



TRUSTED



Strategic Plan
Fiscal Year 2022-2026



PROFESSIONALS

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The DCMA Strategic Plan FY 2022-2026 was developed by the Agency's Senior Leadership Team using input from the DCMA workforce gathered in late 2021 and early 2022. It was implemented on June 1, 2022. A companion Annual Performance Plan will be used to further outline the Plan's objectives, and provide measurement, tracking and reporting criteria.

The Strategic Plan and Annual Performance Plan are managed by the DCMA Office of Strategic Planning and Analysis on behalf of the DCMA Director and Senior Leadership Team.



DIRECTOR'S MESSAGE

The Defense Contract Management Agency continues an unbroken line of government oversight of defense contracting and production that began with the birth of our country. We make this complex process work, enable our customers, safeguard taxpayers' dollars, and ensure our warfighters get the quality products they need to win.

While our mission endures, our processes and practices evolve to keep pace with the needs of our national defense team and the ever-advancing capabilities of industry.

Despite the challenges that the last two pandemic years have brought, we find ourselves today in an environment rich with opportunity for innovation, with the tools and experience necessary to transform our Agency to be even more effective than we were before the pandemic.

Our path forward is captured in this new Strategic Plan, designed to guide our evolution and hold ourselves accountable for our success. It will help us 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.

It will be a roadmap to our Vision:

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

Team. The specialized skills of our people combine to meet our complex mission requirement, while externally, we remain a valued member of our national defense team.

Trusted. DCMA has earned the trust of our customers, DOD, Congress, and Industry by providing independent and accurate assessments supported by solid data. We are fair, impartial and consistent in administering contracts, accepting products, authorizing payments and providing oversight.

Professionals. Our work demands professionals with specialized skills, training, and certifications. Our people are masters at their work, singularly qualified for their challenging, complex tasks.

Delivering value ... throughout the acquisition lifecycle. We work to get our customers the right quality, for the right price, on time, every time. We also deliver actionable insight, data, and recommendations our customers need from pre-award through contract closeout.

To our Warfighters. Our Agency exists to support our Soldiers, Sailors, Marines, Airmen, and Guardians. We must give them every advantage on the battlefield so they are never in a fair fight.

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

David G. Bassett
LTG, USA
Director





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.

The Agency provides contract administration services for the Defense Department, other federal organizations and international partners, and is an essential part of the acquisition process from pre-award to sustainment. Around 11,000 employees, mostly civilians, work at offices and contractor facilities around the world, divided among multiple regional and specialized commands and directorates.

Together, the Agency manages 225,000 contracts with a total value in excess of \$3.5 trillion, at 15,000 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, DCMA receives nearly 1,000 new contracts and authorizes nearly \$900 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

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

VALUES

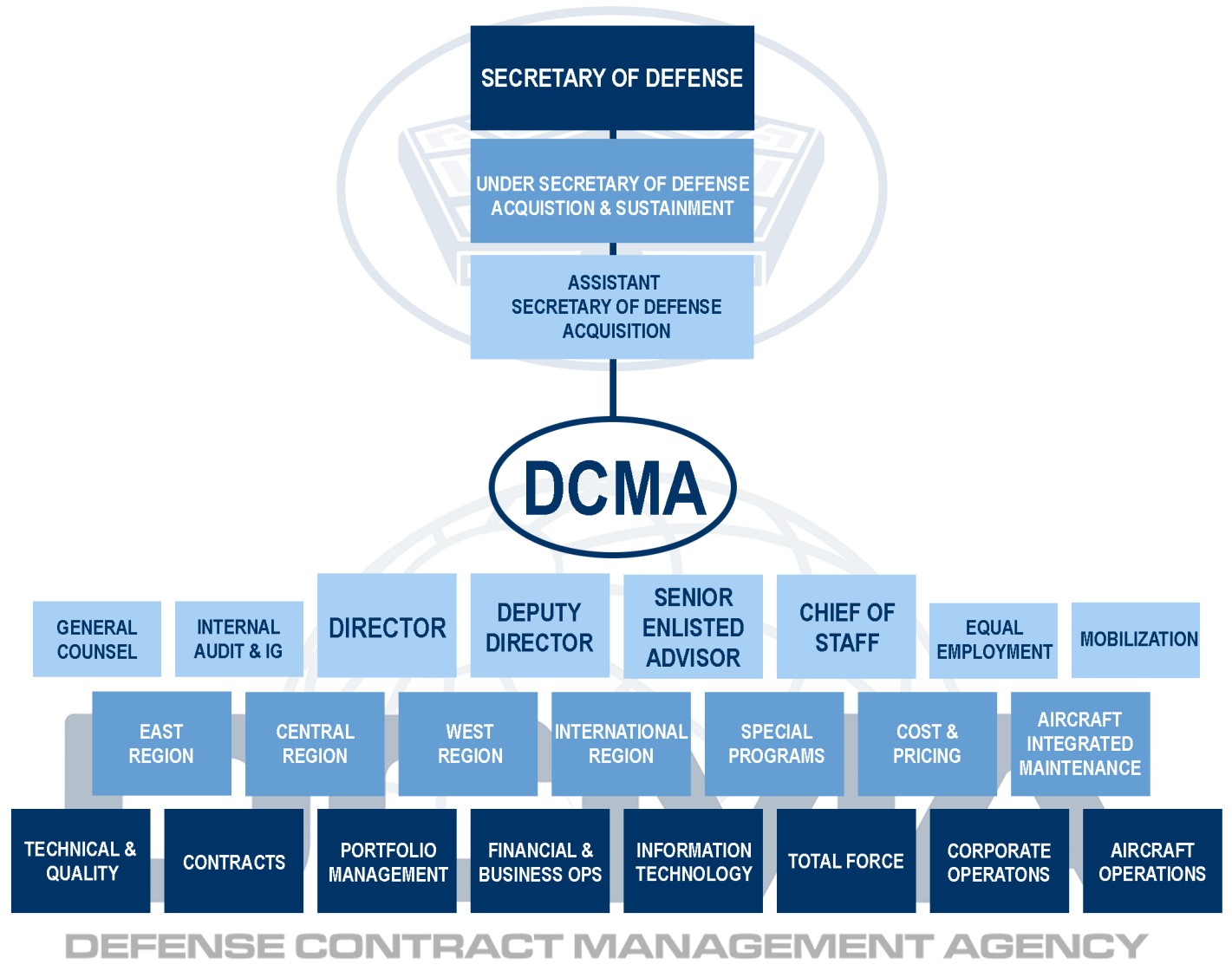
INTEGRITY - Committed to the highest standards of ethical and moral behavior at all times.

