2018 Workforce Engagement Survey (WES) Agency Report

Office of Human Resources

September 2018

Committed to Excellence in Defense of the Nation

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(U) About the Workforce Engagement Survey (WES)

About the Survey: DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2018 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.

Administration: The 2018 WES was open to all DIA-funded military, civilian and JDA employees between 07 May and 03 June 2018. Contractors and Interns were invited to leave a comment. Surveys were administered via a web-based technology; employees received an email that included a link to the survey on JWICS or SIPRNet.

Response Rate: The Agency response rate was 54%, a 4% decrease from last year's 58% response rate. Based on this response rate, the confidence level is 99% +/- 1.07.

Data Analysis and Reporting: Data was collected and analyzed by DIA's Workforce Analytics Team (b)(3) 10 USC 424 Analysis of DIA's Workforce Engagement Survey included an examination of mean level differences and subgroup analysis.

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

Due to the restructuring of data into the dashboard, some historical data may differ by a few percentage points from what was previously reported.

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 a significant relationship between employee engagement and mission accomplishment in federal agencies.[1] 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.[2]

[1] U.S. Merit Systems Protection Board. The Power of Federal Employee Engagement. Washington DC, 2008.

[2] 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) 2018 Agency WES Overview

54% of the DIA workforce completed the 2018 WES, a 4% decrease from 2017.

Key Indices »

12 DIA Index Scores increased between 2017 and 2018. Largest increases:

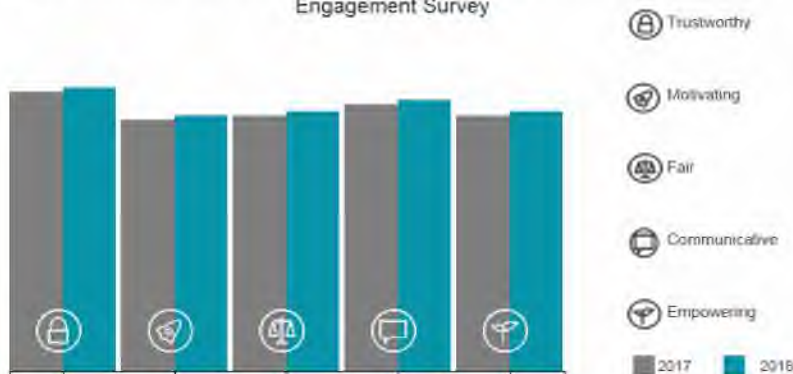Training & Development

3%

Inclusion Quotient »

DIA's Inclusion Quotient increased 2% from 2017 to 2018

68%

2017   2018

Leadership Characteristics »

5 DIA Leadership Characteristics scores increased from the 2017 Workforce Engagement Survey

- Trustworthy
- Motivating
- Fair
- Communicative
- Empowering

2017   2018

Global Satisfaction Scores

3 DIA key item scores increased between 2017 and 2018

ORGANIZATIONAL SATISFACTION

Considering everything, how satisfied are you with your organization?

63% Satisfied

3%
2017 - 2018

RECOMMENDING DIA

I recommend my organization as a good place to work.

61% Agree

3%
2017 - 2018

PAY SATISFACTION

Considering everything, how satisfied are you with your pay?

71% Satisfied

-1%
2017 - 2018

JOB SATISFACTION

Considering everything, how satisfied are you with your job?

71% Satisfied

2%
2017 - 2018

(U) Index Score Comparison

DIA Index Score Trends Over Time: 2017-2018 »

Index	DIA 2017	DIA 2018
Employee Skills/Mission Match	81%	82%
Teamwork	76%	77%
Effective Leadership – Supervisors	74%	76%
Work Life Balance	78%	72%
Support for Diversity	69%	71%
Pay	72%	71%
Innovation	68%	70%
Training & Development	63%	66%
Effective Leadership – Senior Leaders	59%	61%
Effective Leadership – Fairness	59%	61%
Strategic Management	56%	58%
Performance Based Rewards & Adv.	51%	55%
Effective Leadership – Empowerment	51%	55%

- **DIA** scores for **12 indices increased** between **2017** and **2018**. Index scores with the largest increases included:

  ### 3% Training & Development

- **DIA** scores for **1 index decreased** between **2017** and **2018**. Index scores with the largest decreases included:

  ### 1% Pay

4

(U) Inclusion Quotient (IQ)

The **Inclusion Quotient** was developed by OPM in 2014 and was calculated by IC agencies for the first time in 2015. 20 items related to inclusive environments are grouped into 5 Habits of Inclusion.

The **Supportive** habit is the highest scoring, while the **Fair** is the lowest scoring Habit of Inclusion in DIA.

Inclusion Quotient

68%

About the Inclusion Quotient

5 Habits of Inclusion: DIA Scores

Supportive
Perceptions of supervisors support for work life balance and career development — 83%

Open
Perception of management support for diversity — 68%

Empowering
Perception of the availability of resources and support to excel — 65%

