

# DEFENSE LOGISTICS AGENCY

*The Nation's Combat Logistics Support Agency*



## DLA PEOPLE AND CULTURE PLAN

Fiscal Year 2021-2026

*Human Capital Management in the Defense Logistics Agency*



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**WARFIGHTER ALWAYS!**



## DEFENSE LOGISTICS AGENCY MESSAGE FROM THE DIRECTOR

We are proud to introduce the refreshed People and Culture Plan to supplement our DLA Strategic Plan 2021-2026.

DLA introduced the People and Culture Plan in 2017 as a companion document to the Agency's strategic plan. This was the first time that "People and Culture" was presented as a critical capability touching all strategic lines of effort. In other words, DLA senior leaders acknowledged that accomplishing the plan's objectives is only possible through the hard work, dedication, and talent of the team – our people are central to our success.

Much has happened over the past several years – including a global pandemic – which has prompted the need to adjust the plan's emphasis to reflect current realities and to make it more applicable to our mission going forward. The core principle has not changed - our people continue to be our most important asset!

A firm commitment to the refreshed People and Culture Plan assures we continue to provide the right resources and environment to maintain a highly skilled workforce fully capable of mission success as we transform logistics for the Warfighter and our Nation. Join me as we shape the future together and continue to build on our legacy as the Nation's Combat Logistics Support Agency.



Vice Admiral Michelle C. Skubic, SC, USN  
Director  
Defense Logistics Agency

# MESSAGE FROM THE DLA HUMAN RESOURCES DIRECTOR

The DLA People and Culture Plan aligns with the DLA Strategic Plan and focuses on our two strategic human capital objectives – People and Culture – to ensure DLA remains an employer of choice. This plan serves as a strategic roadmap for the numerous products, services, and human capital business solutions provided across DLA to manage the Human Resources Life Cycle of the DLA workforce. It supports senior leaders, managers, and employees in achieving the DLA mission by providing goals and strategies designed to grow our leaders, strengthen our workforce, and improve the delivery of human resources services.

The strategies and initiatives under these objectives will further promote our far-reaching HR efforts, which encompass the full spectrum of human capital management priorities and objectives. This will allow us to attract, manage, develop, and retain the best workforce in the federal government.

DLA Human Resources (J1) is committed to sustaining a highly skilled and flexible workforce capable of providing optimum support to America's Warfighters and our other valuable customers. I'm so proud to be part of this Agency, and I look forward to working together in our important work.



Ms. Sharyn Saunders  
Director  
Defense Logistics Agency  
Human Resources



## DLA CORE VALUES

**Leadership, Professionalism, and Technical Knowledge through  
Dedication to Duty, Integrity, Ethics, Honor, Courage, and Loyalty**

DLA's core values are the DoD core values as outlined in DoDI 1400.25-V431, February 4, 2016, Section 3.2.f., Change 3, January 10, 2022.  
The DoD core values are the foundation of the DoD performance culture.

## ALIGNMENT STATEMENT

Strategic Alignment is a process that senior leaders implement and monitor throughout the planning lifecycle to link key operational systems and processes to the organization's mission. By providing top-level direction and guidance for the agency, senior leaders communicate the organization's goals and strategic direction to operational leaders (e.g., supervisors and managers) and employees, who then can identify and close gaps during the strategic workforce planning process.

The DLA People and Culture Plan (P&CP) is DLA's Human Capital Strategy. It includes People and Culture initiatives (measures of concrete deliverables and achievable outcomes) that align under the DLA Strategic Plan 2021-2026 Critical Capability A1 (CC-A1) People Objective and CC-A2 Culture Objective. The P&CP identifies

strategies to proactively acquire, develop, engage, and retain the workforce required to meet DLA's mission. Organizations may use their operating plans to identify the initiatives, metrics, and other tools they will use to evaluate their progress in achieving the strategies outlined in the plan.

The DLA P&CP spans and supports all Lines of Effort outlined in the DLA Strategic Plan 2021-2026: Warfighter Always, Support to the Nation, Trusted Mission Partner, Modernized Acquisition and Supply Chain Management, and Future of Work. It also spans and supports CC-B Fiscal Stewardship and CC-C Digital Business Transformation outlined in the DLA Strategic Plan 2021-2026. The goal of the DLA P&CP is to ensure DLA optimizes its people resources to achieve the mission effectively and efficiently.

# DLA Strategic Plan 2021 - 2026

Strategic Direction

Mission

Deliver readiness and lethality to the Warfighter Always and support our Nation through quality, proactive global logistics.

Vision

As the Nation's Combat Logistics Support Agency and valued partner, we are innovative, adaptable, agile, and accountable - focused on the Warfighter Always.

Lines of Effort



Strategic Success



Critical Capabilities



Operating Plans

Organizational Operating Plans

Metrics & KPIs

## Critical Capabilities People and Culture Objectives

Purpose

DLA's success depends on its greatest resource...our people. We must attract, develop, and retain a diverse, skilled, and agile workforce.

DLA will use innovative approaches to attract, hire, engage, and further develop the skilled individuals required to meet our mission.