SERVICE - Working for the benefit of our nation and putting professional responsibilities before self-interests.

EXCELLENCE - Committed to exceptional performance in everything we do.



ACQUISITION SUPPORT





LINE OF EFFORT 1

Improve warfighter capabilities by influencing timely delivery of quality and affordable products

Technical Directorate

Defense Contract Management Agency Line of Effort 1 focuses on improving the delivery of high-quality and affordable defense systems.

Our team is enabled and empowered by tailored contract administration services and long-standing partnerships with the buying commands. As trusted partners in our national defense efforts, our people will deftly synchronize data-driven continuous surveillance improvements and a growing culture of collaboration. The resulting convergence of tech and teamwork will accelerate the enterprise toward DCMA Vision 2025.

This effort also recognizes the substantial role of innovation and information technology, and DCMA's responsibility to ensure contractors meet 21st century safety and cyber requirements.

Delivery means readiness. Our access to contractor facilities and knowledge of the defense industrial base lets us minimize and manage delays. We swiftly resolve issues, prioritize workload and reduce cycle time so warfighters get their equipment on time, every time.

Quality means confidence. Our modernized surveillance techniques are enabled by data based risk analysis to ensure weapons, systems and gear are right before they enter the fight.

Affordability means capability. We leverage data to provide unique acquisition insight to the buying commands and influence the cost of weapon systems. Reducing system costs is key to providing maximum capability to the warfighter on a limited budget.

OBJECTIVE 1.1 Modernize surveillance business practices to be agile and data driven

OBJECTIVE 1.2 Leverage Agency's access to data to provide acquisition insight and make informed decisions



DELIVER QUALITY



LINE OF EFFORT 2

Expand DOD Contract Administration capabilities to allow for flexibility and enhanced acquisition decision making

Contracts Directorate

Defense Contract Management Agency Line of Effort 2 delivers enhanced Contract Administration Services (CAS) processes, tools and data. Equipped with these enhanced tools, our DCMA team will deliver critical goods and services to our warfighter on time, on budget and at the best value to the taxpayer. This will enable the Defense Department's post-award contract administration mission and help build a resilient defense ecosystem by:

Streamlining CAS processes and enable tailored CAS support based on program/contract risk and value to the Department.

Leveraging enterprise solutions to modernize CAS tools for use by all DOD components, putting the preponderance of post-award contract administration actions and information in one data lake, and integrating that data in ADVANA.

Facilitating accurate and timely contractor payment by utilizing streamlined CAS policies and modernized tools with a focus on stewardship and fiscal compliance, ensuring that DCMA will maintain an unqualified audit opinion as a major DOD service provider.

Engaging customers to ascertain what DCMA does that is most critical to each buying command, tailoring CAS to fit their needs, and delivering enriched training that will allow our workforce and the wider Department to execute post-award contract administration effectively, consistently and seamlessly.

OBJECTIVE 2.1 Modernize CAS tools to improve DCMA processes, enhance DOD Acquisition Insights, and standardize contract administration actions and data accessibility across the Department

OBJECTIVE 2.2 Streamline CAS processes and enable tailored CAS support based on program/contract risk and value to the Department

OBJECTIVE 2.3 Ensure prompt and accurate contractor payments and stewardship of Department funds through effective internal controls and fiscal compliance

OBJECTIVE 2.4 Effective application of resources against high risk mission sets (balance people to mission) and empower workforce with necessary standards, credentials, and certifications

OBJECTIVE 2.5 Enhance engagement with buying commands to increase Contract Administration business integration across the Enterprise.