Cooperative
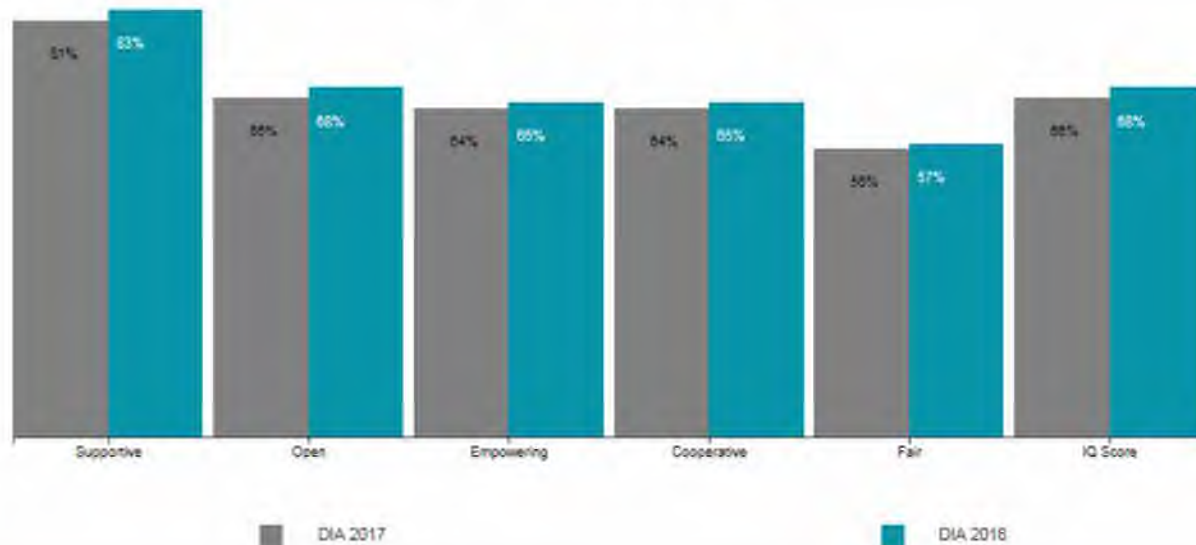Perception that management encourages communication and collaboration — 65%

Fair
Perceptions of equitable treatment — 57%

IQ Score Trends: DIA 2017-2018 »

	Supportive	Open	Empowering	Cooperative	Fair	IQ Score
DIA 2017	81%	66%	64%	64%	56%	66%
DIA 2018	83%	68%	65%	65%	57%	68%

DIA 2017   DIA 2018

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(U) Perceptions of Leadership Effectiveness

Leadership Score Trends: DIA 2017-2018 >

Respondents were asked to rate their leaders on 5 Leadership Characteristics - *Trustworthy, Motivating, Fair, Communicative, Empowering* - and overall *Leadership Satisfaction*.

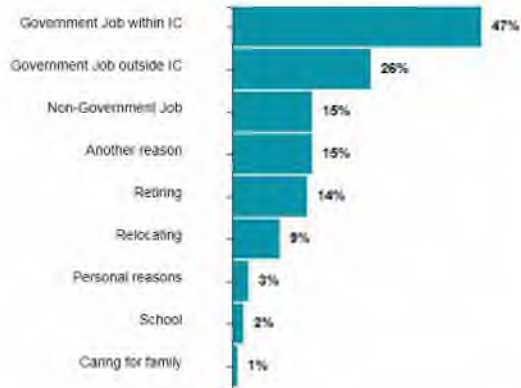|	2017	2018
Trustworthy — I have trust and confidence in _____.	70% agree	71% agree
Motivating — _____ generates a high level of motivation and commitment in the workforce.	63% agree	64% agree
Fair — Personal favoritism is not tolerated by _____.	64% agree	65% agree
Communicative — I am satisfied with the information I received from _____.	67% agree	68% agree
Empowering — I feel empowered by _____.	64% agree	65% agree
Leadership Satisfaction — Overall I'm satisfied with _____.	69% agree	70% agree

Scores by Leadership Level

Trustworthy   Motivating   Fair   Communicative   Empowering   Leadership Satisfaction

(U) Civilian Intent to Leave & Future Plans

Intent to Leave of DIA Civilians*

Planning to Leave

28%

Destination of Civilians Planning to Leave**

Destination	Percentage
Government Job within IC	47%
Government Job outside IC	26%
Non-Government Job	15%
Another reason	15%
Retiring	14%
Relocating	9%
Personal reasons	3%
School	2%
Caring for family	1%

Top 10 Factors Influencing Intention to Leave** (% of those planning to leave selecting each factor)

Factor	Percentage
Insufficient career progression/promotion opportunities	52%
Bureaucracy / inefficient work processes	38%
Dissatisfaction with DIA senior leadership	27%
Insufficient access to career development opportunities	25%
Dissatisfaction with my immediate supervisor or management	24%
Insufficient lateral career flexibility	22%
Insufficient recognition for my work	22%
Negative work environment	20%
Insufficient tools and resources needed to do my job	16%
Poor work/life balance	15%

*The percentage of employees intending to leave often exceeds the percentage of employees that depart the agency.

**Respondents could select more than one destination and more than one reason to leave.

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(U) Subgroup Index Score Comparison
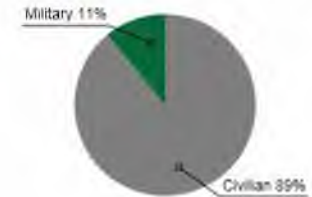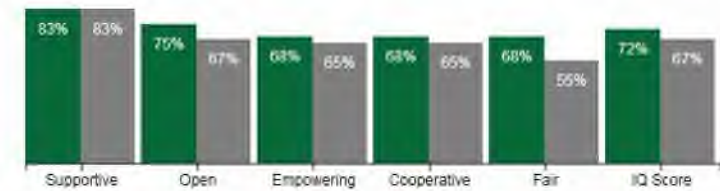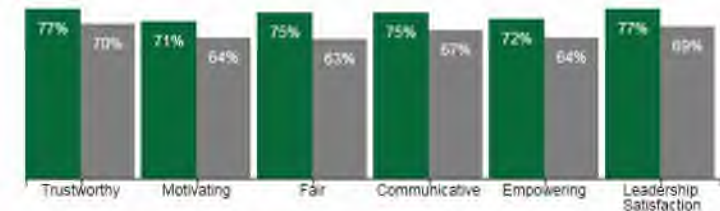## Military and Civilian Comparison

