

**Charles H. Kiessling Jr.**

1230 Thrush Lane, Waukesha, WI 53189

Work Phone: 414-229-5622 Home (Cell): 540-846-8815

Email: [charleskiessling@yahoo.com](mailto:charleskiessling@yahoo.com)

**Employment History:**

**Defense Contract Management Agency**

Milwaukee, WI Oct 08 to Current

Deputy Director (MCWD), DCMA Milwaukee GS/1101/14 (NH-04)

Supervisor: LTC Christopher Foster Phelps Ph: 414-229-5621

Temporary Assignments;

Acting Director, DCMA Milwaukee Aug 10 – Sep 12 GS-1101-14

Deputy Director, DCMA Chicago, GS-1101-15 Mar 11 – Jun 11

Supervisor: Joseph Vernon Ph: 224-625-8002

**Defense Contract Management Agency Headquarters**

Human Resource Directorate, Performance Management Division (DCMA-HRB)

Human Resource Directorate, Performance Center (DCMAC-H)

Funds Evaluation and Execution Team (FEET) Leader (Mar 07 – Oct 08)

Alexandria, VA Oct 05 – Oct 08

Supervisory Management Analyst GS/0343/13 & YC/0343/02

Supervisor: Dwayne Bennett Ph: 804-734-0342

**Defense Contract Management Agency Headquarters**

Human Resource Directorate (DCMA-HR) (Detail)

Alexandria, VA Nov 04 – Oct 05

Management/Program Analyst GS/0343/13

Supervisor: Colonel Mary Purdue Ph: 703-428-0799 (retired)

**Defense Contract Management Agency Headquarters**

Transformation Team (DCMA-DD) (Detail)

Alexandria, VA Aug 04 – Nov 04

Transformation Specialist GS/0301/13

Supervisor: Angie Bailey Ph: 202-606-0388 (Deputy Associate Director for Talent and

Capacity Policy, Office of Personnel Management, OPM)

**Defense Contract Management Agency Headquarters**

Business Information Center (DCMAC-F)

Alexandria, VA Aug 97 – Aug 04

Management/Program Analyst GS/0343/13

Supervisor: Robert White Ph: 703-428-1317 (retired)

**Defense Contract Management Agency**

Dayton, Ohio Feb 86 – Aug 97

Management Analyst GS/0343/12

Quality Assurance Specialist GS/1910/11

Supervisor: Duane Wright Ph: 937-656-3155 (retired)

## **EDUCATION:**

Bachelor of Science, Computer Information Systems – Strayer University, Mar 06.

Associates in Arts, Computer Information Systems – Strayer University, Sep 05

Management Logistics – Army Logistics Management College, Jun 95.

Enhanced Financial Management Training (ASMC) - Boling AFB, Jun 04.

Tomorrow's Leaders Executive/Senior Leadership Initiative (TLI)

Fundamentals of Systems Acquisition Management – Nov 07

Comptrollers Accreditation Fiscal Law Course – Jan, 08

Additional training/education information provided upon request.

