

Defense Logistics Agency Instruction



DLAI 2305
Effective July 14, 2009
Certified Current September 12, 2011
DLA Human Resources,
Human Capital Program Development, (J12)

Enterprise Change Management

References: Reissues DLA One Book Process Chapter, Enterprise Change Management, dated July 14, 2009, as a DLA Instruction.

1. **PURPOSE:** This instruction establishes the policy and procedures associated with the management, execution, and staff supervision of change management practices within the Defense Logistics Agency (DLA).
2. **APPLICABILITY:** This chapter applies to all J codes and respective field activities under their cognizance, DLA Installation Support (DS), and Primary Level Field Activities (PLFAs).
3. **POLICY:**
 - a. It is DLA's policy to follow the processes and procedures of the designated organizational change management vendor for all Enterprise Change Management (ECM) processes. The tools and techniques inherent to this process must be consistently applied to all Agency change initiatives in accordance with the approach defined herein.
 - b. DLA is committed to extending the enterprise to meet the needs of the warfighter, transforming virtually every aspect of the organization from work processes to the employee skills needed to perform them. To navigate through the change process while sustaining a high level of productivity, we must ensure that employees and managers are equipped with the appropriate information, tools, and techniques for managing the people side of change. Adopting a structured, proactive approach to change management will enhance our success in implementation of local and enterprise-wide transformation efforts on time and within budget. While there are many models and approaches to change management, the Prosci ADKAR™ model is the approach designated for use throughout DLA. ADKAR™ consists of five phases that occur when we are impacted by change:
 - (1) Awareness of the need for change;
 - (2) Desire to support and participate in the change;

- (3) Knowledge about how to change;
- (4) Ability to implement the change; and
- (5) Reinforcement to sustain the change.

c. Broadly defined, change initiatives are those projects or transformational efforts that result in a shift from the status quo to a desired state that the Agency needs or elects to achieve. Change management is an intentional and structured process. It employs a set of tools for leading the people-related aspects of change that accelerates adoption of and mitigates resistance to the change. The scale and scope of the change will determine the extent to which change management processes are applied and should be assessed prior to engaging in change management activities.

d. Examples of change initiatives include:

- (1) Adoption of new technology
- (2) Implementation of a new system
- (3) Execution of new processes or procedures
- (4) Restructuring an existing organization
- (5) Reorganizing due to gaining or losing mission or responsibilities

e. Preparing for, managing, and reinforcing the people-related aspects of change is the responsibility of every DLA leader throughout the Enterprise. The criticality of change management is highlighted in the Senior Executive Service Executive Core Qualifications, the DoD Civilian Leader Development Framework, and the Denison Culture Survey and Multisource Feedback Tool. Leaders play a critical role in visibly supporting the change, ensuring messages are cascaded, acting on readiness feedback, and clarifying and reinforcing the desired culture.

f. The outputs of this process are a structured, enterprise-wide approach to internally managing the people-related aspects of change, and the information, tools, and techniques required to implement the approach.

g. The focus of the ECM process is on attaining and sustaining a culture with a strong capacity for adaptability, thereby enhancing the Agency's vision of WARFIGHTER-FOCUSED, GLOBALLY RESPONSIVE, FISCALLY RESPONSIBLE SUPPLY CHAIN LEADERSHIP.

h. Agency ability to effectively manage change is measured as part of the Adaptability quadrant of the Culture Survey.

4. RESPONSIBILITIES:

a. DLA Human Resources (J1) will:

- (1) Serve as program manager for ECM to include issuance of policy and procurement of tools for agency-wide use.
- (2) Inform and educate DLA leaders as to the importance of managing the people-related aspects of change.
- (3) Provide consultative advice and guidance to organizational change managers to ensure consistency in approach and process.
- (4) Procure and provide access to ECM process materials.
- (5) As appropriate, lead the design, development, administration and evaluation of training and training plans in support of the change initiative.

b. Each DLA PLFA, Headquarters J code and DS will establish a capability within its organization to appropriately consider, plan, execute, and coordinate change management activities in keeping with DLA ECM guidelines. Collectively, this capability will constitute a community of practice for local and enterprise change initiatives. The DLA office of primary responsibility (organization or office) having primary responsibility for leading the change initiative will:

- (1) Be responsible for ensuring that change management is appropriately addressed throughout the initiative lifecycle.
- (2) Conduct assessments to determine the extent of change management activities required.
- (3) Ensure that all labor relations obligations with unions representing the affected employees are satisfied prior to implementing any changes in processes, policies or procedures affecting conditions of employment for Agency personnel. Organizations responsible for leading the change initiative should consult with J13 or local labor relations staff, as appropriate; to ensure that labor relations obligations are satisfied.
- (4) Plan and implement change management activities based on assessment results - to include identification and acquisition of required resources.
- (5) When using external service providers, ensure that contracted services are consistent with DLA ECM philosophy, approach, and processes.
- (6) Maintain records pertaining to the change effort in order to facilitate evaluation of the effectiveness of the change management process and to document best practices.

