



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

DIRECTOR'S POLICY

Strategic Planning Process and Responsibilities

DP 500-01
May 31, 2012

Corporate Planning
OPR: DeCA/BEX

- References:
- (a) GPRA Modernization Act of 2010, Public Law 111-352
 - (b) Office of Management and Budget (OMB) Circular A-11, Part 6 – Preparation and Submission of Strategic Plans, Annual Performance Plans, and Annual Program Performance Reports
 - (c) DeCAD 50-7 and DeCAM 50-7.1, “Performance Management Program”
 - (d) DP 500-01, “Strategic Planning, Process and Responsibilities,” May 25, 2010 (hereby re-issued)

1. PURPOSE. This policy reissues DP 500-01, dated May 25, 2010, and provides information and guidance concerning the Defense Commissary Agency’s (DeCA) strategic planning process and responsibilities.

2. POLICY.

a. DeCA’s *Strategic Plan* communicates the overarching direction that guides and prepares our Agency for the future. It sets forth the Agency’s mission, vision, values, goals, and objectives and provides the source document that is adaptable to our continually changing environment. This plan establishes a basis for performance that is gauged by the Agency’s Balanced Scorecard (BSC) and other measures of performance as designated by Agency executives. Navigating through the plan will guide us towards our Agency vision, *Understand our Customers and Deliver a 21st Century Commissary Benefit*. Elements of the Strategic Plan must remain flexible to ensure continued alignment with shifts in government policies and priorities. Key reference documents that address government transformation, strategies, and priorities are assessed and include Department of Defense (DoD) Reviews, DoD Strategic Management Plan, and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) Strategic Plan (see Enclosure 1).

b. DeCA’s Strategic Plan sets the stage to cascade our goals and objectives throughout our Agency. Communication of the plan is critical to ensure organizational and individual alignment. Executing the plan requires continual collaboration between all executive groups and functional process areas/special staff group (FPO/SSG). Executive group directors will use this strategic focus to develop their respective group outcomes that provide a macro view of what they expect to accomplish to achieve the purpose of the Agency’s plan. Each group will establish portfolios that present key initiatives, investments, and programs that will facilitate achieving the outcomes. Subsequently, each FPO/SSG is required to develop and update its internal business portfolio or plan. All initiatives shall include measures and targets that

enable performance evaluation and support effective decision making. Activities of each employee should be linked to DeCA's strategic plan.

c. Major Strategic Planning events will occur every 2 years to consider factors that may affect the Agency's mission or implementation of the plan. In preparation for this event, executives and senior leadership work together to assess the internal and external environmental impacts and trends to determine if the plan requires modification. DeCA leadership then meets to determine strategies to address relevant impacts and required adjustments to the plan. Based on these strategies and adjustments, an annual performance plan and report (Agency Performance Portfolio) is developed or updated to provide performance expectations for the upcoming fiscal year and evaluations for the prior year. Any recommendations for major resource realignments will be approved through the Agency governance process. Governance decisions on investment realignments will be captured in the Agency investment portfolio. The strategic planning process is depicted at Enclosure 2. Alignment of the strategic plan and the Agency's BSC is provided at Enclosure 3.

3. RESPONSIBILITIES.

a. Executive directors for each business group will:

(1) Take time to engage in strategic thinking on an ongoing basis to:

- Recognize the importance of strategic thinking in developing and implementing a strategic plan.
- Develop insight and seek new information on emerging realities that may impact our Agency and serve as a basis for establishing our view of the future.
- Proactively manage impending change before it is prescribed as a mandate.

(2) Promote an environment that fosters and applies the tenets of strategic planning and components of the Strategic Plan.

(3) Designate a portfolio manager (PM) to act as the group representative that facilitates and maintains the respective group portfolio.

(4) Develop group portfolios that identify the primary outcomes for each group, and supporting initiatives, investments, and programs. All supporting elements will include performance measures, targets, and baselines.

b. Group portfolio managers will:

(1) Represent the group executive director on matters pertaining to the group portfolio.

(2) Collaborate with Agency planning and performance points of contact to analyze and integrate portfolio data among directorates and between business groups. Maintain cross-functional communication to ensure activities are visible to promote shared understanding and enterprise support.

