



# DIRECTOR'S MESSAGE

## Our Self-Examination, Deliberation, Strategizing and Planning is Over ... the Strategic Plan is Complete

**A**s the director, I challenged the senior leadership team to formulate a deliberative and comprehensive roadmap for building on our accomplishments and charting a clear path toward enhancing our operations and rebuilding our infrastructure to serve the Department of Defense acquisition enterprise.

Your participation in this process was essential, and we have included your insights, thoughts and suggestions in setting our agency's priorities and planning the course of action to implement them. The *Defense Contract Management Agency Strategic Plan, FY 2009–2013*, is available for your review on the DCMA internal Web site. October's Worldwide Training Conference will focus on our progress in the execution of the strategic plan and achieving our goals.

I believe there are four key challenges facing the agency. These challenges are the loss of people, the erosion of core skills within our workforce, increased demand for specialized skills and the need to use our resources more effectively. Our strategic plan lays out a path forward for dealing with these challenges.

We are going to further examine these in this issue of *Communicator*. It is my hope that you will have a better understanding of what your senior leadership team and I hope to accomplish and where you fit into the execution of this critical plan. I also hope that by better understanding our vision and path for the future, you will be better able to leverage our capabilities and explain our vision to our customers and stakeholders.

As you will note from reading this issue of *Communicator*, one of the biggest challenges to us realizing this vision for our future is solving our human capital deficit. As an agency, we have lost more than half of our authorized civilian and military labor force while our responsibilities and workload have increased by 25 percent. Our human capital staff has been working hard to recruit new personnel through a number of agency programs including the Keystone Program. We know that the move to Fort Lee will result in a large loss of DCMA headquarters workforce — partly through retirements, but also because a substantial number of our people are not likely to move. Further, the additional demand for the specialized skills DCMA's workforce possesses requires an increase in the size of our workforce handling pricing, earned value management and supply chain management to keep pace with the demand.

We are also increasing our theater operations support. This anticipated change and growth of our workforce, combined with the time

and resource investments in maintaining our technical edge through training and skill enhancement, presents a significant challenge as we strive to provide uninterrupted, effective delivery of the high-value services our customers require while accomplishing and balancing our internal initiatives.

For DCMA to succeed, every one of our people must be engaged and supportive of our efforts to recruit and retain the workforce of tomorrow. We want each of you to understand and be able to articulate our core values, articulated in our strategic plan. These core values are:

*Integrity — committed to the highest standards of ethical and moral behavior at all times*

*Service — working for the benefit of our nation and putting professional responsibilities before self-interest; and*

*Excellence — committed to exceptional performance in everything we do.*

I look forward to meeting with you and discussing these initiatives during my travels around the agency. As always, I appreciate your continued dedication and contributions to our essential mission.

Warmly,

**Charlie E. Williams, Jr.**  
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