(U) 2014 Workforce Engagement Survey:
(U) National Intelligence University (NIU) Report

(U) Office of Human Resources
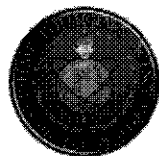## (U) Prepared by [   ] (b)(3):10 USC 424

AUGUST 2014

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(U) Index Score Comparison
(U//FOUO) 2014 DIA and NIU Scores

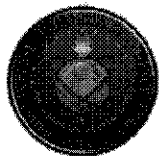**Key Index Scores, 2014**
Table is (U//FOUO)

Index	NIU 2014	DIA 2014
Pay	83%	65%
Employee Skills Mission Match	74%	74%
Effective Leadership - Supervisors	74%	67%
Teamwork	74%	70%
Support for Diversity	71%	66%
Work Life Balance	68%	65%
Effective Leadership - Fairness	66%	56%
Strategic Management	58%	49%
Training & Development	55%	52%
Effective Leadership - Senior Leaders	55%	41%
Effective Leadership - Empowerment	49%	40%
Performance Based Rewards & Adv.	46%	43%

■ NIU 2014 ■ DIA 2014

Survey Response Rate: DIA and NIU
Table is (U//FOUO)

NIU	DIA
38%	**42%**

Gaps in Index Scores- Table is (U//FOUO)

- NIU scored higher than DIA for 11 out of 12 indices, and equal to DIA for 1 index. The largest gaps related to the following indices:

  18% Pay

  14% Effective Leadership – Senior Leaders

  10% Effective Leadership – Fairness

  9% Effective Leadership – Empowerment

  9% Strategic Management

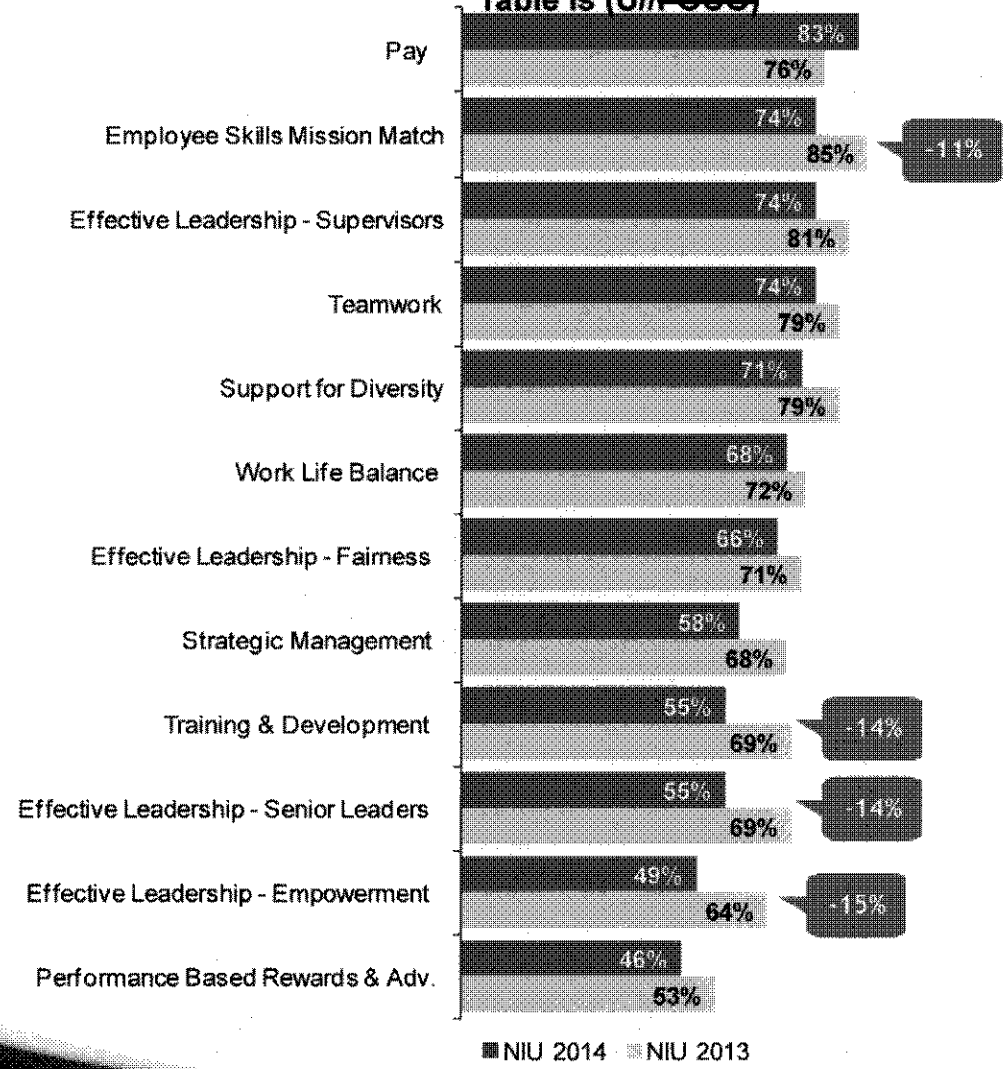# (U) Index Score Comparison
(U) Trends in NIU Scores

