



DEPARTMENT OF DEFENSE  
Defense Contract Management Agency

## INSTRUCTION

### Customer Engagement

Portfolio Management and Integration Directorate  
CPR: DCMA-PI

DCMA-INST 407

July 26, 2013

*Validated Current, June 27, 2014*

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**1. PURPOSE.** This Instruction:

a. Reissues DCMA Instruction (DCMA-INST) 407, “Customer Engagement” (Reference (a)) in accordance with (IAW) DoD Directive 5105.64, “Defense Contract Management Agency” (Reference (b)), and DCMA-INST 501, “Policy Program” (Reference (c)).

b. Incorporates and cancels DCMA-INST 405, “Customer Liaison Representatives (CLRs)” (Reference (d)).

c. Updates the policy, further defines roles and responsibilities between line and staff functions, and outlines procedures for developing and maintaining effective and efficient formal customer engagement activities.

d. Defines an Agency Customer Engagement Model called APIE (Assess, Plan, Implement and Evaluate) using the Customer Engagement Recording (CER) eTool to systematically manage customer engagements and share customer intelligence across the Agency in support of our customers.

**2. APPLICABILITY.** This Instruction applies to all formal engagement activities with strategic customers, other defense organizations, or defense industry leaders to strengthen interaction and satisfaction. Due to customer and program security restrictions, DCMA Special Programs Directorate (DCMAS) cannot populate customer engagement data to the CER eTool application and other unclassified automated information systems; therefore, the DCMAS Executive Director is responsible for ensuring processes within the Directorate are adequate to meet the intent of this Instruction.

**3. MANAGERS’ INTERNAL CONTROL PROGRAM.** In accordance with DCMA-INST 710, “Managers’ Internal Control Program” (Reference (e)), this Instruction is subject to evaluation and testing. Process flowcharts are located on the Policy Resource Web Page.

**4. RELEASABILITY – UNLIMITED.** This Instruction is approved for public release.

**5. PLAS CODE(S).**

- a. Process: 004 – Customer Outreach
- b. Programs: ACAT/Other Customers (when applicable)
- c. Other National; Training and Travel; Local Programs (when applicable)

**6. POLICY RESOURCE PAGE.** <https://home.dcma.mil/policy/407r>

**7. EFFECTIVE DATE.** By order of the Director, DCMA, this Instruction is effective immediately.



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## REFERENCES

- (a) DCMA-INST 407, "Customer Engagement (CE)," February 15, 2013 (hereby canceled)
- (b) DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- (c) DCMA-INST 501, "Policy Program," May 25, 2012
- (d) DCMA-INST 405, "Customer Liaison Representatives," August 2, 2012, (hereby canceled)
- (e) DCMA-INST 710, "Managers' Internal Control Program," September 12, 2011
- (f) DCMA-INST 402, "Workload Acceptance," December 4, 2012
- (g) Federal Acquisition Regulation (FAR), Subpart 42.3, March 1, 2005
- (h) DCMA-INST 403, "Industry Management Councils (IMC)," August 14, 2012
- (i) Public Law 111-352, "Government Performance and Results Modernization Act," January 4, 2011
- (j) Executive Order 13571, "Streamlining Service Delivery and Improving Customer Service," April 27, 2011
- (k) DCMA FBO Home Page, "DCMA Concept of Operations (CONOPS)," April 27, 2012
- (l) DCMA-INST 404, "Customer Satisfaction," September 4, 2012
- (m) DCMA-INST 205, "Major Program Support," September 6, 2012

## CHAPTER 1

### POLICY

#### 1.1. OVERVIEW.

##### 1.1.1. DCMA Mission.

1.1.1.1. The Office of the Secretary of Defense (OSD) funds DCMA to provide contract administration services (CAS) in support of the U.S. Military Services and other defense organizations according to DoDD 5105.64 (Reference (b)).

1.1.1.2. DCMA-INST 402, “Workload Acceptance” (Reference (f)) defines the process that enables core versus non-core work determinations. Through the workload acceptance (WA) determination process, DCMA may accept non-core work in support of the DoD Acquisition Enterprise and its partners worldwide as approved by the Director, DCMA (Director).

##### 1.1.2. DCMA Customers.

1.1.2.1. DoD Customer Base. Traditionally, DCMA receives work requests from mission customers (e.g., OSD, Air Force, Army, Navy, Missile Defense Agency, and Defense Logistics Agency (DLA)) as identified in the DCMA DoD Customer Base (see Policy Resource Web Page) requesting CAS support in pursuant to the Federal Acquisition Regulation (FAR) (Reference (g)).

1.1.2.2. Other Federal Agencies and Foreign Governments. DCMA customer base may expand to include other U.S. Federal Agencies (e.g., National Aeronautics and Space Administration (NASA), U.S. Department of Energy, National Security Agency, Environmental Protection Agency, General Services Administration, Federal Aviation Administration, and Department of Homeland Security), foreign governments, and international organizations (e.g., North Atlantic Treaty Organization (NATO) when the Agency makes WA determinations or accepts non-core/non-mission work IAW the WA policy).

1.1.3. Customer Engagement (CE) – Strategic To Tactical. Customer engagement occurs at all levels of the Agency, from strategic involvement, in sharing DCMA’s unique insight into the DoD industrial base, to tactical daily interaction in the administration of individual contracts.

1.1.3.1. The Director and the Executive Director, Portfolio Management and Integration Directorate (DCMA-PI), or designee, interfaces with strategic customers at OSD, Military Service Senior Acquisition Executives (SAE), Program Executive Offices (PEO), commanders of buying activities, and industry leaders to understand the DoD acquisition environment, challenges, opportunities, issues, and concerns.

