

Defense Logistics Agency Instruction



DLAI 5310
Effective Date: March 18, 2011
J5

We Are DLA

References: Refer to [Enclosure](#).

1. PURPOSE. This Instruction:

- a. Codifies and ensures adherence to Director Memorandum, Subject: "We Are DLA," dated June 30, 2010 (Reference 1).
- b. Codifies Director Memorandum, Subject: Establishment of "We Are DLA" Stewardship Oversight Committee, dated May 24, 2010 (Reference 2).
- c. Establishes Agency-wide policy, assigns responsibility, and provides procedures for implementing the "We are DLA" initiative.
- d. Designates DLA Strategic Plans and Policy (J5) as the lead office for overseeing the "We Are DLA" effort.
- e. Establishes "We Are DLA" initiative to build solidarity and teamwork across the Agency, a greater sense of the DLA community and ownership, and to provide customers and stakeholders with a clear and definitive understanding of the Agency's mission. The initiative will not result in changes to organizations' missions and functions. The primary physical impact of this effort will be to change DLA's Web pages, signs, and print products and supplies to depict the new organization names, as well as a communications effort regarding "We Are DLA" purpose and intent.

2. APPLICABILITY. This DLA Instruction applies to DLA Headquarters (HQ), DLA Primary Level Field Activities (PLFA), and affiliated organizations.

3. POLICY. It is DLA policy that:

- a. DLA activities shall comply with this instruction.
- b. DLA activities shall be named in accordance with Director's Memorandum, Subject: "We Are DLA," dated June 30, 2010, in order to improve transparency by indicating both specific mission area and affiliation with the broader Agency as well as promote a culture of collaboration and unity of effort. Initiative success may be periodically assessed by the DLA Culture/Climate Survey.

c. Naming variations may exist when approved by the DLA Director. Requests for variations must be submitted to DLA Strategic Plans and Policy (J5). New names must be documented in a General Order and coordinated with the Enterprise Organization Alignment Board (EOAB).

4. RESPONSIBILITIES.

a. The Heads of DLA J Codes, PLFAs, and D Staff shall:

(1) Ensure compliance with this instruction.

(2) Promote this initiative at their respective locations and implement the “We Are DLA” Communication Campaign and “We Are DLA” Communication Playbook in support of this effort.

(3) Implement “We Are DLA” in accordance with the principles detailed in DLA Instruction 2305 – Enterprise Change Management.

(4) Prepare for, manage, and reinforce the people-related aspects of change throughout respective organizations to include addressing results from culture surveys.

b. DLA Strategic Plans and Policy (J5) shall:

(1) Oversee coordination of all actions related to the execution of “We Are DLA.”

(2) Develop procedures and execute necessary agreements to implement this policy.

(3) Perform secretariat duties for the “We Are DLA” Stewardship Oversight Committee.

(4) Conduct in process reviews with the DLA Director and Senior DLA Leadership.

c. The “We Are DLA” Stewardship Oversight Committee shall:

(1) Monitor compliance with “We Are DLA” business rules, processes, procedures, and funding actions related to the “We Are DLA” effort.

(2) Make decisions and provide guidance to ensure appropriate expenditures of funds related to all aspects of “We Are DLA.”

(3) Refine and update business rules deemed as appropriate.

d. DLA Strategic Communications (DP) shall:

(1) Lead the strategic communications effort in support of “We Are DLA.”

(2) Revise DLA Instruction 5202, Use of the Defense Logistics Agency (DLA) Emblem and Associated Visual and Graphic Products, to incorporate the newly created DLA Style Guide as an aide to promoting “We Are DLA” tenets Agency wide.

e. DLA Installation Support (DS) shall:

(1) Lead the installation change effort in support of “We Are DLA.”

(2) Develop a flag policy and sign policy incorporating “We Are DLA” tenets.

f. DLA Human Resources (J1) shall lead the change management effort in support of “We Are DLA” which also includes the periodic assessment of DLA culture goals.

g. DLA Logistics Operations (J3) shall lead the customer engagement effort in support of “We Are DLA.”

h. DLA Information Operations (J6) shall lead the information technology update efforts in support of “We Are DLA.”

i. DLA Acquisition (J7) shall lead the supplier engagement effort in support of “We Are DLA.”

j. DLA Finance (J8) shall:

(1) Lead the effort to obtain funding for “We Are DLA” budget requirements.

(2) Develop a DLA policy on the use of Agency coins.

k. The Office of the Director is responsible for the updating and maintaining the DLA Correspondence Manual incorporating the tenets of “We Are DLA.”