Key Index Scores, 2013 and 2014
Table is (U//~~FOUO~~)

Pay — 83% / 76%
Employee Skills Mission Match — 74% / 85% — -11%
Effective Leadership - Supervisors — 74% / 81%
Teamwork — 74% / 79%
Support for Diversity — 71% / 79%
Work Life Balance — 68% / 72%
Effective Leadership - Fairness — 66% / 71%
Strategic Management — 58% / 68%
Training & Development — 55% / 69% — -14%
Effective Leadership - Senior Leaders — 55% / 69% — -14%
Effective Leadership - Empowerment — 49% / 64% — -15%
Performance Based Rewards & Adv. — 46% / 53%

■ NIU 2014   ▨ NIU 2013

Score Comparison- Table is (U//~~FOUO~~)

- NIU scores for **11 of the 12** indices **decreased** between 2013 and 2014

- The index scores with the **largest decreases** were:

  15% ↓ **Effective Leadership – Empowerment**

  14% ↓ **Effective Leadership – Senior Leaders**

  14% ↓ **Training & Development**

  11% ↓ **Employee Skills Mission Match**

- Scores **increased** for 1 index:

  7% ↑ **Pay**

(U) 2014 Workforce Engagement Survey:
(U) NIU Report

(U//~~FOUO~~) Appendix A: Survey Methodology

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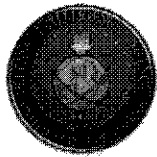
Appendix A: Methodology and Importance

(U//FOUO) Survey Overview

(U) **About the Survey**: DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2014 Intelligence Community (IC) Survey by incorporating survey items from the IC Survey into the Workforce Engagement Survey (WES). The WES measures employee perceptions across the key indices that drive employee satisfaction and identifies trends and changes over time.

(U) **Administration**: The 2014 WES was open to all military* and civilian DIA employees between May 5th and June 6th, 2014. Surveys were administered via a web-based technology; employees received an email notification that included a unique link to the survey on JWICS or SIPRNet.

(U//FOUO) **Response Rate**: **The Agency response rate is 42%,** a 2% decrease from last year's 44% response rate. Based on this response rate, the confidence level is 99% +/- .99%. **38% of NIU's workforce** completed the survey.   (b)(3):10 USC 424

(U) **Data Analysis and Reporting**: Data was collected and analyzed by DIA's [   ] Analysis of DIA's Workforce Engagement Survey included examination of mean level differences; sub-group analysis; regression analysis to identify key satisfaction drivers; and comparison with the 2013 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.

(U) Why are Employee Perceptions Important?

(U) Employee satisfaction and commitment are critical to maintaining high performing organizations and attracting and retaining top talent.

(U) The US Merit Systems Protection Board (MSPB) found a significant relationship between employee engagement and mission accomplishment in federal agencies[1]. MSPB found that higher levels of employee engagement are correlated with:

- (U) Higher scores on the program results/accountability portion of OMB's Program Assessment Rating Tool (PART)
- (U) An employee's intent to leave the agency
- (U) An agency's average sick leave use
- (U) Levels of equal employment opportunity (EEO) complaint activity

(U) 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.

[1] (U) U.S. Merit Systems Protection Board. *The Power of Federal Employee Engagement.* Washington DC, 2008.
[2] (U) 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.
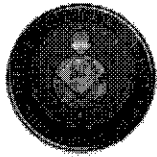
*(U) CCMD military were included in 2013, but were excluded in 2014.

