

<http://www.dtic.mil/ref/html/NCRTransitpass.html>

# Your Views Count

Many changes have resulted from the WHS and DFD transformation. Continuous improvement is always the goal to making employees and the organization prosper. To capture how DFD is doing, we asked some of our employees the following question: How have organizational changes affected you directly?

“My concerns are the bottom line, that would be how the implementation of NSPS affects my salary. It is my understanding that NSPS will not be implemented until July. WHS is supposed to be one of the test groups for NSPS. Organizational change can sometimes be a good thing, but pay changes are always a primary concern. I have not seen any organizational improvements, therefore none have affected me directly. I am aware that there are some initiatives underway and being considered for implementation, but there have been lots of words spoken and little action taken.”

*Name Withheld*

“In the past there was more flexibility to get services because DFD pretty much had its own support elements such as Graphics, ITD, RMO and especially Human Resources. Now, getting these services is different. There has been very little communication to re-define DFD’s role and how we are to get these services. This makes it hard to do your job and provide good customer service.”

*Name Withheld*

“Overall, there appears to be a change in the organizational climate. There is no specific process on how to get things through the front office. I don’t know if this is because of the WHS or DFD transformation. Things seem to get bottlenecked from the Deputy Director to the Director. Also, since the other elements left, the process for administrative, personnel and resource issues are more broken than before.”

*Name Withheld*

## It’s Our Vision . . .

**“To be the premier facilities management and administrative support services organization in the Federal government.”**

*(DFD Strategic Plan)*



## ICE IS

**We want to hear from you!**

put your comments about this newsletter on ICE,

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and click the Pentagon icon then click communications.

# DFD TRIVIA ANSWER

The Leased Facilities Division

## The Mystery Maintainer

**Courtney McCrae**