



# FUTURE OF WORK



**Future of Work  
Vision**  
9 September 2022





# DISCOVERING

## THE WORKPLACE OF THE FUTURE

### The Pandemic Necessity

In March of 2020, the world shut down as COVID-19 ravaged the global population. The workforce transitioned to what was expected to be a temporary work-from-home environment.

As weeks transitioned to months, the Agency adapted to its new reality by expanding our online collaborative capabilities. Our mission never changed, but we became more agile in meeting its demands.

Last year, in preparation to increase office presence, we were determined to listen to our people and capture the vital lessons learned from more than a year in a maximum telework environment.

Since that time, our nation endured two more major surges of COVID-19 variants that set back hopes of normalizing our lifestyles and routines. Nevertheless, our workforce continued to prove its resiliency in the execution of our mission.

Now that these waves have passed, most restrictions have been lifted and our lives outside of the workplace are returning to what we enjoyed prior to the pandemic. But, what did we learn about work-life and our ability to accomplish our mission?

The pandemic has been a catalyst for change in the execution of Federal Government work. The Why, What, Where, When, Who, and How of our work-life experience is in transformation.

While there will always be a need for in-person work component, the development of hybrid flexibilities is essential to optimizing mission and work-life balance.

### Promising Opportunity – Not without Challenges The People Spoke

On May 27, 2021, we conducted Listening Sessions with a broad spectrum of civilian and military personnel from across the country.

Functional specialists, supervisors, bargaining unit representatives, directors and commanders participated in the Listening Sessions...



### Key Takeaways:

- Consensus emerged among employees that maximum telework has enhanced mission effectiveness since the pre-pandemic mode of operations.
- The work paradigm has shifted. Location, facility, and office space were assumed to be the nexus of mission effectiveness, but employees believe they actually limited flexibility to achieve mission objectives. Mission, function, and task are now the focal point of work life.
- Work has become fully integrated into the continuum of daily life. Constructs that previously defined the workday have evolved. Now, people attend meetings, make collaborative contributions, and keep commitments as required because they can flex their time throughout the day.
- The federal workforce is likely to see a rapid and aggressive turnover of employees as some agencies adopt virtual work environments ahead of others. Workplace flexibilities are more desirable, facilitate work-life balance, and will attract candidates from a broader pool of talent.
- Working in the virtual environment exposed the proficiency gaps in technology utilization; it also identified the need to develop application and leadership skills in the hybrid work environment.

# LEADERSHIP LISTENED

*In his recent Memorandum to Agency Leadership, Lt. Gen. David Bassett stated:*

"I do not expect that our approach to in- person work will simply return to what we had prior to the pandemic. We have learned valuable lessons over the past two years about how to get our job done without requiring the level of physical presence that we had before... Our future will be a hybrid workplace that balances necessary in- person office presence with flexible telework and other workforce alternatives. Finding the optimal mix will be of benefit to both our mission and our employees."

In this effort, The Chief of Staff will lead a strategic Line of Effort: Transitioning to a Workplace of the Future. This line of effort will capture lessons learned from our collective experience, enabling mission execution and the recruitment and retention of the top talent we showcase daily.

Until the transition to the hybrid workplace is complete, DCMA office presence will be governed with the following intent:

- Determine office presence and work location by mission, function, and task.
- Fully leverage federal and DoD workplace flexibilities to maximize telework and alternative work schedules to support mission and work-life balance.
- Maximize the use of virtual tools, training, and performance measurement.
- Identify positions for potential remote work or optimized telework arrangements.
- Review facility and resource utilization for cost-saving opportunities to include desk-sharing, hoteling, and hot desks.

We have an unprecedented opportunity to shape a culture and hybrid workplace that is better by most measures than what we had before the pandemic. Over the past two years our workforce



has repeatedly proven itself to be a team of trusted professionals. Many of our people have excelled while working away from the office, just as others have continued to work onsite at offices and production facilities because their function requires it. There's a way to harness the best of both of these approaches, and make DCMA stronger for years to come.

A handwritten signature in black ink, appearing to read 'D. Bassett'.

