

DLA Publishes 2003 Strategic Plan Update

The DLA Strategic Plan is a living document and as such will change occasionally. DLA has made a few changes to its current plan - reducing the number of objectives slightly to focus on strategic issues and making incremental modifications and additions reflecting what we have learned since publishing the DLA Strategic Plan 2002-2007.

The business objectives in this plan cover targets for specific levels of performance or milestone dates for completion of specific actions. Some examples include:

- increasing customer satisfaction;
- improving response time;
- developing an integrated data environment;
- identifying workforce skill gaps;
- and reducing the cost of operations.

Responsibility for each objective is assigned to a specific DLA organization and senior manager.

The DLA Strategic Plan is the single enterprise-level document that describes the goals, strategies, and objectives of the Agency. DLA follows the requirements for the contents of strategic plans as outlined in the law (5 USC §306) and regulations (Office of Management and Budget Circular No. A-11).

Strategic planning is a structured process for determining the mission, customers, products, processes, and outcomes desired for an organization. The process results in one or more documents stating these choices or

implementing the direction of the organization. The strategic planning process often includes performing environmental assessments, developing assumptions, identifying desired outcomes, formulating strategies, stating business objectives, and developing supporting plans.

DLA has institutionalized a four-level approach to planning to formalize, align, and integrate a planning and performance measurement process called the Strategic Management System (SMS). DLA's Strategic Plan is the top level, focusing on long-term outcomes. The DLA Enterprise Balanced Scorecard (BSC) is the second level, with an emphasis on identifying the strategies necessary to transform the

Agency in the mid-term. The Enterprise Business Plan (EBP) is the third level, highlighting the investments and actions necessary to execute our strategies and realize our objectives and the benefits of specific actions in the near term. The fourth level is performance measurement, analysis, and reporting. This level includes review and analysis (R&A) of the Strategic Plan, BSC, and EBP.

An electronic version of the most recent strategic plan is available under the "Library" button at the DLA Today & Tomorrow site, <http://today.dla.mil>. At the same place, you can also download the DLA Balanced Scorecard and the Enterprise Business Plan.

Additionally, DDC has described its plans for aligning with and implementing DLA's strategic objectives in its Long-Range Business Plan, a copy of which can be found at <https://ddcnet.ddc.dla.mil> (DDC users only).

The strategic plan provides everyone with information about DLA's direction, and those things that are of strategic importance to DLA senior leaders. The objectives in the plan set priorities for the budget. The measures in the objectives may be part of your organizational or personal performance standards. By highlighting those activities of greatest importance, we are better able to see if we can directly or indirectly contribute to their achievement.