5. PROCEDURES. The single-agency, “We Are DLA” message affects the entire organization; thus, “We Are DLA” shall be integrated throughout DLA policy. Key documentation to aid in the consistent and controlled execution of “We Are DLA” follows below. DLA organizations shall adhere to the guidance outlined in these documents.

a. “We Are DLA” business rules. The business rules guide the phased execution of the “We Are DLA” initiative and ensure the application of stewardship principles consistently across the Agency. DLA organizations desiring an exception to the “We Are DLA” business rules must obtain a waiver from the “We Are DLA” Stewardship Oversight Committee. The following should be brought to the committee for review and approval:

(1) All requests for an exception to the business rules to purchase any items, other than signs, before supplies are exhausted or natural wear and tear requires replacement.

(2) All requests to purchase additional decorative items (not necessarily replacements) bearing the new organizational names;

(3) All requests to purchase or produce items containing a new name which are not specifically addressed in the business rules.

b. “We Are DLA” Communication Campaign and “We Are DLA” Communication Playbook. These two documents aid in communicating the “We Are DLA” strategy and strong stewardship message. The “We Are DLA” Communication Playbook is a more concise version of the “We Are DLA” Communication Campaign designed specifically for senior leaders. The long-term success of the “We Are DLA” initiative rests, in part, on its ability to communicate its cohesive nature consistently and comprehensively to customers, stakeholders, and employees.

c. DLA Style Guide. Ensures consistency and clarity of DLA graphic images and the messages inherent in those depictions. Areas covered in the DLA Style Guide include use of the DLA emblem, heraldic and official insignia, stationary, presentations, flags, outreach and marketing publications, exhibits, signs, and badges. Requests for exceptions must be submitted to the DLA Strategic Communications Office.

d. “We Are DLA” Change Management Plan. Outlines the steps necessary for a smooth cultural transition and consistent execution across the Agency. DLA Human Resource Office (J1) provides overall change management coordination and oversees the “We Are DLA” Change Management Team that supports ongoing “We Are DLA” initiatives and reinforcement campaigns. DLA J codes and field organizations shall support ongoing “We Are DLA” initiatives to ensure employees understand the changes and provide answers to questions related to the change.

e. DLA Culture/Climate Survey. Tracks employees’ attitudes about their work environment at DLA. Survey data analysis is used to assess achievement of Agency goals related to changes brought about by “We Are DLA” and develop action plans to drive continued improvement.

f. DLA Correspondence Guide. Incorporates “We Are DLA” decisions and intent, and provides the proper correspondence guidelines.

g. DLA Sign Policy. Ensures consistency of signage and use across the Agency while adhering to host-installation standards. Requests for exceptions shall be submitted to the “We Are DLA” Stewardship Oversight Committee.

h. DLA Flag Policy. Specifies which DLA activities are authorized an organization flag, type, and number of flags. Requests for exceptions shall be submitted to the “We Are DLA” Stewardship Oversight Committee.

i. DLA Coin Policy. Identifies which leadership positions are authorized organization coins and provides guidelines on coin purchase and design.

6. RELEASABILITY. UNLIMITED. This instruction is approved for public release and is available on the DLA Publishing System (DLAPS) internet website and on eWorkplace intranet Website.

7. EFFECTIVE DATE. March 18, 2011

Director, Strategic Plans and Policy

Enclosure - References

Enclosure
References

References referred to within this instruction can be accessed on the “We Are DLA” eWorkplace site at [We Are DLA](#), or by contacting the Office of Primary Responsibility (OPR) listed after each document.

1. Director’s Memorandum, Subject: “We Are DLA,” dated June 30, 2010 (OPR: DLA Strategic Plans and Policy)
2. Director’s Memorandum, Subject: Establishment of “We Are DLA” Stewardship Oversight Committee, dated May 24, 2010 (OPR: DLA Strategic Plans and Policy)
3. Logpoints Article, “We Are DLA,” dated July 2010 (OPR: DLA Strategic Communications)
4. Director’s Memorandum, Subject: Decision Memorandum Supporting the “We Are DLA” Stewardship Oversight Committee Decisions, dated October 18, 2010 (OPR: DLA Strategic Plans and Policy)
5. “We Are DLA” Stewardship Oversight Committee Charter Rules, dated October 18, 2010. (OPR: DLA Strategic Plans and Policy)
6. “We Are DLA” Business Rules, revised Oct 18, 2010 (OPR: DLA Strategic Plans and Policy)
7. “We Are DLA” Communication Campaign (OPR: DLA Strategic Communications)
8. “We Are DLA” Communication Playbook (OPR: DLA Strategic Communications)
9. DLA Style Guide (OPR: DLA Strategic Communications) - In development
10. Change Management Plan (OPR: DLA Human Resources)
11. DLA Correspondence Guide (OPR: Office of the Director)
12. DLA Sign Policy (OPR: DLA Installation Support) – In development
13. DLA Flag Policy (OPR: DLA Installation Support) – In development
14. DLA Coin Policy (OPR: DLA Finance) – In final coordination