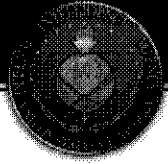


# **2011 Annual Human Capital Survey: NDIC Report**



**Directorate for Human Capital**  
**Prepared by HCS-3 Workforce Analytics**  
**August 2011**

This briefing is classified  
**UNCLASSIFIED**



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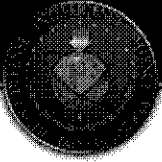
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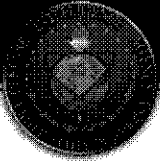
# Why are Employee Perceptions Important?

Employee satisfaction and commitment are critical to maintaining high performing organizations and attracting and retaining top talent

- The US Merit Systems Protection Board (MSPB) found significant relationship between employee engagement and mission accomplishment in federal agencies<sup>1</sup>. MSPB found that higher levels of employee engagement are correlated with:
  - Higher scores on the program results/accountability portion of OMB's Program Assessment Rating Tool (PART)
  - An employee's intent to leave the agency
  - An agency's average sick leave use
  - Levels of equal employment opportunity (EEO) complaint activity
- Numerous studies of private and public sector organizations have demonstrated a positive relationship between employee satisfaction and engagement and desired organizational outcomes including customer satisfaction, productivity, and profitability.<sup>2</sup>

<sup>1</sup> U.S. Merit Systems Protection Board. *The Power of Federal Employee Engagement*. Washington DC, 2008.

<sup>2</sup> J. K. Harter, F. L. Schmidt, and T. L. Hayes, *Business-Unit Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-analysis*, *Journal of Applied Psychology*, 87, 2002.; Corporate Leadership Council, *Driving Employee Performance and Retention through Engagement: A Quantitative Analysis of the Effectiveness of Employee Engagement Strategies*, Corporate Executive Board, Washington DC, 2004; T.E. Becker, R.S. Billings, D.M. Eveleth, and N.L. Gilbert, *Foci and Bases of Employee Commitment: Implications for Job Performance*, *Academy of Management Journal*, 39, 1996.



# Survey Methodology

## Survey Overview

**About the Survey:** DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2011 Intelligence Community Survey by incorporating survey items from the Intelligence Community Survey into the AHCS. The AHCS measures employee perceptions across the dimensions that drive employee satisfaction and identifies trends and changes over time.

**Administration:** The 2011 AHCS was open to all military and civilian DIA employees between April 4th and May 6th, 2011. Surveys were administered via a web-based technology; employees received an email notification that included a link to the survey on JWICS or SIPRNet.

**Response Rate:** The Agency response rate is 53%. Based on this response rate, the confidence level is 99% +/- 1.03%.

**Data Analysis and Reporting:** Data were collected and analyzed by DIA's Workforce Analytics Team (HCS-3). 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 2011 Intelligence Community Survey, and OPM's Federal Employee Viewpoint Survey.

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

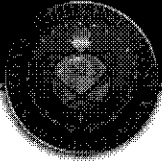
## Note on Significance Testing

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 font 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 limits 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.



# Agency Respondent Profile

The survey respondent population is representative of the DIA onboard population by key demographics.

|                        | Survey Respondents |              | Onboard Population |              |
|------------------------|--------------------|--------------|--------------------|--------------|
| <b>Employee Status</b> | Civilian           | Military     | Civilian           | Military     |
|                        | 84%                | 16%          | 81%                | 19%          |
| <b>Gender</b>          | Male               | Female       | Male               | Female       |
|                        | 68%                | 32%          | 68%                | 32%          |
| <b>Race/Ethnicity</b>  | Minority           | Non-Minority | Minority           | Non-Minority |
|                        | 30%                | 70%          | 29%                | 71%          |
| <b>Work Location</b>   | DIAC               | Other        | DIAC               | Other        |
|                        | 34%                | 66%          | 32%                | 68%          |

|  |                                      | Survey Respondents | Onboard Population |
|--|--------------------------------------|--------------------|--------------------|
| <b>Civilian Pay Band and Military Rank</b> |                                      |                    |                    |
| Civilian                                   | Band 1 - 3                           | 49%                | 50%                |
|  | Band 4                               | 36%                | 36%                |
|  | Band 5                               | 12%                | 11%                |
|  | DISES/DISL                           | 3%                 | 2%                 |
| Military                                   | Military Enlisted & Warrant Officers | 53%                | 55%                |
|  | Military Officer                     | 47%                | 45%                |

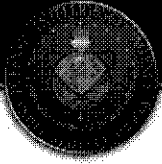
| Directorate/COCOM        | Survey Respondents | Onboard Population |
|--------------------------|--------------------|--------------------|
| <b>Command Element</b>   | 1.2%               | 1.1%               |
| AE                       | 1.4%               | 1.0%               |
| CP                       | 0.4%               | 0.3%               |
| EO                       | 0.4%               | 0.2%               |
| FE                       | 2.6%               | 2.3%               |
| GC                       | 0.4%               | 0.2%               |
| IE                       | 1.0%               | 0.7%               |
| IG                       | 0.6%               | 0.6%               |
| MM                       | 0.5%               | 0.4%               |
| DA                       | 6.3%               | 6.3%               |
| DI                       | 21.5%              | 21.7%              |
| DJ                       | 2.2%               | 1.7%               |
| DS                       | 9.0%               | 9.2%               |
| DT                       | 2.5%               | 2.7%               |
| DX                       | 24.8%              | 26.3%              |
| HC                       | 4.6%               | 4.4%               |
| J2                       | 3.0%               | 2.9%               |
| J3                       | 3.1%               | 3.1%               |
| JFMPO                    | 0.3%               | 0.2%               |
| US AFRICOM               | 1.5%               | 1.9%               |
| US CENTCOM               | 3.0%               | 3.2%               |
| US CYBERCOM              | 0.4%               | 0.5%               |
| US EUCOM                 | 1.6%               | 1.8%               |
| US JFCOM                 | 1.0%               | 1.0%               |
| US NORTHCOM              | 0.7%               | 0.9%               |
| US PACOM, USFJ, and USFK | 3.3%               | 2.2%               |
| US SOCOM                 | 2.0%               | 2.3%               |
| US SOUTHCOM              | 0.6%               | 1.2%               |
| US STRATCOM              | 1.1%               | 1.2%               |
| US TRANSCOM              | 0.7%               | 0.6%               |
| OTHER                    | 0.5%               | 0.3%               |

Note: Tables displaying eZHR data are bordered in orange.

# 2011 Annual Human Capital Survey: NDIC Report



## Key Indices

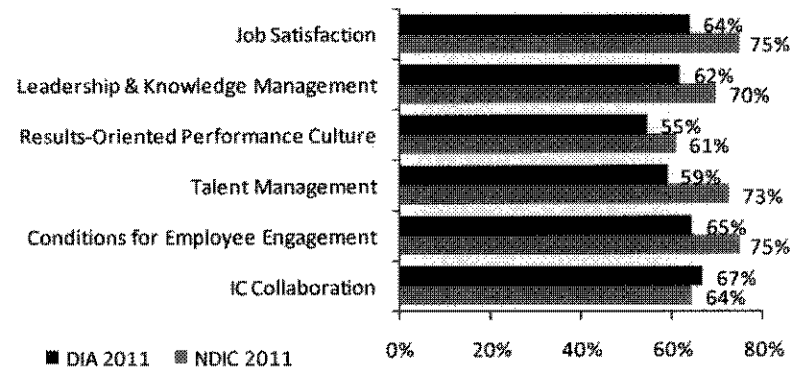


## Key Indices

*This year, six indices were calculated to aggregate related individual items together into one easy to understand score. Each index score is calculated by taking an average of all its individual component item scores.*

