I’m pleased to present the Defense Contract Management Agency Strategic Plan. The following five goals and corresponding objectives represent our priority focus areas, and are designed to be measurable, attainable and with a single purpose — to ensure DCMA mission success.

In late 2018 we updated the Agency mission statement to better reflect our present responsibilities to our nation, to the Department of Defense and to the Under Secretary of Defense for Acquisition & Sustainment. Likewise, this Strategic Plan is an evolution of past plans, incorporating our current guiding documents and recognizing the ever advancing technology of defense, business and industry.

Reflected in the following pages you’ll find DoD’s Lines of Effort from the National Defense Strategy, A&S’s Priorities, and our own mission statement and Federal Acquisition Regulation requirements. Together these documents provide a clear picture of what we’re required and authorized to do, and guidance on how it should be done.

For decades, DCMA and our predecessors have safeguarded the defense acquisition process, making sure our service members get the equipment they need, that our customers’ interests are protected, that taxpayer dollars are used wisely, and that our defense industrial base remains healthy. Those responsibilities will never change, but how we tackle them is evolving to match exponential progression in technology, from emerging cyber threats to the newest manufacturing processes.

This Strategic Plan keeps us on track and accountable, and allows for necessary change to happen in a thoughtful, organized way. It’ll ensure we’re doing the right work, in the right way, using the right tools. We already have the right people, around 12,000 subject matter experts who every day provide a measurable return on the taxpayer dollars invested in them. This plan recognizes their critical importance to our mission, with special focus on hiring, training and retaining the best people.

DoD’s mission is “to provide the military forces needed to deter war and to protect the security of our country.” DCMA is proud to enable this by providing the equipment, insight and affordability to the Services and Buying Commands so our warfighters can get the job done.

David H. Lewis
VADM, USN
Director

The right work, done in the right way, using the right tools.
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SUPPORTING THE WARFIGHTER

DCMA will use an Annual Performance Plan to outline Initiatives to achieve or make progress towards the Objectives highlighted in this Strategic Plan. These Initiatives will be tracked and accomplishments will be reported annually.
Agency Overview

The Defense Contract Management Agency is, first and foremost, a product delivery organization. Our nation’s warfighters expect our defense industry to produce and deliver the equipment they need to fight, survive and win. DCMA’s integrated team of acquisition and support professionals makes this happen.

Around 12,000 employees, mostly civilians, work at offices and contractor facilities around the world, divided among three continental U.S. commands, one international command and other specialized offices. Providing contract administration services for the Department of Defense, other federal organizations and international partners, and is an essential part of the acquisition process from pre-award to sustainment.

DCMA performs Contingency Contracts Administration Services (CCAS) in several forward operating theaters. CCAS is essentially the management, oversight and execution of a contract in a contingency environment. It serves a vital role in ensuring that the U.S. government receives the required services while at the same time warfighters are fully supported to achieve their mission objectives.

The Agency manages 350,000 contracts, valued at more than $5 trillion, at 19,000 contractor locations worldwide. DCMA makes sure DoD, other federal agencies, and partner nation customers get the equipment they need, delivered on time, at projected cost, and meeting all performance requirements. Every business day, the Agency receives nearly 1,000 new contracts and authorizes more than $650 million in payments to contractors. Most importantly, every day our team delivers more than a million and a half items - from fighter jets to fasteners - to our warfighters.
Mission

We are the independent eyes and ears of DoD and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness.

Vision

One team, one voice delivering global acquisition insight.

Values

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-interests.

Excellence - Committed to exceptional performance in everything we do.
2018 National Defense Strategy Lines of Effort

Build a More Lethal Force
The surest way to prevent war is to be prepared to win one. Doing so requires a competitive approach to force development and a consistent, multiyear investment to restore warfighting readiness and field a lethal force.

Strengthen Alliances and Attract New Partners
Mutually beneficial alliances and partnerships are crucial to our strategy, providing a durable, asymmetric strategic advantage that no competitor or rival can match. This approach has served the United States well, in peace and war, for the past 75 years.

Reform the Department for Greater Performance and Affordability
The current bureaucratic approach, centered on exacting thoroughness and minimizing risk above all else, is proving to be increasingly unresponsive. We must transition to a culture of performance where results and accountability matter.
The Department of Defense, through the 2018 National Defense Strategy, has developed three significant Lines of Effort to provide “a more lethal, resilient, and rapidly innovating Joint Force.” The first two Lines of Effort, Build a More Lethal Force and Strengthen Alliances and Attract New Partners, contain requirements that DCMA is in a unique position to support and help ensure success.

An essential concept of Build a More Lethal Force is to modernize key capabilities while sustaining our current capabilities. This is accomplished primarily through the contracts that DoD lets for supplies and services across the industrial base. DCMA provides oversight for most of these contracts and contractors. These contracts also support our allies worldwide in an effort to support DoD to Strengthen Alliances and Attract New Partners.