### Build and sustain a skilled workforce

- Develop Leaders
- Resource the Enterprise
- Manage the Talent
- Sustain our People

Key Goals

- Recruit and retain a diverse, talented, and skilled workforce.
- Refresh leader competencies, identify training gaps, and enhance career development programs that provide a mechanism for the agency to train, promote, and ultimately retain highly skilled talent.
- Develop a flexible workforce capable of meeting and overcoming obstacles and able to adapt to changes.

DLA must build and sustain a culture that values innovation and an environment where employees feel included and respected.

Foster an organizational culture that values high performance and quality and provides mechanisms to identify ways to improve the employee's work environment.

### Provide a supportive organizational culture, performance recognition, and a safe, inclusive work environment

- Fortify the Culture
- Perform and Reward
- Build Connections
- Protect the Workforce

- Create a culture of high organizational effectiveness that focuses on employee engagement, development, performance, and accountability.
- Create an environment where employees share a common perspective allowing them to work effectively across organizational boundaries.
- Improve mishap reporting, inspection procedures, and hazard prevention training and awareness to build a safety-conscious culture and reduce safety and health risks to the workforce.

Provide a safe, healthy, and secure work environment.

# HUMAN CAPITAL CHALLENGES

The COVID-19 pandemic left many legacies, the biggest of which may be increased telework, virtual communications and their implications for the post-pandemic labor market. In addition, the challenges posed by the global pandemic highlighted the dual imperatives of employee well-being and transformation of work practices.

Surviving and thriving in a uniquely challenging business environment is paramount. So, what are the external factors with high impact and internal issues with high focus that lie ahead to position DLA to survive and thrive for the next five years?

## EXTERNAL FACTORS

### LABOR MARKET

According to the U.S. Bureau of Labor and Statistics, the labor market will significantly tighten in the coming years for several reasons. Massive numbers of retirements by baby boomers during the pandemic created a large drop in the overall labor market, and it is unclear how fast or to what degree it will recover. The working age population is shrinking. In particular, the potential labor force willing to work in blue-collar and manual services jobs is also shrinking and, consequently, blue collar industries are struggling to fill vacancies. Employers report difficulty filling critical positions, not only for well-publicized Science, Technology, Engineering, and Math (STEM) positions, but also for managers and executives, and skilled trades.

### WORK ENVIRONMENT

Before the pandemic, only about 8% of U.S. workers with office jobs worked primarily from home, but that figure was as high as 50% a year later. Employers lowered their office space expenses, had access to a larger pool of candidates, and experienced a reduced cost from hiring in less expensive labor markets.

Within DLA, much of the success of increased remote work, telework, and hybrid work can be attributed to strong relationships with co-workers established pre-pandemic. However, over time and as new employees join the organization, collaboration and culture could weaken in a highly dispersed workforce.

Moving forward, work-from-home trends will have a major impact on organizational culture and how organizations operate. The challenge for DLA is finding the ideal balance when deciding on the level of remote work, telework, and hybrid work models while ensuring continued high performance at both the individual and organizational levels.

### SOCIAL CONSCIOUSNESS AND WELL-BEING

Public sector organizations are forging a stronger link between belonging and organizational performance by strengthening workers' connections with teams and fostering their sense of contribution to meaningful shared goals. When employees feel respected and connected, employers experience increased job performance and reduced turnover.

Work-life balance, health, safety, and physical/mental well-being became inseparable from organizational mission, which has led more organizations to think deeply about ways they can integrate well-being into work itself.

Organizations are leveraging technology to analyze and create new, more relevant insights into employee's needs and expectations. As the workforce grows more complex, leading organizations are developing talent strategies that focus on the various needs and attitudes represented in their workforce.

### TECHNOLOGY

Each year technology and work become more inextricably intertwined, with humans and machines partnering in ways previously unimaginable to accelerate work outputs and achieve new outcomes. DLA must maximize the opportunity to ensure that employed technologies, and the workflows and processes that complement them, are designed and executed in ways that promote employee well-being and operational efficiency.

DLA has already committed to designing and enabling such technologies, including technologies to enhance and optimize communication with employees who are teleworking, training, and collaborating on shared projects.

Technology solutions will continue to optimize processes and procedures as well as drive efficiency through Digital-Business Transformation. Therefore, DLA must recruit, develop, and sustain a workforce that is technically proficient and agile to adopt emerging technologies.

## INTERNAL FACTORS

### BACK 2 BASICS (BtB)

The National Defense Strategy (NDS) requires increased performance in the Department of Defense's (DoD) acquisition system. Therefore, it is imperative that the Department pivot from the past broad workforce focus and get BtB by streamlining our functional area framework and prioritizing limited training resources for the Defense Acquisition Workforce (AWF).

The BtB initiative impacts over 9000 members of the DLA acquisition workforce. BtB modernizes the AWF talent management, and the changes include how the AWF will be managed and sustained in the areas of recruiting, hiring, certification, training, and career and professional development. DLA's AWF governing body, the Acquisition Workforce Program Board (AWPB), has planned and prepared for BtB implementation by establishing related objectives, goals, governance, and communication strategy on its AWF Roadmap.

### INTEGRATED END-TO-END HR PROCESSES SUPPORTED BY TECHNOLOGY

Integrated end-to-end HR processes are important to avoiding waste and redundancy in civilian talent acquisition, training and development, and performance strategies. Human capital planning and HR activities cannot be efficient without a strong IT/business system strategy.

