



An Outsider's Inside Story

Don Mullinax
Regional Director
October 18, 2011





Where We Were

- DCAA Audits: Allegations That Certain Audits at Three Locations Did Not Meet Professional Standards Were Substantiated, July 28, 2008 [**GAO**]
- Expediency Versus Integrity: Do Assembly-Line Audits at the DCAA Waste Taxpayer Dollars?, September 10, 2008 [**Senate Committee on Homeland Security & Governmental Affairs**]
- Follow-up Review: DCAA Audit Work Deficiencies and Abusive Work Environment Identified by the GAO, August 31, 2009 [**DoDIG**]



Where We Were

- DCAA Audits: Widespread Problems with Audit Quality Requires Significant Reform, September 23, 2009 [GAO]
- DCAA: Who is Responsible for Reform?, September 23, 2009 [Senate Committee on Homeland Security & Governmental Affairs]
- On October 26, 2009, DoD Comptroller Hale announced the reassignment of April Stephenson (DCAA Director) and the appointment of Patrick Fitzgerald as the new DCAA Director, effective November 9, 2009.



Where We Were

“There is a culture at DCAA and the Defense Department that has allowed the agency to go so far down this very wrong path . . . While I am encouraged by Comptroller Hale’s recent decision, the Defense Department still has a long way to go before it restores DCAA’s credibility as an auditing agency.”

Senator Claire McCaskill

October 26, 2009



Where We Were

“I hope that the DoD Comptroller as well as the incoming DCAA Director will continue to bring outside auditing expertise into the agency, strengthen quality control, improve training at all levels of DCAA, and prioritize audits based on the risk of contractor overbillings as well as waste, fraud and abuse.”

Senator Joseph Lieberman

October 26, 2009



Where We Were

On June 28, 2010, for the first time in its 45-year history, DCAA appointed an “outsider” (Don Mullinax) as its Western Regional Director.



Overview

- Where We Were
- Challenges
- Reforms & Expectations



Challenges

- Trust
- Timeliness + Quality
- Communications
- Accountability
- “Fear Factor”



Reforms

- Management Philosophy
- “Rowing in the Same Direction”
- Regional Practices
- Strategic Workload Focus
- Town Hall Meetings
- Facilities
- Innovation Center
- New Hire Orientation
- New Supervisor Training
- Supervisor Outreach
- Professional Support Staff
- Employee Advisory Council
- Reward/Recognition
- Audit Processes



FY 2012 Expectations

- 1. Cohesive Team [DCAA Core Values]** – Not sometimes, but all the time
- 2. Improve Performance [A Must]** – Greater display of ownership & pride
- 3. Maintain Focus (Sense of Urgency)** – Fulfill commitments & make decisions
- 4. Don't Manage by Fear [Do Right]** – Accept responsibility for one's actions
- 5. Consistent Message [One Agency, One Team, One Direction]** – We're all in this together





Final Thought

“If you keep on doing what you’ ve always done, you’ ll keep on getting what you’ ve always got.”



Questions?



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