## **WORK EXPERIENCE:**

**Deputy Director:** As the Contract Management Deputy to the Commander of DCMA Milwaukee and DCMA Chicago (temporary promotion), fully share the commander's responsibilities for accomplishing the DCMA mission by planning and evaluating activity programs to include overseeing the organization's technical and managerial activities. Coordinate with group and team leaders to lead Contract Management Office (CMO) operations while overseeing technical and managerial activities to include contracting, quality assurance and personnel activities such as expediting multiple Requests for Personnel Actions (RPAs) resulting in the hiring of qualified candidates. Plan, develop and execute activity work within the CMO by collaborating with the necessary team members to accomplish the CMO's mission. Directly supervise operations that are accomplished within guidelines by reviewing performance data, and making adjustments to accommodate changes in program objectives. Collaborate with the Commander and higher headquarters on prospective programmatic and functional changes. Recommend organizational and resource management improvements by planning, developing and instituting the deployment of resource management (reorganization) plans. Continually review CMO operations and assess program status, verifying established milestones were met by performing program reviews. Review programs to establish or reassess goals, identify impediments, and determine need for change on the various teams. Accountable and responsible for assigned programs to include development of CMO performance indicators and associated documentation. Evaluate and direct the operations of both internal processes and administrative controls. Mastered technical requirements of contract management, contract funding, legislation, quality assurance systems, and program operations based on 27 years' experience, and extensive agency and externally supplied training. Provide direct management and supervisory direction to DCMA Milwaukee. Insure implementation of contract management services, policies, procedures and regulations. Advise key managers, supervisors and team leaders on essential contract management issues. Direct actions to identify and resolve critical administrative or technical problems. Make decisions on problems not resolved at lower organizational levels. Determine appropriate actions to deal with issues and problems. Act as the CMO Commander in his/her absence. **ACCOMPLISHMENTS:** Received the Meritorious Civilian Service Award (agency's second highest award) for actions taken while acting as the Deputy Director, DCMA Chicago (temp); Acting Director, DCMA Milwaukee (18 months); all while maintaining the functions of the Deputy Director, DCMA Milwaukee.

**STRATEGIC AND PERFORMANCE PLANNING:** Oversee creation and refinement of Performance Indicators. Create, develop and deploy policy guidance and goals to support agency wide strategic planning. Aid in the development of Performance Plans, Individual Development Plans and Individual Performance Plans (job objectives) for all CMO employees. Experienced in establishing new organizations, and reorganizing current organizational structures by creating and implementing efficient organizational structures, workable policy, standardized work instructions that are repeatable and meet all agency policies. Prepare/recommend policy and procedures to establish performance indicators that meet customer requirements. Review and evaluate policies, regulations, procedures and guidelines for compatibility with Department of Defense (DoD), DCMA, and Human Resource processes and policies with little specificity regarding the approach to be followed in accomplishing tasks. Plan, develop and implement qualitative and quantitative methods for assessment and improvement of program and process effectiveness. Plan and develop CMO succession plans by establishing various positions that assure trained personal are available when position backfills are needed.

**ACCOMPLISHMENTS:** Established several teams and the associated structures to assure team success. Reorganized DCMA Milwaukee during the latest agency restructuring, and created the internal organizational structure to assure the agency mission continued to be performed. Established multiple intern positions that have successfully graduated into full-time employees that are able to replace long-term employees that have left the reorganization. This resulted in a fully staffed organization that continues to successfully perform all required functions.

**MANAGEMENT CONSULTANT:** Perform and support performance budgeting actions by executing our operating budget to within +/- 4%. Recommend proper allocation and use of available resources during times of limited resources, and resolved performance budgeting issues as a HQs advisor on Resource Review Teams that determine the organizational structures and resources needed. Provide effective advice and assistance on performance information and management analysis and reporting to all levels of the agency. Provide sound advice to senior management regarding data integrity and data management positions. As a member of the first ever Human Resource Integrated Process Team, re-engineered the agency's hiring process, and HR provider source selection. Negotiated with management to accept and implement team recommendations. **ACCOMPLISHMENTS:** Executed a \$33,000 travel & overtime budget to within less than \$50. Produced a plan to reduce the agency's hiring time from 147 days to 46, and reduced position under burning to less than 4%.

**TEAM LEADER:** As the first Funds Evaluation & Execution Team (FEET) Leader, established the team, and created repeatable, reliable processes that continue to be used by the agency, many years later. Responsible for Agency training funds execution (\$17M). Initiated actions leading to the selection of successful candidates to fill key vacancies on the team. Kept employees and supervisors advised of personnel management programs and employee services to enhance upward mobility potential. Approved and issued awards for team members performing beyond expectations. Evaluated performance of all employees, discussing results at mid-year-reviews. Developed plans to resolve controversial issues such as production delays, pricing actions, funding (economic) issues, and adverse program trends. As DCMA's Senior Performance Improvement Officer (PIO), performed data collection and analysis, and