*OPM calculates four Human Capital Assessment and Accountability Framework (HCAAF) indices to track progress towards HCAAF objectives and the Conditions of Employee Engagement index to measure workforce engagement. ODNI calculates an IC Collaboration index to track levels of collaboration across the Intelligence Community.*

**2011 Index Comparison Scores**

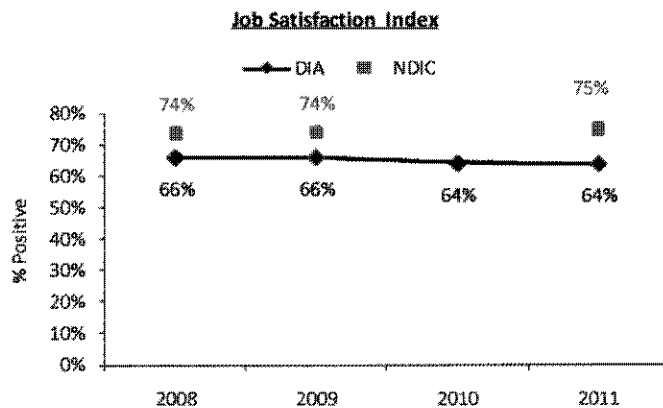




# Job Satisfaction Index

## Description

The Job Satisfaction Index is part of OPM's Human Capital Assessment and Accountability Framework and is composed of seven items. This index measures the degree to which employees are satisfied with their jobs, including liking their work and feeling it is important, feeling satisfied with their involvement in decisions affecting their work, their ability to get a better job, and their pay.

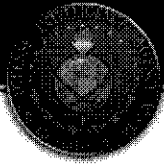


Note: Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, sub-group results are not available for 2010.

| Job Satisfaction Index Items<br>% Positive  | NDIC 2011 | DIA 2011 |
|---|-----------|----------|
| The work I do is important.   | 89%       | 84%      |
| I like the kind of work I do.   | 91%       | 77%      |
| My work gives me a feeling of personal accomplishment.                                | 89%       | 72%      |
| Considering everything, how satisfied are you with your job?                          | 82%       | 66%      |
| Considering everything, how satisfied are you with your pay?                          | 78%       | 64%      |
| How satisfied are you with your involvement in decisions that affect your work?       | 56%       | 49%      |
| How satisfied are you with your opportunity to get a better job in your organization? | 38%       | 35%      |

\*Overall Satisfaction dimension refers to the single item "Considering everything, how satisfied are you with DIA?" while the other index scores are aggregated from a series of related items.

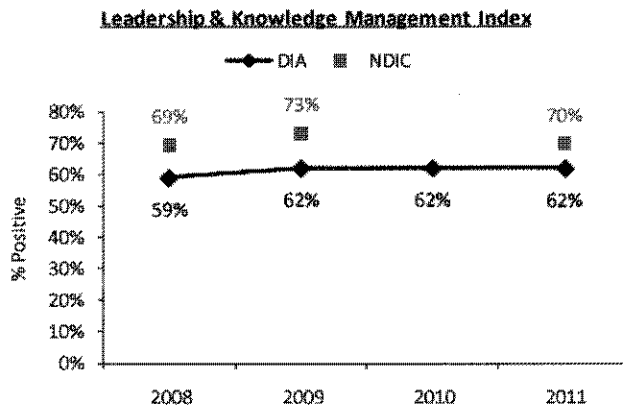




# Leadership & Knowledge Management Index

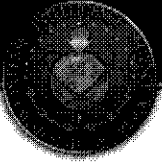
## Description

The Leadership & Knowledge Management Index is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 12 items. This index measures the degree to which supervisors and senior leaders are perceived as trustworthy, respected, motivating, and effective overall.



Note: Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, subgroup results are not available for 2010.

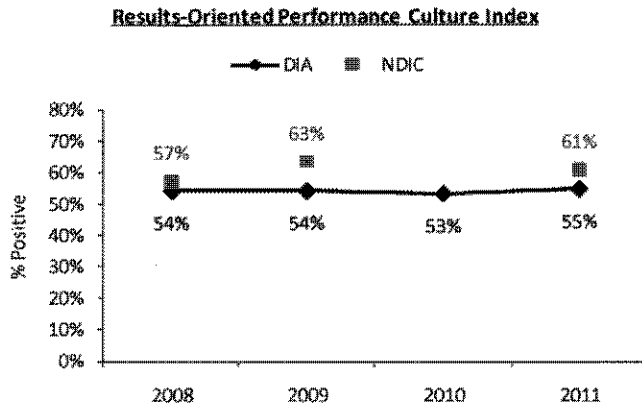
| Leadership & Knowledge Management Index Items<br>% Positive   | NDIC<br>2011 | DIA<br>2011 |
|---|--------------|-------------|
| Employees are protected from health and safety hazards on the job.  | 85%          | 78%         |
| My organization has prepared employees for potential security threats.  | 80%          | 73%         |
| Overall, how good a job do you feel is being done by your immediate supervisor?                                 | 73%          | 72%         |
| I have trust and confidence in my supervisor.   | 71%          | 70%         |
| My workload is reasonable.  | 65%          | 69%         |
| Managers work well with employees of different backgrounds.   | 67%          | 67%         |
| I have a high level of respect for my organization's senior leaders.  | 78%          | 61%         |
| Managers communicate the goals and priorities of the organization.  | 75%          | 58%         |
| Managers review and evaluate the organization's progress toward meeting its goals and objectives.               | 69%          | 58%         |
| How satisfied are you with the information you receive from management on what's going on in your organization? | 65%          | 50%         |
| How satisfied are you with the policies and practices of your senior leaders?                                   | 60%          | 45%         |
| In my organization, leaders generate high levels of motivation and commitment in the workforce.                 | 49%          | 41%         |



# Results-Oriented Performance Culture Index

## Description

The Results-Oriented Performance Culture Index is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 13 items. This index measures the degree to which employees can see a linkage between their work and the mission, goals, and performance of the agency. It also gauges whether employees believe that high performers are recognized, rewarded, and promoted, and whether the agency effectively deals with poor performance.



Note: Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, subgroup results are not available for 2010.

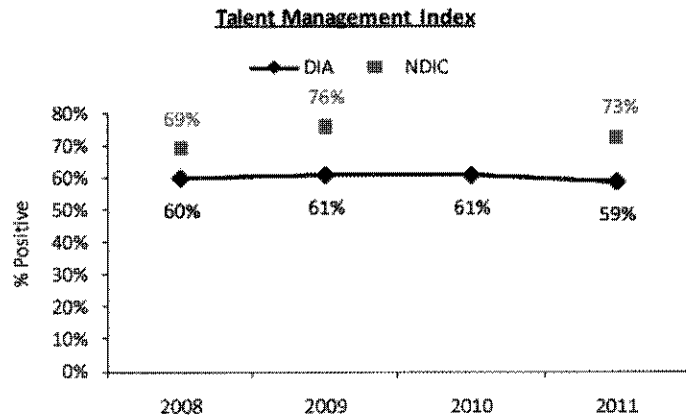
| Results-Oriented Performance Culture Index Items   | NDIC 2011 | DIA 2011 |
|--|-----------|----------|
| The people I work with cooperate to get the job done.  | 84%       | 83%      |
| My supervisor supports my need to balance work and other life issues.                          | 85%       | 82%      |
| I know how my work relates to the Agency's goals and priorities.                               | 91%       | 82%      |
| Physical conditions allow employees to perform their job well.                                 | 71%       | 63%      |
| My performance appraisal is a fair reflection of my performance.                               | 72%       | 62%      |
| Discussions with my supervisor about my performance are worthwhile.                            | 65%       | 62%      |
| How satisfied are you with the recognition you receive for doing a good job?                   | 51%       | 49%      |
| Employees have a feeling of personal empowerment with respect to work processes.               | 55%       | 44%      |
| Creativity and innovation are rewarded.  | 56%       | 41%      |
| In my work unit, differences in performance are recognized in a meaningful way.                | 43%       | 40%      |
| Promotions in my work unit are based on merit.   | 48%       | 35%      |
| In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 35%       | 34%      |
| Pay raises depend on how well employees perform their job.                                     | 30%       | 26%      |



# Talent Management Index

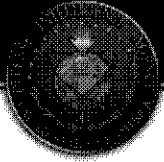
## Description

The Talent Management Index is part of OPM's Human Capital Assessment and Accountability Framework and is composed of seven items. This index measures employee perceptions concerning their organization's ability to recruit and continuously improve top talent. It also gauges the degree to which employees see themselves as being fully utilized and developed.



