



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

DIRECTOR'S POLICY

DP 500-01
June 29, 2018

Change and Strategic Management Office
OPR: DeCA/CCC

SUBJECT: Strategic Planning Program Guidance

1. PURPOSE. This Director's Policy (DP) establishes policy and assigns responsibilities for the Defense Commissary Agency's (DeCA) strategic planning process in accordance with the Government Performance Results Modernization Act (GPRAMA) guidance and OMB Circular A-11, Part 6. This DP supersedes DP 500-01, dated May 31, 2012.

2. POLICY.

a. DeCA's Strategic Plan provides the overarching direction to guide and prepare our Agency for the future. It publishes a structured format that includes the Agency's mission, vision, goals, and priorities and is adaptable to our continually changing environment. The Strategic Plan determines how resources are allocated and drives leadership decisions that improve outcomes. The elements within the plan establish a basis for performance that is gauged by the Agency's goals and performance measures to indicate the outcomes the Agency wants to accomplish. The Strategic Plan is also a guide that cascades to internal business plans with initiatives that support strategic and performance goals. Communication of the plan to all employees is critical to ensure organizational and individual alignment.

b. Executive and senior leadership planning sessions occur periodically to consider factors that may affect the Agency's mission or plan execution. Ongoing environmental impacts and trends are analyzed to determine if the plan requires modification. Leadership collaboration will provide strategies and adjustments to address relevant impacts. The Strategic Planning Process is depicted in attachment 1. The Alignment of the Director's Strategic Planning Guidance and the Agency's performance measures is provided in attachment 2.

c. The Strategic Plan shall cover a period of not less than 4 years. Adjustments may be made to the strategic plan at any time to reflect significant changes in the environment and to ensure continued alignment with shifts in government policies and priorities.

3. RESPONSIBILITIES.

a. Executive Directors and senior leaders will:

(1) Engage in ongoing strategic thinking to:

(a) Develop insight and seek new information on emerging realities that may impact our Agency and serve as a basis for establishing or adjusting our view of the future.

(b) Proactively manage impending change.

(c) Support the development of a viable and executable Agency Strategic Plan.

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

(3) Designate appropriate points of contact, as needed, to participate in the Agency's Planning and Performance processes to collaborate, analyze, integrate, and recommend ideas, measures, and targets while promoting a planning and performance culture.

(4) Develop internal business plans that identify key initiatives, investments, programs, and performance indicators that align to the Strategic Plan.

(5) Communicate the strategic plan and the general planning process to their staff to ensure individuals understand their role in executing the Agency's Strategic Plan.

b. DeCA managers and supervisors will:

(1) Ensure implementation of DeCA's goals and strategies within their area of responsibility.

(2) Communicate the Agency's Strategic Plan to the workforce. Convey to each employee, their respective role(s) in aligning to DeCA's strategic goals and priorities.

(3) Develop action plans for critical projects or activities that support the internal business plans within their area of authority.

4. APPLICABILITY. This DP assigns responsibility for accomplishing the requirements of DoD Publications program, in accordance with DoDI 5025.01. This DP applies to all DeCA activities and all DeCA personnel.

5. RELEASABILITY. Cleared for public release. This DP is available on DeCA's internet website at www.commissaries.com.

6. EFFECTIVE DATE. This DP is effective immediately.

A handwritten signature in black ink, appearing to read "R. Bianchi", with a long horizontal flourish extending to the right.

Robert J. Bianchi
Director DeCA

Attachments:
As stated

Strategic Planning Process



Strategic Planning Alignment

Our Guidance

Our Strategic Alignment

<i>Mission</i>	<i>Vision</i>	<i>Strategies</i>	<i>Balanced Scorecard Performance Measures (FY 2018)</i>
<p>Deliver a vital benefit of the military pay system that sells grocery items at significant savings while enhancing quality of life and readiness</p>	<p>Understand our Customers and Deliver a 21st Century Commissary Benefit</p>	<p>OUR CUSTOMERS Deliver a premier customer experience in every store by providing a relevant and vital benefit</p> <p>OUR BUSINESS Advance our business model through the transparent management of resources and revenue</p> <p>OUR WORKFORCE Empower a capable, engaged and responsible workforce</p> <p>OUR CULTURE Foster a culture of collaboration and change acceptance through proactive communication and inclusion</p>	<p>CUSTOMER</p> <ul style="list-style-type: none"> Commissary Customer Service Survey American Customer Satisfaction Index Customer Savings Healthy Living Shopping (Fresh Produce) <p>FINANCIAL</p> <ul style="list-style-type: none"> Value of the Benefit Cost Control (FY 2006 \$\$) Audit Readiness <p>INTERNAL BUSINESS PROCESS</p> <ul style="list-style-type: none"> Facility Readiness Energy Use Reduction Water Use Reduction Diversion Rate Small Business Contracting Goals <p>HUMAN CAPITAL</p> <ul style="list-style-type: none"> Organizational Climate Total Accident Rate Worker's Compensation (POWER Init. Index) Telework Participation Diversity and Inclusion