Military and Civilian

Index	Military	Civilian
Employee Skills/Mission Match	78%	82%
Teamwork	80%	77%
Effective Leadership – Supervisors	78%	75%
Work Life Balance	74%	72%
Support for Diversity	77%	70%
Pay	71%	71%
Innovation	73%	69%
Training & Development	65%	56%
Effective Leadership – Senior Leaders	71%	59%
Effective Leadership – Fairness	74%	59%
Strategic Management	63%	57%
Performance Based Rewards & Adv.	60%	54%
Effective Leadership – Empowerment	59%	52%
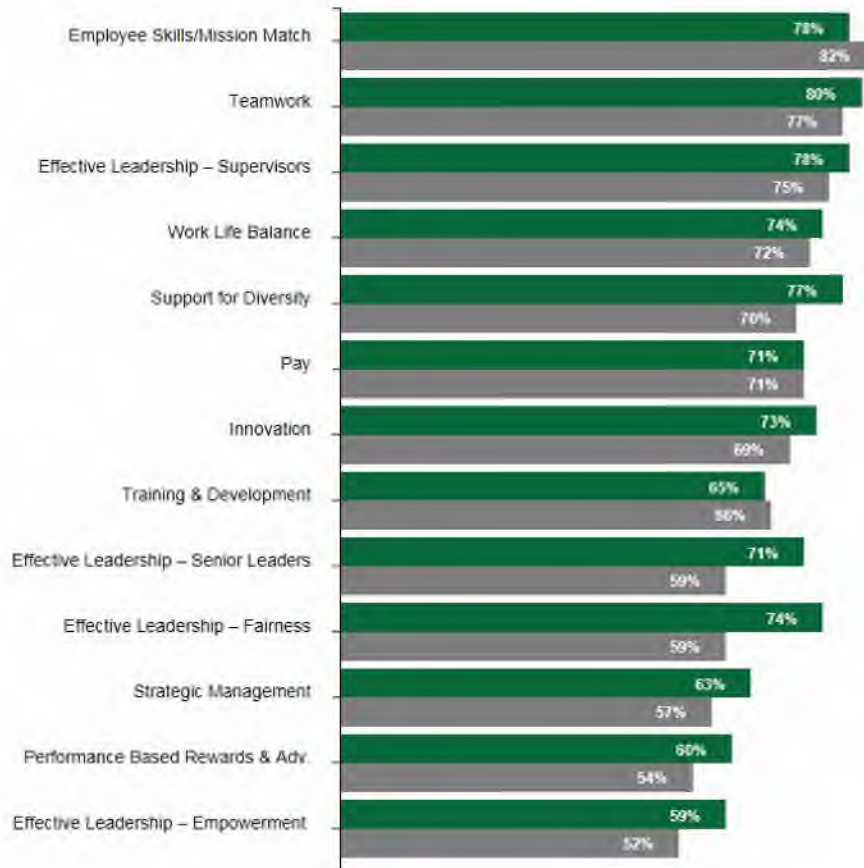
Respondents by Military/Civilian

Military 11%
Civilian 89%

Inclusion Quotient Scores by Military/Civilian

	Military	Civilian
Supportive	83%	83%
Open	75%	67%
Empowering	68%	65%
Cooperative	68%	65%
Fair	68%	55%
IQ Score	72%	67%

Leadership Scores by Military/Civilian

	Military	Civilian
Trustworthy	77%	70%
Motivating	71%	64%
Fair	75%	63%
Communicative	75%	67%
Empowering	72%	64%
Leadership Satisfaction	77%	69%