EXPAND CAPABILITY



LINE OF EFFORT 3

Drive enhanced value and affordability through modern, adaptive, and responsive cost and pricing capabilities

Cost and Pricing Regional Command

Defense Contract Management Agency Line of Effort 3 delivers modernized, responsive and adaptive Cost & Pricing capabilities that leverage multi-functional integration, automation and the power of our team of trusted professionals.

Disruptions in the global environment, from pandemics to threats to democracy, bring unprecedented challenges and create instability in our work and that of the defense industrial base. Trust in our professional workforce is paramount to innovation, which will improve the efficiency of tools and processes that drive costs for both industry and government.

LOE 3 leverages the opportunities of an optimized virtual work environment, reducing infrastructure and making DCMA more attractive to a diverse, highly skilled workforce that is motivated to maximize the value of every dollar invested in our Agency. This effort:

Emphasizes modernized, responsive and adaptive Cost & Pricing capabilities.

Embraces multi-functional integration and highlights our trusted workforce.

Demands a shift in strategic management, exploiting trade space between workload, risk, resources and customer needs.

Leverages advantages, opportunities and challenges of an optimized virtual environment, reducing infrastructure, and decentralizing the organization.

OBJECTIVE 3.1 Evolve and design efficient, effective Cost & Pricing processes and tools to improve agility and responsiveness to dynamic customer needs in an ever changing environment

OBJECTIVES 3.2 Exploit multi-functional data and Agency-wide predictive insights to enhance value proposition to DOD Customers and other acquisition stakeholders

OBJECTIVE 3.3 Cultivate a professional, empowered, diverse, pricing-minded workforce to integrate and exploit adaptive capabilities and flexibly respond to customer requirements



ENHANCE VALUE

A satellite with solar panels is shown in orbit above the Earth's horizon.

LINE OF EFFORT 4

Innovate the Agency's approaches to how and where we work to better adapt to the workplace of the future

Office of the Chief of Staff

Defense Contract Management Agency Line of Effort 4 reinvents how and where we conduct our work. By combining recent lessons learned, emerging trends, and mission innovations delivered through the Agency's other Lines of Effort, DCMA has an unprecedented opportunity to shape a workplace that is better by most measures than what we had before the pandemic.

Through measurable objectives, initiatives and tasks, we will take an integrated approach to adapt the relevant aspects of the future, agile workplace and organization structure within DCMA:

Space. Reducing our physical footprint and employing workspace strategies, like alternative desking, will save money, and allow us to maintain physical workspaces as hubs of innovation and positive social interaction.

Place. Optimizing workforce flexibility and leveraging remote and telework programs builds a healthy, engaged team dedicated to successful mission execution.

Talent. Transforming how we hire, develop and retain our team of trusted professionals equals long-term mission success. We'll focus more on modern skills and less on traditional roles; and implement Back to Basics and Safer Federal Workplace Model principles.

Technology. Identifying opportunities to automate or eliminate certain tasks frees our workforce to focus on things where creativity and critical thinking add strategic value. Modernizing tools that enable mobility further strengthens our virtual capabilities.

OBJECTIVE 4.1 Transform the practices and strategies for the way we hire, develop, and retain the skilled people needed for a diverse, motivated, and talented workforce

OBJECTIVE 4.2 Enable a hybrid work model that facilitates positive, innovative workplaces while capitalizing on rightsizing opportunities with our facilities inventory

OBJECTIVE 4.3 Modernize our processes and related tools & training to empower our workforce to be equally effective and efficient in both the onsite and virtual environment

OBJECTIVE 4.4 Refine the Agency's organization structure to integrate future workspace environs with mission requirements

A large aircraft is on a runway at night, illuminated by blue and yellow lights.

INNOVATE WORK



EXECUTION STRATEGY

The DCMA Director utilizes several formal and informal internal mechanisms to ensure Agency efforts align with our strategic goals and objectives. Leadership is fully accountable for meeting near-term performance metrics as well as progress toward long-term objectives.

The Agency will hold regular performance reviews to evaluate performance and use the results to support management and improve processes as well as for decision making. Each supporting Directorate will develop a supplemental strategy in support of the Strategic Plan and/or have supporting initiatives for each Line of Effort that they are responsible for.

The Senior Leadership Team will ensure the following elements of change are incorporated throughout the LOEs and progress is made:

Culture – transition to become more risk-informed and empowered through increased collaboration and information sharing

Policies & Procedures – inform guidance to keep up with modernization

IT Transformation & Tools – support data driven decision making and analysis along with supporting cross functional information sharing

Facilities – progress to a post-COVID hybrid work environment while reducing facility costs and footprint

Agency Structure – evolve to reflect current environment to improve functional and operational excellence

The Annual Performance Plan identifies Initiatives and communicates fiscal-year execution strategies for each LOE. Execution is crucial to strategic planning, and active participation from DCMA's operational workforce and capability boards is vital to the successful execution of the Strategic Plan. The APP provides an apparatus for this participation, and a foundation for Agency and employee performance standards.





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