

DEFENSE INTELLIGENCE AGENCY

# 2009 DIA Annual Human Capital Survey MC Directorate Report



Directorate for Human Capital

Prepared by



(b)(3):10 USC 424

January 2010

This Briefing is UNCLASSIFIED



**DEFENSE INTELLIGENCE AGENCY**

**2009 Annual Human Capital Survey MC Directorate Report**

Survey Methodology

**About the Survey**

DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2009 Intelligence Community Survey by incorporating survey items from the Intelligence Community Survey into the AHCS.

**Administration**

The 2009 AHCS was open to all military and civilian DIA employees between October 9th and December 4th, 2009. Surveys were administered via a web-based technology; employees received an email notification that included a link to the survey on JWCS or SIPRNet.

**Response Rate**

The survey response rate is 64%. Based on this response rate the confidence level is 99% +/- 1%.

**Data Analysis and Reporting**

Data were collected and analyzed by DIA's [redacted] Analysis of DIA's Annual Human Capital Survey included means testing for statistical significance, trend analysis, sub-group analysis, regression analysis to identify key satisfaction drivers, and comparison with the 2008 IC Survey, and 2008 Federal Human Capital Survey.

(b)(3):10 USC 424

In this report, percent positive includes the top two points on the response scale: Agree and Strongly Agree, or Satisfied and Very Satisfied.

**Significance Testing**

Statistically significant differences between DIA's annual scores are highlighted. Green cells indicate a significant increase from the previous year while red cells indicate a significant decrease from the previous year. Statistically significant differences between sub-groups are also highlighted; green cells indicate a significantly higher score.

Statistical significance testing is conducted on mean scores, rather than percent positive scores. This data analysis method is utilized to account for changes in the full distribution of scores; conducting significant testing on percent positive scores limit analysis to the upper end of the distribution.

Given the selected analysis method, some small percent differences are statistically significant differences. This occurs when a considerable movement in scores at the lower end of the distribution causes a statistically significant mean difference but only a small difference in the percent positive score, which encompasses only the upper end of the distribution.

Similarly, some larger percent differences are not statistically significant. This occurs when considerable movement in scores on both ends of the distribution causes a large percent positive difference and a relatively stable mean score.

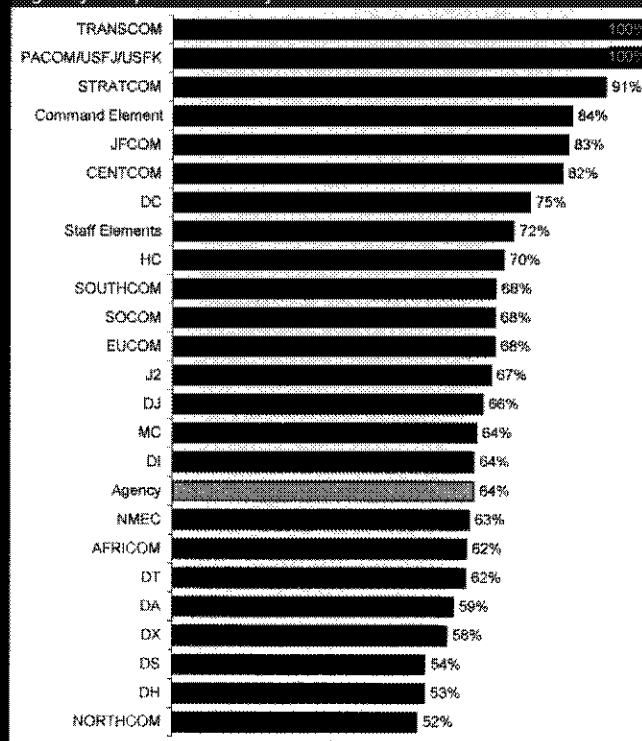
MC Respondent Profile

Employee Status	MC Survey Respondents		MC Onboard Population	
	Civilian	Military	Civilian	Military
	82%	18%	83%	17%
Gender	Male	Female	Male	Female
	63%	38%	64%	36%
Race/Ethnicity	Minority	non-Minority	Minority	non-Minority
	34%	66%	28%	72%
Work Location	DIAC	Other	DIAC	Other
	100%	0%	99%	1%