(3) Prepare recommendations to the respective executive director identifying strengths, weaknesses, barriers, progress, mitigation strategies, and measures for performance standards based on portfolio elements.

(4) Ensure group portfolio adjustments are vetted through the responsible executive director prior to submission.

(5) Provide Quarterly Performance Review (QPR) inputs as approved by their respective group executive.

(6) Advise group directorates of internal FPO portfolio (or business plan) requirements within the group.

c. Senior leaders (FPO/SSG) will:

(1) Take time to engage in strategic thinking on an ongoing basis to:

- Recognize the importance of strategic thinking in developing and implementing a strategic plan.
- Develop insight and seek new information on emerging realities that may impact our Agency and serve as a basis for establishing our view of the future.
- Proactively manage impending change before it is prescribed as a mandate.

(2) Promote an environment that fosters and applies the tenets of strategic planning and the components of the Strategic Plan.

(3) Develop and maintain internal portfolios (business plans) that align activities and resources to the Agency's goals and objectives and group outcomes as appropriate.

(4) Communicate the plan and the general planning process to their staff and ensure individuals understand their role in executing the Agency plan.

d. DeCA managers, at all levels, will:

(1) Implement DeCA's goals and strategies throughout the organization.

(2) Share and communicate the Agency's strategic plan and performance portfolios to the workforce. Identify and communicate the role(s) of the employee in support of the Agency in achieving our goals.

(3) Develop action plans for projects or key activities that support the performance portfolio or business plan within their area of purview.

(4) Cascade and include strategy and portfolio aligned performance standards in the responsible employee performance plans.

4. EFFECTIVE DATE. This policy is effective immediately.


Joseph H. Jeu
Director

Enclosures:
As stated

DeCA's Strategic Alignment



Presidential Report *"Strengthening our Military Families – Meeting America's Commitment"*
(January 2011)

FY 2013 DoD Budget Request Overview
(February 2012)

"Fully Support All-Volunteer Force..."

*Key Family Support Programs Including: ...Commissaries,..."
"Keeping Faith with Those Who Serve"*



DoD Strategic Guidance *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*
...Keep faith with our troops, military families and veterans ...(Jan 2012)

QDR Priority Objective

"Preserve and Enhance the All – Volunteer Force"

DoD Strategic Management Plan



Business Goal 1 *"Strengthen and right-size the DoD Total Workforce mix to accomplish the DoD mission and sustain superior performance in a time of constrained resources"*



P&R's Strategic Plan Strategic Goal 1 *"Provide the right policies coupled with state-of-the-art practices and tools to attract, train, educate, shape, sustain and retain diverse talent to anticipate and meet the requirements of the 21st Century Total Force"*