1.1.3.2. The DCMA Chief Operations Officer (COO) interfaces with senior Government and contractor stakeholders to communicate ideas, implement change, and accelerate improvements in the acquisition process benefitting both industry and DoD (e.g., Corporate Management Councils (CMC) IAW DCMA-INST 403, “Industry Management Councils

(IMC)).” (Reference (h)).

1.1.3.3. DCMA Headquarter (HQ) Component heads or designees interface with customers and industry counterparts to understand strategic/operational/financial issues, concerns, requirements, and levels of satisfaction affecting their functional disciplines.

1.1.3.4. Contract management office (CMO) personnel regularly interface with program managers (PM) and their program office personnel on specific contract matters to understand customer requirements, issues, concerns, and levels of satisfaction.

#### 1.1.4. Customer Engagements – Informal To Formal.

1.1.4.1. Informal Customer Engagements. Informal customer engagements occur daily as DCMA executes its CAS mission. These daily customer engagements throughout the enterprise are documented in emails, contract files, meeting minutes, or other informal records.

1.1.4.2. Formal Customer Engagements. Formal customer engagements:

1.1.4.2.1. Occur when DCMA senior leaders (e.g., component heads, directors) or CMO leaders (e.g., commanders/directors, deputy directors, group directors) interface with strategic customers at the OSD, Military Service SAEs, PEOs, commanders of buying activities, combatant commanders, Foreign Governments, and industry leaders to understand the contract administration requirements and acquisition environment challenges.

1.1.4.2.2. Facilitate the collection of valuable management information allowing DCMA to properly align agency services to the requirements of the defense acquisition enterprise in order to improve effectiveness, efficiencies, operational capability, and capacity. Accordingly, DCMA leaders determine the appropriate engagement and plan, execute, and document formal customer engagements as outlined within this Instruction. Primary and conditional responsibilities for formal engagements are summarized in the Customer Engagement Crosswalk (Table 1).

## **1.2. POLICY.**

1.2.1. This Instruction establishes a top-down, structured, and consistent approach for customer engagement (follows the “Assess, Plan, Implement, and Evaluate (APIE) Construct” located on the Policy Resource Web Page); articulates the responsibilities for interfacing with DCMA customers; provides guidance on the type of information to be collected; and explains how the information is shared and used across the Agency to enhance DCMA mission execution. It is DCMA policy that:

1.2.1.1. DCMA-PI must lead the development of the DCMA Annual Customer Engagement Guidance with inputs from component heads.

1.2.1.2. DCMA-PI must lead the development of the DCMA Integrated Customer Engagement Plan (ICEP) from the component customer engagement plans.

1.2.1.3. DCMA component heads must develop and execute strategic, functional, and operational customer engagement plans, as applicable, in-line with the Agency's ICEP plan.

1.2.1.4. CMO commanders/directors must develop and execute CMO plans to manage their tactical customer relationships in consideration of the strategic/operational level customer engagement plans that may influence customer relations.

1.2.1.5. All DCMA leaders required to develop and execute customer engagement plans must use the CER eTool to capture results of each planned engagement. If unplanned engagements occur, the decision to "record" the event in the CER eTool is at the discretion of the responsible leader.

**NOTE:** The CER eTool application (see Chapter 4 for more details) supports DCMA component heads, commanders, managers, supervisors, and specialists throughout the customer engagement cycle to accomplish the Agency's mission (see Customer Engagement Process and Timeline located on the Policy Resource Web Page).

1.2.2. The Agency has several policies that interrelate with this Instruction. DCMA employees must remain attentive for customer engagement opportunities addressed in the "Customer Engagement Interrelationships with Other Policies" located on the Policy Resource Web Page.

1.2.3. This Instruction complies with the basic statutory requirements of the Government Performance and Results Act (GPRA) of 1993, as amended by the GPRA Modernization Act of 2010 (Reference (i)); and adheres to Executive Order 13571 (Reference (j)).

**Table 1. Customer Engagement Crosswalk**

Source: DCMA Concept of Operations – Annex M (Reference (k))  
with updates for instruction illustration purposes

Customer Engagements			DCMA Director	DCMA Deputy Director	DCMA Component Heads	DCMA-PI Executive Director	DCMA-PI/SD Director	DCMA-PI/SPD and JPD Directors	DCMA-PI/CLRS	Industrial Analysis Center Director	Int'l & Federal Business Division	HQ Functional Exec Directors	HQ Functional Division Chiefs	OPS Executive Directors (COO / Int'l / SP)	COO Sector Division Directors	All OPS Functional Division Chiefs	Regional Commanders	International Commanders	CMO Commanders	
STRATEGIC	1	DAB / DAES	C	C		P	S	S		S		C			S					S
	2	OSD OIPT Meetings				C		P		C					S	S	S			
	3	Special OSD Meetings	P/C	C		P		C		C		C	C	C	S					
	4	OSD Functional Meetings/Forums	P/C			C				C		P	C				S			
	5	PEOSYSCOM Conference	P	C		P		C				C	C	S						
	6	SAE Meetings	P	C		P		C				C	C	C	S		S			
	7	PEO/SYSCOM Meetings	P/C					P							C*					
	8	Military Service Forums/Conferences	C	C		P		P		C					C			C		
	9	Strategic Customer Engagements	P/C	C	P/S	P	S	C		C	C	P	C*	C*	S	S	S			
	10	Corporate Management Councils	C			P	S	P				P		P	**					
	11	Joint Industrial Base Working Group (JIBWG)						C		P		C								
	12	Industry CEO Meetings	P	C		C						C		C						
OPERATIONAL	13	Operational Customer Engagements				C		C		C				P	C	C	C	P		
	14	Meeting/Forums with Industry	P/C			C				P*	C	C	C	P	C				C	
	15	Meeting with Host Nations/FMS	P			S			C		C	S		C#					P	
	16	Non DoD and Foreign Customers (Direct Commercial Sales)	C								P			C						
	17	Business Sector Management Councils						C				C		C	P	C				P**
TACTICAL	18	CMO Management Councils															C	P	P	
	19	PM Meetings / Engagements				C		C						C	C		C	P	P	
	20	DV Engagements	C					C									C	P	P	
	21	Customer Training, Outreach, and Education							P				S		S			S		