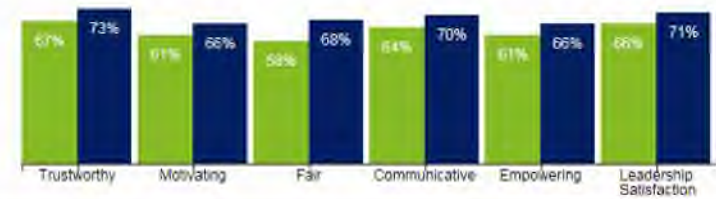■ Military   ■ Civilian

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(U) Subgroup Index Score Comparison
Gender Comparison
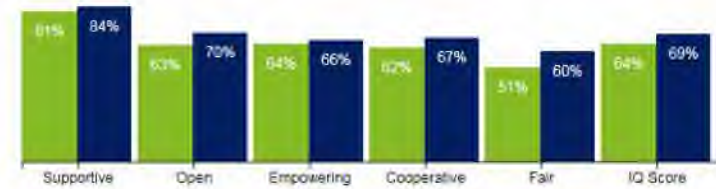
(U) Subgroup Index Score Comparison
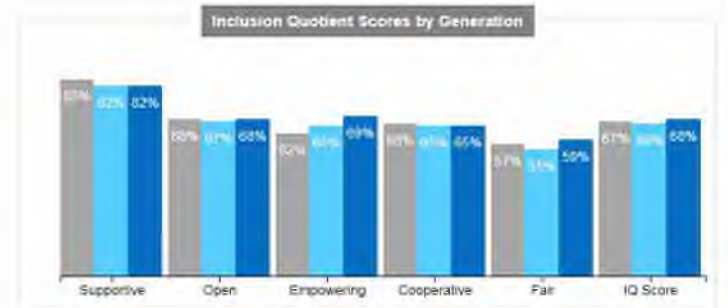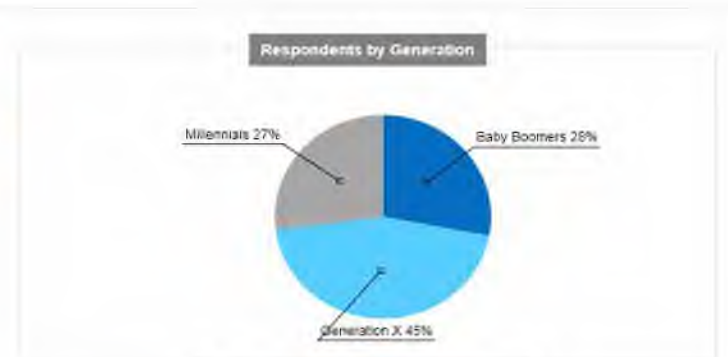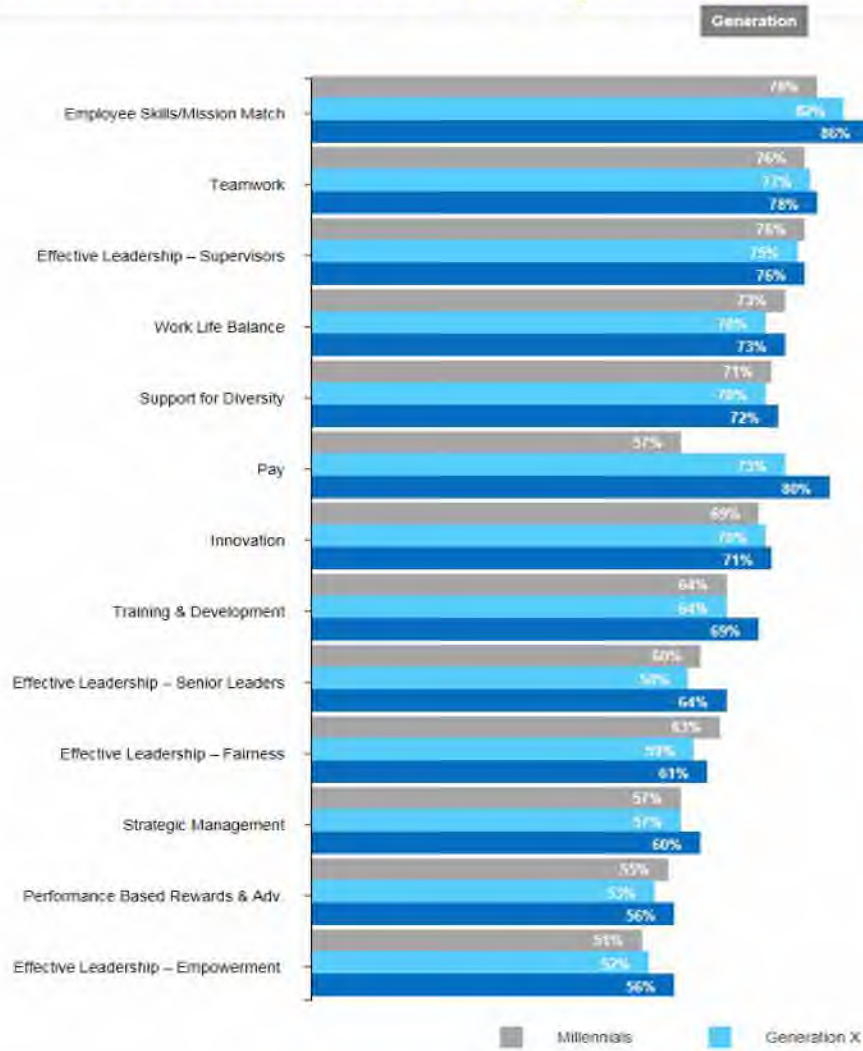## RNO Minority Status Comparison
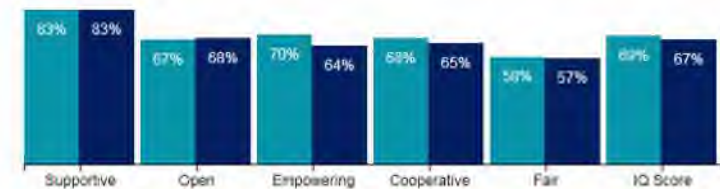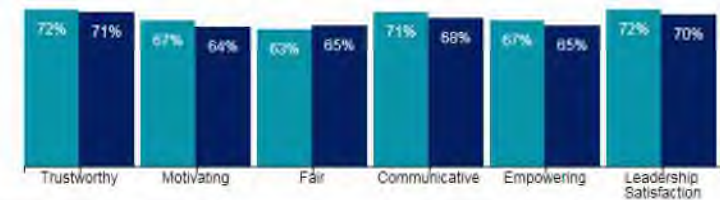
(U) Subgroup Index Score Comparison
Generation Comparison

(U) Subgroup Index Score Comparison
Civilian Grade Category Comparison

Civilian Grade

Category	DIA Score
Employee Skills/Mission Mismatch	DIA 82%
Teamwork	DIA 77%
Effective Leadership - Supervisors	DIA 76%
Work Life Balance	DIA 72%
Support for Diversity	DIA 71%
Pay	DIA 71%
Innovation	DIA 70%
Training & Development	DIA 66%
Effective Leadership - Senior Leaders	DIA 61%
Effective Leadership - Fairness	DIA 61%
Strategic Management	DIA 58%
Performance Based Rewards & Advancement	DIA 55%
Effective Leadership - Empowerment	DIA 53%