Note: Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, subgroup results are not available for 2010.

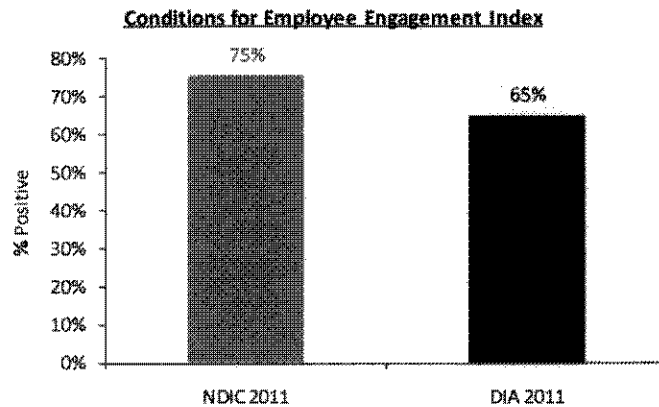
| Talent Management Index Items<br>% Positive   | NDIC<br>2011 | DIA<br>2011 |
|---|--------------|-------------|
| The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 78%          | 70%         |
| Supervisors in my work unit support employee development.   | 84%          | 69%         |
| My talents are used well in the workplace.  | 69%          | 62%         |
| I am given a real opportunity to improve my skills in my organization.                                | 80%          | 57%         |
| How satisfied are you with the training you receive for your present job?                             | 73%          | 55%         |
| My work unit is able to recruit people with the right skills.   | 62%          | 53%         |
| My training needs are assessed.   | 61%          | 45%         |



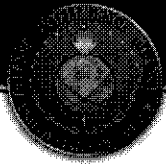
# Conditions for Employee Engagement Index

## Description

The Conditions for Employee Engagement Index was developed by OPM and is composed of eight items. This index measures the degree to which employees find meaning in their work, take pride in the work that they do and where they do it, and believes their agency values them.



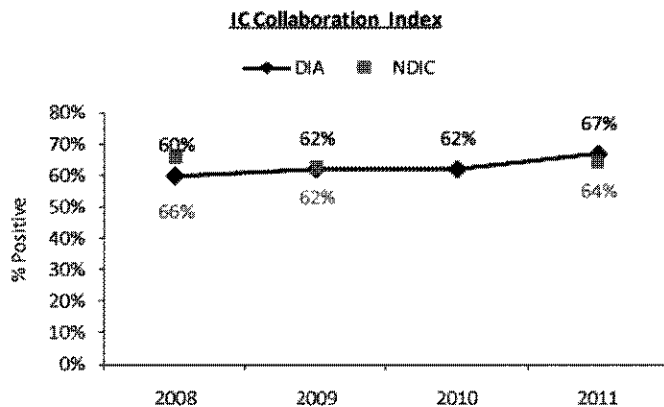
| Conditions for Employee Engagement Index Items<br>% Positive                                    | NDIC<br>2011 | DIA<br>2011 |
|---|--------------|-------------|
| I know what is expected of me on the job.   | 85%          | 80%         |
| My supervisor listens to what I have to say.  | 80%          | 77%         |
| My work gives me a feeling of personal accomplishment.  | 89%          | 72%         |
| Supervisors in my work unit support employee development.                                       | 84%          | 69%         |
| My talents are used well in the workplace.  | 69%          | 62%         |
| Managers communicate the goals and priorities of the organization.                              | 75%          | 58%         |
| I feel encouraged to come up with new and better ways of doing things.                          | 68%          | 56%         |
| In my organization, leaders generate high levels of motivation and commitment in the workforce. | 49%          | 41%         |



# IC Collaboration Index

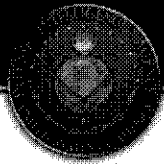
## Description

The IC Collaboration Index was developed by ODNI and is composed of six items. This index measures employee perceptions related to the progress of the IC's transformation. It gauges whether employees feel a sense of community (shared mission and values) across the IC, as well as the importance they place on collaboration in accomplishing our mission. The index also gauges how often and how easily employees are able to share knowledge and collaborate with colleagues in other agencies.



Note: Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, subgroup results are not available for 2010.

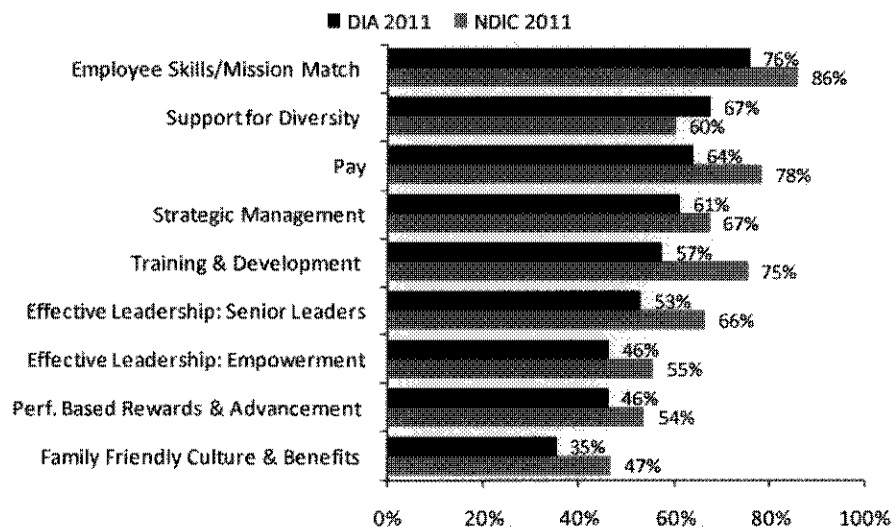
| IC Collaboration Index Items<br>% Positive  | NDIC<br>2011 | DIA<br>2011 |
|---|--------------|-------------|
| I have the opportunity to work directly with members of other IC agencies or components when necessary.   | 85%          | 85%         |
| Our mission depends on IC agencies and components sharing knowledge and collaborating.  | 85%          | 83%         |
| My work products are improved when I can collaborate with colleagues from other IC agencies and components.   | 68%          | 75%         |
| 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? | 51%          | 58%         |
| I feel a sense of community (i.e., shared mission and values) with other employees across the IC.   | 60%          | 56%         |
| How often do you share knowledge and collaborate on work-related matters with members of the IC who are outside of your own agency or IC component?               | 38%          | 46%         |



# Best Places to Work Indices

## Description

Each year, the Partnership for Public Service ranks Federal Agencies based on their survey results. DIA participates in this ranking as part of the aggregate IC score. The Partnership for Public Service measure 10 indices, including the Best Places to Work ranking. Whereas the other indices are calculated via an average of the composite items, the Best Places to Work ranking calculation, based on the three items below, is proprietary to the Partnership for Public Service.



| Best Places to Work Index Items<br>% Positive                         | NDIC<br>2011 | DIA<br>2011 |
|---|--------------|-------------|
| I recommend my organization as a good place to work.                  | 73%          | 58%         |
| Considering everything, how satisfied are you with your job?          | 82%          | 66%         |
| Considering everything, how satisfied are you with your organization? | 80%          | 64%         |