Civilian Payband and Military Rank

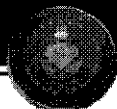
	MC Resp	MC Pop
Band 1 - 3	21%	25%
Band 4	45%	42%
Band 5	14%	14%
DISES/ DISL	2%	2%
Military Enlisted and Warrant Officers	5%	4%
Military Officer	13%	14%

Agency Response Rate by Directorate



COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

\*Staff Elements include: AE, CP, EO, FE, GC, IE, IG, and NMMO



## DEFENSE INTELLIGENCE AGENCY

### 2009 Annual Human Capital Survey MC Directorate Report

#### Comparing MC Directorate Respondents to All Other DIA Respondents

MC Directorate employees make up 1% of all DIA survey respondents.

MC survey respondents are significantly more likely than respondents from other directorates to report satisfaction with the following dimensions:

**Involvement in Decisions, Organizational Culture, Senior Leadership, Office Leadership, and Division Leadership**

	% Positive	
	MC	All Others
<b>Considering everything, how satisfied are you with DIA?</b>	<b>73%</b>	<b>65%</b>
How satisfied are you with DIA's ability to accomplish its mission?	79%	71%
How satisfied are you with the recognition you receive for doing a good job?	59%	51%
How satisfied are you with the performance feedback you receive at DIA?	63%	51%
How satisfied are you with your involvement in decisions that affect your work?	73%	51%
How satisfied are you with DIA's organizational culture?	63%	43%
How satisfied are you with the facilities and resources available to you at your primary work location?	71%	64%
How satisfied are you with the training you receive for your present job at DIA?	71%	56%
How satisfied are you with your career advancement opportunities at DIA?	48%	45%
How satisfied are you with your opportunity to get a better job in your organization?	41%	39%
How satisfied are you with the policies and practices of DIA's senior leaders?	57%	46%
How satisfied are you with the policies and practices of management in your office?	73%	54%
How satisfied are you with the policies and practices of management in your division?	73%	56%
How satisfied are you with the information you receive from management on what's going on in your organization?	68%	52%
How satisfied are you with your supervisor?	77%	71%
How satisfied are you with your workgroup?	80%	79%
Considering everything, how satisfied are you with your pay?	64%	65%
Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	61%	61%
Considering everything, how satisfied are you with your job?	80%	69%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.


**DEFENSE INTELLIGENCE AGENCY**
**2009 Annual Human Capital Survey MC Directorate Report**
**Overall Satisfaction with Key Workforce Dimensions**

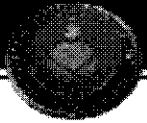
The overall satisfaction section of the survey captures satisfaction with key workforce dimensions. In MC, between 2008 and 2009, satisfaction with the dimension Office Leadership showed a statistically significant increase.

There were no statistically significant decreases in satisfaction with key workforce dimensions for MC respondents between 2008 and 2009.

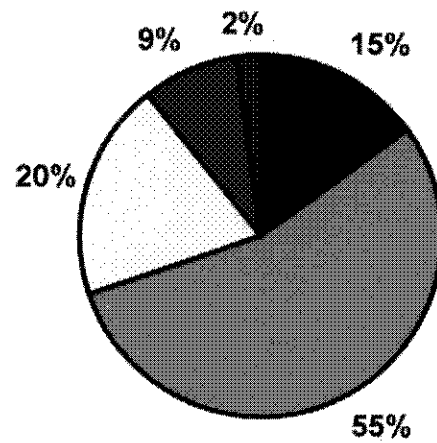
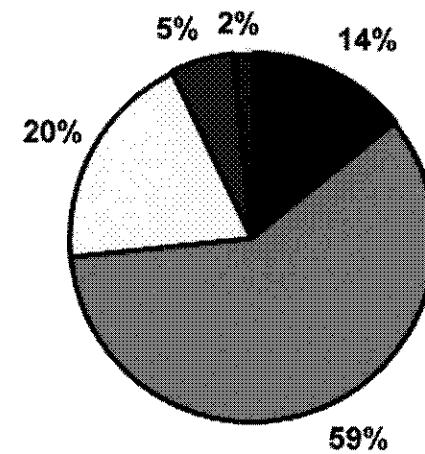
	% Positive		
	2007	2008	2009
<b>Considering everything, how satisfied are you with DIA?</b>	<b>67%</b>	<b>70%</b>	<b>73%</b>
How satisfied are you with DIA's ability to accomplish its mission?	78%	78%	79%
How satisfied are you with the recognition you receive for doing a good job?	47%	54%	59%
How satisfied are you with the performance feedback you receive at DIA?	49%	54%	63%
How satisfied are you with your involvement in decisions that affect your work?	44%	63%	73%
How satisfied are you with DIA's organizational culture?	53%	48%	63%
How satisfied are you with the facilities and resources available to you at your primary work location?	64%	70%	71%
How satisfied are you with the training you receive for your present job at DIA?	58%	61%	71%
How satisfied are you with your career advancement opportunities at DIA?	47%	37%	48%
How satisfied are you with your opportunity to get a better job in your organization?	38%	43%	41%
How satisfied are you with the policies and practices of DIA's senior leaders?	64%	54%	57%
How satisfied are you with the policies and practices of management in your <b>office</b> ?	-	52%	73%
How satisfied are you with the policies and practices of management in your <b>division</b> ?	47%	59%	73%
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	65%	68%
How satisfied are you with your supervisor?	76%	70%	77%
How satisfied are you with your workgroup?	82%	83%	80%
Considering everything, how satisfied are you with your pay?	64%	-	64%
Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	-	70%	61%
Considering everything, how satisfied are you with your job?	76%	76%	80%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