Legend:
- GG12 & Below
- GG13
- GG14
- GG15
- DISES/DISL
- DIA

(U) Subgroup Index Score Comparison
Civilian Grade Category Comparison

Workforce Engagement Survey Items (% Positive) Key Indices	DIA	DIA	DIA: GG12 & Below	DIA: GG13	DIA: GG14	DIA: GG15	DIA: DISES/DISL
Employee Skills/Mission Match	82%	82%	79%	81%	85%	88%	96%
Teamwork	77%	77%	75%	75%	77%	81%	92%
Effective Leadership – Supervisors	76%	76%	75%	73%	77%	78%	91%
Work Life Balance	72%	72%	76%	70%	69%	69%	79%
Support for Diversity	71%	71%	70%	66%	72%	78%	86%
Pay	71%	71%	47%	78%	82%	86%	91%
Innovation	70%	70%	69%	66%	70%	74%	83%
Training & Development	66%	66%	65%	63%	67%	69%	84%
Effective Leadership – Senior Leaders	61%	61%	63%	54%	58%	65%	92%
Effective Leadership – Fairness	61%	61%	61%	54%	59%	67%	87%
Strategic Management	58%	58%	61%	54%	57%	58%	74%
Performance Based Rewards & Adv.	55%	55%	54%	49%	55%	62%	78%
Effective Leadership – Empowerment	53%	53%	52%	48%	54%	58%	76%

Note: GREEN figures indicate a score that is 5 or more percentage points higher than the average score across DIA respondents.

RED figures indicate a score that is 5 or more percentage points lower than the average score across DIA respondents.

Respondents by Civilian Grade

- DISES/DISL 2%
- GG15 11%
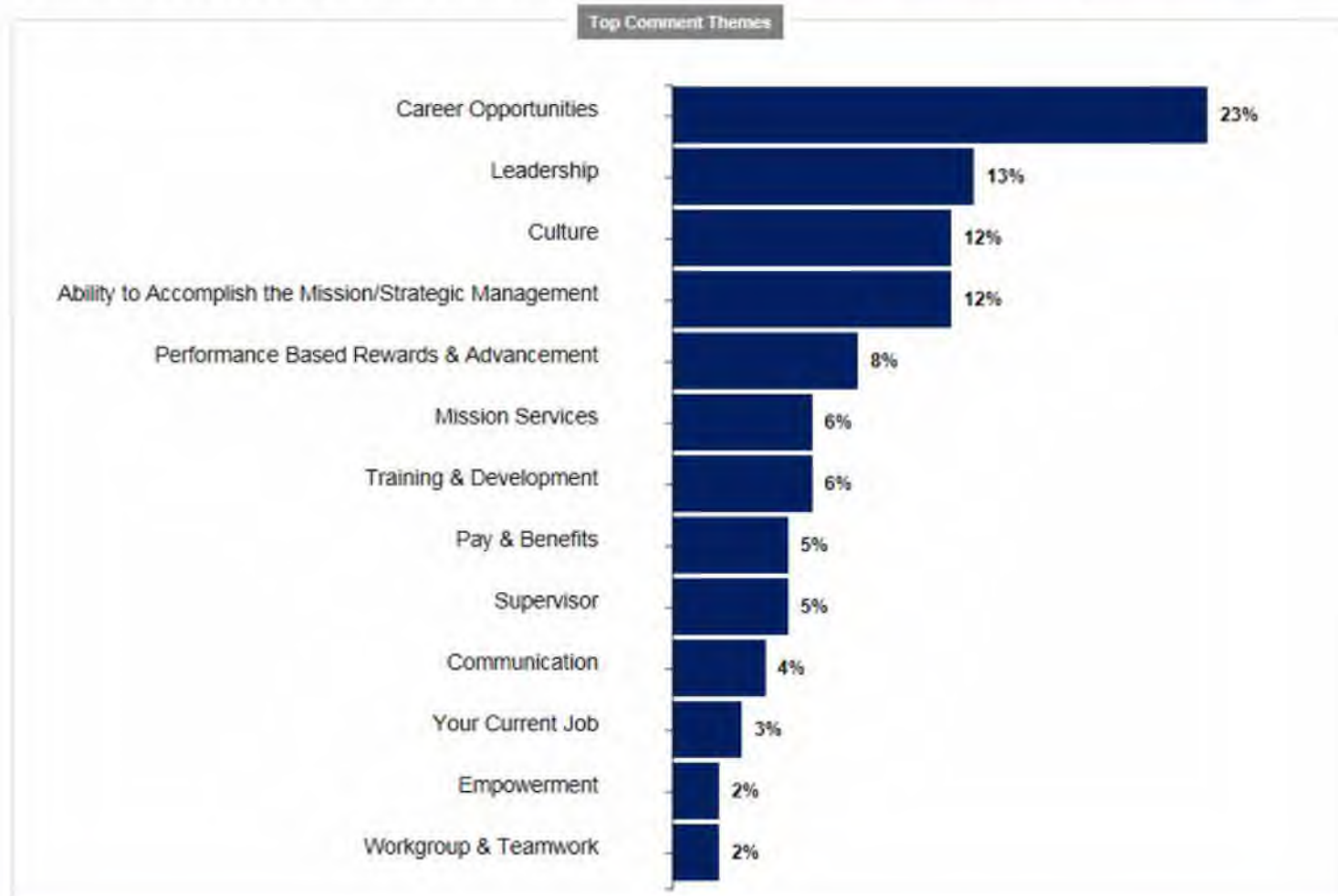- GG14 22%
- GG13 37%
- GG12 & Below 28%
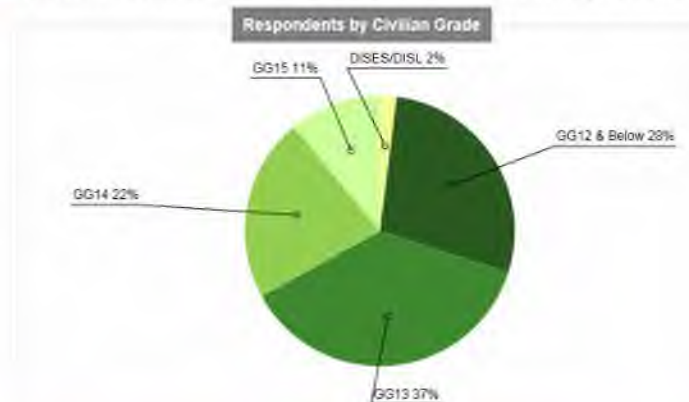
(U) Comment Analysis