# **2011 Annual Human Capital Survey: NDIC Report**



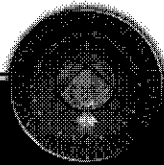
## **Key Dimension Analysis**



# Key Dimensions Items

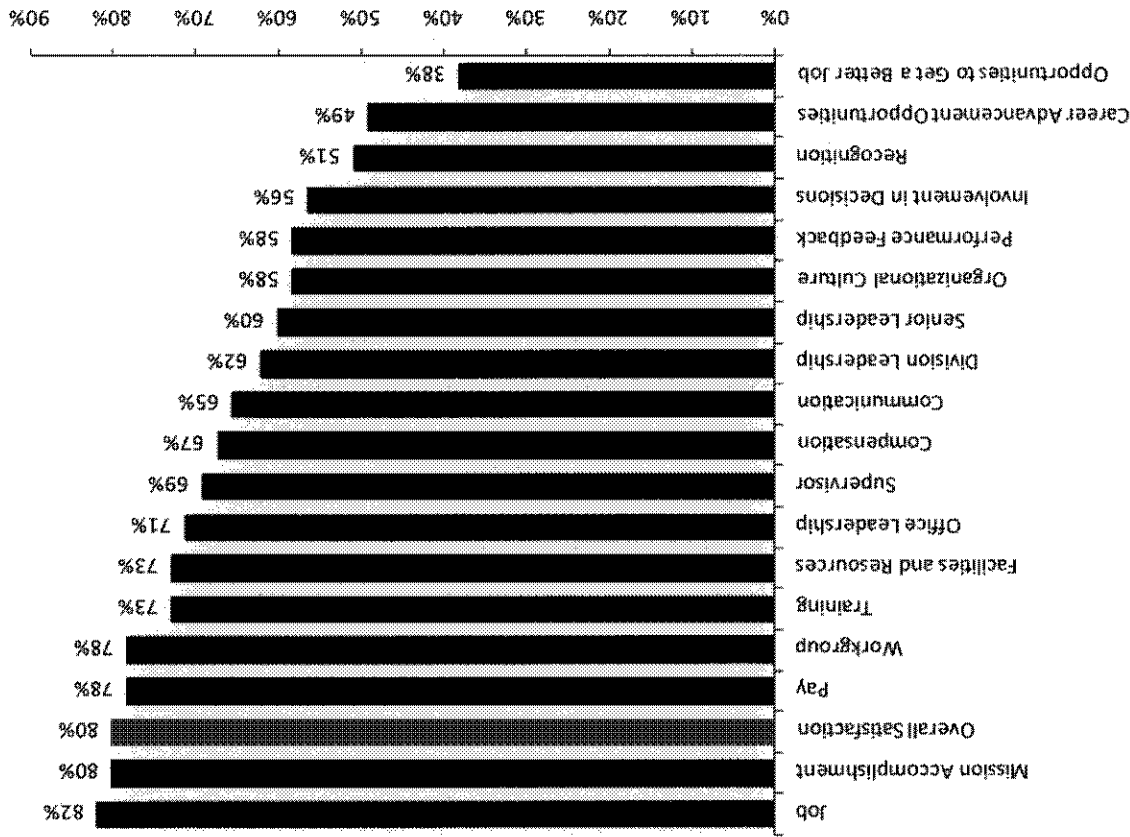
| Key Dimensions Item               |   |
|-----------------------------------|---|
| Overall Satisfaction              | Considering everything, how satisfied are you with DIA?   |
| Mission Accomplishment            | How satisfied are you with DIA's ability to accomplish its mission?   |
| Recognition                       | How satisfied are you with the recognition you receive for doing a good job?                                    |
| Performance Feedback              | How satisfied are you with the performance feedback you receive at DIA?   |
| Involvement in Decisions          | How satisfied are you with your involvement in decisions that affect your work?                                 |
| Organizational Culture            | How satisfied are you with DIA's organizational culture?  |
| Facilities and Resources          | How satisfied are you with the facilities and resources available to you at your primary work location?         |
| Training                          | How satisfied are you with the training you receive for your present job at DIA?                                |
| Career Advancement Opportunities  | How satisfied are you with your career advancement opportunities at DIA?  |
| Opportunities to Get a Better Job | How satisfied are you with your opportunity to get a better job in your organization?                           |
| Senior Leadership                 | How satisfied are you with the policies and practices of DIA's senior leaders?                                  |
| Office Leadership                 | How satisfied are you with the policies and practices of management in your office?                             |
| Division Leadership               | How satisfied are you with the policies and practices of management in your division?                           |
| Communication                     | How satisfied are you with the information you receive from management on what's going on in your organization? |
| Supervisor                        | How satisfied are you with your supervisor?   |
| Workgroup                         | How satisfied are you with your workgroup?  |
| Pay                               | Considering everything, how satisfied are you with your pay?  |
| Compensation                      | Considering everything, how satisfied are you with your total compensation (salary, bonus, etc.)?               |
| Job                               | Considering everything, how satisfied are you with your job?  |

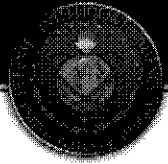




# NDIC Satisfaction with Key Dimensions

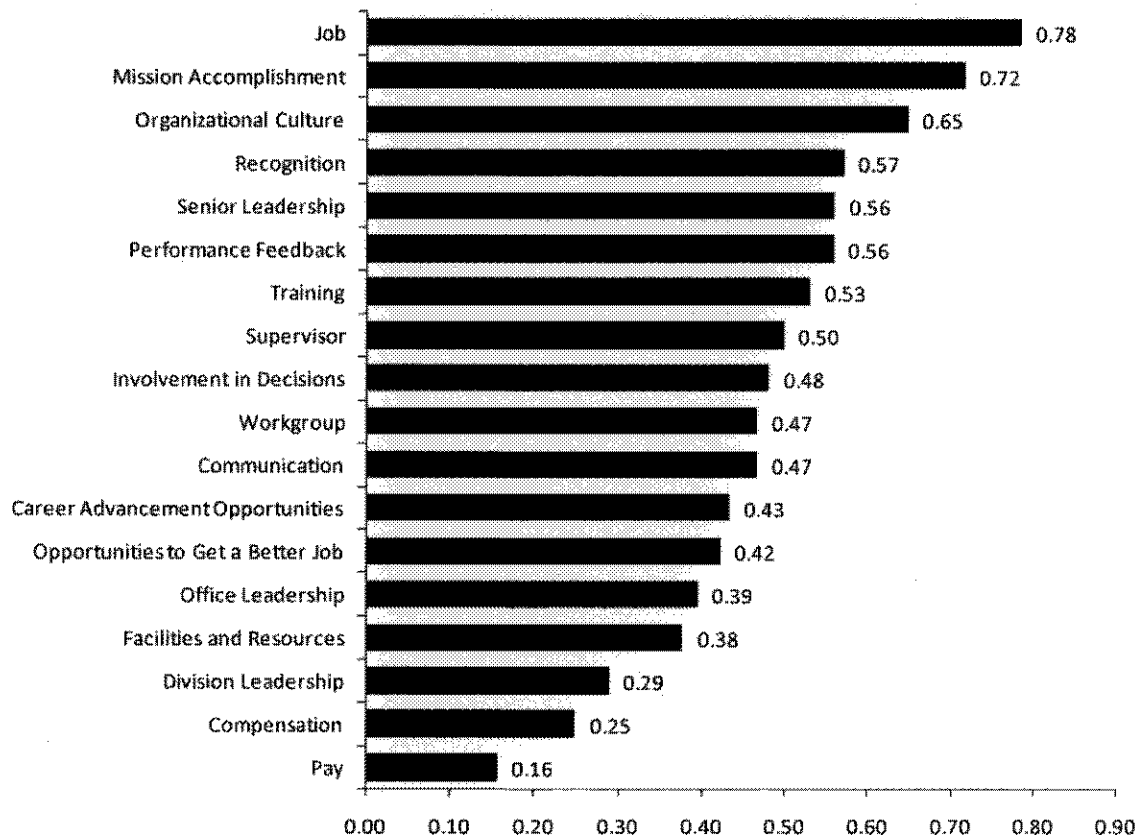
NDIC Satisfaction Scores by Key Dimensions