DCMA Goal 1 and its objectives align directly with the first and second NDS Lines of Effort by working to ensure that DoD is delivered quality products, on-time, that meet the schedule and performance requirements of the contract. This goal also recognizes the substantial role of technology and information in our equipment and systems, and DCMA’s responsibility to ensure contractors meet necessary cyber requirements including protecting Controlled Unclassified Information.

The Agency has a tremendous advantage because of our access and proximity to the contractors’ facilities, and our knowledge of the defense industrial base. We must convert this advantage into results. We’re immersed daily in the contractor environment, surrounded by their data, and witness to their processes. We see the issues and problems that arise, the contractor’s response to them and gaps that lead to problems with delivery and quality. We need to use this data to inform our customers but also to influence the contractor to correct issues both before and when they occur. In the end, our ultimate customer — our warfighters — must get the product they require, with the confidence it will work every time.

**OBJECTIVE 1.1**
Improve delivery performance by influencing timely delivery of production outputs.

**OBJECTIVE 1.2**
Improve product quality by influencing industrial base performance.

**OBJECTIVE 1.3**
Improve customer support and force readiness by reducing process cycle times.

**OBJECTIVE 1.4**
Enhance DoD’s protection of Controlled Unclassified Information by ensuring contractors implement appropriate cyber requirements.
STRATEGIC GOAL 2:
Enhance lethality through affordability.

DCMA’s second strategic goal aligns to the National Defense Strategy’s theme, *Sharpening the American Military’s Competitive Edge*, by prioritizing affordability as a means to build a more lethal Joint Force. We will leverage our access and proximity to the contractors’ facilities, and our knowledge of the defense industrial base, to help the Department of Defense innovate, test and field advanced capabilities against a broad spectrum of potential threats. We will exploit our systems, tools and processes to understand, manage and improve cost to help the Department drive greater efficiencies in the procurement of materiel and services. Given our constant presence and engagement with contractors, our workforce absorbs an incredible amount of information every day. It is essential we integrate our collective capabilities to provide relevant acquisition insight our customers can use to make informed decisions.

Whether it is DCMA program assessment reports on major programs, overhead should-cost reviews, industrial base analysis, forward pricing rate agreements, input into requests for proposal development, or reducing the cost of compliance to industry and government, the acquisition enterprise counts on DCMA. Goal 2 introduces important initiatives using data to provide and facilitate independent contract, program or corporate assessments; gauge the health and financial/cost efficiency of defense contractors; and improve our tools and processes to capture, analyze and report all data impacting affordability decisions for the Department. As an Agency, we are only as good as the information products we provide to our customers. Therefore, Goal 2 is focused on bolstering our ability to integrate multi-functional data sets to help maximize the value of every dollar invested by our acquisition partners and trusted to our Agency for oversight.

**OBJECTIVE 2.1**
Adequately capture affordability data and results by developing and documenting business requirements.

**OBJECTIVE 2.2**
Improve contractor performance by influencing contractor profitability to motivate cost control and compliance.

**OBJECTIVE 2.3**
Maximize the full value of at risk funds by strategically exploiting Agency data and processes.

**OBJECTIVE 2.4**
Influence affordability and acquisition decisions by leveraging Agency data.

**OBJECTIVE 2.5**
Promote lethality at an affordable cost by analyzing industrial capabilities and identifying strategic risks.

**OBJECTIVE 2.6**
Support affordability to the Department by communicating DCMA’s value proposition.
Each year we are entrusted with over $1.7 billion in budget authority to accomplish our mission. Just like the rest of the Department of Defense, DCMA must have strong financial controls in place; make sound, supportable business decisions about how we spend our resources; and ensure resources are properly focused on meeting our mission objectives.

As good stewards of our resources, we want to create an atmosphere of accountability, credibility and trust among ourselves, our customers and ultimately the American taxpayer. Our accomplishment of this goal will include actions aligned to the National Defense Strategy, specifically supporting its three Lines of Effort. DCMA’s third strategic goal is one of Stewardship, with strong support of both the NDS’s third Line of Effort, Reform the Department for Greater Performance and Affordability, and its second, Strengthen our Alliances and Attract New Partners. Through our commitment to these, we enable the Agency’s mission to perform actions and efforts aligned to the NDS’s first Line of Effort, Build a More Lethal Force.

We have four major objectives with Goal 3. First, DoD is clear in our Financial Improvement and Audit Remediation responsibility, in alignment with the NDS – undergo audit and improve the quality of budgetary and financial information that is most valuable in managing the Department. For DCMA’s part, we need to get every aspect of our business audit ready – and have it stay that way.