**Responsibility for the Engagement:**  
P = Primary Responsibility  
C = Conditional Participation depending on the situation/issue  
S = Support as requested by DCMA-PI  
\* Conditional when Operational Issue or High Customer Dissatisfaction or major Opportunity for Improvement exists  
\*\* Per direction of COO  
# International Only

## CHAPTER 2

### ROLES AND RESPONSIBILITIES

#### **2.1. DIRECTOR, DCMA.** The DCMA Director:

2.1.1. Interfaces with strategic customers to understand the DoD acquisition environment challenges, opportunities, issues, and concerns.

2.1.2. Provides the Agency strategic leadership in the area of customer engagement through:

2.1.2.1. The approval of the DCMA Annual Customer Engagement Guidance to establish strategic priorities, address the most pressing customer issues to be resolved, and set the focus for the upcoming fiscal year customer engagement.

2.1.2.2. The approval of the DCMA ICEP to enable vertical and horizontal integration and to promote joint, non-redundant, customer engagement across the Agency.

#### **2.2. PORTFOLIO MANAGEMENT AND INTEGRATION DIRECTORATE (DCMA-PI).**

2.2.1. Executive Director, DCMA-PI. The Executive Director, DCMA-PI:

2.2.1.1. Builds coalitions with key customers and provides customer intelligence to the DCMA enterprise.

2.2.1.2. Develops and institutionalizes the customer engagement policy, tools, and training.

2.2.1.3. Recommends the DCMA Annual Customer Engagement Guidance for DCMA Director's approval.

2.2.1.4. Recommends the DCMA ICEP for DCMA Director's approval.

2.2.1.5. Supports the DCMA Director on customer engagement with strategic customers.

2.2.1.6. Advises DCMA executive leadership on customer engagement issues and assesses overall customer relationships for the Agency.

2.2.1.7. Instills a culture of training both within DCMA-PI Directorate and across the Agency in the areas of strategic customer acquisition enterprise engagements.

2.2.2. Deputy Executive Director, DCMA-PI or designee. The Deputy Executive Director, DCMA-PI or designee:

2.2.2.1. Conducts senior-level strategic customer acquisition enterprise engagements.

2.2.2.2. Develops DCMA Annual Customer Engagement Guidance with inputs from other component heads for the DCMA-PI Executive Director's review and DCMA Director's approval.

2.2.2.3. Facilitates the data collection, analysis, and consolidation of component's proposed customer engagement plans to develop the DCMA ICEP for the DCMA-PI Executive Director's review and DCMA Director's approval.

2.2.3. Directors, Service Portfolio Divisions (SPD) and Joint Portfolio Division (JPD).  
DCMA-PI SPD and JPD directors:

2.2.3.1. Provide primary customer engagement point of entry into the DCMA enterprise.

2.2.3.2. Evaluate the "Internal Communication Strategy" submitted by CLRs and synthesize Service-specific information to support the development of the DCMA Annual Customer Engagement Guidance for the Agency.

2.2.3.3. Develop annual customer engagement plans for their portfolio division to systematically and proactively engage with customers.

2.2.3.4. Provide subject matter experts and staff assistance to support component heads development of their customer engagement plans and promoting consolidation of customer visits when possible.

2.2.3.5. Represent DCMA at Overarching Integrated Product Team (OIPT) meetings and OSD forums.

2.2.3.6. Provide the DCMA enterprise customer information related to the service acquisition, sustainment initiatives, program workload, business systems, and long-term acquisition strategies in support of decisions affecting DCMA efforts or resources (e.g., Customer Priority Workload Summary (CPWS), Long Range Customer Workload Projection (LRCWP), Future State briefing).

2.2.3.7. Manage the training, outreach, and education (TOE) briefing slide repository.

2.2.4. Customer Liaison Representatives (CLR). CLRs function as the primary DCMA representative to specifically assigned customer organizations, they:

2.2.4.1. Engage with PEOs, program director, PM, and senior functional leadership in a manner that provides sufficient situational awareness to alert DCMA leadership of significant changes in programs (cost, schedule, performance, funding, etc.), organization (e.g., PEO, PM, procuring contracting officer PCO assignment), processes, or capabilities.

2.2.4.2. Deliver customer intelligence and feedback acquired through daily engagements with customers to the enterprise for better resource alignment and to support customer needs

through the CPWS, LRCWP, and CER eTool.

2.2.4.3. Develop an “Internal Communication Strategy” to:

2.2.4.3.1. Identify CMOs that require the greatest amount of engagements for the upcoming fiscal year.

2.2.4.3.2. Support DCMA senior leader customer engagements.

2.2.4.3.3. Support resolutions of major customer issues and concerns with Operations, sector divisions, regions, CMOs, and centers.

