



# DIRECTOR'S MESSAGE

## On our Journey of Change

*"Without change there is no innovation, creativity or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable." — William Pollard, Manhattan Project physicist*

Certainly, the adage about change being the only certainty in life is true. I say that as, once again, the Defense Contract Management Agency is planning for and set to undergo a number of changes as an organization.

As I shared with the Worldwide Training Conference attendees in Atlanta in October, we are on our way in our journey. We have implemented a new management framework, a new agency mission and a new agency vision. There are several major initiatives presently underway, and I would like to review a few of them here with you. Our roadmap for the journey ahead is the new agency strategic plan, available at <https://home.dcm.a.mil/command-strategicplan/index.cfm>.

Since my arrival here as your director, I have made no secret of the fact that I am a strong advocate for the principles in Jim Collins' bestselling book, *Good to Great*. The senior leadership team, with your support and assistance, strives to operate DCMA as one agency with one mission and one vision. We also labor to ensure the right people with the right skills are in the right places and in the right jobs. You have accepted my challenge to ensure integrity and ethical behavior in all our actions and have embraced a culture of discipline within DCMA.

To get back to our core competencies, we have established a functional alignment, which created a contracts directorate and an engineering and analysis directorate to join our existing quality directorate. We have also recently embraced an alignment within the operations directorate into a familiar structure that will align contract management offices into an eastern region, central region and western region. This structure takes us from a product-based alignment to a geographic alignment; from multifunctional storefronts to functional homerooms; and from disjointed policies and processes to disciplined ones.

Why are we returning to a geographic alignment of CMOs, you might ask? Well, we realized some substantial benefits from aligning the organization by products. It provided a more proactive and effective engagement with our customers, increased communication (especially with program executive offices), improved our understanding of customer expectations and performance objectives and, thus, improved customer satisfaction. However, we also discovered that this organizational structure had some unintended consequences.

Organizing by products created some "organizational seams" that hampered sharing agency resources and reduced our ability to maximize workload management across divisions and CMOs in DCMA. The geographic alignment will improve our ability to deliver consistent, tactical results and decision-quality information across the acquisition enterprise and should make it easier

to develop and maintain technical and functional skills than we experienced in a product-aligned structure.

There is one other element of change in the organization. Our efforts toward creating a new "brand" for DCMA are well underway, and you will begin seeing the new organizational logo in use on publications (including this issue of *Communicator*), badge lanyards, pins, note pads, pens, brochures, mouse pads and all sorts of agency tools. Does that mean we have dropped the organization's official seal? No, of course we have not. The agency seal continues to be the official, formal, DoD approved seal for DCMA, and it will appear on official letterhead and in other official uses. Our new logo and brand allow us to market DCMA across the acquisition enterprise and among our clients and customers as a contemporary, professional, global, dedicated member of the acquisition enterprise. It also helps with our outreach as we seek to recruit the workforce of the future.

Thank you for your continued hard work and support this year. Get ready; we will be rolling up our sleeves to tackle some complex issues and continuing our move to Fort Lee. I hope each of you enjoys the holiday season and has a safe and happy New Year.



DCMA Director

**DCMA Director**  
Charlie Williams, Jr.

**Office of Congressional and Public Affairs**

**Director**  
Jackie Noble

**Chief, Public Affairs**  
Richard Cole

**Editor-in-Chief**  
Mark Woodbury

**Associate Editor**  
Cassandra Locke

**Editorial, Layout and Design**  
Katherine Crawford, Laura Tansill & Michael

Kaplun, BRTRC, 8260 Willow Oaks Corporate Drive, Suite 800, Fairfax, VA 22031  
phone: (703) 204-9777

**Printed By**  
Quintessential Color Group  
7915 Penn Randall Place  
Upper Marlboro, MD 20772  
phone: (301) 736-3390  
fax: (301) 736-3395

*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 Upper Marlboro, 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.