Each respondent had the opportunity to respond to the following question: *If you could tell DIA leadership one thing, what would it be?*

Top Comment Themes

Theme	Percentage
Career Opportunities	23%
Leadership	13%
Culture	12%
Ability to Accomplish the Mission/Strategic Management	12%
Performance Based Rewards & Advancement	8%
Mission Services	6%
Training & Development	6%
Pay & Benefits	5%
Supervisor	5%
Communication	4%
Your Current Job	3%
Empowerment	2%
Workgroup & Teamwork	2%

(U) Key Index Analysis
Effective Leadership - Empowerment Index

Effective Leadership - Empowerment Index

DIA Trend Over Time

46% 51% DIA 53%

16 17 18
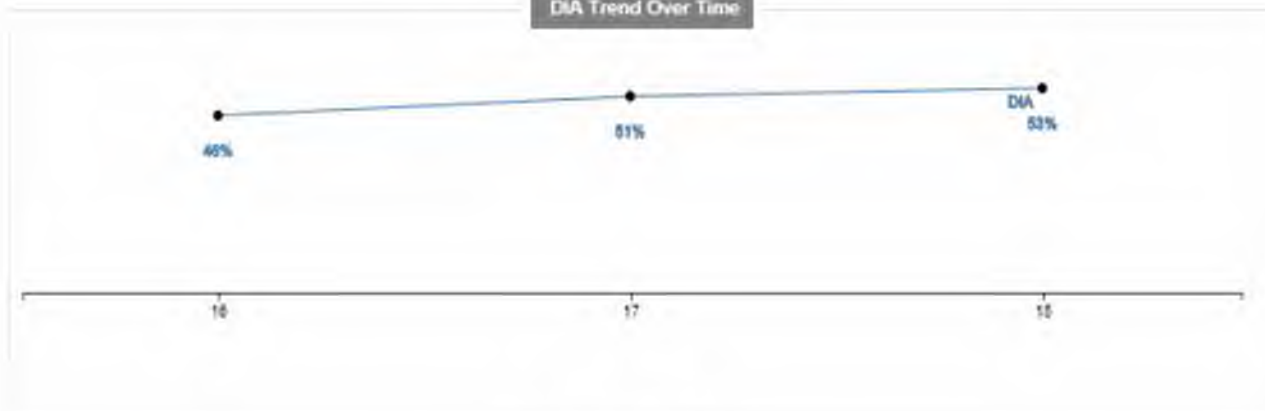
About the Index

The Effective Leadership - Empowerment Index is composed of 2 items. This index measures the extent to which employees feel empowered with respect to work processes and how satisfied they are with their involvement in decisions that affect their work.

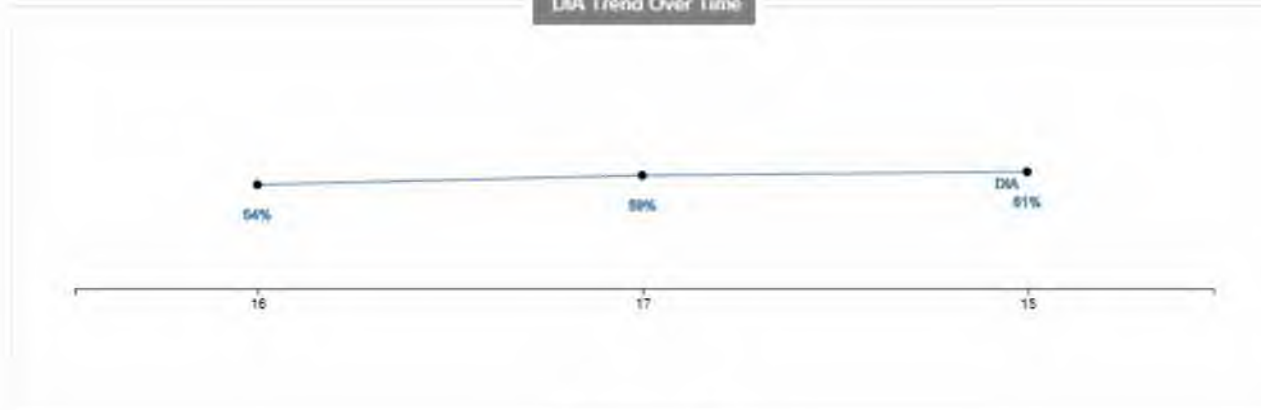| Effective Leadership - Empowerment Index	DIA 2017	DIA 2018	Change	
Employees have a feeling of personal empowerment with respect to the work processes.	45%	47%	↑	2%
How satisfied are you with your involvement in decisions that affect your work?	58%	59%	↑	1%

