SUBJECT: DLA Culture Program

References: (a) 2010-2017 DLA Strategic Plan  
(b) 2012 Director’s Guidance  
(c) DLA Human Resources (J1) FY 2012 Annual Operation Plan  
(d) DLA Workforce Readiness Index Guide, June 2011  
(e) DLA Instruction 5303, “Information Collections,” December 17, 2002  
(f) DLA Instruction 5025.01, “DLA Issuance Program”

1. **PURPOSE.** This Instruction establishes the policies and procedures associated with the management, execution, and staff supervision of all aspects of the Defense Logistics Agency (DLA) Culture Program.

2. **APPLICABILITY.** This Instruction applies to all DLA activities.

3. **POLICY.**
   
a. It is DLA policy to follow the processes and procedures for the administration and analysis of an enterprise-wide culture survey for the DLA workforce. Organizational culture is the values and behaviors that contribute to the unique social and psychological environment of an organization. The culture survey measures employee perceptions of DLA culture and DLA leadership uses the results to guide efforts to continue to improve the performance culture.

   b. DLA is committed to attaining a high performance culture and achieving clarity and alignment in a complex environment to enable successful accomplishment of the mission. Adopting a structured, proactive method to assess organizational culture and monitor progress using meaningful performance measures, enhances success in providing effective and efficient worldwide support to warfighters and other customers.
c. DLA uses a survey model that focuses on measuring and assessing the culture of an organization. Results are displayed to enable trend analysis from year to year. Results from the culture survey as well as results from other Government-wide or Department of Defense-wide employee satisfaction surveys help to gain an in-depth understanding of employees’ views in order to attract and retain the most talented employees to fill key positions.

d. All DLA leaders develop and support focused action plans based on analysis of the organizational culture data. The criticality of managing organizational culture is implied in the DLA Strategic Plan (Reference (a)), the Director’s Guidance (Reference (b)), and the DLA Human Resources (J1) Annual Operating Plan (AOP) (Reference (c)).

e. Action planning is an integral part of the DLA Culture Program and is conducted immediately following survey deployment. Action planning focuses on raising specific survey scores, as well as assessing the survey results to determine the correlation between specific organization performance metrics and their culture scores. Targeting culture scores for improvement and assessing related correlation analyses creates a holistic approach to setting goals and defining success for each organization.

f. Action planning is synchronized with the results of the DLA Workforce Readiness Index (WRI) (Reference (d)). The WRI measures talent management success by aggregating, organizing, scoring, reporting, and analyzing a set of workforce readiness indicators - a comprehensive set of metrics to gauge progress over time and to identify areas of concern. This additional set of measures contributes to the comprehensive analysis intended to set goals, continually improving the performance culture with employees that are prepared to meet mission requirements.

4. RESPONSIBILITIES.

a. The Director, Human Resources (J1). The J1 shall:

(1) Provide oversight, establish policy and guidance, and evaluate the impact of the DLA Culture Program against the DLA Strategic Plan, the Director’s Guidance, and the J1 AOP.

(2) Establish, manage, and administer the DLA Culture Program.

(3) Serve as the DLA Culture Program Manager.

(4) Develop, deploy, communicate, consult on, and disseminate all information related to the DLA Culture Program.

b. J/D code, and Primary Level Field Activity (PLFA) Directors and Commanders shall:

(1) Communicate and support the Culture Program, carry-out subsequent action planning, and reinforce the desired culture.
(2) Establish a DLA Culture Champion within their organization.

c. DLA Culture Champions under the authority, direction and control of their J/D code and PLFA Directors and Commanders shall:

(1) Consider, plan, execute, and coordinate DLA Culture Program activities.

(2) Develop, monitor, and communicate culture action planning activities including the assessment of organizational performance correlation analyses and synchronization of WRI results.

5. INFORMATION REQUIREMENTS. An internal DLA Report Control Symbol (RCS) is required for this recurring survey. J12 shall request the DLA RCS which is valid for 3 years from its approval date in accordance with the procedures in DLA Instruction 5303, Information Collection and Surveys (Reference (e)).

6. INTERNAL CONTROLS. Conduct compliance and process area reviews to ensure compliance with this Instruction. Additionally, monitor performance statistics and assess actions required for improvements.

7. RELEASEABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DLA Issuances Internet Website at http://www.dla.mil/Issuances/.

8. EFFECTIVE DATE. This Instruction:

a. Is effective on April 2, 2013.

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with DLAI 5025.01 (Reference (f)). If not, it will expire effective April 2, 2023 and be removed from the DLA Issuances Website.

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