The DLA will expand its efforts to leverage technology to increase the effectiveness of our HR management processes.

## HUMAN CAPITAL CHALLENGES (CON'T.)



### **FUTURE OF WORK**

As we emerge from a max telework environment to a hybrid environment, DLA will continue to face many challenges such as talent management, culture, and technology.

DLA is in competition with other Federal Agencies and businesses in retaining and attracting talent; therefore, DLA needs to invest in skills development and flexibility in where and how work gets done.

Maintaining employee engagement through effective communications and collaboration is vital to DLA. The challenge for leaders is to maintain the culture where employees, teams, and leaders are working in a more hybrid environment.

It is vital that DLA leaders and the DLA workforce develop and sustain soft skills such as building connections, empathy, emotional intelligence, resilience, and critical thinking to successfully work and communicate with each other in a hybrid environment.

With a growing dependence on digital technology, it is critical to ensure the DLA has operational hardware, software, and collaboration tools to work in a hybrid environment. This investment must include upskilling the DLA workforce's digital dexterity to maximize the use of the collaboration tools.

# HUMAN CAPITAL CHALLENGES (CON'T.)

## PEOPLE AND CULTURE

Our ability to attract, develop, and retain a diverse, skilled, and agile workforce is vital to our continued success. We will use innovative approaches to attract and retain mission-focused employees. We will foster an environment that equitably unlocks the full potential of our workforce; develop their competencies and resilience, enabling them to achieve peak performance; advance Diversity, Equity, Inclusion, and Accessibility initiatives, and cultivate and retain the next generation of employees agile enough to adapt to a dynamic future. As such, we will continue our focus on people and culture and ensure our workforce is engaged and motivated.

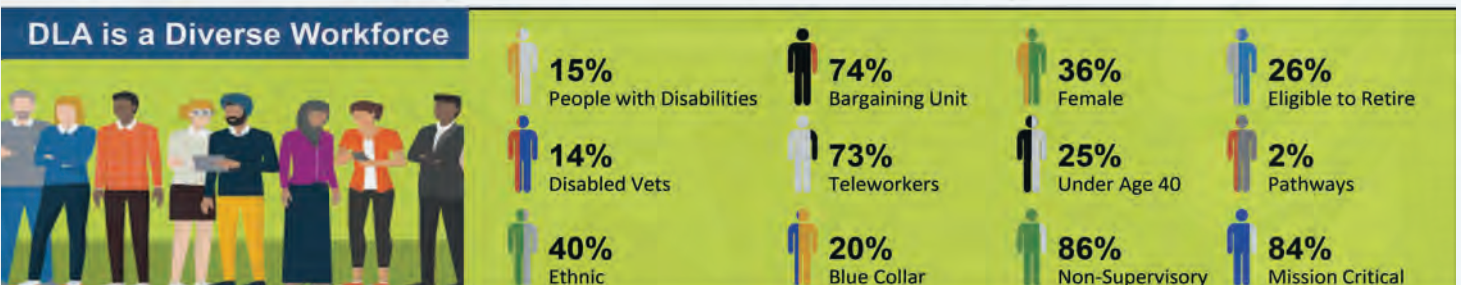
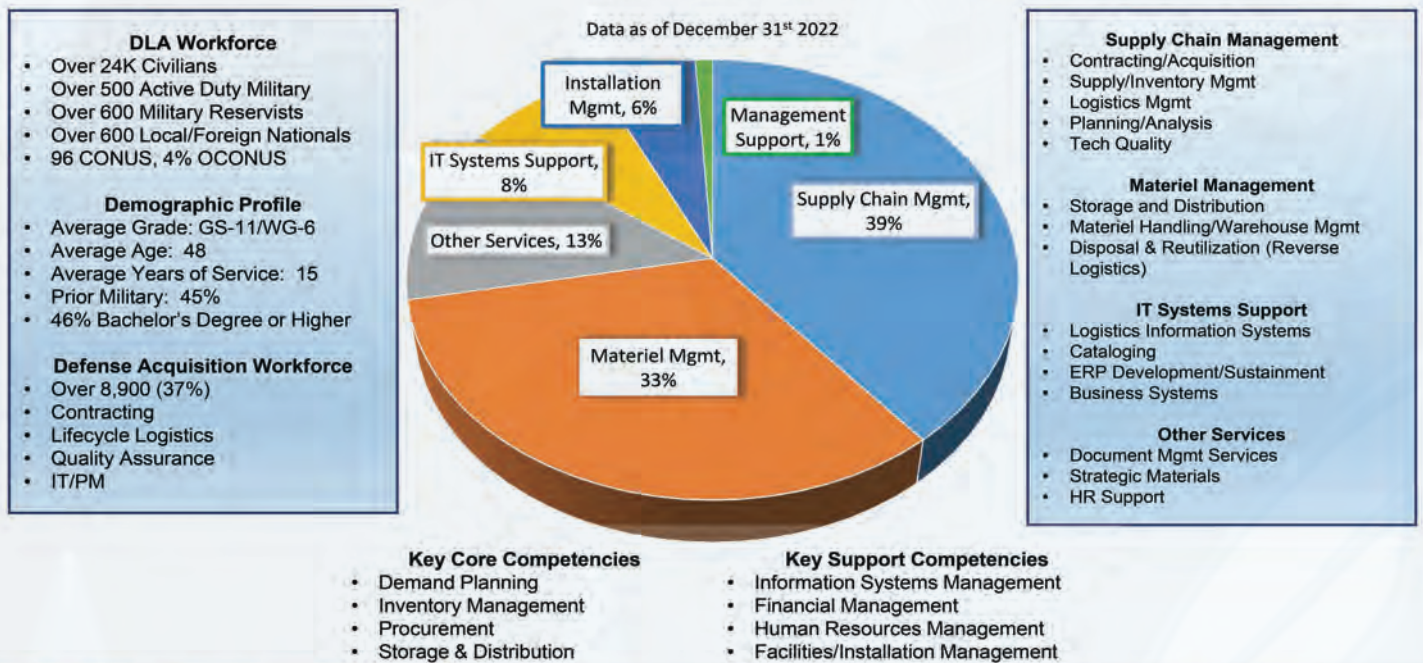
The culture of an organization is its personality – how it functions and expresses itself. Culture fundamentally impacts the relationships employees have with leaders and co-workers, the work that is performed and the way in which it is performed, and the type and quality of connection to the organization that is experienced. In DLA, organizational culture refers to the underlying beliefs, values, and