Second, we want to ensure fiscal and acquisition law compliance through continued improvement of our processes and controls. Challenges will continue to arise, and we need to meet these challenges with robust processes and controls. Third, those improved processes are equally important to our allied partners and stakeholders. We owe them quality products, delivered on-time, that meet the schedule and performance requirements of the contract while also complying with audit standards.

Finally, we must maintain discipline, accountability and transparency in how we make and execute our resourcing decisions. Transparency into the entire decision-making process is a proven way to help us maintain integrity and foster trust. The work we put into reaching the objectives of DCMA’s Goal 3 will create a rock-solid posture of fiscal stewardship, while simultaneously supporting DoD goals and objectives. These are good business practices, and position our Agency to best support our customers now and into the future.

**OBJECTIVE 3.1**
Achieve/sustain a positive audit opinion for the Agency by continuing to improve the audit process and remEDIATE findings.

**OBJECTIVE 3.2**
Ensure full fiscal and acquisition law compliance by improving processes and controls.

**OBJECTIVE 3.3**
Enhance relationships with allied partners and stakeholders by establishing innovative procedures, executing agreements in an auditable manner, and strengthening US partnerships abroad.

**OBJECTIVE 3.4**
Enhance the DCMA Planning, Programming, Budgeting, and Execution (PPBE) process through a culture of discipline and accountability.
STRATEGIC GOAL 4:
Reform the Agency business practices by working smarter not harder.

Ray Coleman
Executive Director, Information Technology

Sonya I. Ebright
Executive Director, Contracts

DCMA’s Strategic Goal 4 reflects the National Defense Strategy’s third Line of Effort, Reform the Department for Greater Performance and Affordability. We seek business practices that are quicker and more efficient, or as the NDS says “deliver performance at the speed of relevance.” We’re also looking for the best way to approach our work, what the NDS calls “organizing for innovation,” in order to deliver these capabilities Agency-wide.

DCMA institutionalized the Business Capability Framework as a way to better capture the Agency’s return on investment. In doing so, we’ve revolutionized the way we describe our value in terms of capabilities.

A culture change, the shift to focus on the delivery of capabilities has started to take hold throughout DCMA. The next step is to improve our governance, enabling deliberate management of our distinct capability areas. We need to ensure consistent execution of our processes and procedures for efficient and effective mission execution.

In conjunction with our Business Capability Framework, we instituted the DCMA Requirements Oversight Council, a new governance process for making decisions that affect our mission. While the DROC has been implemented, there are still opportunities for improvement in how we manage our processes.

We need to employ a unified approach to policy and decision-making throughout the Agency. This will ensure that Agency requirements are fully vetted, prioritized, programmed and executed.

OBJECTIVE 4.1
Provide a DCMA common operating picture through developing an enterprise blueprint to lay out the linkages and interdependencies of processes and systems.

OBJECTIVE 4.2
Strengthen Agency execution by instituting a culture of cross-functional collaboration.

OBJECTIVE 4.3
Identify areas for modernization and innovation by implementing Agency enterprise business solutions.

OBJECTIVE 4.4
Enable the delivery of global acquisition insight by transforming IT processes, technologies, and systems to deliver mission focused capabilities.
STRATEGIC GOAL 5:
Enhance and strengthen the skills, readiness, and effectiveness of the Total Workforce.

OBJECTIVE 5.1
Recruit and retain a talented and diverse workforce.

OBJECTIVE 5.2
Meet current and future mission requirements by strengthening workforce competencies, training, and certifications.

OBJECTIVE 5.3
Promote a safe and equitable work environment free from all forms of discrimination.

OBJECTIVE 5.4
Keep our workforce safe by sustaining and improving DCMA’s proactive occupational safety and health culture.

OBJECTIVE 5.5
Keep our workforce engaged and informed through effective communication.

The National Defense Strategy’s first Line of Effort, Build a More Lethal Force, says “Recruiting, developing, and retaining a high-quality military and civilian workforce is essential for our warfighting success.” DCMA will continue to support this intent, recognizing that our people are central to our own mission success; and therefore, military readiness, warfighter lethality and our overall national defense.

The Agency’s Goal 5 focuses on how we recruit, train, equip and grow our workforce. We are broadening our hiring pool to reach a larger population of talented and qualified people. Once onboard, their formal training will be a mix of traditional learning augmented by new technology. We’ll continue to find better ways to harness our internal knowledge base to enhance our knowledge management capability as we build the next generation of DCMA’s workforce.

Retaining top talent is mission essential and the most cost-effective and efficient way to maintain our skilled workforce. Keeping the best people means providing them with not only meaningful work, but with enhanced work-life flexibilities and incentives, as well.

To drive a high-performing organization, we need to focus on results and enhance accountability. Developing a competent and engaged workforce will improve performance, strengthen employee contributions and lead to mission success.
“The right work, done in the right way, using the right tools”.