David G. Bassett  
LTG, USA  
Director





# FUTURE OF WORK

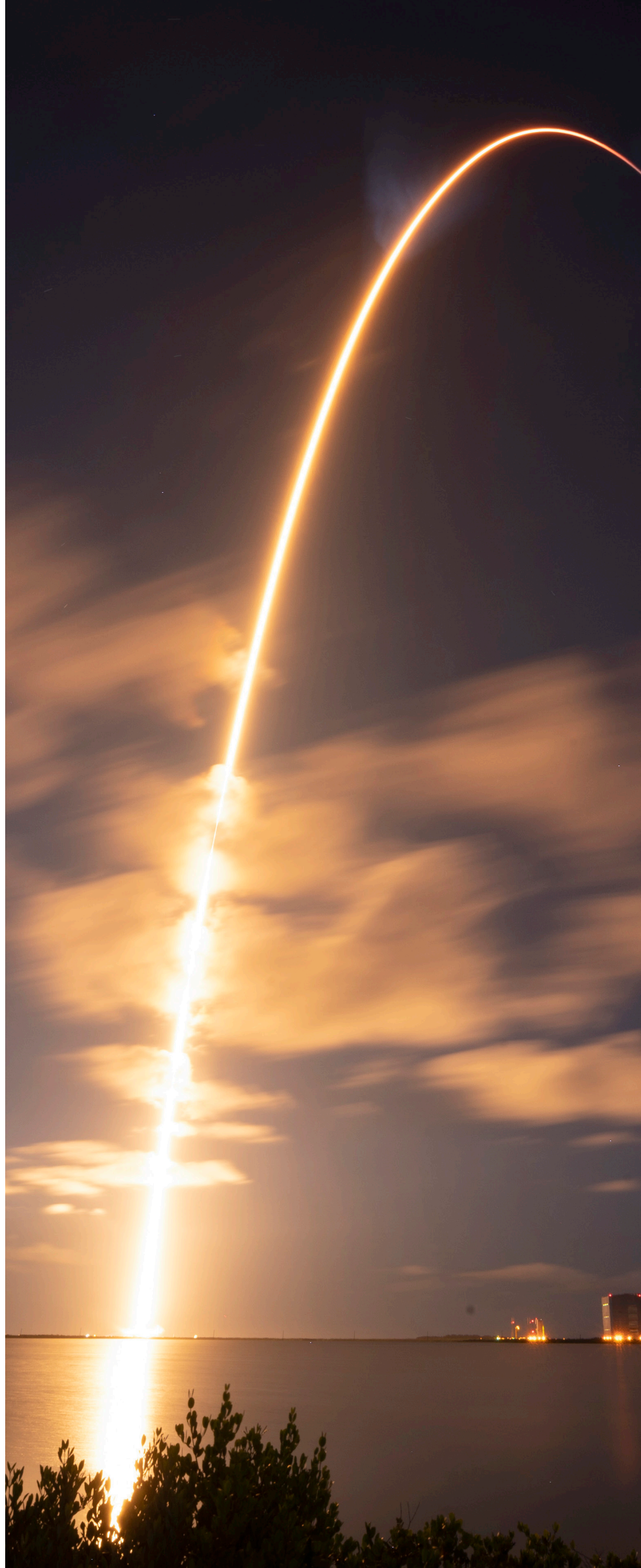
DCMA's Future of Work concept modernizes our approach to the traditional workplace. It will enable us to hire and develop diverse, world-class talent in ways never previously possible. Imagine a military spouse maintaining a fulfilling DCMA career over multiple relocations and work assignments...

Our Future of Work concept will evolve as we do, providing a set of guiding principles that allow us the flexibility for implementation at the lowest level in the Agency, and the agility necessary to tackle any challenge the future brings. Imagine an office as a destination for team building, collaboration, creativity, networking, and transferring knowledge to one another; providing opportunities to develop peer connections and where career development will be equitable for all remote, hybrid and on-site employees...

The Future of Work concept will drive the cultural adaptation necessary to acquire, develop, and retain the diverse talent necessary to deliver the next-generation of DCMA's Mission. Imagine the work moving to the employee and the development of career paths that move across functional and organizational lines...

These aspirations are achievable and to some extent have been realized by our mutual experience. We all have a share in the investment of the future of work vision...

Imagine your future!





## DCMA's Future of Work Vision

### Past/Current

### Objective

Why	Our Purpose Remains Constant	
What	Our Mission Remains Constant	
Where	Work primarily at official duty location	Work where you are most productive in support of mission needs
When	<ul style="list-style-type: none"> <li>Centrally defined "core hours"</li> <li>Largely synchronous operations</li> </ul>	<ul style="list-style-type: none"> <li>Work when you are most productive to meet mission needs</li> <li>Flexible operations emphasizing output and team collaboration</li> </ul>
Who	<ul style="list-style-type: none"> <li>The best talent to "come" to us</li> <li>Reactively filling organizational vacancies</li> <li>Permanent positions, "career" development</li> <li>Limited, local view of Diversity, Equity and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>The best talent...anywhere</li> <li>Proactively building competency-based talent</li> <li>Movement built into the system</li> <li>Fully inclusive – opportunities with few boundaries</li> </ul>
How	<ul style="list-style-type: none"> <li>Local, discrete teams operating within constraints of organizational boundaries</li> <li>Linear, requirements-driven process</li> <li>Local management of networks, devices, and data</li> </ul>	<ul style="list-style-type: none"> <li>Agile, cross-competency/organization teams</li> <li>Rapid delivery of integrated Warfighter-centered solutions</li> <li>Enterprise solution enabling broad collaboration</li> </ul>



# TRANSITIONING TO THE WORKPLACE OF THE FUTURE

*Supporting and facilitating effective hybrid work will require deliberate effort to create a supportive culture that values transparency, trust, communication, use of technology, and results-oriented performance management so employees can successfully meet Agency mission and operational requirements.*