assumptions held by members of an organization, and the practices and behaviors that exemplify and reinforce them. More simply, it's "the way things get done around here." We believe that what we say we value as an organization should align with what we actually see and do in the workplace.

Engagement is an emotional commitment, which can lead to discretionary effort – the effort employees choose to exercise in support of DLA and its mission. Engagement is a key driver of higher retention, increased innovation and productivity, higher customer satisfaction, lower safety risks, and decreased absenteeism. In short, long term organizational success requires engaged employees.

People and Culture is one of three Critical Capabilities in the DLA Strategic Plan 2021– 2026 that are fundamental to our successful logistics transformation. It intersects and supports the five Lines of Effort with specific underlying objectives, initiatives, and metrics.

### DLA WORKFORCE AT-A-GLANCE





# CRITICAL CAPABILITY A (CC-A1 & CC-A2): PEOPLE AND CULTURE OBJECTIVES AND INITIATIVES

## PEOPLE

**Develop Leaders – Leverage and expand leadership programs that attract, develop, and retain diverse talent to meet current and future mission requirements.**

Critical Capability A, Objective CC-A1

DLA managers and supervisors must possess the skills to lead an increasingly diverse workforce to leverage the talents, experiences, backgrounds, perspectives that allows each member of the team the ability to reach their full potential in a technologically advanced workplace. We must assess and improve our current leadership model and leadership competencies to cultivate supervisors who are prepared to successfully manage in this evolving environment.

- **Initiative CC-A1.1.1: Develop leaders by refreshing and strengthening leadership competencies.** DLA will conduct Senior Leader Discussion Forums, administer multi-source feedback (MSF) process/reporting in the Learning Management System (LMS), and plan the biennial Build Your Roadmap to Success (BYR2S) forum to assess and improve our current leadership model and leadership competencies.
- **Initiative CC-A1.1.2: Sustain DLA processes and initiatives that build candidates for career enhancement opportunities.** DLA will use career development programs and succession management initiatives to continually develop candidates with the skills to inspire greater confidence and productivity in the workforce.
- **Initiative CC-A1.2: Resource the Enterprise – Recruit and retain a diverse, talented, and skilled workforce.** Without a trained and skilled workforce, the Agency cannot accomplish its mission. DLA must complement its recruitment and retention strategies with a variety of paths to career success. Attracting and retaining a highly skilled, diverse workforce requires a comprehensive strategic approach, innovative recruitment efforts, succession management initiatives, and the right balance between speed and quality in hiring.
- **Initiative CC-A1.2.1: Leverage Direct Hire Authorities (DHAs) to build diversity across the Agency.** DLA will develop and implement strategies to maximize the use of DHAs to attract and hire a diverse workforce capable of meeting DLA's mission needs more effectively.
- **Initiative CC-A1.2.2: Implement manpower management processes to include establishing a manpower requirements determination process.** DLA will establish and mature the Joint Manpower Program, as described in DLA Instruction 1100.01. The instruction describes responsibilities, processes, and procedures for manpower management, as well as the basic tenets for development of manpower standards.
- **Initiative CC-A1.3/A1.3.1: Manage the Talent - Develop, promote, and sustain initiatives to strengthen workforce competencies including mission-critical occupations (MCOs) competency models and career maps to meet emerging mission requirements and leverage digital technologies to enhance effectiveness.** DLA Human Resources will partner with agency leaders and Functional Community Managers (FCMs) to assess emerging and future mission imperatives that may require new enterprise and occupational competencies. We will continue developing and updating career maps that identify learning and development opportunities to help employees chart their career path, to include incorporating digital transformation skills where necessary. All of this comprises a comprehensive talent management approach that will position the Agency for success.
- **Initiative CC-A1.3.2: Implement training and development strategies to maintain a high performing workforce in support of Digital Business Transformation.** DLA will develop, implement, and sustain basic digital capabilities within the DLA workforce.
- **Initiative CC-A1.3.3: Foster the development of our current and future acquisition workforce (AWF).** DLA will sustain a professional and innovative AWF with the capability to execute DLA's mission in support of the Warfighter.
- **Initiative CC-A1.4: Sustain our People – Provide the environment, tools, and resources for employees to be protected, resilient, and mission-focused in the face of professional and personal challenges.** DLA relies on a large, diverse, and resilient workforce to meet its mission. The key to DLA's future success is to develop a flexible workforce capable of meeting and overcoming obstacles and able to adapt to changes. In turn, DLA leadership must provide a safe, healthy, and secure work environment within which our people can thrive. Our capacity to be responsive and flexible, to be resilient in the face of life's pressures and demands, and to handle crisis operations when required is crucial to accomplishing the DLA mission and maintaining work-life balance.
- **Initiative CC-A1.4.1: Promote awareness and availability of programs and resources that contribute to workforce resiliency.** DLA will promote the availability of workforce resiliency programs and resources that help employees create or maintain work-life balance, recover quickly from setbacks, and handle demands that are placed upon them.
- **Initiative CC-A1.4.2/CC-A1.4.3: Maintain individual and organizational focus on the security of our workplace by enhancement of protection capabilities designed to prevent, detect, and respond to internal/ external threats and all-hazard events.** DLA will ensure agency is equipped to detect, deter, and mitigate potential risks to DLA networks, personnel, facilities, infrastructure, assets, information, and operations assuring supply chain excellence as well as