# NDIC Importance of Key Dimensions

NDIC Importance Values by Key Dimension



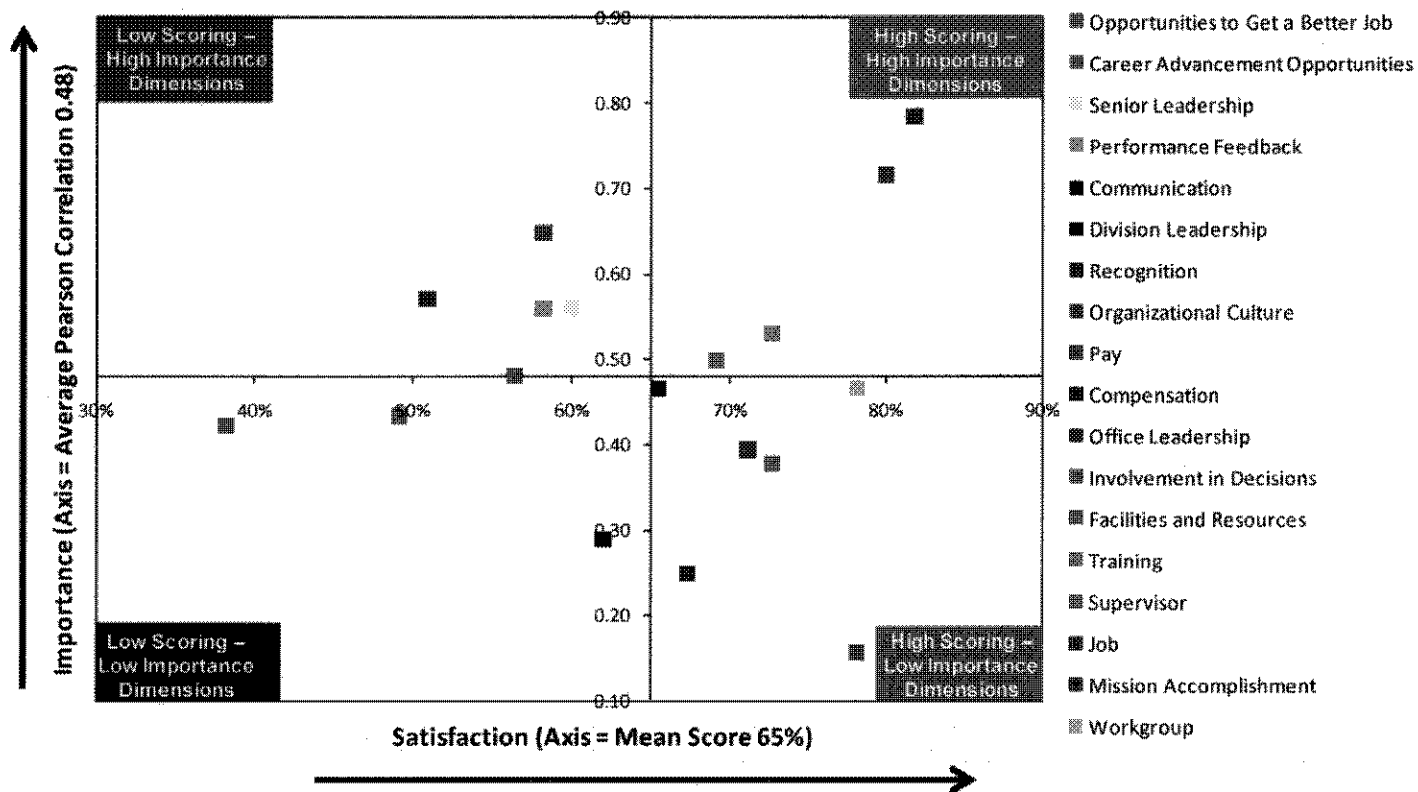
Importance values (Pearson's correlation coefficient) shows the strength of the relationship between each key dimension and overall satisfaction. The **strongest** correlations have the highest values while the **least strong** correlations have the lowest values.

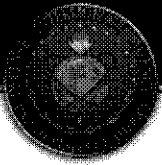
Note: Importance values are derived by determining the level of correlation between the specific dimension to the employee's overall level of satisfaction.



# 2011 AHCS Satisfaction-Importance Matrix for NDIC

The Satisfaction-Importance Matrix plots the satisfaction scores to the key workplace dimensions against its Pearson's correlation coefficient. This matrix provides a framework for identifying areas of success and areas of future focus.





# 2011 AHCS Performance-Importance Matrix for NDIC

| Low Scoring - High Importance Dimensions   | High Scoring - High Importance Dimensions   |
|--|---|
| <p>Low scoring – high importance dimensions are those that employees rate relatively unfavorably and are important to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none"> <li>• Performance Feedback</li> <li>• Recognition</li> <li>• Senior Leadership</li> <li>• Organizational Culture</li> <li>• Involvement in Decisions</li> </ul> | <p>High scoring – high importance dimensions are those that employees rate relatively favorably and are important to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none"> <li>• The Job</li> <li>• Mission Accomplishment</li> <li>• Supervisor</li> <li>• Training</li> </ul>  |
| <p>Low Scoring - Low Importance Dimensions</p>   | <p>High Scoring - Low Importance Dimensions</p>   |
| <p>Low scoring – low importance dimensions are those that employees rate relatively unfavorably but are not critical to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none"> <li>• Opportunities to Get a Better Job</li> <li>• Career Advancement Opportunities</li> <li>• Division Leadership</li> </ul>                                 | <p>High scoring – low importance dimensions are those that employees rate relatively favorably but are not critical to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none"> <li>• Compensation</li> <li>• Facilities and Resources</li> <li>• Workgroup</li> <li>• Communication</li> <li>• Office Leadership</li> <li>• Pay</li> </ul> |

For the greatest impact on overall satisfaction, focus actions on these key dimensions

Celebrate these key strengths

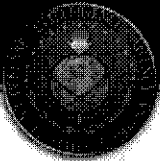
Note: Importance values are derived by determining the level of correlation between the specific dimension to the employee's overall level of satisfaction.

