

# Creating Successful Divisions

**T**he previous issue of the *Communicator* focused on the Defense Contract Management Agency's (DCMA's) realignment from geographic Districts to product-based Divisions. What is the next step necessary to be fully successful in meeting and exceeding our customers' requirements and needs? What is the definition of a successful Division?



The established criteria for a successful Division begin with the DCMA-Customer Memorandum of Agreement (MOA) measures/standards for DCMA's value proposition with the customer. We work with our customers, receive their input and then address the areas where we will have an impact and influence contractor performance. The MOA defines success up front and identifies the targets around which we want to build a business.

Our goal for a successful Division is to take these MOAs and align what we do on a day-to-day basis with the outcomes. When you come to work every day you want to have an impact. Under the successful Divisions concept, MOAs will articulate where Agency employees need to focus.

An analogy I like to use is, who wants to come into work and write a report that no one reads? Who wants to come into work and provide a service that is not really important to the customer? I know I don't. When you come to work, you want to know that you are making a difference. That is the basis for our successful Divisions.

DCMA realigned from a geographic organization to a customer product-based organization over the past year. The next step we need to take is defining success with our customers and determining how we can obtain that success. A successful Division needs to identify what is important to the customer. What are our customers' key issues?

The way we conducted business in the past was to make assumptions as to what the customer wanted. Now we conduct proactive discussions with our customers that clearly identify an objective to meet their expectations, asking, "What are the areas where I can have an impact?" and, "What contractor behavior do I need to influence?" These are the questions we will need to answer in order to be a truly successful Division of DCMA.

A successful Division will follow along the lines of performance-based management. It will have a customer-aligned, integrated strategy that will be applied through all levels of the organization. The Division will identify key measures and accomplishments that will be necessary for achieving success with customers.

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