



DEPARTMENT OF DEFENSE
Defense Commissary Agency
Fort Lee, VA 23801-1800

DIRECTOR'S POLICY

Performance and Accountability Program

DP 500-24
October 24, 2011

Corporate Planning
OPR: DeCA/BEX

1. PURPOSE. This policy establishes the Defense Commissary Agency's (DeCA) Performance and Accountability Program and sets forth the Director's expectations. This policy documents DeCA's support for the Administration's Accountable Government Initiative and The Government Performance and Results Act (GPRA) Modernization Act of 2010 (Public Law 111-352).

2. POLICY.

a. In keeping with the spirit and intent of the Accountable Government Initiative and GPRA Modernization Act of 2010, DeCA is committed to the prudent and responsible use of resources in order to provide the best possible service to our patrons and stakeholders while focusing on achieving efficiencies to reduce costs. DeCA will focus on how we can cut waste, get the most value from taxpayer dollars, and improve how we do business so that our patrons and stakeholders are provided the best service for the value available. As we move forward to transform the Agency and our business processes, we will emphasize transparency, collaboration, and accountability for results.

b. We will strive to become a performance-driven organization. We want to achieve meaningful performance improvement by focusing on outcomes and results. Our decisions will be based on the analysis of facts. I expect our leaders to set stretch measures to take us to the next level and to pursue the activities required to "move the needle" and achieve success. I believe stretch metrics will allow us to take great leaps and I understand that in some areas we may not quite reach the intended goal but we will have made progress.

c. The most effective way to achieve meaningful performance improvement is to focus on priority outcomes and what we want to accomplish. To that end, we will establish Agency-level priority goals which will, in turn, be supported by clearly stated priority outcomes toward which every Business Group will drive its efforts. We will identify the initiatives we must undertake in order to achieve our priority goals and outcomes. We will set achievable, but challenging, performance targets to measure our progress in achieving our goals and priority outcomes, and we will review our progress against these targets in Quarterly Performance Reviews. We will set

forth our expectations each year in an Annual Performance Plan that is keyed to our Strategic Plan and Strategic Goals. We will report our annual results in an Annual Performance Report.

d. The DeCA Balanced Scorecard (Enclosure 1, Figure 1) will serve as our method for establishing and reporting on our high-level performance measures and targets to the DeCA Board of Directors and to the Under Secretary of Defense (Personnel and Readiness). We will ensure that our Agency goals and initiatives support and are aligned with those of the USD (P&R) and the Department of Defense. Our high-level goals and measures will be supplemented and further defined by cascading measures, and targets at every level of the organization. Agency performance goals, objectives, metrics, and targets will cascade downward through the various levels of our Agency's structure to individual employee performance plans. We will seek to become a performance-driven culture wherein setting stretch goals is the norm, where accountability is expected, and where occasional failures are viewed as opportunities to learn and correct our course. We will strive to reflect our DeCA Values (Enclosure 1, Figure 2) in the way we do business every day.

3. RESPONSIBILITIES.

a. I expect DeCA Executives and Senior Leaders to:

- (1) Promote an environment that fosters development of a performance-based culture.
- (2) Demonstrate, through personal example, work behaviors that reflect our DeCA values.
- (3) Lead the efforts of DeCA staff at all levels in a manner that shows their support for collaboration, transparency, and accountability.
- (4) Develop and seek to achieve challenging performance targets as approved by the Director in support of the Agency's goals and objectives.
- (5) Ensure collaboration across Business Groups, Directorates, and Special Staff Offices to minimize waste, redundancy, and missed opportunities and to maximize our collective successes.

b. I expect DeCA managers and supervisors, at every level, to:

- (1) Demonstrate support for the Agency's approved performance goals, objectives, metrics, and targets.
- (2) Encourage, through personal example, work behaviors that reflect our DeCA values.
- (3) Ensure resources are expended only on approved programs, initiatives, and performance goals.
- (4) Support and pursue achievement of approved performance targets.

(5) Provide timely and accurate progress reports, as required.

(6) Develop and implement employee performance standards that are aligned with the Agency's approved performance goals, objectives, metrics, and targets.

c. I expect all DeCA employees to:

(1) Take ownership of their performance and to be accountable for the results of their actions.

(2) Pursue excellence in carrying out their duties.

(3) Use resources wisely and to avoid wasting time, supplies, or money in performing their work (or in other words, to be fiscally responsible).

(4) Set high standards for themselves.

(5) Carry out their duties with a sense of urgency.

(6) Be mindful of new or better ways to do things in order to provide better service to our patrons and to recommend such innovations to their supervisors or through such avenues as the DeCA Idea Factory or the DeCA IDEAS Program.

(7) Demonstrate through their workplace behavior that they believe in the importance of DeCA's mission and our service to our patrons.

4. EFFECTIVE DATE. This Policy is effective immediately.



Joseph H. JEU
Director

Enclosure:
As stated



DeCA Balanced Scorecard FY 2012

<div style="background-color: #c8e6c9; padding: 5px; text-align: center; margin-bottom: 10px;">Financial Perspective</div> <ul style="list-style-type: none"> Value of the Benefit Cost Control Audit Readiness 	<div style="background-color: #fff9c4; padding: 5px; text-align: center; margin-bottom: 10px;">Internal Business/Process Perspective</div> <ul style="list-style-type: none"> Facility Condition Index Energy Use Reduction Water Use Reduction Solid Waste Disposal Reduction and Recycling Enhancement
<div style="background-color: #bbdefb; padding: 5px; text-align: center; margin-bottom: 10px;">Customer Perspective</div> <ul style="list-style-type: none"> Commissary Customer Service Survey American Customer Satisfaction Index Sustain Customer Savings 	<div style="background-color: #ffe0b2; padding: 5px; text-align: center; margin-bottom: 10px;">Human Capital Perspective</div> <ul style="list-style-type: none"> Workforce Development Organizational Climate Targeted Disabilities Diversity Total Accident Rate

08/03/2011

2

Figure 1. DeCA Balanced Scorecard

VALUES:

<i>We have PASSION for what we do!</i>	
P	We PURSUE EXCELLENCE
A	We are ACCOUNTABLE and FISCALLY RESPONSIBLE
S	We have a SENSE OF URGENCY
S	We SET HIGH STANDARDS
I	We value INNOVATION
O	We take OWNERSHIP of our PERFORMANCE
N	We are NECESSARY

“One Vision, One Team, One DeCA”

Figure 2. DeCA’s Values

Enclosure 1