



A Broader Vision

The Defense Contract Management Agency mission requires us to demand that our Defense industry counterparts, and our customers, follow strict federal regulations and exacting standards as specified by contracts. We also demand the same rigor from ourselves, guided by our Charter, the Federal Acquisition Regulation and its Defense supplement, and ultimately our obligation to our Warfighters. Compliance is, by necessity and by design, an important focus area for our Agency.

Over time, this focus on compliance has made us often inflexible, or unwilling or unable to adjust our work and processes to the specific details of our workload. At times, it requires our employees to perform tasks that may not deliver or maximize our contribution to the end product. External stressors, chiefly the COVID-19 pandemic, have exacerbated this, limiting our focus to what was urgent over the past two years – the safety of our workforce and meeting basic mission requirements, sometimes at the expense of the truly important aspects of our mission.

This has created an environment rich with opportunities for innovation, and has given us the tools, experience and a sense of urgency to transform our Agency to be more agile, innovative, efficient, and effective in the future. DCMA is prepared to work as a team of trusted professionals to get our job done in new and better ways, attract and retain the talent we need for the future, and make an even greater contribution to our Warfighters and the Department of Defense.

2022 needs to be a year of action. What DCMA does today will set the stage for an Agency ready to meet the demands of our mission in coming years. We must not be idle in 2022. We can't watch rigor give way to rigor mortis. Now is the time for leaders across our Agency to define a new vision, chart a new course, and move our Agency into the future – changing our culture, and ultimately delivering new capabilities and enhanced value.

MISSION

At its most basic, DCMA's mission – our purpose – remains the same as it did when our nation began to manage defense contracts centuries ago. ***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.***

DCMA's mission is vital to the nation because *our customers* are vital to the nation. Our Services need their acquisition process to be efficient and cost-conscious so they can make informed out-year decisions. Combatant commanders need a predictable supply chain so they can plan for future threats now without taking their eyes off current operations. Our Warfighters in the field need their equipment present and serviceable in order to survive and win. DCMA is an essential member of the complex team that enables these things.

But just as horses gave way to tactical vehicles, and telegraphs to satellites, defense contracting has to evolve. As the subject matter experts on contract execution, DCMA has to evolve as well. This can't be

done solely through leadership directive and policy change, it requires the full deployment of our most valuable resource – the more than 100,000 years of collective experience held by our team. As such, we need to create a people-driven, data-rich culture that embraces new ideas and technology. We need to give the ball to our experienced workforce, and empower them to make difficult decisions based on their disciplined discretion.

A BROADER VISION

Our Agency needs a clear, shared Vision that complements and enables our mission as we continue to evolve. As such, the DCMA Vision – our future end state – is to become:

A team of trusted professionals delivering value to our Warfighters throughout the acquisition lifecycle.

To achieve this Vision will require targeted change in multiple areas. Many of these will be outlined in our Strategic Plan FY22-26. All will fall within specific Strategic Lines of Effort that modernize our capabilities in quality and delivery, contract administration and payment, and cost and pricing; while organizing our team to provide maximum value and excel in the workplace of the future.

These distinct Lines of Effort must be approached holistically, with consideration for how changes may affect the Agency mission in the following areas:

- *The Environment of 2025.* What will our operating environment look like in 2025, including mission load, budget and other variables?
- *Goals and desired outcomes.* How will the Agency be shaped to address the 2025 environment?
- *Tools.* What tools will we need to achieve these outcomes?
- *Workforce.* How will the workforce need to be shaped to achieve these outcomes?
- *Culture.* How do we build a shared Vision and culture of innovation?

Our employees are the strength of DCMA. Our mission success depends greatly on the health and satisfaction of our people. We need to become an Agency that delivers the most value to our customers, driven by a culture that delivers the most value to our employees.

It's an incredible privilege to lead this organization and guide its transformation to meet the demands of our future operating environment and mission.

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