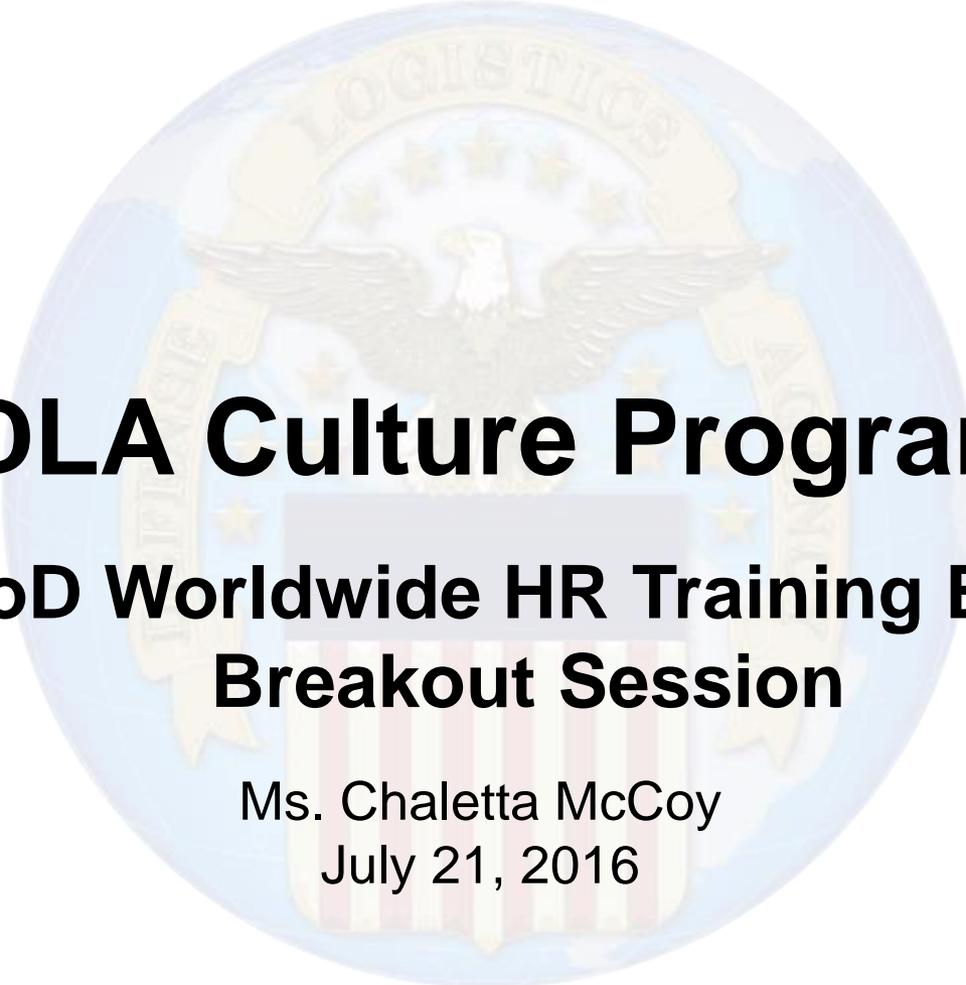


# **DEFENSE LOGISTICS AGENCY**

**AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY**

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## **DLA Culture Program**

### **DoD Worldwide HR Training Event Breakout Session**

Ms. Chaletta McCoy

July 21, 2016



# DLA Culture Program

- Organizational Culture: Shared beliefs, values, and behaviors adopted over time that guides actions and decisions
- DLA adopted the Denison Culture Model to:
  - Standardize how we measure culture
  - Focus leadership attention on organizational culture
  - Take actions to improve performance
- Denison research established a strong correlation between positive culture and high performance
- Survey results are cascaded throughout DLA
  - DLA-wide, J Code/PLFA, and local results
  - Allows for more refined analysis, action planning, and action implementation



# DLA Culture Program

- DLA adopted the Denison Culture Model and assessment as a means to:
  - Standardize how we measure culture
  - Focus leadership attention on organizational culture
  - Take actions to improve performance
- The DLA Culture Survey is a survey that includes:
  - Standard Denison assessment based on the four traits
  - Additional Climate assessment, customized to DLA interests
  - Demographic questions
- The DLA Culture Survey is administered to the entire DLA workforce
  - All Civilians and Military
  - Reservists, Local Nationals, and Non-Appropriated Fund employees
  - Administered every 18 – 24 months



# Denison Culture Model

## Adaptability

*Patterns... Trends...  
Marketplace*

Translating the demands of the business environment into action

## Mission

*Direction... Purpose...  
Blueprint*  
Defining a meaningful long-term direction for the organization



## Involvement

*Commitment... Ownership...  
Responsibility*  
Building human capability, ownership, and responsibility  
“Are our people aligned and engaged?”

## Consistency

*Systems... Structures...  
Processes*  
Defining the values and systems that are the basis of a strong culture  
“Does our system create leverage?”



# 2016 Climate Portion of DLA Culture Survey

Goal	Topic	Focus	Status
People & Culture	Culture	Definition & survey impact	New
	Resiliency	Awareness & resources	New
	Fitness & Wellness Program	Participation & impact	Standard
	Telework	Availability & productivity	Standard
	Sexual Assault Prevention & Response	Awareness & training	New
	Mission Ready Workforce	Recruitment & skills	New
	Immediate Supervisor	Trust & feedback	New
	Performance Management	Awards & feedback	Standard
	Senior Leaders	Integrity & collaboration	New
	Diversity	EEO & inclusion	Standard
	Ethics	Rules & reprisal	Standard
	Satisfaction	DLA, PLFA, J/D code, job, etc.	Standard
Strategic Engagement	Better Buying Power	Awareness & innovation	New
	Performance Based Logistics	Awareness	New
Financial Stewardship	Audit Sustainment	Transparency & cost-consciousness	New
Process Excellence	DLA Strategic Plan	Awareness & impact	New



# DLA Culture Survey and FEVS

- DLA's Federal Employee Viewpoint Survey (FEVS)
  - Results enhance what we learn through the DLA Culture Survey
  - Measure employee engagement and the larger workforce culture context via both DLA Culture Survey and FEVS Employee Engagement Index
  - Determine if FEVS results confirm climate results
  - Contribute to our body of knowledge about current workforce perceptions
  - Considered along with DLA climate results in development of DLA Enterprise Culture Action Plan



# DLA Culture Program

- Leveraging, managing and improving culture is a *leadership* responsibility
- J1 administers DLA's Culture Program with the support of DLA Culture Champions
- Survey results are cascaded throughout DLA
  - DLA-wide, J Code/PLFA, and local results
  - Allows for more refined analysis, action planning, and action implementation
- Required action planning and progress are monitored by J1, Alignment Group, and via the Annual Operating Plan (AOP)



# Culture Transformation in DLA

- Results from the DLA Culture Survey have led to enterprise-wide transformation initiatives and programs
- Examples include:
  - Enterprise Leader Development Program (ELDP)
  - Multi-Source Feedback assessments for leaders
  - Model Workplace Standards
  - Expanded recognition program – Strategic Goal Awards
  - Employee suggestion opportunity – Process Excellence
  - Expanded telework program
  - Employee fitness



# QUESTIONS??