(U) Key Index Analysis
Effective Leadership - Fairness Index

DIA Trend Over Time

DIA

54%   59%   61%

16   17   15

About the Index

The Effective Leadership - Fairness Index is composed of 2 items. This index measures the extent to which employees believe disputes are resolved fairly in their work unit, whether or not employees believe arbitrary action and personal favoritism is tolerated, and if employees feel comfortable reporting illegal activity without fear of reprisal.

| Effective Leadership - Fairness Index	DIA 2017	DIA 2018	Change	
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	55%	56%	↑	1%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	69%	71%	↑	2%

16

(U) Key Index Analysis
Effective Leadership - Senior Leaders Index

Effective Leadership - Senior Leaders Index

DIA Trend Over Time

84%   89%   DIA 91%

16   17   18
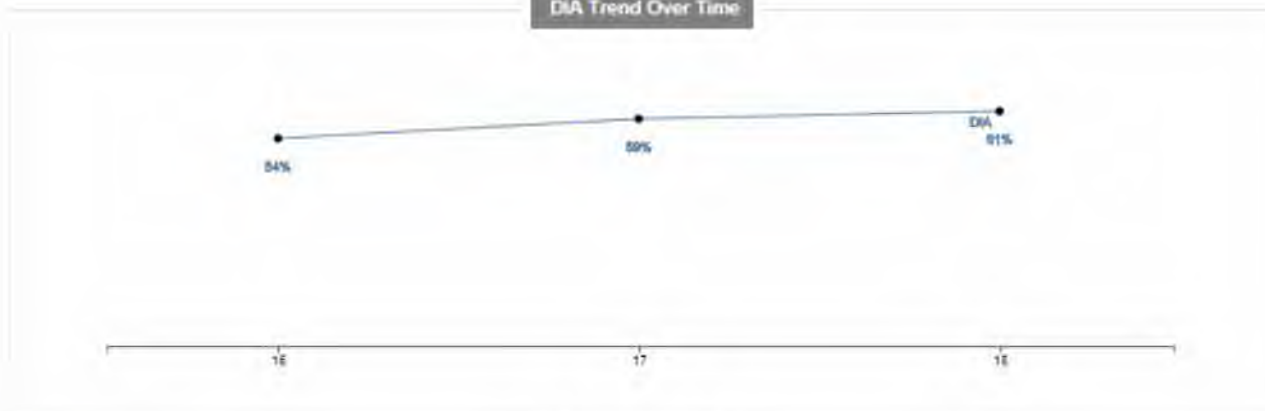
About the Index

The Effective Leadership - Senior Leaders Index is composed of 4 items. This index measures the level of respect employees have for senior leaders, satisfaction with the amount of information provided by management, and perceptions about senior leaders' honesty, integrity and ability to motivate employees.

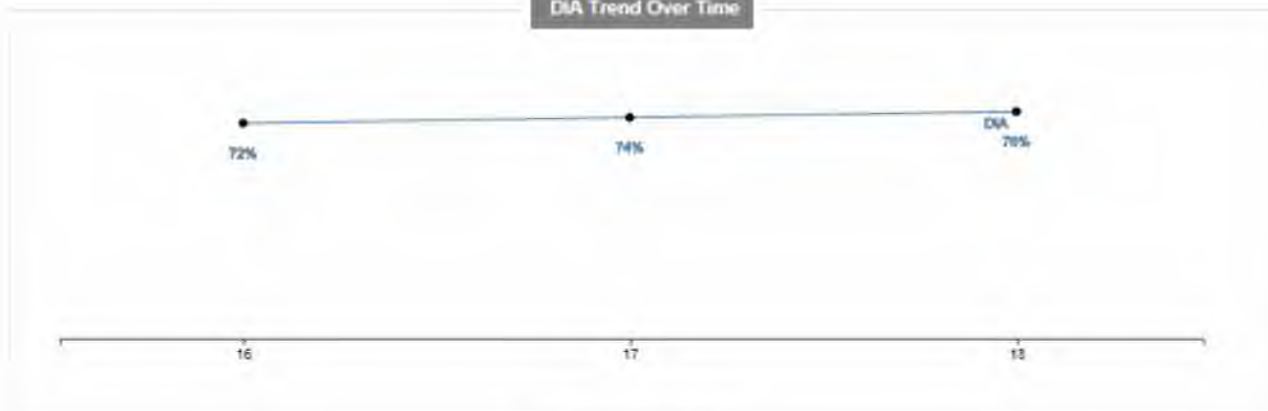| Effective Leadership - Senior Leaders Index	DIA 2017	DIA 2018	Change	
How satisfied are you with the information you receive from management on what's going on in your organization?	56%	57%	↑	1%
I have a high level of respect for my organization's senior leaders.	64%	65%	↑	1%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	51%	53%	↑	2%
My organization's senior leaders maintain high standards of honesty and integrity.	71%	72%	↑	1%

(U) Key Index Analysis
Effective Leadership - Supervisors Index

Effective Leadership - Supervisors Index

DIA Trend Over Time

The Effective Leadership - Supervisors Index is composed of 4 items. This index measures employees' opinions about their immediate supervisor's job performance, how well supervisors give employees the opportunity to demonstrate leadership skills, and the extent to which employees feel supervisors support employee development and provide worthwhile feedback about job performance.