(U) 2014 Workforce Engagement Survey:
(U) NIU Report

(U//~~FOUO~~) Appendix B: Survey Trend Data 2013-2014

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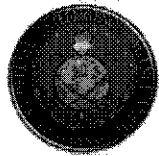Committed to Excellence in Defense of the Nation

Appendix B:
NIU vs. DIA Trend Data 2013-2014
TABLE IS (U//~~FOUO~~)

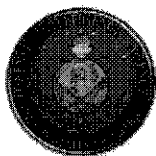| Workforce Engagement Survey Items	NIU 2013	NIU 2014	DIA 2014
		% Positive	
Agency Goals and Mission Accomplishment			
DIA's mission is clearly defined.	90%	78%	71%
I feel inspired by DIA's mission and goals.	80%	63%	60%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	78%	60%	63%
I know how my work relates to the agency's goals and priorities.	88%	73%	74%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	78%	60%	47%
Managers communicate the goals and priorities of the organization.	80%	50%	44%
Leadership			
My organization's senior leaders maintain high standards of honesty and integrity.	76%	73%	51%
I am satisfied with the information I receive about what's going on in the Agency.	78%	55%	42%
My organization's leadership listens to employees' concerns.	75%	68%	44%
DIA senior leadership inspires me.	59%	43%	24%
I have a high level of respect for my organization's senior leaders.	70%	55%	42%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	61%	53%	43%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	65%	44%	32%
How satisfied are you with the policies and practices of your senior leaders?	67%	48%	31%
How satisfied are you with the information you receive from management on what's going on in your organization?	67%	50%	40%
Counterintelligence			
I have been trained to identify counterintelligence threats.	N/A	88%	91%
I feel comfortable reporting vulnerabilities or suspicious activities to the appropriate DIA authorities.	N/A	80%	90%
DIA leadership is committed to defending against counterintelligence threats.	N/A	93%	85%

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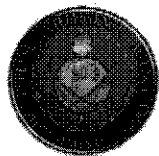| Workforce Engagement Survey Items	NIU 2013	NIU 2014 % Positive	DIA 2014
Your Supervisor			
My supervisor maintains high standards of honesty and integrity.	86%	85%	79%
My supervisor inspires me.	55%	48%	53%
My supervisor actively supports my learning and career development.	86%	78%	66%
My supervisor has the skills and experience needed to perform his or her job.	80%	73%	72%
I am satisfied with the information I receive about what's going on in my workgroup.	71%	63%	63%
I have trust and confidence in my supervisor.	78%	73%	67%
My supervisor supports my need to balance work and other life issues.	88%	90%	84%
My supervisor is committed to a workforce representative of all segments of society.	82%	86%	77%
My supervisor listens to what I have to say.	82%	75%	78%
My supervisor provides me with opportunities to demonstrate my leadership skills.	80%	73%	69%
My supervisor treats me with respect	84%	88%	83%
Overall, how good a job do you feel is being done by your immediate supervisor?	84%	80%	72%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	76%	60%	56%
Your Workgroup			
The people I work with cooperate to get the job done.	90%	93%	87%
I trust the people in my workgroup.	82%	83%	80%
The people I work with are highly skilled.	84%	90%	78%
My work group energizes me to do my job.	75%	68%	66%
My work unit is able to recruit people with the right skills.	47%	55%	37%
My work unit is able to retain people with the right skills.	71%	55%	33%
The skill level in my work group has improved in the past year.	68%	55%	47%
Employees in my work unit share job knowledge with each other.	86%	77%	79%

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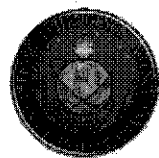| Workforce Engagement Survey Items	NIU 2013	NIU 2014 % Positive	DIA 2014
Your Job			
I like the kind of work I do.	90%	83%	80%
I typically approach my job with a great deal of enthusiasm.	88%	75%	79%
My work gives me a feeling of personal accomplishment.	84%	70%	73%
I have enough information to do my job well.	88%	75%	73%
I get absorbed in my work.	92%	73%	79%
I know what is expected of me on the job.	96%	88%	81%
Time goes by quickly when I'm at work.	78%	73%	70%
The work I do is important.	88%	83%	83%
My talents are used well in the workplace.	76%	63%	59%
My workload is reasonable.	71%	58%	66%
I have sufficient resources (for example, people, materials, budget) to get my job done.	56%	58%	46%
I learn a great deal in my present job.	N/A	65%	69%
I can see a clear link between my work and DIA's Strategic Objectives.	N/A	65%	59%
Considering everything, how satisfied are you with your job?	82%	60%	61%
Career Development			
I am given a real opportunity to improve my skills in my organization.	69%	55%	51%
I have the opportunity to develop my career within the DIA enterprise.	51%	50%	42%
Supervisors in my work unit support employee development.	84%	83%	66%
My training needs are assessed.	58%	38%	40%
How satisfied are you with the training you receive for your present job?	63%	53%	44%
How satisfied are you with your opportunity to get a better job in your organization?	25%	38%	25%