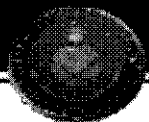
Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.


**DEFENSE INTELLIGENCE AGENCY**
**2009 Annual Human Capital Survey MC Directorate Report**

Responses to the item

*Considering everything, how satisfied are you with DIA?*
**2008**

**2009**


Overall satisfaction levels of MC respondents increased between 2008 and 2009. Seventy-three percent of MC respondents were satisfied or very satisfied with DIA in 2009, compared to 70% in 2008. Seven percent of MC respondents were dissatisfied or very dissatisfied with DIA in 2009, compared to 11% in 2008.


**DEFENSE INTELLIGENCE AGENCY**
**2009 Annual Human Capital Survey MC Directorate Report**
**Trends and Notable Items**

Ninety-six items in the 2009 AHCS were also included in the 2008 AHCS. Among items asked both years:

Scores for 10 items show a statistically significant increase

No item scores show a statistically significant decrease

Scores for 86 items do not show a statistically significant change

**% Positive  
2009**

**HIGHEST SCORING ITEMS**

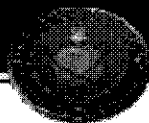
DIA's mission is important.	98%
The work I do is important.	89%
DIA's mission is clearly defined.	88%
I know how my work relates to the Agency's goals and priorities.	88%
I understand how the goals of my directorate are related to DIA's mission.	88%

**LOWEST SCORING ITEMS**

Pay raises depend on how well employees perform their jobs.	23%
Promotions in my workgroup are based on merit.	38%
Awards in my work unit depend on how well employees perform their jobs.	41%
How satisfied are you with your opportunity to get a better job in your organization?	41%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

