

Firmly on the Path to PBM



When I returned to the Defense Contract Management Agency (DCMA) in December 2003, I wrote in my inaugural *Communicator* message of how impressed I was with the quality and vigor of our workforce. I said how impressed I was with many of our management systems. And I wrote of how our concern for our customers is evident in our determination to see that the systems, products and services we oversee meet the Nation's expectations every time. I told you that I intended to lead DCMA forward in a "logical and energetic manner along the ... path [DCMA was] already following." That path was marked with three big signposts: become a customer-centered culture; measure performance (and thus our success) in the customers' terms; and revitalize and invest in our workforce.



Finally, PBM has given us unprecedented insight into the capabilities and skills our customers need us to preserve and build upon to meet their needs today and in the future — I call these capabilities our "crown jewels." Identifying the crown jewels lets us focus workforce development and policy deployment in the right direction. That focus is paying off, too — our COHORT leadership training, our revitalized approach to product assurance and our more precisely honed workforce shaping strategies are all examples.

As my tenure at DCMA draws to a close and I prepare for my next assignment, I must tell you that it has been a blessing and an honor to serve you as your director for the past two years. I can say, without reservation, that this has been the best and most personally fulfilling assignment in my 31-year military career. You have demonstrated unsurpassed professionalism, patriotism and dedication. You have kept faith with the warriors whose lives depend on the products and services we accept. As I head out to join those young men and women, I am confident that you've "got our backs" — that you'll continue to evolve your focus on customers, performance management and workforce revitalization to provide better, more efficient products and services.

We in DCMA have taken those important first steps, but the road still stretches out ahead. Don't take any detours, and don't slow down! The magnificent young Americans in uniform, with whose lives and well being we are entrusted, are depending on you to stay the course.

God bless each of you and God bless America!



Darryl A. Scott

Major General, USAF Director

As I look back over the ensuing two years, I'm pleased to report that our feet are still firmly on the path, and our progress can be measured in "miles" rather than "inches!" DCMA has embraced the principles of performance management that were prescribed in the Government Performance Results Act of 1993 and recently reaffirmed and directed by the present administration in the President's Management Agenda. Performance-based management (PBM) has made us a leader within the Acquisition, Technology & Logistics community in performance management and has provided us with an operational framework that should make the forthcoming National Security Personnel System nearly transparent to us.

So far, PBM has pushed us into a clearer understanding of our customers' requirements, and that has led us to changes in how we align ourselves and our activities. This realignment is already paying off for our customers. To cite just one example, we discovered that some of our efforts for the Missile Defense Agency were focused on the right processes but in the wrong locations! Through PBM we are on the verge of leading revolutionary changes in how we acquire and allocate the resources we need to do our jobs. Our PBM toolset is just emerging from its infancy, but, when mature, it will allow us to show our stakeholders explicitly what impacts resource decisions have on our mission.

Editor's Note: Maj. Gen. Scott has been selected to become the commander of the Joint Contracting Command, Multi-National Forces – Iraq. He will leave DCMA for Baghdad in January. His successor had not been named at the time of publication.