



DEFENSE SECURITY COOPERATION AGENCY

WASHINGTON, DC 20301-2800

SEP 29 2009

MEMORANDUM FOR DEFENSE SECURITY COOPERATION AGENCY

I am pleased to approve the *Defense Security Cooperation Agency (DSCA) 2009 - 2014 Strategic Plan*. As a cornerstone of our management framework, this plan reflects our commitment to support Department of Defense (DOD) Security Cooperation priorities, national defense strategies, and U.S. foreign policy objectives.

This plan was developed over several months time, and with the full engagement of our workforce. The process included an all-hands Town Hall, focus group meetings with our division chiefs and general workforce, and an executive leader offsite. The Strategic Plan articulates our vision, mission, values, core competencies, and performance-oriented goals and objectives.

The result is a Strategic Plan with clear direction for mission accomplishment, process improvement, outreach and awareness, and management of human capital.

We are committed to operating as an agency that is efficient, effective, and focused on the right priorities. DSCA Headquarters Directorate implementation plans will outline their specific responsibilities contributing to the accomplishment of our key goals.

An experienced, trained, and motivated workforce is our most significant asset. This Strategic Plan will enable our employees to create individual job objectives and performance plans that link their work to DSCA's vision, mission, goals, and objectives.

A handwritten signature in black ink, reading "Jeffrey A. Wieringa".

**Jeffrey A. Wieringa**  
**Vice Admiral, USN**  
**Director**



# DEFENSE SECURITY COOPERATION AGENCY

## Strategic Plan 2009-2014



### **DSCA Vision:**

Strengthened partnerships that further the national security interests of the United States.

### **DSCA Mission:**

Lead, resource, and educate the Defense Security Cooperation community to shape, refine, and execute innovative security solutions for partners in support of U.S. interests.

### **DSCA Values:**

Integrity

Excellence

Service

Innovation

Diversity

### **DSCA Core Competencies:**

Integration of policy and business processes for the sale, lease, grant or transfer of defense articles and services, to include education and training

Management of complex funding streams and business processes for diverse U.S. and non-U.S. funds and programs

Engagement with international customers, and advocacy on their behalf within US Government

Provision of Information Technology infrastructure for the Security Cooperation community

Provision of Security Cooperation education and training for U.S. government, industry, and international partners

## **DSCA Goals and Objectives 2009-2014**

### **Goal 1: Build partner capacities and strengthen defense relationships by managing and improving the overall execution of Security Cooperation programs.**

- Objective 1.1: Resource and accomplish assigned responsibilities by executing statutory authorities in support of DoD Guidance for Employment of the Force (GEF), Guidance for the Development of the Force (GDF), and COCOM campaign plans.
- Objective 1.2: Create and administer Security Cooperation programs and implementation policies that enhance international security, support coalition operations, and address stakeholder requirements.
- Objective 1.3: Advocate and communicate DoD's Security Cooperation agenda by fostering internal and external stakeholder relationships via consistent strategic communications with the DoD security cooperation community, Congress, the State Department, other federal agencies, industry, international customers, and the general public.
- Objective 1.4: Identify and lead efforts to improve performance, to include speed, efficiency, quality, and effectiveness of Security Cooperation processes by using Continuous Process Improvement (CPI) or other methodologies.
- Objective 1.5: Enhance the Security Cooperation workforce and prepare to meet future challenges by offering frequent, focused and applied professional education, development and training opportunities that improve skill sets, job performance and organizational productivity.
- Objective 1.6: Continue to provide new technologies and systems, and ensure continued operation, maintenance and support of existing community-wide and internal systems as necessary components of executing Security Cooperation programs.

**Goal 2: Facilitate effective and efficient Security Cooperation program execution by planning, programming and managing resources for the Security Cooperation community**

- Objective 2.1: Develop a successful strategic resourcing framework for the Security Cooperation community using the Forecast, the FMF/FMS Admin POM, the DoD POM, budget allocations, and refine via interdisciplinary planning and Continuous Process Improvement (CPI).
- Objective 2.2: Develop and field Security Cooperation information technology systems and tools to enhance organizational productivity and customer service.
- Objective 2.3: Assure audit readiness of the agency and the community by maintaining and implementing internal control processes for resource management, funds administration, and acquisition functions.
- Objective 2.4: Cultivate and encourage collaboration and teamwork by eliminating barriers and creating methods for employees to easily share information and partner across organizational boundaries.
- Objective 2.5: Build customer confidence through transparent business processes, clear communications, and collaborative management reviews.

**Goal 3: Promote civilian control of the military, strong defense relationships and rule of law by effective management and execution of security cooperation education and training programs, and complementary initiatives.**

- Objective 3.1: Direct, administer, and provide DoD-wide implementation guidance and program management to Security Cooperation education and training programs.
- Objective 3.2: Increase appreciation of US values among foreign stakeholders, through effective delivery of education and training programs funded through country national funds, U.S. appropriated funds, or other funding sources.
- Objective 3.3: Foster an effective and diverse organizational culture with goal-oriented career paths that attract and retain highly-qualified employees with a broad range of experience who possess language and cultural expertise.

**Goal 4: Support the Office of the Secretary of Defense and the Interagency by offering consistent, timely and insightful Security Cooperation program advice and technical assistance.**

- Objective 4.1: Produce and deliver high quality, time-sensitive products and policy advice to OSD and other interagency stakeholders by utilizing access to the full capabilities of the worldwide Security Cooperation workforce.
- Objective 4.2: Advance and strengthen support to OSD and other stakeholders by leveraging information technology and acquisition services that implement business process improvements.
- Objective 4.3: Develop a technically competent expeditionary workforce that can rapidly augment Combatant Commands, Embassies, or Joint Task Forces involved in capacity building efforts during a crisis by communicating expectations, providing training opportunities, offering mentorship, recognizing success, and rewarding performance.