provided senior leadership with actionable information used for sound decision-making. Initiated efforts to institute PIO positions at all offices within the agency. Lead multifunctional teams to analyze and develop recommended additions and changes to DCMA plans, procedures, and resources for performance assessment. While chairing the PIO Integrated Process Team (IPT), conducted specialized studies and projects as assigned such as re-engineering the Agency's hiring process and HR provider source selection, and lead Integrated Product/Process Teams chartered by Agency's Senior Leadership Team. **ACCOMPLISHMENTS:** The PIO IPT drafted duties and responsibilities that continue to be used by the agency. Published the first ever database matrix listing data locations tied to the agency's performance plans. Created standardized reporting designed to resolve functional problems and questions. Assembled data integrity plan best practices by gathering and utilizing best practices generated by all CMOs. **RESULTS:** Senior Management accepted all PIO team recommendations, and established recommendations as agency policy. **ACCOMPLISHMENTS:** Received the Exceptional Civilian Service Award (Agency's third highest award) for efforts to establish and develop the required positions, tasks and procedures required for the team to function.

**ANALYST, RESEACHER:** Analyze and provide guidance to senior leaders on human resources, planning, programming, and financial management. Analyze data to test and evaluate the effectiveness and efficiency of human resource initiatives, and resourcing plans. Expert in design, data collection and interpretation, statistics, economic analysis, and automation. Expert on performance and business data, information management, and management analysis and reporting. **ACCOMPLISHMENTS:** Continued to maintain a state-of-the-art data management and analysis tool used by the entire agency, despite severe technical challenges and restrictions.

**CUSTOMER SERVICE:** Team with customers, DoD entities and process owners to enhance the development of agency human resources, programming policies and procedures. Make sound recommendations to insure compliance with Office of Personnel Management (OPM) and Office of Secretary of Defense (OSD) strategic guidance. Collect and consolidate DCMA activity requests for personnel organization, infrastructure and support services. Review data requirements, answering internal and external inquiries. Respond to telephone inquiries and written communication, addressing policy, procedures, and responsibilities that support agency goals. **ACCOMPLISHMENTS;** Received multiple customer and agency awards.

**PROGRAM MANAGEMENT:** As a Government IMPAC Card Billing Official with a \$1.75M limit, and a Contracting Officer's Representative (COR), lead efforts to assure the proper expenditure of agency training funds, and assure correct contract payment for contractor services. Maintained multiple automated data collection and processing systems programs. Planned, created, managed, maintained and implemented agency database query tools, and personnel system training procedures, manuals, training plans and schedules. Identified analysis tool training and resource requirements. **RESULTS:** Approximately 55% of the agency's workforce received specialized, high quality training. Personnel information continuously forwarded to senior leadership, Divisions and CMOs.

**LICENSES/CERTIFICATES:**

Acquisition Corps Member  
DAWIA Certified Level III, Quality Assurance  
DAWIA Certified Level III, Program Management

**HONORS/AWARDS:**

Meritorious Civilian Service Award (Agency's 2<sup>nd</sup> highest honorary award)  
Exceptional Civilian Service Award (Agency's 3<sup>rd</sup> highest honorary award)  
3 Sustained Superior Performance Awards  
9 Special Act Awards  
3 Team Awards  
6 On-the-Spot Performance Awards  
9 Letters of Appreciation  
1 Quality Step Increase  
2 Time Off Awards  
11 Internal Employee Awards  
10 Commander's Coins  
1 Commander's Certificate  
Alpha Chi, National College Honor Scholarship Society Member since February 2006

**OTHER INFORMATION:**

United States Marine Corps, Aug 76 to Jan 83  
Life Member, Marine Corps League, and Member, Military Order of the Devil Dog  
Member, Fund Development and Marketing Committee, Fisher House Wisconsin  
Member and Officer, Waukesha Lodge #37, F&AM  
Former Member, Strayer University Alumni Advisory Council