2.2.4.4. Develop the TOE Plan for incorporation into their SPD/JPD’s annual customer engagement plan.

2.2.4.5. Train, educate, and market DCMA products, services, and capabilities to customers to ensure that they understand the support DCMA is capable of providing using the “Approved TOE Briefing Template” on the Policy Resource Web Page. Provide training to DCMA functional proponents on customer initiatives, organizational structures, business processes, and other key information to benefit DCMA mission accomplishment.

2.2.4.6. Assist CMO leadership and functional specialists in support of CMO efforts to resolve non-recurring operational and tactical level issues, and clarify customer expectations.

2.2.5. Director, Industrial Analysis Center (IAC). The IAC Director:

2.2.5.1. Supports DCMA-PI executive director on engagements with strategic customers.

2.2.5.2. Conducts strategic industrial base engagements across DoD.

2.2.5.3. Develops and implements IAC Annual Customer Engagement Plan to systematically and proactively engage with major customers to review existing Memorandums of Agreement(s) for accuracy and discuss potential workload.

2.2.5.4. Is the executive agent for the Joint Industrial Base Working Group (JIBWG) responsible for maintaining DoD-wide industrial base communication and operational linkages throughout the research and development, acquisition, logistics, and readiness communities.

2.2.5.5. Supports DoD Industrial Base Councils and Working Groups.

2.2.5.6. Develops and maintains a documented process for managing customer engagement data and sharing industrial base intelligence (CER eTools application, IAC eCommunity).

2.2.5.7. Implements and executes DCMA’s Defense Industrial Base and Defense Infrastructure Sector Lead Agent responsibilities for the Defense Critical Infrastructure

Program.

2.2.6. Policy Performance Advocate (PA). The policy PA:

2.2.6.1. Manages the policy, tools, training, and performance indicators as applicable, associated with this Instruction.

2.2.6.2. Facilitates the staffing (for DCMA Director's approval) of the DCMA Annual Customer Engagement Guidance.

2.2.6.3. Facilitates the staffing (for DCMA Director's approval) DCMA ICEP.

2.2.6.4. Takes necessary actions to promote the use and utility of customer intelligence.

2.2.6.5. Reviews customer engagement records to ensure data integrity (current, complete, and accurate data) in CER for data analysis in support of customer engagement planning purposes.

**2.3. COMPONENT HEADS.** The component heads:

2.3.1. Develop and implement their Component Customer Engagement Plans in an effective and efficient manner.

2.3.2. Provide HQ/functional/operational/tactical support to strategic customer engagements with senior customers (OSD/SAE/PEO/senior sustainment-level or higher) and foreign customers when major DCMA operational issues/improvement opportunities exist, when there is evidence of significant customer dissatisfaction, when direct commercial sale support is required, or requested by DCMA-PI.

2.3.3. Support DCMA-PI Deputy Director in the development of DCMA Annual Customer Engagement Guidance.

2.3.4. Propose recommended component customer engagement plans to DCMA-PI portfolio division for input into the DCMA ICEP that will be approved by the Director, f DCMA.

2.3.5. Systematically and proactively engage with major customers and industry counterparts at functional forums, symposiums, and conferences to understand strategic and operational customer issues, concerns, requirements, and levels of satisfaction affecting their components.

2.3.6. Advise the Agency of substantive customer issues gathered during their customer engagements using the CER eTool.

2.3.7. Provide subject matter experts and staff assistance to DCMA-PI on the TOE process.

2.3.8. Provide subject matter experts and staff assistance to support operational directorates staffs on customer engagement issues (if requested).

2.3.9. Appoint a customer engagement administrator (CEA)/alternates via Internal Web Access Management (IWAM) and grant “Group Administrator” access to manage the “Customer Engagement Distribution Email List” and the customer engagement records in the CER eTool.

**2.4. OFFICE OF INDEPENDENT ASSESSMENT.** The Office of Independent Assessment conducts compliance and performance-focused Mission Reviews to ensure DCMA organizations have developed and implemented their customer engagement plans IAW this Instruction.

**2.5. REGIONAL COMMANDERS.** Regional commanders:

2.5.1. Provide subject matter experts and region staff (e.g., customer management specialist) to support their region’s CMOs in developing and posting their region’s CMO customer engagement plans to the Customer Engagement eCommunity.

2.5.2. Monitor customer engagement performance for the region’s CMOs.

2.5.3. Assist with problem resolution and continuous improvement initiatives in support of customer requirements.

**2.6. CONTRACT MANAGEMENT OFFICE (CMO) COMMANDERS/DIRECTORS.**

CMO commanders/directors or deputy (or their designee):

2.6.1. Develop and maintain a documented process for managing customer engagement data, sharing customer intelligence, and utilizing information gathered (i.e., CPWS, LRCWP, CER eTool) for operational requirements, engagement planning, resource alignment, and program updates (i.e., Program Integrator (PI) and Program Assessment Reports (PAR) eTools).

2.6.2. Appoint a CEA and alternate(s) via IWAM and provide them with “Group Administrator” access to manage their Customer Engagement Distribution Email List and customer engagement records in the CER eTool application.

2.6.3. Develop CMO customer engagement plans to systematically and proactively engage customers using the standard template on the Policy Resource Web Page; and submit a CMO customer engagement plan to the regional customer management specialist (CMS) for review and posting to the Customer Engagement eCommunity.

2.6.5. Interface with program management offices and tactical level representatives in buying commands to understand customer requirements and issues. Customer engagement opportunities may include attendance at program management reviews, tactical level meetings, or management councils.