# CRITICAL CAPABILITY A (CC-A1 & CC-A2): PEOPLE AND CULTURE OBJECTIVES AND INITIATIVES (CON'T)

strengthen prevention and detection of all hazards and threats; improve protection mitigation, response and recovery to normal operations, and assure supply chain security excellence.

- **Initiative CC-A1.4.4: Integrate employee protection programs designed to provide early detection of a potential Insider threat.** DLA will leverage programs that support early detection of potential insider threats and conform to DOD policy for response and reporting.



## CULTURE

**Fortify the Culture – Foster an organizational culture where employees are engaged and motivated to achieve mission excellence.**

Critical Capability A, Objective CC-A2

DLA has leveraged the use of surveys for many years to assess the current culture and identify ways to improve it, with the overarching purpose of developing and sustaining a high-performance culture. Surveys provide a confidential mechanism for employees to share feedback on their work environment, resulting in opportunities for DLA employees and leaders to engage in thoughtful, data-driven discussions that lead to informed action and improve our collective performance.

- **Initiative CC-A2.1.1: Leverage the DLA Culture/Climate Survey to assess organizational culture/climate, conduct analyses, and develop enterprise focus areas.** DLA will prepare and execute the DLA Culture/Climate Survey followed by comprehensive analyses of the results and delivery of actionable recommendations to improve the DLA culture.
- **Initiative CC-A2.1.2: Develop, implement, and monitor concrete action plans to address specific issues identified in the DLA Culture/Climate Survey.** DLA senior leaders and Culture Champions will collaborate on the development and implementation of culture/climate action plans to address specific focus areas identified in the DLA Culture/Climate Survey results. Culture/climate action plan progress will be monitored by the DLA Director and J1 quarterly.
- **Initiative CC-A2.2: Perform and Reward – Sustain a results-oriented performance culture that links individual performance and recognition to organizational goals and performance-based actions.** DLA is committed to creating a culture of high organizational effectiveness that focuses on employee engagement, development, performance, and accountability. The benefits of a successfully implemented performance management and appraisal program include a workforce where each employee's duties are aligned with the organization's goals and objectives and where employees understand the importance of the work they do every day.

The DOD Performance Management and Appraisal Program (DPMAP) helps realize this alignment by creating a performance management framework with a focus on continuous feedback and two-way communication between supervisors and employees. Effective performance management is a partnership between employees and supervisors aimed at mission success.

Recognizing and rewarding achievements or contributions is an integral part of effective performance management.

# CRITICAL CAPABILITY A (CC-A1 & CC-A2): PEOPLE AND CULTURE OBJECTIVES AND INITIATIVES (CON'T)

Acknowledging good performance in a timely way, not just at the end of a rating cycle, is part of creating a high-performing culture. DLA has established and is continually evaluating its enterprise approach to performance-based recognition and awards under DPMAP through which awards are distributed in a fair, consistent, and transparent way that makes meaningful distinctions in levels of performance.