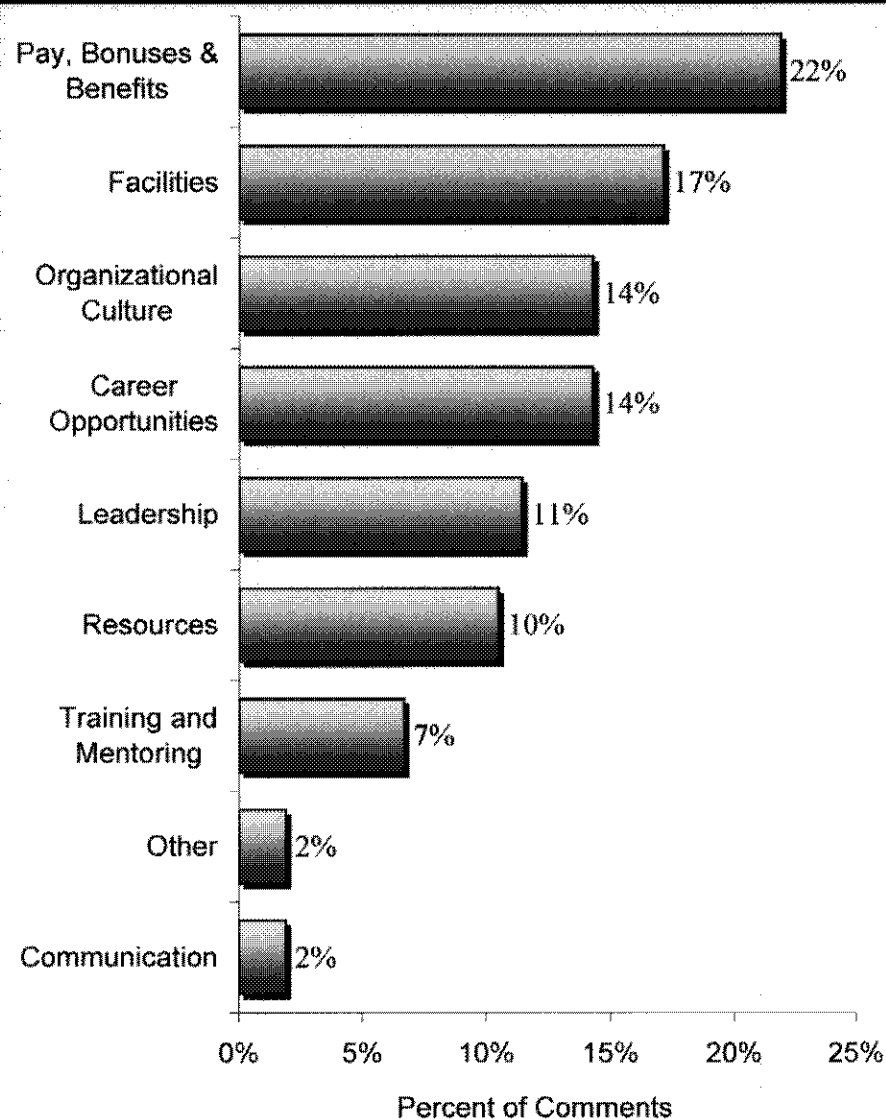
*Note: Green cells indicate a statistically significant increase from the previous year, while red cells indicate a statistically significant decrease from the previous year.*



## DEFENSE INTELLIGENCE AGENCY

## 2009 Annual Human Capital Survey MC Directorate Report

## Open End Comment Themes

**Career Opportunities**

Comments related to career paths, promotional opportunities, job fit, and skill match to current position

**Communication**

Comments related to communication and collaboration between leadership and employees, supervisors and subordinates, and Intelligence Community components

**Facilities**

Comments related to equipment, workspace, parking, cafeteria, gym and general location and traffic

**Leadership**

Comments related to leadership style, accessibility, and accountability of DIA's senior leaders

**Organizational Culture**

Comments related to Agency culture, employee accountability, work life balance, reorganizations, and bureaucracy

**Pay, Bonuses, & Benefits**

Comments related to pay modernization, bonuses, awards, fairness of the promotion process, salary, benefits, and student loan repayment

**Resources**

Comments related to people, financial, and IT resources and customer service

**Training & Mentoring**

Comments related to training and mentoring opportunities, both at DIA Headquarters and in the field


**DEFENSE INTELLIGENCE AGENCY**
**2009 Annual Human Capital Survey MC Directorate Report Appendix**

Annual Human Capital Survey Items

MC  
2007 2008 2009  
% Positive

Overall Satisfaction	2007	2008	2009
<b>Considering everything, how satisfied are you with DIA?</b>	<b>67%</b>	<b>70%</b>	<b>73%</b>
How satisfied are you with DIA's ability to accomplish its mission?	78%	78%	79%
How satisfied are you with the recognition you receive for doing a good job?	47%	54%	59%
How satisfied are you with the performance feedback you receive at DIA?	49%	54%	63%
How satisfied are you with your involvement in decisions that affect your work?	44%	63%	73%
How satisfied are you with DIA's organizational culture?	53%	48%	63%
How satisfied are you with the facilities and resources available to you at your primary work location?	64%	70%	71%
How satisfied are you with the training you receive for your present job at DIA?	58%	61%	71%
How satisfied are you with your career advancement opportunities at DIA?	47%	37%	48%
How satisfied are you with your opportunity to get a better job in your organization?	38%	43%	41%
How satisfied are you with the policies and practices of DIA's senior leaders?	64%	54%	57%
How satisfied are you with the policies and practices of management in your <b>office</b> ?	-	52%	73%
How satisfied are you with the policies and practices of management in your <b>division</b> ?	47%	59%	73%
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	65%	68%
How satisfied are you with your supervisor?	76%	70%	77%
How satisfied are you with your workgroup?	82%	83%	80%
Considering everything, how satisfied are you with your pay?	64%	-	64%
Considering everything, how satisfied are you with your total compensation (salary, bonus, etc.)?	-	70%	61%
Considering everything, how satisfied are you with your job?	76%	76%	80%