**2.7. CUSTOMER ENGAGEMENT ADMINISTRATOR (CEA).** CEAs are appointed by CMO commanders/directors or component heads. The CEAs:

2.7.1. Promptly review and perform data administration to (e.g., distribute, reassign,

forward, and close) customer engagement records submitted through the CER eTools application.

2.7.2. Coordinate with their commander/director and team supervisor, as needed, to track assigned actions to closure.

2.7.3. Coordinate and seek support from their directorate, region, center, CMS, and applicable CLRs, as needed, to validate customer issue(s) and determine appropriate action(s).

2.7.4. Add/remove members to/from the Customer Engagement Email Distribution lists to receive automatic email notifications relating to creating, changing, reassigning, or closing CER entries.

## CHAPTER 3

### PROCEDURES

**3.1. OVERVIEW.** The customer engagement process follows the APIE construct. (See “DCMA Customer Engagement Model – APIE” that is located on the Policy Resource Web Page for illustration and details). This Chapter provides step-by-step procedures on how to develop the Annual DCMA Customer Engagement Guidance, develop the DCMA ICEP, document customer engagements in the CER eTool, and evaluate the engagement processes.

**3.2. PHASE I – ASSESS.** (Flowchart A for this process is located on the Policy Resource Web Page.)

3.2.1. The DCMA-PI deputy executive director must issue a tasking memo in April of each year to solicit inputs from component heads and CMO commanders/directors for the DCMA Annual Customer Engagement Guidance for the upcoming fiscal year.

3.2.2. Component heads and CMO commanders/directors must respond to the tasking memorandum and post their inputs (strategic/functional/operational issues, feedback, and opportunities) to the designated folder at the Customer Engagement eCommunity (located on the Policy Resource Web Page).

3.2.3. DCMA-PI portfolio division must perform in-depth analysis of the historical customer engagement data, identify customer engagement gaps/needs, and forward findings and recommendations to the DCMA-PI executive director in the DCMA Annual Customer Engagement Guidance by May 31<sup>st</sup>.

3.2.3.1. The draft DCMA Annual Customer Engagement Guidance should address the following:

3.2.3.1.1. Agency’s strategic focus, priorities, initiatives, and issues.

3.2.3.1.2. Strategic, operational, and functional issues/feedback/opportunities.

3.2.3.1.3. Previous CER entries assessment for:

- Frequency
- Customer relationships
- Products/services issues
- Level of customer satisfaction

3.2.4. The policy PA will staff the recommended DCMA Annual Customer Engagement Guidance to DCMA Director for approval. This guidance provides general direction on key initiatives, themes, specific customer segments of focus, and other information necessary to create continuity of purpose during planned engagements.

3.2.5. Upon approval by the DCMA Director, the policy PA must post the approved DCMA Annual Customer Engagement Guidance to the designated folder at the Customer Engagement eCommunity by June 15<sup>th</sup> each year, so DCMA components can access and use it to develop their customer engagement plans.

**3.3. PHASE II – PLAN.** (Flowchart B for this process is located on the Policy Resource Web Page)

3.3.1. The DCMA-PI deputy executive director must issue a tasking memo to start the planning process in July. This action facilitates the data collection, analysis, and consolidation of proposed operational (Operations, International, and Special Program Directorates), functional (Contracts, Quality Assurance, Engineering and Analysis Executive Directorates) and strategic (DCMA-PI SPD/JPD) component customer engagement plans to develop the DCMA ICEP for the DCMA-PI executive director's review and DCMA Director's approval.

3.3.2. DCMA component heads must plan their customer engagement events IAW the approved DCMA Annual Customer Engagement Guidance, using the customer engagement planning tool provided at the Policy Resource Web Page of this Instruction. In developing each customer engagement plan, component heads must consider the following:

- Customer name/rank/title/service/agency
- Date of engagement
- Method of engagement
- Strategic themes to be communicated
- Current customer issues/concerns
- Length of time since prior formal engagements
- Customer requested engagements
- Planned industry/customer conferences and symposiums
- Customer satisfaction survey data with negative trends (Reference (1))
- High risk processes/suppliers/workload/resource indicators

**NOTE:** Enterprise Customer Contact List and PEO portfolios (including information on external customers' mission, vision, weapon system responsibilities, organizational structures, senior leader biographies) are located on the DCMA-PI Web page under the DCMA-PI Service Division Products to help facilitate customer engagement planning (hyperlink is provided on the Policy Resource Web Page).

3.3.3. Component heads must review and send their proposed customer engagement plans to the DCMA-PI deputy director by July 31<sup>st</sup> as input for consolidation into the draft DCMA ICEP development. This integrated plan enables vertical (by service/function) and horizontal (among CMOs) integration to promote coordinated customer engagements by Agency leadership.

3.3.4. After final review by the DCMA-PI executive director, the policy PA must staff the recommended ICEP for DCMA Director's approval and post the approved DCMA ICEP to the designated folder at the Customer Engagement eCommunity by August 31<sup>st</sup> for implementation.

3.3.5. Component heads and CMO commanders/directors must finalize their customer engagement plans IAW the DCMA ICEP by September 30<sup>th</sup>, flexibly implement, and periodically adjust their customer engagement plans to meet mission requirements/challenges.

**3.4. PHASE III – IMPLEMENT.** (Flowchart C for this process is located on the Policy Resource Web Page).

3.4.1. Prepare for Engagement. Prior to the meeting, component heads or their designees must:

3.4.1.1. Verify the schedule, location, and other logistical arrangements of the visit and notify the appropriate personnel of any changes.

3.4.1.2. Coordinate with customer, DCMA-PI, functional, and operations representatives on new customer issues/concerns, topics of interest, and other opportunities to be included on the agenda.

