

Policy: establishes consistency and eliminates confusion



Four years ago when we began implementing our agency's strategic plan, I established strategic initiatives that emphasized the importance of ensuring our policies were accurate, current, streamlined and consistent. I believe now, as I believed then, that effective policies and processes eliminate confusion about expectations and establish a framework for uniform action over time and across groups.

Since then we have accomplished a great deal. We established a central location for policies on the intranet, reviewed policies to identify status of existing policy and policy gaps, revamped policy format to ensure thoroughness and integration with training tools and guidance, initiated a policy advisory board to evaluate and address issues, and developed and formalized the agency concept of operations, or CONOPS, as a foundational policy document.

This issue of the *Communicator* highlights the way functional areas and units make our policies and processes work better by responding to leadership, empowering employees, and serving customers. For example, the agency's Manpower and Organization Management Division moved the agency from a model of dispersed manpower assets to a centralized staff. This refined business process allows leadership better resource planning and program management capabilities. Another tool, the Managers' Internal Control Program, empowers employees to examine processes and make

needed improvements in the area of mission and business support. Whether policies and processes empower employees or respond to leadership, ultimately they must benefit our customers. Recently we teamed with Aeronautical Systems Center to provide strategic insight that ensures we are applying the right level and type of agency resources at the right time and place to negotiate favorable contract rates.

Above all, the articles illustrate that effective policies are the product of the talented and dedicated DCMA workforce. Over time they have created and implemented policies which have significantly reduced variability in our processes and continued to ensure our policies reflect the current environment.

In this issue, we recognize some of the exemplary individuals and teams who received honors this year for going above and beyond their duties to support our mission. These are the people who have improved team and organizational performance, advanced teamwork and developed leadership skills. This year's honorees represent a diverse cross section of our workforce including active duty, Reserve members, and civilian employees. Please join me in congratulation and thanking them for their service to this agency and our nation.

Best regards,

A handwritten signature in blue ink, which appears to read "Charlie E. Williams, Jr." followed by a period.

Charlie E. Williams, Jr.
Director