- **Initiative CC-A2.2.1: Evaluate DPMAP Execution to Ensure a High Performing Culture.** DLA will continue to use DPMAP to increase awareness of individual performance expectations and each employee's importance in organizational performance. DLA also will continue to emphasize each supervisor's responsibility to discuss expectations and results with employees throughout the cycle, carefully evaluate employee performance, and align employee contributions with awards and recognition.
- **Initiative CC-A2.3: Build Connections – Sustain a culture that encourages collaboration, flexibility, equality, and fairness to enable individuals to contribute to their full potential.** DLA must cultivate an inclusive environment that engages employees, promotes mutual respect and trust, and provides tools and flexibilities at all levels to maximize individual and collective potential.
- **Initiative CC-A2.3.1: Promote a diverse and inclusive environment that empowers employees at all levels to perform to their maximum potential.** DLA will provide opportunities for employees to increase productivity and effectiveness, remove identified barriers that limit employee advancement, identify strategies to recruit underrepresented groups, and promote diversity and inclusion.
- **Initiative CC-A2.4: Protect the Workforce – Leverage and enhance the DLA Safety & Occupational Health Program to build a culture focused on reducing the risk of injury or illness to the workforce and maintaining a safe and healthy workplace.** DLA is committed to creating a safety culture that focuses on leadership engagement and employee involvement. The critical task is to execute a predictive Safety and Occupational Health (SOH) program by enabling organizations to focus on preventing the next mishap. To achieve this objective, we will provide Major Subordinate Commands (MSCs) with the capabilities they need to make timely, informed decisions based on risk.
- **Initiative CC-A2.4.1: Continue Safety Program Modernization: Support Agency efforts to modernize the Safety and Occupational Health (SOH) Program to comply with DoDI 6055.01.** DLA will modernize the Agency SOH Program by focusing on three lines of effort (Mishap Reporting and Investigation, Inspection and Hazard Management, and Training and Awareness) to create a culture where MSC and Regional Commanders and J/D-code Directors are responsible for SOH program performance.

- **Initiative CC-A2.4.2: Improve mishap reporting and investigation using the DLA SOH Management System in support of providing leaders with actionable trending and analysis for making risk-based decisions.** DLA will empower supervisors' active involvement in mishap reporting and investigation increasing awareness of investigation and analysis methods to improve identification of contributing factors, to identify and implement effective control measures, and to share lessons learned to prevent future mishap and near miss events.
- **Initiative CC-A2.4.3: Improve SOH inspection and hazard management process to focus on eliminating or controlling identified hazards in the workplace.** DLA will enhance supervisor knowledge to enable management to identify and characterize hazards, determine, and implement effective control measures, and document actions completed in the DLA system of record to ensure DLA employees are provided a safe and healthy work environment.
- **Initiative CC-A2.4.4: Improve SOH training and awareness programs by aligning current programs with emerging SOH modernization efforts to ensure standardization across all organizations.** DLA will use training and developmental resources to merge requirements and training with core competencies, gain efficiencies and effectiveness, and in coordination J1 develop specialized training to meet specific risk-based requirements.



## ROLES AND RESPONSIBILITIES

### DLA DIRECTOR, MSC COMMANDERS, AND OTHER DLA SENIOR LEADERS

- Provide strong leadership and direction by setting DLA's vision and strategic priorities for mission accomplishment.
- Elevate diversity, equity, inclusion, and accessibility as a mission-critical imperative.
- Demonstrate top-down commitment for an integrated, Enterprise-wide approach to human capital management, and hold subordinate managers accountable for results.
- Identify and implement human capital priorities, measures, and targets aligned to DLA's People and Culture Plan.
- Allocate resources (budget, people, technology, etc.) in line with People and Culture management goals and objectives.
- Review progress against DLA strategic priorities.
- Clearly communicate DLA's People and Culture management goals, objectives, and action items to employees to help them understand how they align with DLA's Strategic Plan.

### DLA EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND DIVERSITY EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)

- Analyze and advise on civilian workforce, policies, programs, external labor force data, and issues such as market conditions, skills, compensation, recruitment sources, hiring authorities, EEO considerations, and workforce demographics.

- Strengthen leadership competency in the areas of diversity and inclusion through customized training and ongoing education.
- Advise and assist in the development and execution of strategic recruitment actions to build and broaden the recruitment pipelines and expand the candidate pool for targeted jobs.
- Collaborate with DLA Human Resources to achieve a model Agency EEO Program.

### DLA HUMAN RESOURCES

- Partner with DLA organizations to ensure human resource programs, policies, and tools support DLA strategic and business planning initiatives.
- Provide expert guidance, analysis, and innovative solutions to help organizations recruit, develop, engage, and retain the workforce needed to meet current and future requirements.
- Collaborate with DLA EEO and DEIA Office to an Resources to achieve become an Agency employer of choice.

### FUNCTIONAL COMMUNITY MANAGERS (FCMs)

- Partner with other stakeholders as needed to develop, monitor, track and implement workforce planning efforts and strategies in their respective functional communities.
- Ensure efforts and strategies are aligned with mission requirements.



## FUNCTIONAL COMMUNITY MANAGER POCs

- Execute the human capital strategies and objectives of the FCM.
- Implement workforce-planning processes.
- Review and analyze workforce data.
- Develop gap closure strategies and monitor progress.

## MANAGERS

- Make human capital a mission-essential priority and develop action plans to support People and Culture goals, objectives, and initiatives including diversity and inclusion.
- Hold subordinate supervisors accountable for results and monitor their organization's progress in meeting DLA People and Culture goals, objectives and initiatives.
- Clearly communicate DLA's People and Culture management goals, objectives, initiatives, and action items to employees to help them understand how they align with DLA's Strategic Plan.