3.4.1.3. Use the CPWS and the LRCWP documents as inputs to frame discussion with each customer. These documents are accessible from DCMA-PI Webpage or the hyper-links from the Policy Resource Web Page of this policy.

3.4.1.4. Review and finalize the agenda, read-ahead briefing, and all documents required prior to the meeting.

3.4.2. Conduct the Engagement. During these meetings, DCMA leaders should:

3.4.2.1. Take this opportunity to convey DCMA successes, operational challenges, and opportunities to improve the working relationships and operations between the two organizations.

3.4.2.2. Obtain direct senior customer satisfaction feedback on DCMA performance

3.4.2.3. Identify opportunities for continuous process improvement.

3.4.3. Document the Engagement. For analysis and planning purposes, personnel who conduct the engagement must document the results (information collected and actions) in the CER eTool upon completion of each engagement, whether it was planned (identified on their annual customer engagement plans) or unplanned (ad-hoc engagement). The customer engagement record should contain:

- The details of the engagement
- Any commitments made by DCMA or the customer
- Agreed to action items
- The senior customer's satisfaction or dissatisfaction with DCMA's support and any recommended opportunities for improvement

3.4.4. Report Ad-Hoc Senior Customer Engagements. An unscheduled meeting not in the customer engagement plan is defined as an “ad-hoc” meeting. When a DCMA representative is invited to formally meet with an external customer at the senior executive service (SES) or flag officer level, they must inform DCMA-PI (through their chain of command as appropriate) to determine whether the DCMA Director needs to be notified of the impending meeting. An encrypted email with the following information (and telephone, if of a critical nature) must be sent to the **DCMA-PI SPD/JPD directors and deputies** email address:

- Subject: Ad-Hoc Meeting with SES or Flag Officer
- Date of Meeting:
- Names(s)/Rank(s)/Service/Title(s)/Agency:
- Location of Visit:
- Issues/Concerns/Program or Weapon system Impacted:
- DCMA Action Officer:

**3.5. PHASE IV – EVALUATE.** (Flowcharts D through H for this process are located on the Policy Resource Web Page)

3.5.1. Collect and Distribute Customer Intelligence via the CER eTool. To ensure current, complete, and accurate data in support of the customer engagement planning (and population of performance indicators as applicable):

3.5.1.1. CEAs must manage their customer engagement records regularly and must:

- Coordinate with directorate/region/center CMS and CLRs to disseminate CERs
- Reassign misrouted customer engagement records
- Correct customer organization
- Coordinate assigned action items
- Closeout customer engagement records at completion

3.5.1.2. CMSs must review customer engagement records pertaining to their region/directorate, at a minimum, on a weekly basis, to:

- Assess primary CMOs executing their customer engagement plans
- Verify to ensure the respective DCMA organization has followed up on actions and commitments made to customers during their meetings
- Assure timely responses and acceptable actions

3.5.1.3. Policy PA should review all CER records for the performance period and coordinate with directorate/center/region CMSs and CLRs to address data integrity issues.

3.5.2. Summarize and Deliver the Customer Priority Workload Summary (CPWS) Monthly.

3.5.2.1. DCMA-PI CLRs must summarize and highlight customer priorities, significant

workload changes (greater than \$50 million financial impacts within 18 months) and high priority sustainment parts impacting weapon system readiness.

3.5.2.2. DCMA-PI SPD and JPD directors must review and finalize the CPWS for posting to the Customer Engagement eCommunity and distributing to key staff members and CMOs on the 1<sup>st</sup> work day of each month using Customer Engagement Email Distribution lists.

3.5.2.3. Managers throughout the Agency (CMOs, regional, and operations directorate staffs as well as DCMA HQ functional staffs) must use the customer intelligence collected in CPWS to:

- Gain better understanding of senior customer priorities
- Focus efforts/resources on issues with high value sustainment parts
- Make better operational and resourcing decisions

3.5.3. Summarize and Deliver the Long Range Customer Workload Projection (LRCWP) Quarterly.

3.5.3.1. DCMA-PI CLR must provide senior leaders with synopses of the most significant workload shifts (with financial impacts greater than \$100 million) for the next 18 to 36 months via the LRCWP.

3.5.3.2. DCMA-PI SPD and JPD directors must review and finalize the LRCWP for posting to the Customer Engagement eCommunity and distributing to component heads and CMSs by the 15<sup>th</sup> of January, April, July, and October.

3.5.3.3. Managers throughout the Agency must use LRCWP, customer intelligence acquired through engagements with strategic customers to:

- Consider the customer's perspective in deciding where to focus efforts
- Address problems and develop strategies for improvement
- Support the workload and resourcing (WAR) room deliberations and align resources to provide optimal support to DoD customers

3.5.4. Develop and Manage the Training, Outreach, and Education (TOE) Briefing Slide Repository. TOE events provide a tremendous opportunity for DCMA to efficiently communicate recent changes to functional policies, business, or automated systems used by customers for improving the efficiency and effectiveness of the overall DoD acquisition system. SPD and JPD directors must manage the TOE briefing slide repository as follows:

3.5.4.1. Annually, as part of the TOE planning process, survey the customers to project future DCMA training requirements and reach out to functional/operational components for their expertise and professional supports to identify topics (policy, process, or execution changes/challenges) that should be presented during TOE events. Coordinate with DCMA directorates to obtain an approved set of functional slides that will be used by the CLRs for the upcoming fiscal year TOE events.