(7) To maximize impact and avoid duplication of efforts, change management activities should be coordinated with others underway at local, supply chain, and Headquarters levels.

c. DLA Strategic Plans and Policy (J5) will:

(1) Serve as an advocate for ECM through the appropriate executive forums, and ensure that ECM is addressed as part of Enterprise Organizational Alignment.

(2) Partner with J1 in providing oversight and focus to ensure ECM is appropriately incorporated into DLA initiatives.

d. DLA Strategic Communications (DP) (Headquarters and PLFAs):

(1) Serve as principal advisor on change management communications tasks in keeping with DLA ECM guidance, tools, and techniques.

(2) Provide advice and guidance in the use of DP coordinated channels in support of local, supply chain, and enterprise-wide change initiatives.

(3) Prepare and coordinate communication content for DP-coordinated communication channels as needed.

(4) Advise and assist in the distribution of change initiative communications through DP coordinated channels.

(5) Facilitate coordination and integration of change management communication efforts in order to minimize duplication of efforts and information overload.

5. PROCEDURES:

a. The Prosci ADKAR™ Change Management Process approach, adopted by the Agency, is comprised of three high-level sub-processes, with each having one or more steps. The applicable ECM sub-processes and steps will vary based on the scale and scope of the change.

(1) Prepare for Change.

(a) Define the change management strategy.

(b) Prepare the change management team.

(c) Develop the sponsorship model.

(2) Manage Change.

(a) Develop change management plans.

- (b) Take action and implement plans.
- (3) Reinforce Change.
 - (a) Collect and analyze feedback.
 - (b) Diagnose gaps and manage resistance.
 - (c) Implement corrective actions and celebrate successes.
- b. DLA ECM process, tools, techniques are available through eWorkplace.
- c. The ECM electronic toolkit is available at: <http://www.change-management.com/dla/index.pl>
 - (1) USER NAME: dla
 - (2) PASSWORD: prosci
 - (3) PIN: 2006

6. EFFECTIVE DATE: This Instruction is effective immediately.

Director, DLA Enterprise Support
July 14, 2009

Deputy Director, Human Resources
September 12, 2011

2 Enclosures

[Enclosure 1 – Definitions](#)

[Enclosure 2 – Change Management Certification](#)

Enclosure 1 Definitions

Change Management - an intentional and structured process. It employs a set of tools for leading the people-related aspects of change that accelerates adoption of and mitigates resistance to the change.

Enterprise Change Management (ECM) - refers to the agency requirement, structure and approach for facilitating change management activities. Effective change management occurs when use of the structured process and tools results in moving the organization and individuals through the phases of change management so that the desired business results are achieved.

Survey - The term “survey” used in this document is intended to indicate a research-based, empirical document comprised of questions intended to gather a sample of data or opinions considered to be representative of a whole. The Denison Culture survey used by DLA is an example of this.

Assessment - The term “assessment” used in this document means the act of judging or assessing a person, situation or event. An assessment may be accomplished through using various means that may include personal observation or judgment, interviews or surveys. An assessment may incorporate a collection of assessments, or it may be as uncomplicated as completing one form. In the Change Management process, there is an assortment of assessments included in the content that are used to guide a program manager or project leader through change management methods. Types of assessments used in this program include change characteristics assessment, organizational attributes assessment, sponsor assessment, team member competency assessment, training needs assessment, resistance assessment and organizational attributes.

Enclosure 2
Change Management Certification

While change management certification is not a requirement, organizations are strongly encouraged to obtain certification in the ADKAR process for their change management practitioners. Such certification will contribute significantly to consistency of change management activities and improve the effectiveness and efficiency of implementation.

Information on ADKAR certification may be found at the PROSCI Change Management Learning Center web site: [Change Management Learning Center - Prosci](#)