Source: 2011 Annual Human Capital Survey  
Date: June 2011

# **2011 Annual Human Capital Survey: NDIC Report**



## **Office and Comment Analysis**

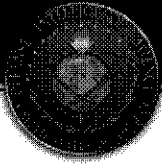


# Office Dimension & Index Scores

| Annual Human Capital Survey Items          | All Special Offices | NDIC | MC HQ |     |     |
|--|---------------------|------|-------|-----|-----|
| % Positive                                 |                     |      |       |     |     |
| <b>Key Dimensions</b>                      |                     |      |       |     |     |
| Overall Satisfaction                       | 72%                 | 80%  | 85%   | 85% | 82% |
| Mission Accomplishment                     | 79%                 | 80%  | 85%   | 85% | 76% |
| Recognition                                | 52%                 | 51%  | 54%   | 38% | 65% |
| Performance Feedback                       | 56%                 | 58%  | 69%   | 54% | 59% |
| Involvement in Decisions                   | 55%                 | 58%  | 69%   | 38% | 65% |
| Organizational Culture                     | 61%                 | 58%  | 54%   | 69% | 53% |
| Facilities and Resources                   | 85%                 | 73%  | 69%   | 77% | 76% |
| Training                                   | 63%                 | 73%  | 77%   | 92% | 59% |
| Career Advancement Opportunities           | 48%                 | 49%  | 69%   | 62% | 35% |
| Opportunities to Get a Better Job          | 37%                 | 38%  | 38%   | 62% | 24% |
| Senior Leadership                          | 53%                 | 60%  | 62%   | 62% | 65% |
| Office Leadership                          | 58%                 | 71%  | 80%   | 62% | 65% |
| Division Leadership                        | 66%                 | 62%  | 67%   | 50% | 65% |
| Communication                              | 58%                 | 65%  | 62%   | 54% | 76% |
| Supervisor                                 | 70%                 | 89%  | 69%   | 62% | 71% |
| Workgroup                                  | 76%                 | 78%  | 77%   | 77% | 82% |
| Pay  | 67%                 | 78%  | 77%   | 85% | 82% |
| Compensation                               | 69%                 | 67%  | 69%   | 77% | 71% |
| Job  | 70%                 | 82%  | 85%   | 85% | 82% |
|  |                     |      |       |     |     |
| <b>Index Scores</b>                        |                     |      |       |     |     |
| Job Satisfaction Index                     | 68%                 | 75%  | 78%   | 76% | 78% |
| Talent Management Index                    | 64%                 | 73%  | 75%   | 82% | 66% |
| Leadership and Knowledge Management Index  | 66%                 | 70%  | 69%   | 68% | 71% |
| Results-Oriented Performance Culture Index | 57%                 | 61%  | 66%   | 55% | 58% |
| Conditions for Employee Engagement Index   | 69%                 | 75%  | 78%   | 76% | 71% |
| IC Collaboration Index                     | 60%                 | 64%  | 68%   | 59% | 62% |

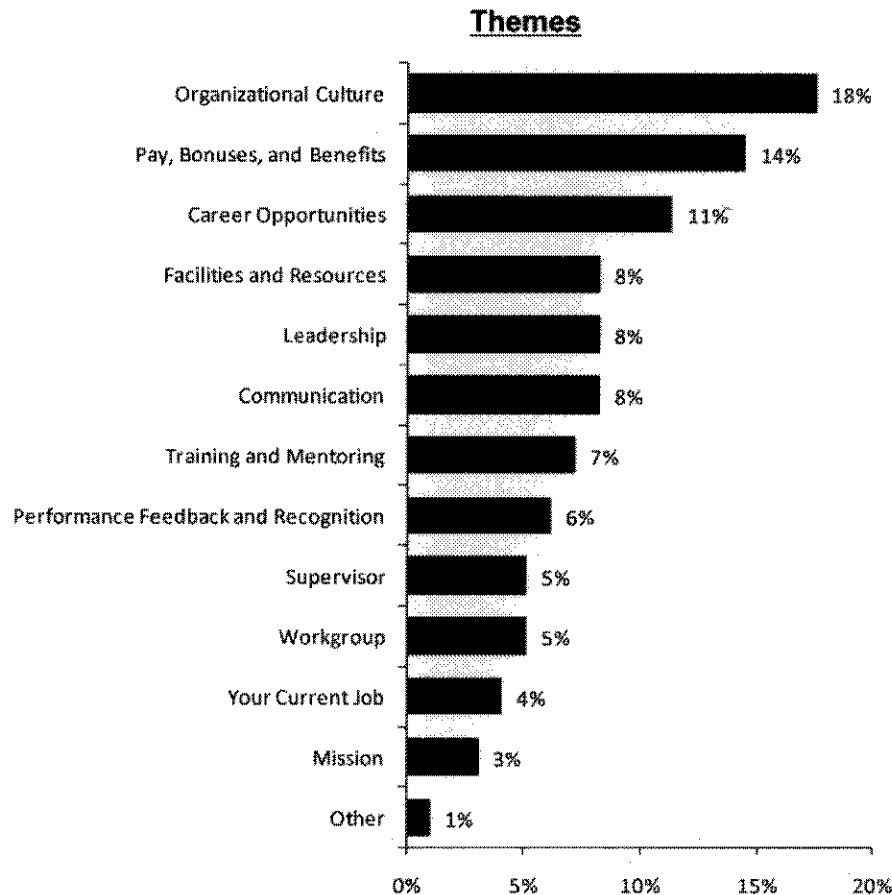
(b)(3):10 USC 424

Note: Offices with less than 10 employees were not included. This includes (b)(3):10 USC 424



# Comment Themes for NDIC

Each survey respondent had the opportunity to provide up to three comments on the areas they believe leadership should focus on to make DIA a better place to work. Verbatim comments are provided in a separate report.



**Career Opportunities:** Comments related to career paths, career advancement and promotional opportunities.

**Communication:** Comments related to communication and collaboration between leadership and employees, supervisors and subordinates, and Intelligence Community components.

**Facilities and Resources:** Comments related to resources (people, financial & IT), customer service, equipment, workspace, parking, cafeteria, gym and general location and traffic.

**Leadership:** Comments related to leadership style, accessibility, and accountability of DIA's leaders.

**Mission:** Comments related to DIA's mission and ability to accomplish its mission goals.

**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, the elimination of TLMS, and student loan repayment.

**Performance Feedback and Recognition:** Comments related to recognition for good work and the informal and formal feedback employees receive regarding their performance.

**Supervisor:** Comments related to your first line supervisor or supervisory issues at DIA.

**Training and Mentoring:** Comments related to training and mentoring opportunities, both at DIA Headquarters and in the field.

**Your Current Job:** Comments related to the tasks you do each day, including job fit and skill match to your current position.

**Workgroup:** Comments related to your specific workgroup.



## Next Steps: New AHCS Action Planning Requirement

DIA is requiring Directorate/Element/COCOM level Action Plans based on the results of the 2011 AHCS.

- Directorate/Element/COCOM level action plans will be submitted to the CS/DD within 60 days of receipt of this report.
  - Slide 19 shows the low-scoring and high importance dimensions for your organization.
  - The AHCS Action Planning Guide, Agency level report, and additional resources on action planning are available on the [HC Survey Website](#).
- ★ Action plans should be submitted using the Action Planning Template provided and posted on the [HC Survey Website](#).
- Address questions and requests for additional analysis of survey data to Steve Sadler at 703-907-0885 or DISADSL, or email the [Surveys](#) email box.

### Action Planning Resources

- 2011 DIA AHCS Report
- AHCS Action Planning Guide
- AHCS Action Planning Checklist
- AHCS Action Planning Template
- Agency Guide for the Best Place to Work in the Federal Government Rankings (Partnership for Public Service)
- 2010 Federal Employee Viewpoint Survey Report (OPM)
- Annual Employee Survey Guidance (OPM)
- Employee Viewpoint Survey Action Plan Examples:
  - Department of Transportation
  - Department of Energy
- Guide to Conducting Focus Groups

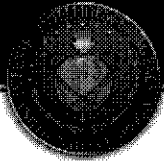
Available on the [HC Survey Website](#)



