

ENABLE  
DELIVER  
IMPROVE  
EXECUTE

# STRATEGIC PLAN

Fiscal Years 2005-2010

Develop  
Ensure  
Grow  
Create  
Utilize  
Expand



*Your Indispensable Acquisition Partner*

# DIRECTOR'S MESSAGE



**D**CMA's Strategic Plan is our strategic statement of enduring principles that guide our actions and ensure that we do what is right for our customers and for the American taxpayer. This document communicates our mission and vision for the future to our employees as well as to our customers, industry partners and stakeholders.

DCMA serves as the critical link with the U.S. industrial base to assure that America's military forces and our federal customers have the products and services they need to do their jobs. Our mission is to provide customer-focused acquisition life-cycle and combat support to ensure readiness worldwide, 24/7. We do this through a wide range of contract management and acquisition support services.

Our intent is to communicate mission priorities and desired outcomes for achieving success through our Strategic Plan, both from the highest levels of the Agency to the field, as well as from the individual level at our field locations back up to the DCMA Headquarters. It is this top-down, bottom-up aspect that makes the DCMA Strategic Plan unique and cutting edge.

Assuring the timely delivery of products and services requires diligent and conscientious contract management. We are proud to serve as the eyes and ears of our customers

in supporting America's warriors. Through our Strategic Plan, we ensure that our success is clearly linked to the success of our customers. DCMA's outstanding long-range planning process has produced a clear Agency-wide focus for nearly ten years. As we continue to improve our Plan, we are becoming more focused on its execution. We continue to communicate our intent effectively and have developed a planning process that permits DCMA employees to see their role in achieving the Agency's mission. The plan also provides a structure that holds individual team members accountable for executing and achieving the Agency's desired outcomes for its strategic goals.

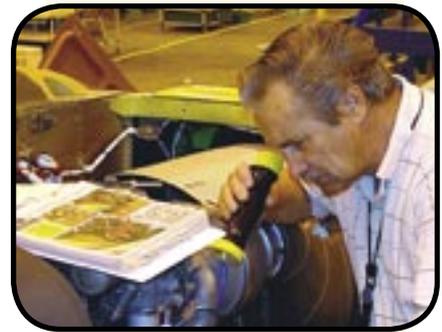
DCMA has made tremendous strides in moving from a compliance-based culture to a customer-centered culture. Our measures of success are based on customer needs and expectations. We are transforming DCMA to align our work so that we achieve the outcomes our customers expect from us. At the same time, we are empowering our people to seek new and innovative ways of doing their jobs. The Strategic Plan is at the heart of all these efforts.

**DARRYL A. SCOTT**  
Major General, USAF  
Director

# STRATEGIC PLAN 2005-2010

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# ABOUT DCMA



The Defense Contract Management Agency (DCMA) is a Department of Defense (DoD) combat support agency ensuring the integrity of the contractual process and providing a broad range of acquisition management services. DCMA's contingency contract management mission provides acquisition life-cycle support to our military services worldwide. DCMA has presence in contractors' facilities for more than 335,000 prime contracts valued at over one trillion dollars, and manages over a million financial transactions annually to authorize disbursement of approximately \$130 billion. The Agency is a leader in business reengineering, acquisition excellence, risk-based management, activity-based costing and the introduction of modern automated systems to support the Department's entire acquisition community. DCMA utilizes its industrial base expertise and teams with DoD customers to implement emerging DoD E-business practices and innovative acquisition methodologies.

DCMA is organized into three Districts (East, West and International), which oversee 50 Contract Management Offices (CMOs) responsible for the work performed at over 750 operating locations worldwide. DCMA employs more than 10,400 civilian and 590 military professionals to carry out its assigned DoD mission.

Through the use of its operating principles, including predictive analysis, performance management and teaming, DCMA employees

interact on a daily basis with military buying activities to ensure the services DCMA provides meet their priorities and expectations in both pre- and post-award environments. The comprehensive, top-level support DCMA provides to its customers earned the Agency a leadership role in the transformation of DoD.