Strategic Goal 2

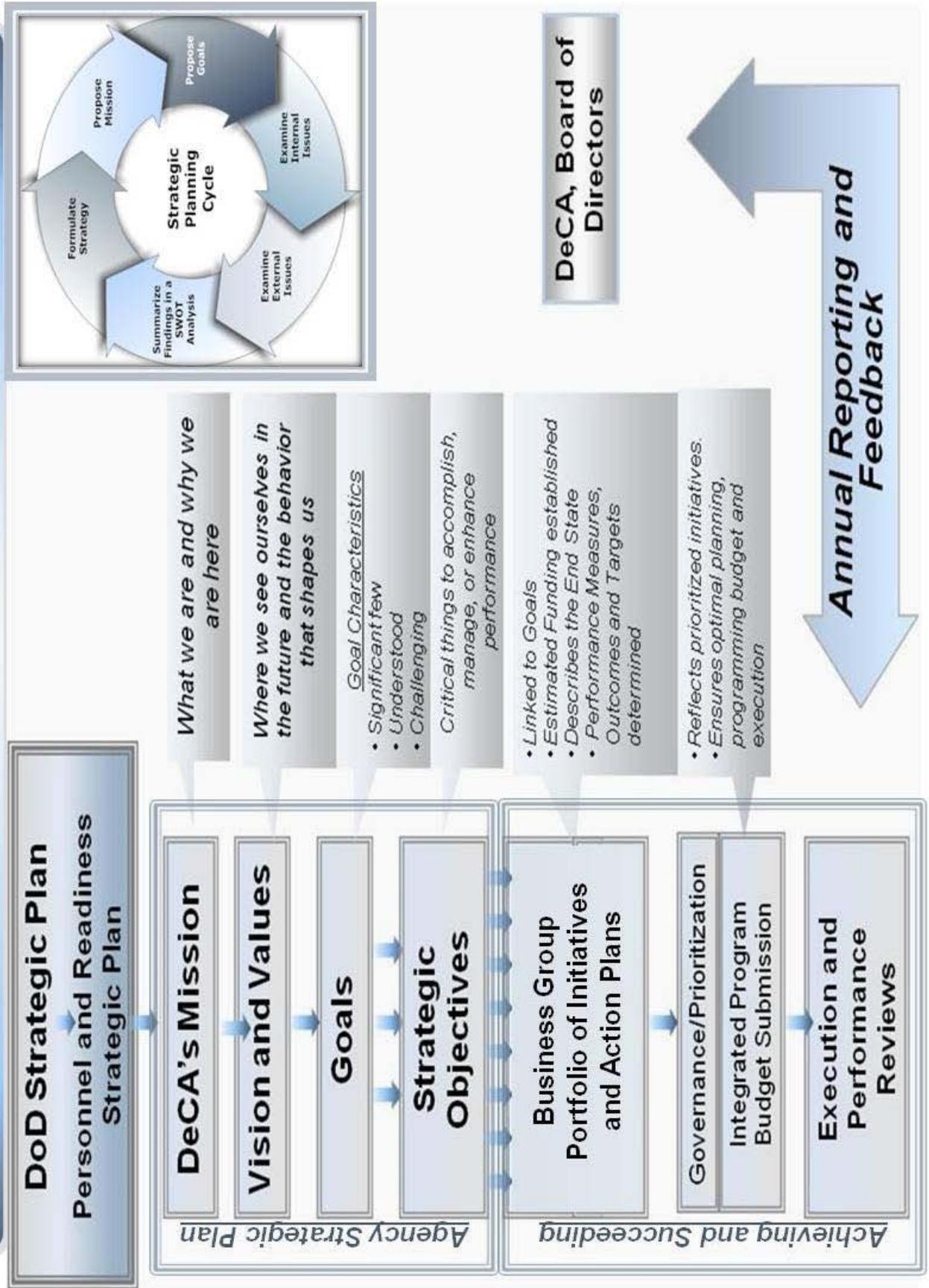
"Strengthen individual and mission readiness and family support, and promote well-being"



DeCA's Mission *"Deliver a vital benefit of the military pay system that sells grocery items at cost while enhancing quality of life and readiness"*



Strategic Planning Process



Strategic Plan and Balanced Scorecard Alignment

Mission

Deliver a vital benefit of the military pay system that sells grocery items at cost while enhancing quality of life and readiness

Vision

Understand our Customers and Deliver a 21st Century Commissary Benefit

Achieving the Vision

Study and Support Changing Shopping Trends	Explore Electronic and Mobile Commerce Shopping Capabilities and Non-Traditional Grocery Store Models	Implement New Efficiencies in Construction, Streamlined Technologies, and Operational Initiatives	Establish Aggressive Agency Performance Measures
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Evaluating our Performance



BALANCED SCORECARD PERSPECTIVES AND MEASURES (FY 2012)

Customer Perspective	Human Capital Perspective	Financial Perspective	Internal Business/Process Perspective
<ul style="list-style-type: none"> Commissary Customer Service Survey (CCSS) American Customer Satisfaction Index (ACSI) Sustain Customer Savings 	<ul style="list-style-type: none"> Workforce Development Organizational Climate Targeted Disabilities Diversity Total Accident Rate 	<ul style="list-style-type: none"> Value of the Benefit Cost Control Audit Readiness 	<ul style="list-style-type: none"> Facility Condition Index Energy Use Reduction Water Use Reduction Solid Waste Disposal Reduction and Recycling Enhancement