# 2011 Annual Human Capital Survey: NDIC Report



## Appendices

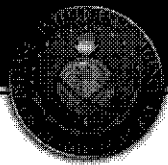


# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items          | NDIC       |      | DIA  |
|--|------------|------|------|
|  | 2009       | 2011 | 2011 |
|  | % Positive |      |      |
| <b>Key Dimensions</b>                      |            |      |      |
| Overall Satisfaction                       | 73%        | 80%  | 64%  |
| Mission Accomplishment                     | 79%        | 80%  | 71%  |
| Recognition                                | 59%        | 51%  | 40%  |
| Performance Feedback                       | 63%        | 58%  | 51%  |
| Involvement in Decisions                   | 73%        |      | 49%  |
| Organizational Culture                     | 63%        | 58%  | 42%  |
| Facilities and Resources                   | 71%        | 73%  | 64%  |
| Training                                   | 71%        | 73%  | 56%  |
| Career Advancement Opportunities           | 48%        | 49%  | 41%  |
| Opportunities to Get a Better Job          | 41%        | 38%  | 35%  |
| Senior Leadership                          | 57%        | 60%  | 45%  |
| Office Leadership                          | 73%        | 71%  | 53%  |
| Division Leadership                        | 73%        |      | 52%  |
| Communication                              | 68%        | 65%  | 50%  |
| Supervisor                                 | 77%        | 69%  | 69%  |
| Workgroup                                  | 80%        | 78%  | 78%  |
| Pay  | 64%        |      | 64%  |
| Compensation                               | 61%        | 67%  | 61%  |
| Job  | 80%        | 82%  | 66%  |
| <b>Index Scores</b>                        |            |      |      |
| Job Satisfaction Index                     | 74%        | 75%  | 64%  |
| Leadership and Knowledge Management Index  | 73%        | 70%  | 62%  |
| Results-Oriented Performance Culture Index | 63%        | 61%  | 55%  |
| Talent Management Index                    | 76%        | 73%  | 59%  |
| Conditions for Employee Engagement Index   | N/A        | 75%  | 65%  |
| IC Collaboration Index                     | 62%        | 64%  | 67%  |

Note: Green cells indicate a 10% or more increase from the previous year, while red cells indicate a 10% or more decrease from the previous year.

\* Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, sub-group results are not available for 2010.



# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items   | NDIC |      | DIA  |
|---|------|------|------|
|   | 2009 | 2011 | 2011 |
| <i>% Positive</i>   |      |      |      |
| <b>Agency Goals and Mission Accomplishment</b>  |      |      |      |
| DIA's mission is clearly defined.   | 88%  | 93%  | 80%  |
| DIA's mission is important.   | 98%  | 96%  | 94%  |
| DIA's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.   | 80%  | 78%  | 70%  |
| I know how my work relates to DIA's goals and priorities.   | 88%  | 91%  | 82%  |
| I understand how the goals of my directorate/COCOM are related to DIA's mission.  | 88%  | 91%  | 81%  |
| Managers review and evaluate the organization's progress toward meeting its goals and objectives.   | 66%  | 69%  | 58%  |
| Managers communicate the goals and priorities of the organization.  | 79%  | 75%  | 58%  |
| <b>Performance Feedback and Recognition</b>   |      |      |      |
| My performance appraisal/evaluation is a fair reflection of my performance.   | 52%  |      | 62%  |
| Discussions with my supervisor about my performance are worthwhile.   | 66%  | 65%  | 62%  |
| I am held accountable for achieving results.  | 80%  | 85%  | 81%  |
| Awards in my work unit depend on how well employees perform their jobs.   | 41%  | 50%  | 46%  |
| Job openings are filled by the most qualified internal or external candidates.  | 48%  | 51%  | 32%  |
| Promotions in my workgroup are based on merit.  | 38%  |      | 35%  |
| All employees have an equal opportunity to succeed independent of their age, disability, gender, race, nationality, ethnicity, religion, or sexual orientation. | 63%  | 69%  | 66%  |
| In my work unit, differences in performance are recognized in a meaningful way.   | 45%  | 43%  | 40%  |
| In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.  | 48%  |      | 34%  |
| Pay raises depend on how well employees perform their jobs.   | 23%  | 30%  | 26%  |
| Employees are recognized for providing high quality products and services.  | 45%  |      | 54%  |
| In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.   | 48%  |      | 60%  |
| My supervisor sets and revises my performance objectives as needed during the performance cycle.  | 59%  | 67%  | 59%  |

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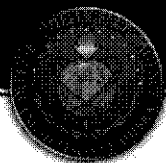


# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items  | NDIC |      | DIA  |
|--|------|------|------|
|  | 2009 | 2011 | 2011 |
| <i>% Positive</i>  |      |      |      |
| <b>Performance Feedback and Recognition (Continued)</b>  |      |      |      |
| In comparison with people in similar jobs in the private sector, I feel my total compensation is...  |      |      |      |
| Much more  | 7%   | 5%   | 2%   |
| Somewhat more  | 27%  | 31%  | 19%  |
| The same   | 23%  | 26%  | 37%  |
| Somewhat less  | 25%  | 25%  | 33%  |
| Much less  | 18%  | 18%  | 13%  |
| <b>Organizational Culture</b>  |      |      |      |
| Creativity and innovation are rewarded.  | 54%  | 56%  | 41%  |
| I am proud to work at DIA.   | 82%  | 80%  | 78%  |
| I recommend my organization as a good place to work.   | 70%  | 73%  | 58%  |
| I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.                               | 79%  | 82%  | 79%  |
| My leadership encourages and respects alternative points of view and recommendations.  | 63%  | 68%  | 55%  |
| In my organization, leaders generate high levels of motivation and commitment in the workforce.  | 54%  | 49%  | 41%  |
| Leadership/supervisors/team leaders work well with employees of different backgrounds.   | 70%  | 67%  | 67%  |
| Employees have a feeling of personal empowerment with respect to work processes.   | 57%  | 55%  | 44%  |
| Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). | 64%  | 68%  | 61%  |
| I believe the results of this survey will be used to make my agency a better place to work.  | N/A  | 44%  | 69%  |
| DIA policies allow me to balance my work and other life issues.  | 86%  | 84%  | 69%  |
| I feel encouraged to come up with new and better ways to doing things.   | N/A  | 69%  | 66%  |

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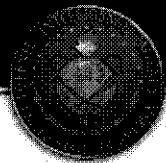


# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items  | NDIC |      | DIA  |
|--|------|------|------|
|  | 2009 | 2011 | 2011 |
| <i>% Positive</i>  |      |      |      |
| <b>Work Life Programs</b>  |      |      |      |
| How satisfied are you with the following programs?   |      |      |      |
| Telework Programs  | N/A  | 62%  | 21%  |
| Alternate Work Schedules (AWS)   | N/A  | 54%  | 54%  |
| Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)       | N/A  | 70%  | 59%  |
| Employee Assistance Programs (EAP)   | N/A  | 62%  | 42%  |
| Child Care Programs (for example, daycare, parenting classes, parenting support groups)              | N/A  | 21%  | 21%  |
| Elder Care Programs (for example, support groups, speakers)  | N/A  | 12%  | 15%  |
| Joint Spouse Assignments   | N/A  | 12%  | 17%  |
| Please select the response below that best describes your alternative work schedule (AWS) situation: |      |      |      |
| Currently work an AWS of 4/10s   | N/A  | 0%   | 1%   |
| Currently work an AWS of 8/9s  | N/A  | 5%   | 7%   |
| Currently work an AWS not listed above   | N/A  | 11%  | 13%  |
| No AWS: My request for an AWS was denied   | N/A  | 0%   | 4%   |
| No AWS: Not allowed for my job   | N/A  | 36%  | 37%  |
| No AWS: Personal Choice  | N/A  | 47%  | 38%  |
| Please select the response below that best describes your telework situation:                        |      |      |      |
| Telework on a regular basis  | N/A  | 24%  | 1%   |
| Telework infrequently  | N/A  | 15%  | 5%   |
| No Telework: Physical presence required  | N/A  | 22%  | 53%  |
| No Telework: Technical issues  | N/A  | 5%   | 8%   |
| No Telework: Not allowed though OK for Job   | N/A  | 9%   | 17%  |
| No Telework: Personal Choice   | N/A  | 25%  | 17%  |

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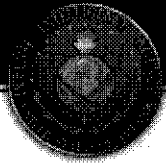


# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items   | NDIC       |      | DIA  |
|---|------------|------|------|
|   | 2009       | 2011 | 2011 |
|   | % 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. | 71%        | 71%  | 53%  |
| Employees are protected from health and safety hazards on the job.  | 79%        | 85%  | 78%  |
| The organization has prepared employees for potential security threats.   | 82%        | 80%  | 73%  |
| The computer assigned to me is adequate to do my job.   | 68%        | 76%  | 67%  |
| I have the IT support I need to do my job.  | 55%        |      | 63%  |
| <b>Career Development</b>   |            |      |      |
| DIA provides high quality training to employees.  | 68%        | 65%  | 61%  |
| I am given a real opportunity to improve my skills in my organization.  | 80%        | 80%  | 57%  |
| I know how to find out about training opportunities open to me at DIA or my COCOM.  | N/A        | 93%  | 76%  |
| I have the opportunity to develop my career within DIA  | N/A        | 65%  | 56%  |
| The training required to do my job well is available to me when needed  | N/A        | 73%  | 64%  |
| Supervisors in my work unit support employee development.   | 86%        | 84%  | 69%  |
| My training needs are assessed.   | 59%        | 61%  | 45%  |
| <i>This item was asked of civilian employees only</i>   |            |      |      |
| I understand the steps I need to take to move forward in my career path.  | 65%        | 70%  | 56%  |

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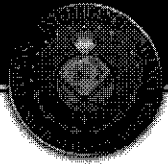


# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items  | NDIC       |      | DIA  |
|--|------------|------|------|
|  | 2009       | 2011 | 2011 |
|  | % Positive |      |      |
| <b>My Direct Supervisor</b>  |            |      |      |
| My supervisor maintains high standards of honesty and integrity.   | 79%        | 80%  | 76%  |
| My supervisor is available to me when I need direction.  | 86%        | 80%  | 77%  |
| My supervisor actively supports my learning and career development.  | 88%        | 87%  | 70%  |
| My supervisor has the skills and experience needed to perform his or her job.                                | 75%        | 75%  | 75%  |
| I am satisfied with the information I receive from my supervisor about what's going on in my workgroup.      | 71%        | 73%  | 67%  |
| I have trust and confidence in my supervisor.  | 70%        | 71%  | 70%  |
| My supervisor supports my need to balance work and other life issues.  | 88%        | 85%  | 82%  |
| My supervisor/team leader is committed to a workforce representative of all segments of society.             | 68%        | 69%  | 72%  |
| My supervisor listens to what I have to say.   | N/A        | 80%  | 77%  |
| Overall, how good a job do you feel is being done by your immediate supervisor/team lead?                    | 77%        | 73%  | 72%  |
| <b>Leadership in My Division</b>   |            |      |      |
| My division leadership listens to employees' concerns.   | 50%        | 55%  | 57%  |
| I have a high level of respect for leadership in my division at DIA.   | 56%        | 55%  | 60%  |
| In my division, leadership maintains high standards of honesty and integrity.                                | 54%        | 55%  | 54%  |
| I am satisfied with the information I receive from division leadership about what's going on in my division. | 52%        | 55%  | 54%  |
| <b>Leadership in My Office</b>   |            |      |      |
| My office leadership listens to employees' concerns.   | 65%        | 65%  | 56%  |
| I have a high level of respect for leadership in my office at DIA.   | 63%        | 65%  | 58%  |
| In my office, leadership maintains high standards of honesty and integrity.                                  | 65%        | 65%  | 63%  |
| I am satisfied with the information I receive from office leadership about what's going on in my office.     | 65%        | 65%  | 53%  |
| <b>DIA Executive Leadership</b>  |            |      |      |
| DIA's executive leadership maintains high standards of honesty and integrity.                                | 75%        | 73%  | 60%  |
| I am satisfied with the information I receive from executive leadership about what's going on in the Agency. | 75%        | 80%  | 56%  |
| Executive leadership consistently takes positive steps to create a successful organization.                  | 66%        | 65%  | 53%  |
| I have a high level of respect for DIA's senior leaders.   | 73%        | 78%  | 61%  |

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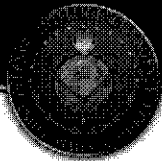
# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items   | NDIC       |      | DIA  |
|---|------------|------|------|
|   | 2009       | 2011 | 2011 |
|   | % Positive |      |      |
| <b>My Workgroup</b>   |            |      |      |
| The people I work with cooperate to get the job done.   | 86%        | 84%  | 83%  |
| I trust the people in my workgroup.   | 77%        | 78%  | 78%  |
| The people I work with are committed to DIA's mission.  | 84%        | 80%  | 79%  |
| The people I work with are highly skilled.  | 88%        | 80%  | 76%  |
| My workgroup is able to recruit people with the right skills.                                     | 71%        | 62%  | 53%  |
| My work unit is able to retain people with the right skills.                                      | 73%        |      | 52%  |
| The skill level in my work group has improved in the past year.                                   | 64%        | 60%  | 62%  |
| <b>The Job Itself</b>   |            |      |      |
| The work I do is important.   | 89%        | 89%  | 84%  |
| I like the kind of work I do.   | 86%        | 91%  | 77%  |
| My work gives me a feeling of personal accomplishment.  | 82%        | 89%  | 72%  |
| My talents are used well in the workplace.  | 71%        | 69%  | 62%  |
| My workload is reasonable.  | 84%        |      | 69%  |
| I have enough information to do my job well.  | 84%        | 87%  | 72%  |
| I know what is expected of me on the job.   | N/A        | 85%  | 80%  |
| <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 or a COCOM, I was provided a realistic job preview.                | 70%        |      | 55%  |
| I was placed in a division that matches my professional interests.                                | 80%        |      | 72%  |

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# Appendix A: NDIC Trend Data 2009-2011\*

| Annual Human Capital Survey Items   | NDIC |      | DIA  |
|---|------|------|------|
|   | 2009 | 2010 | 2011 |
| <i>% Positive</i>   |      |      |      |
| <b>IC Transformation</b>  |      |      |      |
| I feel a sense of community (i.e., shared mission and values) with other employees across the IC.   | 61%  | 60%  | 56%  |
| Our mission depends on IC agencies and components sharing knowledge and collaborating.  | 80%  | 85%  | 83%  |
| Employees in my work unit share job knowledge with each other.  | 77%  | 85%  | 80%  |
| I have the opportunity to work directly with members of other IC agencies or components when necessary.   | 81%  | 85%  | 85%  |
| 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? | 49%  | 51%  | 58%  |
| My work products are improved when I can collaborate with colleagues from other IC agencies and components.   | 68%  | 68%  | 75%  |
| My supervisor emphasizes collaboration and information sharing with other IC agencies and components.   | 70%  |      | 72%  |
| <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   | 11%  | 20%  | 21%  |
| Less than once a day, but at least once a week  | 25%  | 18%  | 25%  |
| Less than weekly, but at least monthly  | 18%  | 25%  | 18%  |
| Some, but less than once a month  | 30%  |      | 14%  |
| Not at all  | 16%  | 20%  | 21%  |
| <i>This item was asked of civilian employees only</i>   |      |      |      |
| Are you considering leaving DIA within the next year, and if so, why?   |      |      |      |
| No, I plan to stay at DIA   | 72%  | 79%  | 71%  |
| Yes, to retire  | 0%   | 2%   | 2%   |
| Yes, to take another government job within the Intelligence Community   | 2%   | 6%   | 13%  |
| Yes, to take another job outside of the IC and within the Federal Government  | 9%   | 2%   | 8%   |
| Yes, to take another job outside the Federal Government   | 4%   | 4%   | 2%   |
| Yes, for another reason   | 13%  | 6%   | 8%   |

Note: Green cells indicate a 10% or more increase from the previous year, while red cells indicate a 10% or more decrease from the previous year.

\* Per an ODNI mandate, only a stratified random sample of 900 DIA employees were invited to complete the survey in 2010. Due to the small sample size, sub-group results are not available for 2010.