#### **Strategic Approach:**

The Agency's strategic goals and objectives align with the President's Management Agenda, comply with the Government Performance Results Act (GPRA), reflect the DoD Balanced Scorecard approach and encompass the expressed priorities of the Office of the Under Secretary of Defense (AT&L) to whom this Agency reports. Established performance goals and transformation initiatives facilitate the Agency's strategic direction. At the strategic level, the Agency Headquarters provides the resource investment necessary to perform the assigned mission, as well as the policy to be implemented within the Agency. At the operational level, each District manages the contract workload and strategic goals, and has full responsibility and authority for aligning its workload with the unique customer requirements identified at its level. At the tactical level, each CMO performs the mission workload and has responsibility and authority to align workload with unique customer requirements. All levels of the organization are held accountable for their goal achievement.

## Mission

DCMA Provides Customer-Focused, Acquisition Life Cycle and Combat Support to Ensure Warrior Readiness, Worldwide 24/7.

## Vision

The Indispensable Partner, Chosen By Our Customers For the Best Solutions

## Goals

- 1 Enable Our People to Excel
- 2 Deliver Great Customer Care
- 3 Improved Support to Acquisition Life Cycle Process
- 4 Improved Financial Management through Performance and Budget Integration

## OUR VALUES

Values are the ideals we care most about and consider important. They are commitments we make to our country, as well as to our customers, our stakeholders and ourselves. Our seven core values need to be the intrinsic character traits that are instrumental in guiding us when making decisions and in our daily professional conduct. These values are the foundation upon which our relations with our teammates and customers are based. They drive the way we think, act and work everyday. We will be known and judged as individuals and as an organization on how well we live by these core values.



- **Loyalty:** *Bear true faith and allegiance to our nation, DCMA, our customers and stakeholders.* Our people are loyal citizens. We demonstrate our loyalty to DCMA, our customers and our stakeholders by striving to meet the highest standards of quality performance.
- **Duty:** *Fulfill your obligations.* When we make commitments to our teammates, our customers and ourselves, we keep them. We fully understand our mission and the vital role it plays in supporting our nation's warriors.
- **Respect:** *Treat people as they should be treated.* People are DCMA. We value their opinions and ideas. We believe diversity is a force multiplier. We trust, respect and help one another.
- **Selfless Service:** *Put the welfare of our nation, the warrior and your colleagues before your own.* We are committed to ensuring that all demands put in front of us are met - efficiently and effectively. Our goal is to exceed our customers' expectations. We actively solicit feedback from our customers to improve our service to them and reinforce their trust in us.
- **Honor:** *Live up to all the DCMA values.* Our values promote personal dignity, integrity and pride. We live them everyday with every action we take and every service we provide. Honesty and fairness are fundamental to our dealings with each other and our customers.
- **Integrity:** *Do what's right - legally and morally.* We value personal and organizational integrity. The American taxpayer and our war-fighting customers deserve and demand nothing less than the highest possible level of personal integrity. We are fully accountable for the resources entrusted to our care.
- **Personal Courage:** *Face day-to-day challenges with confidence and resolution.* We maintain "one focus, customer focus." We endeavor every day to make sure our war-fighting customers get the right item, at the right time, for the right price - every time - around the clock, around the world.

# OUR STRATEGIC GOALS AND OBJECTIVES



## Goal 1: Enable Our People to Excel

### *Objective 1.1: Develop an agile and enabled workforce*

Develop an agile and enabled workforce that will deliver state-of-the-art hiring, training and Worklife programs across the Agency, which ensure the right talent is in the right place at the right time, strengthening DCMA as the employer and provider of choice.



## Goal 2: Deliver Great Customer Care

### *Objective 2.1 Ensure customer success so they are loyal to DCMA and support all resourcing necessary for DCMA.*

Due to our unique proximity to Defense contractors, DCMA has extensive knowledge and insight to share with our customers on program cost, schedule and performance issues. We know that timely DCMA actions, value-added analysis and communication with our customers can profoundly influence contractor behavior and, therefore, customer and program success. Through ensuring customer success, DCMA's resources are indispensable to our customer.