## The Constants – Things that won't change:

**Why** describes our purpose as an Agency, or our Mission Essential Functions (MEF):

MEF 1: Enable Acquisition of Warfighter Equipment, Supplies and Services, including Urgent, Critical and Unique Needs

MEF 2: Conduct Mission Assurance for Defense Industrial Base (DIB)

**What** describes what we do - Our Mission Essential Tasks supporting our Mission Essential Functions:

- Pay Suppliers
- Inspect/Accept Product
- Modify Urgent and Critical Contracts
- Expedite Urgent and Critical Customer Requests
- Deliver Urgent and Critical Products

- Price Urgent and Critical Contracts
- Supplier Prioritization based on Urgent and Critical Needs
- Operational Contract Support (OCS)
- Provide Urgent and Critical Contractor Information
- Monitor and Report on prioritized DIB assets
- Support DIB Risk Management

## Shaping Opportunities-Enhancing Flexibility

### **Where the work is done**

Historically, our work was performed primarily at assigned duty locations. Moving forward: We will be driven by the concept of enabling our Agency, our teams, and our people to work “Where” they are most productive in support of mission requirements.

“Where” we execute our mission will differ based on components, skillsets, locations, priorities, and contractual requirements. Affording flexibility “Where” we work aligns with the range of preferences identified by a significant portion of our workforce and our experience during the pandemic.

These changes will have a significant impact on our infrastructure over time. As “Where” we work changes, the design and purpose of our workspaces will also change. Our physical infrastructure will need to continue to accommodate specialized requirements, as well as provide shared space to enable open, adaptable collaboration, even with reduced floor space.

### **When the work is done**

Based on past practices, logistical considerations of primary duty locations, infrastructure, and a traditional view of what it means to manage a workforce, our default for time management has been Agency-wide “core hours” and a synchronous work environment.

In the future, we will expect our workforce to work “When” they are most productive in support of mission requirements. They will include team and organizational requirements while supporting asynchronous work. Such an approach will provide our workforce with the flexibility to manage their time while increasing productivity.

### **Who does the work?**

Our intent is to embrace a “future of work” concept that ensures we remain competitive in attracting and retaining the best talent. In the past, our ability to attract talent was restricted to those willing to physically “come” work for us at prescribed duty locations.







Embracing a range of hybrid work opportunities will enable us to expand our existing talent pool to new potential sources of talent. We will focus on recruiting and retaining the best talent available anywhere.

There will be new opportunities to take our work and compelling challenges to the best talent. It will also enable us to be more broadly inclusive, integrating a more diverse set of talent into the DCMA Team.

Reactively filling vacancies should become a thing of the past as we work to proactively implement effective outreach to recruit, retain and promote diverse competency-based talent pools.

The foundation of Talent Management is to define “Who” we need to execute our mission. Position descriptions will have to define not only the knowledge, skills, and behaviors but will also need to account for the ability to work remotely, develop and contribute as a member of adaptive, highly collaborative cross-competency teams.

Implementation of talent management in our leadership must continue to account for the critical skills needed to effectively lead in a dynamic, complex, virtual context. This will include managing a workforce with varying degrees of remote working while leveraging cross-organization coalitions. It will require that we hone leadership skills and provide training to address proficiency gaps.

As we develop competency-based talent pools, we must expose alternative career paths, and provide a range of career development opportunities to meet future demands. This shift parallels current general workforce trends of employees increasingly pursuing diverse work experiences and desiring portability of skills. Our future of work must promote employee movement within our system.

### **How the work gets done**

In some respects, “How” we work will not change, specifically as it

relates directly to our activities in carrying out the “What” of our work.

We will still have to engage contractors, make site visits, and employ engineering disciplines, and professional business practices.

In other respects, “How” we work will evolve to even more effectively meet new challenges, operate at the speed of relevance, and deliver increasingly integrated capabilities.

“How” we have worked has been historically performed by local, discrete teams operating largely within organizational boundaries. As we implement the future of work concept, we will facilitate agile, cross-competency and cross-organizational teams, formed rapidly to deliver increasingly integrated solutions.

While some will be working remotely, others will continue to support our mission in the field to deliver the most technically advanced equipment, systems, and platforms to our Warfighters.

Regardless of mission, function, or task, our workforce will require collaboration tools and virtual environments that support geographically dispersed mission requirements. Given a premium on knowledge-sharing, we will need to rely on virtual protection as much as, if not more than, physical protection of our data, network, and devices. In a highly mobile hybrid work environment, we will employ enabling capabilities that enhance future operations.

### **Conclusion**

The pandemic has been a catalyst for change in the execution of Federal Government work. The Why, What, Where, When, Who, and How of our work-life experience is in metamorphosis.

This Future of Work Vision will set us on a course that will boldly transform the culture of our work environment necessary to do our jobs in new and better ways; attract and retain the talent we need for the future; and to make even greater contributions to our Warfighters and the Department of Defense.



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