*This item was asked of civilian employees only*

MC  
2007 2008 2009  
% Positive

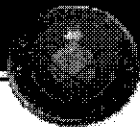
Are you considering leaving DIA within the next year, and if so, why?	2007	2008	2009
No, I plan to stay at DIA	53%	58%	72%
Yes, to retire	3%	5%	0%
Yes, to take another government job within the Intelligence Community*	19%	3%	2%
Yes, to take another job outside of the IC and within the Federal Government*		16%	9%
Yes, to take another job outside the Federal Government	9%	11%	4%
Yes, for another reason	16%	8%	13%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.

\*This distinction within the Federal Government was not asked prior to 2008.





## DEFENSE INTELLIGENCE AGENCY

## 2009 Annual Human Capital Survey MC Directorate Report Appendix

Annual Human Capital Survey Items	MC		
	2007	2008	2009
% Positive			
<b>Agency Goals and Mission Accomplishment</b>			
DIA's mission is clearly defined.	91%	93%	88%
DIA's mission is important.	100%	98%	98%
DIA's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	60%	73%	80%
I know how my work relates to DIA's goals and priorities.	89%	87%	88%
I understand how the goals of my directorate are related to DIA's mission.	82%	89%	88%
Managers review and evaluate DIA's progress toward meeting its goals and objectives.	56%	66%	66%
Managers communicate the goals and priorities of the organization.	60%	71%	79%
<b>Performance Feedback and Recognition</b>			
My performance appraisal/evaluation is a fair reflection of my performance.	69%	76%	52%
Discussions with my supervisor about my performance are worthwhile.	58%	58%	66%
I am held accountable for achieving results.	84%	83%	80%
Awards in my work unit depend on how well employees perform their jobs.	-	37%	41%
At DIA, job openings are filled by the most qualified internal or external candidates.	22%	41%	48%
Promotions in my workgroup are based on merit.	31%	28%	38%
All DIA employees have an equal opportunity to succeed independent of their age, disability, gender, race, nationality, ethnicity, religion, or sexual orientation.	60%	70%	63%
In my work unit, differences in performance are recognized in a meaningful way.	33%	33%	45%
In my workunit, steps are taken to deal with a poor performer who cannot or will not improve.	36%	26%	40%
Pay raises depend on how well employees perform their jobs.	22%	28%	23%
Employees are rewarded for providing high quality products and services to customers.	-	53%	45%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	53%	59%	48%
My supervisor sets and revises my performance objectives as needed during the performance cycle.	-	-	59%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.

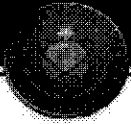



**DEFENSE INTELLIGENCE AGENCY**
**2009 Annual Human Capital Survey MC Directorate Report Appendix**

Annual Human Capital Survey Items	MC		
	2007	2008	2009
	% Positive		
<b>Organizational Environment</b>			
Physical conditions (for example noise level, temperature, lighting, workspace, cleanliness in the workplace) allow employees to perform their jobs well.	67%	80%	71%
Employees are protected from health and safety hazards on the job.	73%	86%	79%
DIA has prepared employees for potential security threats.	67%	87%	82%
The computer assigned to me is adequate to do my job.	56%	70%	68%
I have the IT support I need to do my job.	40%	57%	55%
<b>Career Development</b>			
DIA provides high quality training to employees.	62%	72%	68%
I am given a real opportunity to improve my skills in my organization.	62%	78%	80%
Supervisors in my work unit support employee development.	67%	69%	66%
My training needs are assessed.	31%	49%	53%
<i>The next item was asked to <u>civilian</u> employees only</i>			
I understand the steps I need to take to move forward in my career path.	62%	67%	65%
<b>My Direct Supervisor</b>			
My supervisor maintains high standards of honesty and integrity.	87%	76%	79%
My supervisor is available to me when I need direction.	82%	80%	86%
My supervisor actively supports my learning and career development.	78%	76%	88%
My supervisor has the skills and experience needed to perform his or her job.	78%	72%	75%
I am satisfied with the information I receive from my supervisor about what's going on in my workgroup.	69%	70%	71%
I have trust and confidence in my supervisor.	76%	67%	70%
My supervisor supports my need to balance work and family issues.	89%	80%	88%
Overall, how good a job do you feel is being done by your immediate supervisor/team lead?	73%	70%	77%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.



