



DEPARTMENT OF DEFENSE
Defense Commissary Agency
Fort Lee, VA 23801-1800

DIRECTOR'S POLICY

DP 500-37
June 29, 2018

Change and Strategic Planning Office
OPR: DeCA/CCC

SUBJECT: Change Management

1. PURPOSE. This Director's Policy (DP) sets forth the Defense Commissary Agency's (DeCA) change management (CM) policy and the Director's vision of an organizational culture of change acceptance, versatility, and agility. This DP supersedes DP 500-37, dated August 31, 2016.

2. POLICY. Effectively managing the people side of change increases the likelihood of successful implementation and adoption of a specific change, and leads to an organizational culture that responds positively to change. This policy establishes DeCA's commitment to adhere to the principles of CM.

a. All Agency changes will have a designated sponsor who is responsible for leading the activities of the change and is accountable for the overall success of the change. The sponsor should be established at the highest appropriate level and have sufficient authority to authorize the change.

b. All Agency changes will be administered using basic CM tenets. A consistent and structured CM approach will be used as the complexity of the change increases. Leaders and action officers should seek guidance from the Change Management Office (CMO) Office early in the planning phase to assess the most effective approach to managing the change.

(1) Large scale enterprise-wide changes, such as adoption of new technology or a cross-functional program, organizational restructuring, or formalized continuous process improvement (CPI) projects will include direct support by the CMO staff.

(2) Small scale changes within a single business group will be implemented by the business group using change management tenets. An Agency approved approach and methodology for managing change shall be used when appropriate. Support and advice on the methodology should be obtained from the CMO staff.

c. All proposed Agency changes shall be reported to the CMO at least annually and be maintained in an Agency Change Portfolio. Updates, adjustments, and maintenance of the Change Portfolio will be implemented in coordination with the CMO as new changes are planned or developed.

3. RESPONSIBILITIES.

a. The Change Management Officer will provide support in accordance with (IAW) this policy.

b. Executive Directors, senior leaders, managers, and supervisors will:

(1) Actively participate and support Agency changes in a manner which is visible to the workforce and all affected stakeholders.

(2) Use a standard approach to manage change.

(3) Ensure there are ongoing communications about the change to employees and stakeholders throughout the life of the project or change.

(4) Ensure all transformation messages are consistent, accurate, and inspiring.

(5) Ensure the workforce has the knowledge and skills necessary to implement changes effectively.

(6) Identify barriers and obstacles to changes early.

(7) Actively support the Agency's CM program and seek timely support and advice from the CMO.

(8) Lead in a manner that emphasizes collaboration and transparency.

(9) Promote an environment that embraces change.

c. In addition, all managers and supervisors will:

(1) Communicate with direct reports about the change.

(2) Coach employees through the change process.

(3) Identify and manage resistance.

d. All DeCA employees will:

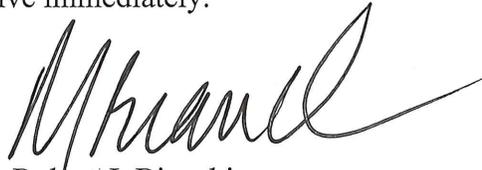
(1) Be aware of the Agency's CM program.

- (2) Demonstrate a willingness to embrace change.
- (3) Openly communicate about proposed changes.
- (4) Learn as much as possible about proposed changes.

4. APPLICABILITY. This DP assigns responsibility for accomplishing the requirements of DoD Publications program, IAW DoDI 5025.01. This DP applies to all DeCA activities and all DeCA personnel.

5. RELEASABILITY. Cleared for public release. This DP is available on DeCA's internet website at www.commissaries.com.

6. EFFECTIVE DATE. This DP is effective immediately.

A handwritten signature in black ink, appearing to read "R. Bianchi", with a long horizontal flourish extending to the right.

Robert J. Bianchi
Director