### *Objective 2.2: Grow the acquisition life cycle business and increase revenues:*

We know that when we have the opportunity to share our insights and take action through the life cycle of acquisition, we can help craft acquisition strategies that result in better contracts more likely to meet warrior requirements.

### *Objective 2.3: DCMA is the indispensable partner of the customer's life cycle acquisition team.*

DCMA provides its customers with timely, value-added program assessments, insight and analysis to ensure excellent customer relations and to successful program execution.

## Goal 3: Improved Support to Acquisition Life Cycle Processes

### *Objective 3.1: Create a customer-focused, performance-based culture that encourages creativity, and uses customer-driven measures to improve DCMA performance.*

Using our "Agency Processes" as dynamic tools to promote creativity and a high level of performance, DCMA values customers' success and makes it the criteria for our own success.

### *Objective 3.2: Utilize DCMA's unique insight and predictive analysis to provide our customers with actionable information that positively influences program/acquisition outcomes.*

DCMA's on-site presence enables us to provide customers and suppliers with insight, analysis and recommended solutions regarding capability and performance for meeting contractual requirements and ensuring successful program outcomes.



E N A B L E

D E L I V E R

I M P R O V E

E X E C U T E

D e v e l o p

E n s u r e

G r o w

C r e a t e

U t i l i z e

E x p a n d

# OUR STRATEGIC GOALS AND OBJECTIVES



***Objective 3.3: To be recognized as a leader, center of expertise, and provider of Acquisition Life Cycle Solutions.***

DCMA maximizes its customers' confidence in the Agency's services from the products it inspects and accepts to the knowledge base of DCMA's workforce that provides the ability to impact program success.



**Goal 4: Improved Financial Management through Performance and Budget Integration**

***Objective 4.1: Ensure full implementation of performance-based budgeting Agency-wide.***



DCMA's long-range resourcing strategy, based on achieving performance outcomes, results in true performance-based resourcing and budgeting.

***Objective 4.2: Expand the use of predictive analysis techniques to manage financial performance.***

Through a better understanding of the cost of our products, DCMA efficiently and effectively manages its resources and produces business-like, auditable, actionable financial statements.

***Objective 4.3: Responsively align resources with customers' highest risk, highest priority requirements.***

DCMA focuses its talented resources on areas of true customer requirements and ensures a high level of understanding throughout DCMA, and with our customers of what we do and the value we provide.

# SENIOR LEADERSHIP TEAM

**Maj. Gen. Darryl A. Scott, USAF**  
Director

**Mrs. Sallie H. Flavin**  
Deputy  
Director

**Maj. Gen. John Handy, ANG**  
Mobilization Assistant  
to the Director

**Col. Jamie Adams, USAF**  
Chief of  
Staff

**Mr. Keith Ernst**  
Director  
Defense Contract Management Agency East

**Mr. Robert Schmitt**  
Executive Director  
Contract Management Operations

**Mr. Richard Zirk**  
Director  
Defense Contract Management Agency West

**Mr. Jim Russell**  
Executive Director  
Financial and Business Operations/Comptroller

**CAPT. Michael P. Tryon, USN**  
Commander  
Defense Contract Management Agency International

**Ms. Rebecca Davies**  
Executive Director  
Program Support & Customer Relations

**CAPT. Richard Fannery, USN**  
Executive Director  
Aircraft Operations

**Mr. Michael Williams**  
Executive Director  
Information Technology Chief Information Officer

**COL. Anthony Incovarti, USA**  
Director  
Special Programs

**Mr. Nicholas Retson**  
General Counsel  
(Acting)

**Mr. Jerry Derrick**  
Executive Director  
Special Staff

**Col. Mary Purdue, USAF**  
Executive Director (Acting)  
Human Resources

**CMSgt Don Collins, USAF**  
Senior Enlisted  
Advisor



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