## SUPERVISORS

- Clearly communicate DLA's People and Culture management goals, objectives, initiative, and action items to employees to help them understand how they align with DLA's Strategic Plan.
- Incorporate DLA's People and Culture goals, objectives, initiative, and action items into employee performance plans as appropriate to ensure employees understand their role in helping DLA accomplish its human capital strategies.
- Collaborate with DLA Human Resources to identify possible strategies to close gaps in DLA's People and Culture program.
- Identify current and future position requirements to ensure recruiting is focused and timely and produces high-quality candidate pools.
- Act responsibly and in a timely manner on hiring decisions.

## DLA WORKFORCE

- Participate in DLA-endorsed Culture and Climate Surveys and share recommendations on ways to improve DLA's culture and meet People and Culture objectives and initiatives.
- In coordination with supervisors, identify competency proficiency levels and appropriate training and development to enhance skills and individual growth.
- Periodically assess progress toward reaching developmental goals.
- Seek opportunities to gain new skills.
- Maintain a high level of performance.

## UNIONS

- Represent the interests of bargaining unit employees.
- Collaborate with management to improve productivity and cost savings as well as quality of employee work life.



# MONITORING PROGRESS

Organizations will regularly update senior DLA leaders on the implementation of goals and strategies in the DLA P&CP via the DLA governance and reporting processes listed below.

## DLA GOVERNANCE PROCESS

- DLA maintains multiple venues through which Agency leaders provide and are provided informational updates on various DLA programs and initiatives and decisions are made as appropriate. At a minimum, the DLA P&CP will be reviewed on a periodic basis through the following venues:
  - DLA Executive Board
  - DLA Alignment Group
  - Executive Resources Board

## REPORTING MECHANISMS

- Quad Charts
- Interim Progress Review (IPR) Charts
- Plan of Action and Milestones (POAMs) and Project Plans
- Weekly Activity Reports
- DLA Human Resources Situation Reports (SITREPS)
- Dashboards
- Organization Plan Reviews



# PEOPLE AND CULTURE ENABLERS

## HUMAN CAPITAL ENABLERS & INITIATIVES

### TRAINING & LEARNING

- **Pathways to Career Excellence (PACE)** - Entry level 2-year program for key occupations
- **ENGAGE** - Newcomer Orientation Program
- **DLA Training Schoolhouse** - Over 170 instructor-led courses offered across mission spectrum
- **DLA Learning Management System** - State of the art virtual learning environment
- **Tuition Assistance Program** - DLA funded pursuit of further education

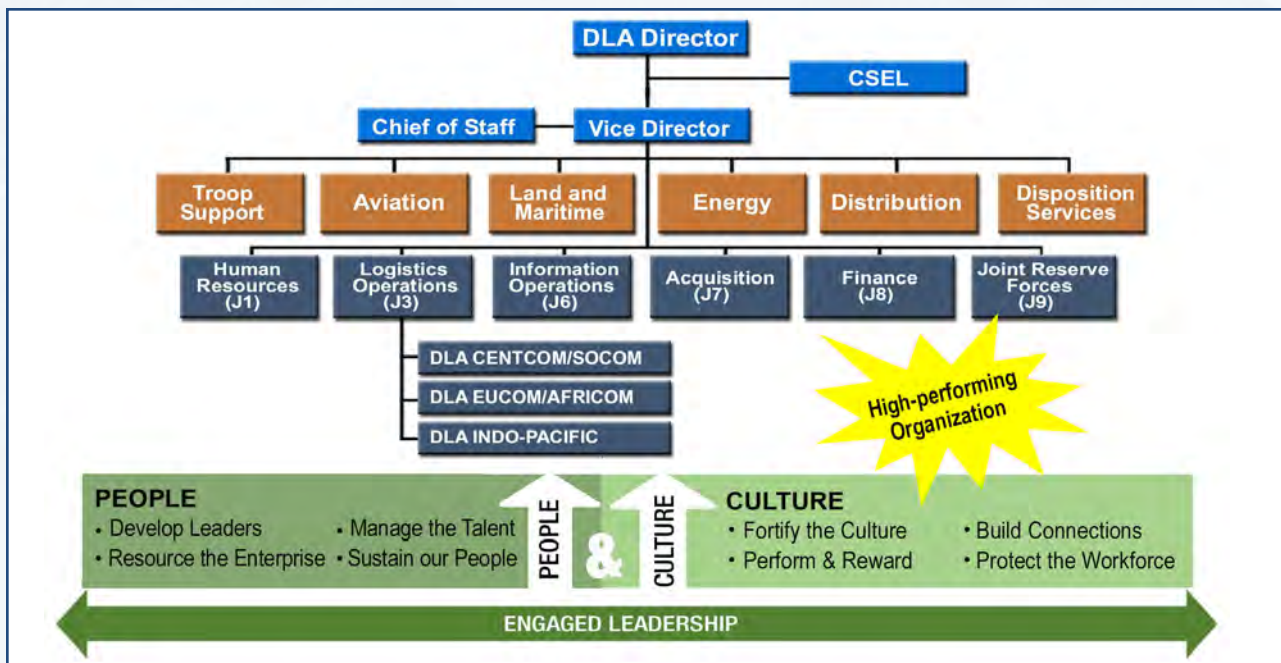
### LEADER DEVELOPMENT

- **Enterprise Leadership Development Program** - Curriculum and continuous learning for all levels of leadership

