October 2010

DLA Strategic Materials Annex to the DLA Communication Plan

Organizational Background – The mission of DLA Strategic Materials (formerly the Defense National Stockpile Center) is (1) stockpile strategic and critical materials to minimize the United States' dependence on foreign suppliers in times of national emergency, (2) manage the safe, secure, and environmentally sound storage of the stockpile, (3) offer in the open market stockpile materials that are excess to Department of Defense (DoD) needs and that have been approved for sale, and (4) work to transform the current stockpile into a Strategic Materials Security Program (SMSP) to improve access to strategic and critical materials required for defense and national security needs.

An effective two-way communication environment is critical to DLA Strategic Materials' ability to fulfill its mission. DLA Strategic Materials headquarters and depot employees must be able to communicate organizational information using cross-flow channels so that the work force and their supervisors can share concerns and new information with each other. Successful communications are achieved when leaders embrace its importance and conscientious efforts are made to communicate in a clear, concise and timely manner.

DLA Strategic Materials has assets throughout the country. This annex applies to all DLA Strategic Materials employees. If DLA Strategic Materials is to succeed in this endeavor, every employee must work to improve communications.

The objectives of the communications effort are:

- To help individuals prepare for, understand and accept changes in their work environment.
- To inform and involve all affected groups whose awareness would be helpful.
- To provide accurate information to keep employees focused and reduce rumors and performance dips.
- To provide timely information, using appropriate methods, tailored for various audience groups.

Organizational Mission, Goals, Values and Messages

Mission:

Administers the implementation and execution of Strategic and Critical Materials Stockpiling (S&CM) policies as set forth by the Under Secretary of Defense for Acquisition, Technology and Logistics and the Director, Defense Logistics Agency

(DLA). Is responsible for identifying, acquiring, upgrading, rotating, and disposing of stockpiled strategic and critical materials as authorized by law. Conducts operations including receipt, storage, security, testing, contracting, quality studies, maintenance and replacement of materials in the National Defense Stockpile (NDS). Directs the development of new or revised specifications and special instructions for existing and proposed S&CM to be stockpiled. Administers and implements policies and procedures for the DLA Strategic Materials' environmental, safety and occupational health, and radiological programs. Administers the financial and property accounting systems including the NDS Transaction Fund.

Vision:

Establish and administer a Stockpile of Strategic and Critical Materials to provide seamless support of the systems that support the Warfighter.

Values:

- Mission Focus:
  - Understand, meet and/or exceed established mission and customer requirements
- Seamless Integration
  - By integrating with the customer's team
- Empowerment:
  - Team members are entrusted to make decisions at the lowest level to ensure customer needs are met and are accountable to DLA Strategic Materials Team

Enhancing Awareness through Communications:

DLA Strategic Materials must focus on the Corporate Values of Excellence and Trust to ensure we get the right information to the right folks at the right time.

We support the Director's Focus Areas, particularly Stewardship Excellence and Workforce Development, as outlined below, to ensure we meet our customers' needs effectively. We also focus on the fact that the key to any organization's success is its people.

- Stewardship Excellence – Manage DLA processes and resources to deliver effective warfighter support at optimal cost
- Workforce Development – Foster a diverse workforce and supporting culture to deliver sustained mission excellence

A primary communication goal is to improve employee awareness, stimulate employee morale, and effectively communicate DLA Strategic Materials' key messages to external audiences. The selection of an appropriate communication method is strategic to DLA Strategic Materials' success. By utilizing techniques such as effective

communication timing, various media sources, and participant feedback tools, the communication effort will achieve its objectives and desired results.

A top DLA Strategic Materials priority is safety — the safety of our employees, the safety of our communities, and the safety of the environment. Equally important to achieving the DLA Strategic Materials mission is effective communication, both internal and external. The elements of successful communication are:

- Timely and appropriate communication
- Clear and concise communication
- Consistent communication
- Accurate information
- Appropriate communications training
- Feed and evaluation for continuous improvement.

When communicating, the following principles are important:

- Communicate honestly, accurately, and in a timely manner.
- Communicate in a clear and concise manner.
- Make every effort to ensure each selected communication vehicle provides two-way or interactive direction in its communication.
- Proactively communicate what to expect in the future.
- Communicate with a positive tone and with emphasis on moving forward.
- When our changes change the way employees do their business, provide as much advanced notice as possible.

Key messages are the major themes of communication activities and are specific to one or more stakeholder groups. Messages address stakeholder concerns and aim to achieve awareness, understanding, acceptance and commitment.

Key messages should:

- Provide messages of assurance, advocacy and guidance
- Provide news and updates on major program milestones
- Be short and to the point

Key messages example:

A top DLA Strategic Materials priority is safety — the safety of our employees, the safety of our communities, and the safety of the environment.

Organizational Communication Tools – In addition to the communication tools outlined in the core plan, DLA Strategic Materials uses the following tools within the organization:

- *DLA Strategic Materials Morale Team*

- *Heads Up Newsletter*
- *Distribution of weekly Directors' Staff Meeting Minutes*
- *DLA Today*
- Front Line Supervisors
- E-mail
- Memos
- Telephone
- Meetings
- Internal Distribution
- Web-based Questions and Answers (Ask the Administrator)
- Videos
- Slide Shows
- Fact Sheets
- All Hands Meetings
- Site visits
- Walk-throughs
- Employee surveys

Organizational Plan to Communicate Goals & Values:

DLA Strategic Materials Morale Team – The morale team's purpose is to serve as a liaison between employees and management to build a bridge to better understanding and cooperation. The focus of the team is to address employee concerns and pass along information to management for open discussion and resolution. The morale team will meet bi-monthly with the Administrator and, when feasible, the entire management team to discuss concerns of importance to the workforce.

Heads Up Newsletter – A monthly newsletter highlighting DLA Strategic Materials activities, spotlighting the recipients of the monthly Employee Appreciation Awards, stories by and about employees and their families.

Monthly All Hands Meetings – This monthly meeting includes selection of the recipients of the headquarters and depot employee of the month recognition; a chance for the Administrator to provide updates to ongoing projects of interest to all employees; an opportunity for employees to asked questions; and for employee recognition for years of service awards.

DLA Today -- DLA Strategic Materials staff will periodically write news stories or features for use in *DLA Today* to highlight DLA Strategic Materials activities and to provide recognition to DLA Strategic Materials employees. We will help to communicate to DLA Strategic Materials employees the strategic goals and values messages outlined above using the various tools outlined above. Supervisors will be encouraged to use the messages in daily face-to-face and written communications with their staff.

Measurements – Effective communication is a two-way process; therefore, feedback will be gathered from as many communication activities and events as

possible. Stakeholder input is critical for measuring communication effectiveness and is vital to the overall success of a communication plan.

To ensure that communication activities are reaching targeted audiences effectively, various feedback sources will be used. Communication effectiveness should be measured at the end of each phase of communication activity, and the results of the measurement should be used to improve the next round of communication activity.

Direct feedback and evaluation of Communication events, activities, and messages will occur through a number of avenues:

- Volunteer employee feedback
- Surveys
- Tracking and monitoring web site activity
- All Hands Meeting Question and Answers
- Web Site Questions and Answers

Administrator's Endorsement:

RONNIE L. FAVORS
Administrator
DLA Strategic Materials