

NAVSUP 1993 Security Assistance Program Goals

By

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We have used annual SAP goals to help manage our program since 1981. Goals have helped us focus on key indicators, high visibility items, projects and problem areas, and to keep management attention directed toward these items. While the quantitative or qualitative expression of how we measure success against some basic key indicators has changed over time, several basic customer service measures have always remained elements in our SAP Goals. Perhaps the most notable of these are Case Closure and Reports of Discrepancy (RODs).

One substantive change in our methodology is the participative nature of the process by which we select and define annual goals. Staff members at all level of Headquarters and field activities are canvassed for their input which is subsequently presented at a meeting between senior management officials of the NAVSUP SAP community. Once established, goals are promulgated for action by COMNAVSUPSYSCOM and reported on every three months.

The quarterly meetings between the principals serve a multitude of information exchange purposes; DMRD, BRAC and NAVSUP goals serve as the centerpiece around which we establish the agenda.

In a time when numerical goals are suspect and often repudiated by organizational theorists, we have found that the "management by objective" philosophy still has its place. One may want to change the nature of the goal establishment and reporting process, but the focus and clarity provided by a well written goal statement is still a valuable tool in a manager's kit.

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