3.5.4.2. Quarterly, coordinate with component heads to review and update their respective slides.

3.5.5. Identify and Communicate Changes to Customer Organizations/and Senior Acquisition Officials.

3.5.5.1. DCMA-PI CLR's must:

3.5.5.1.1. Collect customer intelligence through meeting and interaction with PEOs, PMs, and sustainment commanders.

3.5.5.1.2. Identify organization/senior acquisition official changes.

3.5.5.1.3. Initiate a customer engagement in CER and select the **Organizational Change** for the **Category** dropdown to document the identified changes.

3.5.5.1.4. Send an email notification to the impacted CMO of the identified changes.

3.5.5.2. CMO PIs must update the PI eTool program records when change occurs IAW with DCMA-INST 205, "Major Program Support" (Reference (m)).

3.5.6. Assess the Customer Engagement Process. The Office of Independent Assessment must:

3.5.6.1. Conduct Mission Review assessments enterprise wide (i.e., HQ, directorates, centers, CMOs) on customer engagement processes and related products as part of a review of quadrant one (acquisition customer support) of the balanced scorecard.

3.5.6.2. Work closely with policy PA in developing and refining assessment criteria to support the Mission Review process.

3.5.7. Assess and Identify Opportunity for Improvements Annually. The policy PA must perform analysis of CER entries, external customer satisfaction surveys, and senior customer feedback to:

- Identify opportunity for improvements
- Support the development of Annual Customer Engagement Guidance for the upcoming fiscal year

## CHAPTER 4

### CUSTOMER ENGAGEMENT RECORDING (CER) ETOOL

**4.1. OVERVIEW.** Information relating to customers is found in many locations and in many forms. The challenge exists in gathering the myriad of customer-related information and effectively assembling that information in a way that makes it readily accessible and shared across the enterprise. The CER eTool application is to foster a collaborative environment to share information, engage in discussion with each other, and take action to help customers achieve desired outcomes. The CER eTool application provides the Agency with seamless access to customer engagement information. This tool:

4.1.1. Provides Agency personnel an organized and systematic way of disseminating information or issues/actions, as well as quickly and efficiently responding to customer concerns arising from their customer engagements.

4.1.2. Enables DCMA to better prepare for meetings with the customer by providing users access to past issues/actions for review and situational awareness.

4.1.3. Provides efficient, effective, and timely distribution of customer intelligence. Accordingly, designated action officers must document **formal** customer engagements using the CER eTool application. Refer to Table 1, Customer Engagement Crosswalk for examples of formal customer engagements.

**4.2. ACCESSIBILITY.** The CER Web-based eTool application is accessible worldwide, 24/7, via DCMA's Intranet or Internet.

**4.3. USER ROLES AND LEVELS OF ACCESS.** User access may be granted by the supervisor via IWAM. Four user roles are established to differentiate the level of access in creating, contributing, administrating, and managing customer engagement records.

4.3.1. Contributor Users. Contributor users may update existing records, but may not create records of their own. This access is available to all DCMA employees. SPD/JPD/center/HQ component heads, sector/region/CMO commanders or directors; at a minimum, should acquire the contributor access to search, review, and update CER records pertaining to their organizations.

4.3.2. Initiator Users. Initiator users gain the ability to create, update, and close records. However, they may only close the records they created. Initiator access should be granted to CLR's, PIs, functional specialists, appointed industrial analysis manager (IAM), or designated action officers.

4.3.3. Group Administrators. Group administrators have the ability to update, create, close, and delete all records pertaining to their organizations. They also have the ability to re-assign initiator rights for a record in instances when an initiator of an open record changes positions or leaves their organizations. Therefore, CEAs should be granted with Group Administrator access.

4.3.4. Super Administrator. Super administrator is granted to only the policy performance advocate and assigned policy program analysts. In addition to the group administrator's access rights, the super administrators can add, change, activate or deactivate dropdown items in real time without having to put in a help desk ticket. Super administrators manage the following dropdowns in CER:

- Service/Agency
- Customer Group
- Category
- Type of Record
- Initiator User Group

4.3.5. Table 2 outlines the different types of users and their access within the application.

**Table 2. CER User Roles**

Functions	Super Admin	Group Admin	Initiator	Contributor
	Policy Perf. Advocate Policy Program Analysts	Operational and Regional CMSs, appointed CEAs	CLRs, Pls, Functional Specialist, IAM, appointed Action Officers	SPD/Center/HQ Directors, Sector/Region/CMO Commanders or Directors
Search Records	X	X	X	X
View Records	X	X	X	X
Create Records	X	X	X	
Update Records	X	X	X	X
Close Records	X	X	X (only their own records)	
Delete Records	X	X		
Reassign Records	X	X		
Forward Action	X	X		
Manage Contacts	X	X	X	X
Reports	X	X	X	X
Application Admin	X			

## GLOSSARY

### DEFINITIONS

**Component Head.** The leader of a DCMA organization who reports directly to the Director.

**Customer Engagement Administrator (CEA).** CEAs are appointed by CMO commanders/directors or component heads to perform data administration (e.g., distribute, reassign, forward, and close) of their customer engagement records in the CER eTool.

**Customer Engagement (CE) Plan.** A list of engagement events with major customers, the date/methods of engagement, and the strategic themes is communicated using the customer engagement Planning Tool provided at the Resource Page of this Instruction.

- Component Customer Engagement Plans (Strategic Level) - Annually, component heads must assess the state of relationship with their strategic customers:
  - Service Specific customer engagement Plans from DCMA-PI's Air Force, Army, and Navy SPDs, and Joint/Non-DoD Portfolio Division
  - Functional customer engagement Plans from Contract Management, Quality Assurance, Engineering & Analysis, and Industry Analysis Center
  - Operational customer engagement Plans (e.g., Management Councils, Program Pacific, Contingency Contract Administration Services engagement events) from operational directorates.
- CMO Customer Engagement Plans (Tactical Level) - Annually, CMO commanders/directors must assess customer relationship, consider the strategic/operational level customer engagement plans (that may influence customer relations to be engaged on), and plan engagement events with their tactical customers.