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Workforce Engagement Survey Items	NIU 2013	NIU 2014 % Positive	DIA 2014
Performance Feedback and Recognition			
My performance appraisal/evaluation is a fair reflection of my performance.	76%	78%	66%
Discussions with my supervisor about my performance are worthwhile.	75%	60%	60%
I am held accountable for achieving results.	90%	80%	79%
Awards in my work unit depend on how well employees perform their jobs.	57%	41%	42%
Job openings are filled by the most qualified internal or external candidates.	31%	33%	20%
Promotions in my work unit are based on merit.	38%	33%	28%
In my work unit, differences in performance are recognized in a meaningful way.	40%	31%	31%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	24%	39%	25%
Pay raises depend on how well employees perform their jobs.	24%	8%	15%
Employees are recognized for providing high quality products and services.	57%	45%	54%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	76%	51%	61%
My supervisor sets and revises my performance objectives as needed during the performance cycle.	80%	63%	57%
I am given enough credit for my contributions at work.	N/A	53%	52%
How satisfied are you with the recognition you receive for doing a good job?	63%	45%	50%
Considering everything, how satisfied are you with your pay?	76%	83%	65%
Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	73%	80%	63%
In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is...	**% of Total**		
More	39%	60%	21%
The same	45%	25%	36%
Less	16%	15%	44%

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Workforce Engagement Survey Items	NIU 2013	NIU 2014 % Positive	DIA 2014
Culture			
I feel encouraged to come up with new and better ways of doing things.	71%	68%	55%
I am proud to work within the DIA enterprise.	78%	70%	63%
I recommend my organization as a good place to work.	78%	60%	45%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	78%	75%	75%
Creativity and innovation are rewarded.	57%	36%	37%
My leadership encourages and respects alternative points of view and recommendations.	64%	40%	51%
Supervisors work well with employees of different backgrounds.	84%	63%	66%
Employees have a feeling of personal empowerment with respect to work processes.	62%	45%	37%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	70%	66%	55%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	79%	72%	64%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	63%	59%	48%
Military and civilians work well together within the DIA enterprise.	88%	70%	75%
I feel a strong sense of belonging at the DIA enterprise.	N/A	50%	42%
I believe the results of this survey will be used to make my agency a better place to work.	47%	40%	33%
How satisfied are you with your involvement in decisions that affect your work?	67%	53%	44%
Considering everything, how satisfied are you with your organization?	76%	58%	45%
Work Environment			
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well.	55%	55%	66%
Employees are protected from health and safety hazards on the job.	76%	78%	78%
My organization has prepared employees for potential security threats.	75%	78%	74%

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Workforce Engagement Survey Items	NIU 2013	NIU 2014 % Positive	DIA 2014
IC Collaboration			
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	67%	53%	54%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	88%	78%	81%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	88%	84%	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?	46%	53%	53%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	75%	63%	72%
My supervisor emphasizes collaboration and information sharing with other IC agencies and components.	77%	66%	69%
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?		**% Selected**	
At least once a day	N/A	18%	20%
Less than once a day, but at least once a week	N/A	18%	30%
Less than weekly, but at least monthly	N/A	13%	22%
Some, but less than once a month	N/A	42%	19%
Not at all	N/A	8%	9%
Career Plans [Asked to civilian employees only]			
Are you considering leaving DIA within the next year, and if so, why?		**% Selected**	
No, I plan to stay at DIA	84%	79%	69%
Yes, to retire	0%	0%	2%
Yes, to take another government job within the Intelligence Community	3%	3%	11%
Yes, to take another job outside of the IC and within the Federal Government	8%	9%	5%
Yes, to take another job outside the Federal Government	3%	3%	4%
Yes, for another reason	3%	6%	8%

(U) Questions or comments? Please contact:

(U) _____ (b)(3):10 USC 424

(U//FOUO) The survey mailbox: _____ (b)(3):10 USC 424

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