## DEFENSE INTELLIGENCE AGENCY

## 2009 Annual Human Capital Survey MC Directorate Report Appendix

Annual Human Capital Survey Items	MC		
	2007	2008	2009
	% Positive		
<b>Leadership in my Division</b>			
My division leadership listens to employees' concerns.*	40%	63%	50%
I have a high level of respect for leadership in my division at DIA.*	47%	53%	58%
In my division, leadership maintains high standards of honesty and integrity.*	47%	63%	54%
I am satisfied with the information I receive from division leadership about what's going on in my division.*	44%	50%	52%
<b>Leadership in my Office</b>			
My office leadership listens to employees' concerns.	-	51%	65%
I have a high level of respect for leadership in my office at DIA.	-	56%	63%
In my office, leadership maintains high standards of honesty and integrity.	-	67%	65%
I am satisfied with the information I receive from office leadership about what's going on in my office.	-	62%	65%
<b>DIA Executive Leadership</b>			
DIA's executive leadership maintains high standards of honesty and integrity.	69%	67%	75%
I am satisfied with the information I receive from executive leadership about what's going on in the Agency.	60%	57%	75%
Executive leadership consistently takes positive steps to create a successful organization.	53%	61%	66%
I have a high level of respect for DIA's senior leaders.	67%	75%	73%
<b>My Workgroup</b>			
The people I work with cooperate to get the job done.	87%	87%	86%
I trust the people in my workgroup.	76%	78%	77%
The people I work with are committed to DIA's mission.	82%	89%	84%
The people I work with are highly skilled.	73%	89%	88%
My workgroup is able to recruit people with the right skills.	53%	82%	71%
My work unit is able to retain people who are strong performers.	53%	66%	73%
The skill level in my work group has improved in the past year.	-	-	64%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.

\* Significance testing was not performed on 2007 scores due to changes to the response options in 2007.


**DEFENSE INTELLIGENCE AGENCY**
**2009 Annual Human Capital Survey MC Directorate Report Appendix**

Annual Human Capital Survey Items	MC		
	2007	2008	2009
	% Positive		
<b>Job</b>			
The work I do is important.	98%	95%	89%
I like the kind of work I do.	96%	89%	86%
My work gives me a feeling of personal accomplishment.	93%	80%	82%
My talents are used well in the workplace.	78%	72%	71%
My workload is reasonable.	60%	78%	84%
I have enough information to do my job well.	-	-	84%
<i>The next 2 items were asked to civilian employees with one year or less tenure at DIA only</i>			
Before I accepted a job at DIA, I was provided a realistic job preview.	-	75%	70%
I was placed in a division that matches my professional interests.	-	75%	80%
<b>IC Transformation</b>			
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	64%	52%	61%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	87%	89%	80%
Employees in my work unit share job knowledge with each other.	78%	78%	78%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	80%	81%	81%
How easy or difficult is it to share knowledge and collaborate on work-related matters with members of the IC who are outside of your own agency or IC component?	52%	57%	49%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	67%	76%	68%
My supervisor emphasizes collaboration and information sharing with other IC agencies and components.	-	-	70%
<b>Additional Item</b>			
How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC component?			
At least once a day	18%	15%	11%
Less than once a day, but at least once a week	22%	26%	25%
Less than weekly, but at least monthly	24%	20%	18%
Some, but less than once a month	29%	28%	30%
Not at All	7%	11%	16%

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

Note: Green and light green cells indicate a statistically significant increase from the previous year, while red and light red cells indicate a statistically significant decrease from the previous year.