- **Executive Development Program** - Professional & Leadership development for high potential future leaders
- **Leadership Roundtable** - Share best practices

### CAREER MANAGEMENT & SUCCESSION

- **Functional Community Management** - Competency development and assessment
- **Career Guide & Maps** - Planning tools for every employee
- **Merit Promotion Program** - Robust internal advancement opportunities
- **Succession Management** - Planning tools for critical positions
- **Enterprise Rotation Program** - Experiential learning
- **Coaching & Mentoring** - Enterprise and local programs



## CULTURE/CLIMATE ENABLERS

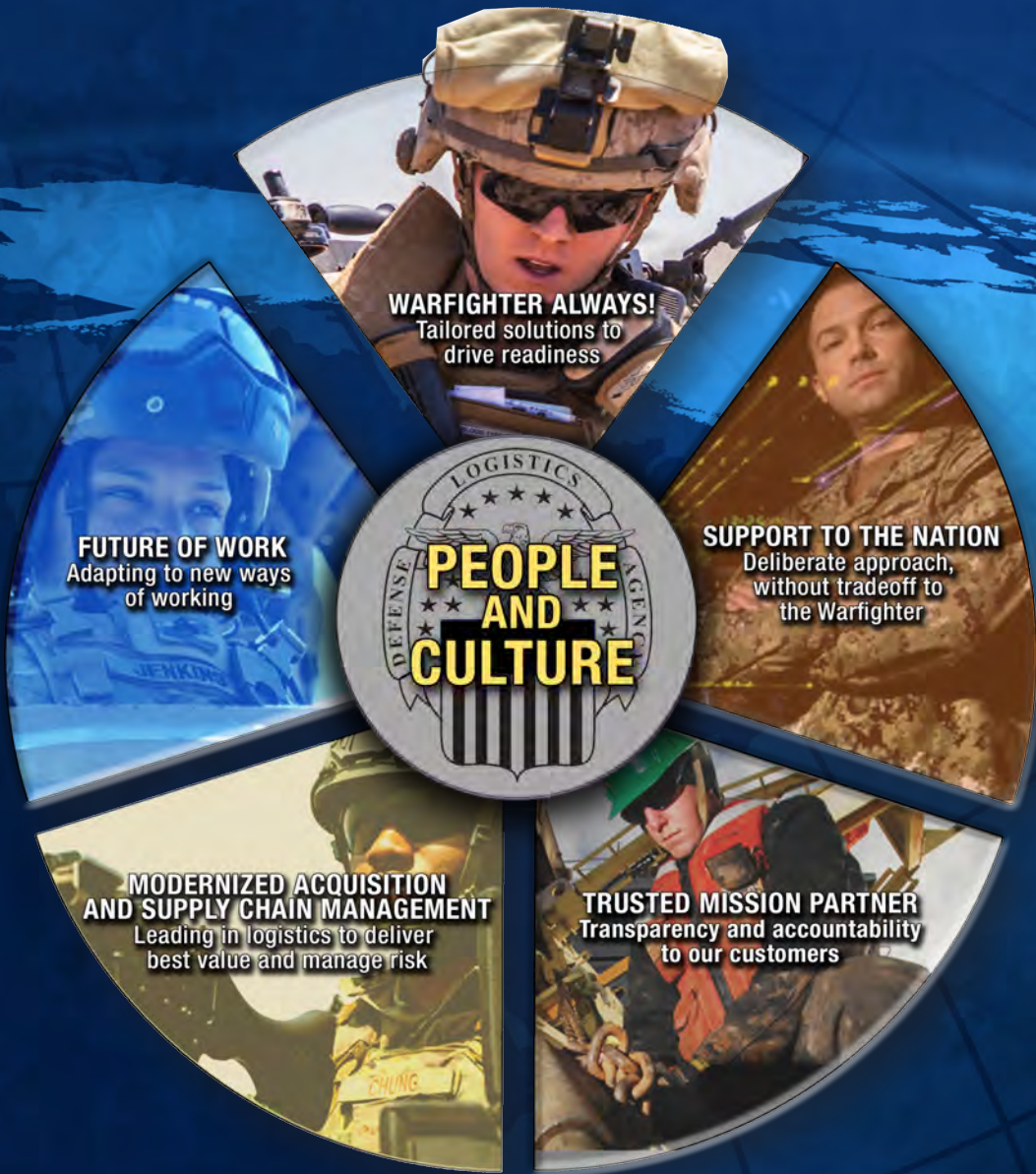
### DIVERSITY & INCLUSION

- **Enterprise Leadership Development Program** - Curriculum and continuous learning for all levels of leadership
- **Affirmative Employment Plans**
- **Workforce Recruitment Program** - Enabling employment of People with Disabilities
- **Special Emphasis and Multi-Cultural Programs** - Increasing awareness and promoting inclusion
- **Alternate Dispute Resolution** - Conflict resolution through open communication

### CULTURE & ENGAGEMENT

- **DLA Culture/Climate survey** - to gather feedback from workforce
- **Concrete Action Planning & Monitoring**
- **Collaborative Labor Relations and Partnership**

**STRONG, POSITIVE CULTURE & CLIMATE!**



The Nation's Combat Logistics Support Agency

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