



DIRECTOR'S MESSAGE

Consistency and a Challenge

Consistency is critical to realizing important organizational goals because it's not just the boss who makes it happen. It is the thousands of people throughout the organization who have to clearly understand the message and the priorities and whose diverse backgrounds, skills and environments will — using their imaginations and initiative — make any success we enjoy a reality.

Although small changes have been made from the original approach DCMA first brought to Houston a year and a half ago, there is very little different today from the concept Air Force Maj. Gen. Darryl A. Scott presented at its inception in May 2004. Any issues that have arisen in the past couple of years have been about

the “administrative” aspects of performance-based management — not about the basics of planning for implementation.

DCMA PBM — what you see now is what it's going to be for a very long time. The concept is sound in its purpose — we are here to make our customers as successful as they can be with whatever resources we have to assist.

We are not going back to “one-size-fits-all” activities that make DCMA at odds with our customers. We are not going back to measuring our success by how well we follow DCMA rules. We are not going back to a lack of accountability for how well we support those whom we are here to serve. We are seeing great improvements in the mission review team results and will continue to focus on the quality and strategies of the performance commitments we have put in place. We will continue to review and improve

our cause-and-effect analysis to ensure we have developed the best quality indicators for our strategies. We are going to use all tools at our disposal, such as Lean Six Sigma. LSS is not a policy change to our PBM policy but an evolution tool to use — one of many available.

PBM is not easy. Its proper implementation is more difficult than how we managed in the past. PBM, and the performance it seeks to achieve, depends on the active and dedicated participation of every single person in this agency. To make implementation happen, I owe you one thing — I owe you consistency and a challenge to answer two questions: — “How are you doing?” and “How do you know?”

Warmly,

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Printed By
Gray Graphics
8607 Central Avenue
Capitol Heights, MD 20743
phone: (301) 808-1000
ISSN: 1934-4163 (print)
ISSN: 1934-4201 (online)

Communicator is published quarterly from appropriated funds by authority of the director, Defense Contract Management Agency. The director has determined that this publication is necessary in the transaction of business required by law and the Department of Defense.

Contents are not necessarily the official views of, or endorsed by, the U.S. government, DoD or DCMA. Controlled circulation. Periodicals postage paid at Capitol Heights, Md., and additional mailing offices.

Subscriptions: Private subscriptions and rates are available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402 or (202) 512-1800. POSTMASTER: Send address changes to DEFENSE CONTRACT MANAGEMENT AGENCY, OFFICE OF PUBLIC AFFAIRS, 6350 WALKER LANE, ALEXANDRIA, VA 22310-3241.