**Customer Liaison Representative (CLR).** Located at major Military Services, other DoD buying activities, or NASA HQ that are the proponents for multiple, high-dollar DoD weapon systems, sustainment logistics and support contracts. CLR location and contact information are on the Policy Resources Web Page. The following criteria will be used to evaluate when a CLR is assigned to a buying command:

1. CLR Support Requested. DCMA will only provide CLR support to customers who have specifically requested CLR support and have committed to hosting a CLR at their location.
2. ACAT Programs. CLR support is provided to PEOs and supporting local procurement activities with the responsibility for ACAT I, II and III programs where DCMA has been delegated a substantial portion of contract administration or production surveillance on the weapon systems or major components of those weapon systems. PEOs are provided CLR support when the total obligation amount of contracts supporting their weapon systems exceeds \$20 billion annually for contract administration or production

surveillance.

3. Sustainment / Readiness Support. CLR support is provided to all major DLA and service buying commands or centers that routinely delegate contract administration or production surveillance to DCMA. CLR support is normally provided to sustainment buying commands when the obligated value of all delegated contracts exceeds \$1 billion annually for contract administration or production surveillance.

**Customer Management Specialist (CMS).** CMSs from HQ components, centers, and regions manage and coordinate the implementation of this Instruction, assist CEAs in validation of issues, and address policy issues/concerns to the policy PA to ensure timely processing and adhere to this Instruction.

**Customer Priority Workload Summary (CPWS).** Customer intelligence on PEO/PM issues/concerns, senior customer feedback on DCMA performance, high priority sustainment parts, and workload shifts with greater than \$50 million financial impact within 18 months. The CPWS report will be provided monthly (on the 1<sup>st</sup> work day of the month) for CMOs and regional staffs to prioritize their efforts and make better operational/resourcing decisions in support of their WAR Room discussions. In addition, geographic CMOs will use the list of high priority sustainment parts identified in the CPWS to help prioritize their efforts and internal resources. This report is accessible through the Customer Engagement eCommunity (see URL provided at the resource page of this Instruction).

**DCMA Annual Customer Engagement Guidance.** This guidance provide general direction on key initiatives, themes, specific customer segments of focus, and other information necessary to create continuity of purpose that DCMA components will consistently use to develop, coordinate, and execute customer engagement activities during planned engagements.

**DCMA Integrated Customer Engagement Plan (ICEP).** A consolidation of all customer engagement plans from DCMA components, this integrated plan enables vertical (by service/function) and horizontal (among CMOs) integration to promote joint, non-redundant, customer engagement across the Agency.

**Formal Customer Engagement.** Interface with key customers to: (1) understand the contract administration requirements, acquisition environment challenges, opportunities, issues and concerns; and (2) share DCMA's strategic focus, priorities, initiatives, and issues in work. These are important events that facilitate the collection of valuable management information allowing DCMA to properly align agency services to the requirements of the defense acquisition enterprise in order to improve effectiveness, efficiencies, operational capability, and capacity.

**Informal Engagement.** Occurs daily as the Agency executes its core CAS functions and other missions. Daily customer engagements throughout the enterprise are documented in emails, contract files, meeting minutes, or other informal means.

**Long Range Customer Workload Projection (LRCWP).** Customer intelligence on workload shifts with significant financial impact (greater \$100 million) and projected in the 18 to 36 month timeframe. The LRCWP is organized by Service and provided quarterly to Operations

(Operational component heads, sector division directorates, and operation customer management specialist). Accessible through the Customer Engagement eCommunity (see URL provided at the resource page of this instruction).

**Strategic Customers.** Customer at the OSD, military service senior acquisition executives, program executive officers, commanders of buying activities and industry leaders.

**ACRONYMS**

APIE	Assess, Plan, Implement and Evaluate
CAS	contract administration services
CEA	customer engagement administrator
CER	customer engagement recording (eTool)
CLR	customer liaison representatives
CMO	contract management office
CMS	customer management specialist
COO	Chief Operations Officer
CPWS	Customer Priority Workload Summary
DAB	Defense Acquisition Board
DAES	Defense Acquisition Executive Summary
DCMA-INST	DCMA Instruction
DCMA-PI	Executive Directorate, Portfolio Management and Integration
DCMAS	Special Programs Directorate
DLA	Defense Logistics Agency
DV	Distinguished Visitor
FAR	Federal Acquisition Regulation
FBO	finance/business office
FMS	foreign military sale
GPRA	Government Performance and Results Act
HQ	headquarter
IAC	Industrial Analysis Center
IAM	industrial analysis manager
IAW	in accordance with
ICEP	Integrated Customer Engagement Plan
IMC	industry management councils
ISD	Integration Support Division
IWAM	Internal Web Access Management
JIBWG	joint industrial base working group
JPD	Joint Portfolio Division
LRCWP	Long Range Customer Workload Projection
MDA	Missile Defense Agency
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization

OIPT	overarching integrated product team
OSD	Office of the Secretary of Defense
PA	performance advocate
PAR	program assessment reports
PEO	program executive officer
PI	program integrator
PM	program manager
SAE	senior acquisition executive
SES	senior executive service
SPD	service portfolio division
TOE	training, outreach and education
WA	workload acceptance
WAR	workload and resourcing