| Effective Leadership - Supervisors Index	DIA 2017	DIA 2018		Change
Discussions with my supervisor about my performance are worthwhile.	68%	69%	↑	1%
My supervisor provides me with opportunities to demonstrate my leadership skills.	76%	79%	↑	3%
Overall, how good a job do you feel is being done by your immediate supervisor?	78%	79%	↑	1%
Supervisors in my work unit support employee development.	76%	78%	↑	2%

(U) Key Index Analysis
Employee Skills/Mission Match Index

Employee Skills/Mission Match

DIA Trend Over Time

80%   81%   DIA 82%

16   17   18
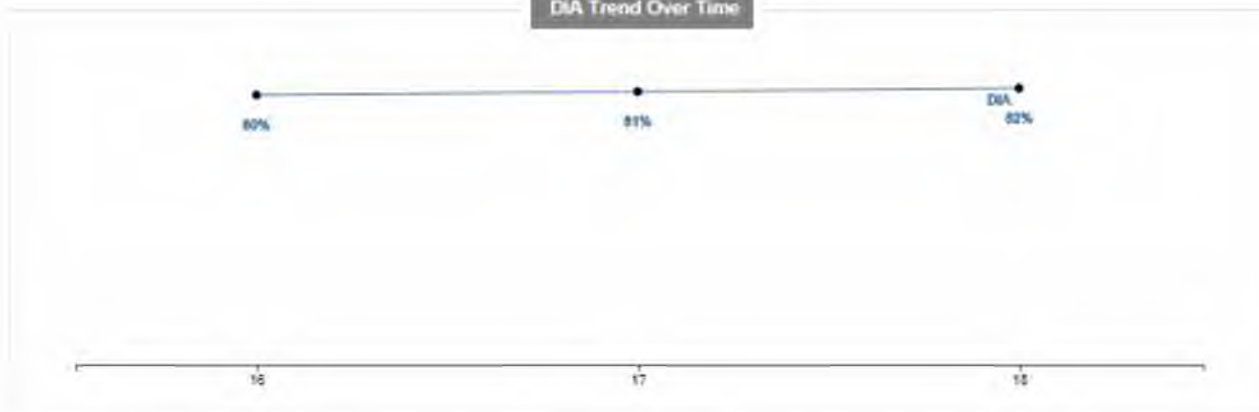
About the Index

The Employee Skills/Mission Match is composed of 5 items. This index measures the extent to which employees feel that their skills and talents are used effectively. Furthermore, it assesses the extent to which employees get satisfaction from their work and understand how their jobs are relevant to the organizational mission.

Employee Skills/Mission Match	DIA 2017	DIA 2018	Change	
I know how my work relates to the agency's goals and priorities.	84%	86%	↑	2%
I like the kind of work I do.	84%	84%	↔	0%
My talents are used well in the workplace.	70%	71%	↑	1%
My work gives me a feeling of personal accomplishment.	79%	80%	↑	1%
The work I do is important.	90%	90%	↔	0%

(U) Key Index Analysis
Innovation Index

Innovation Index

DIA Trend Over Time

84% 88% DIA 70%

16 17 18
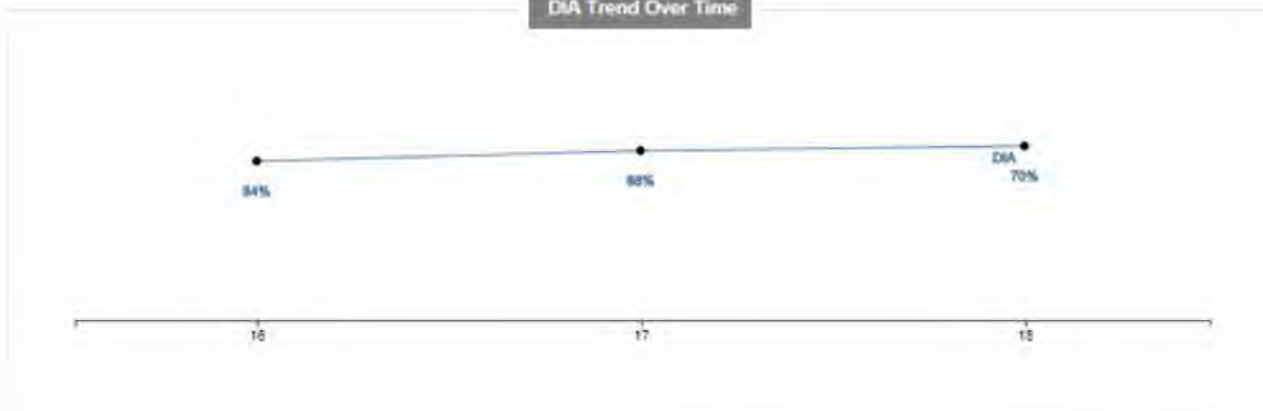
About the Index

The **Innovation Index** is composed of 3 items. This index measures employee perceptions of DIA's efforts to improve the way work is done, including their own personal motivation to promote change and the support and rewards they receive for promoting new ideas.

Innovation Index	DIA 2017	DIA 2018	Change	
Creativity and innovation are rewarded.	47%	49%	↑	2%
I am constantly looking for ways to do my job better.	94%	94%	↔	0%
I feel encouraged to come up with new and better ways of doing things.	65%	67%	↑	2%

(U) Key Index Analysis
Pay Index

Pay Index

DIA Trend Over Time

71%   72%   DIA 71%

16   17   18
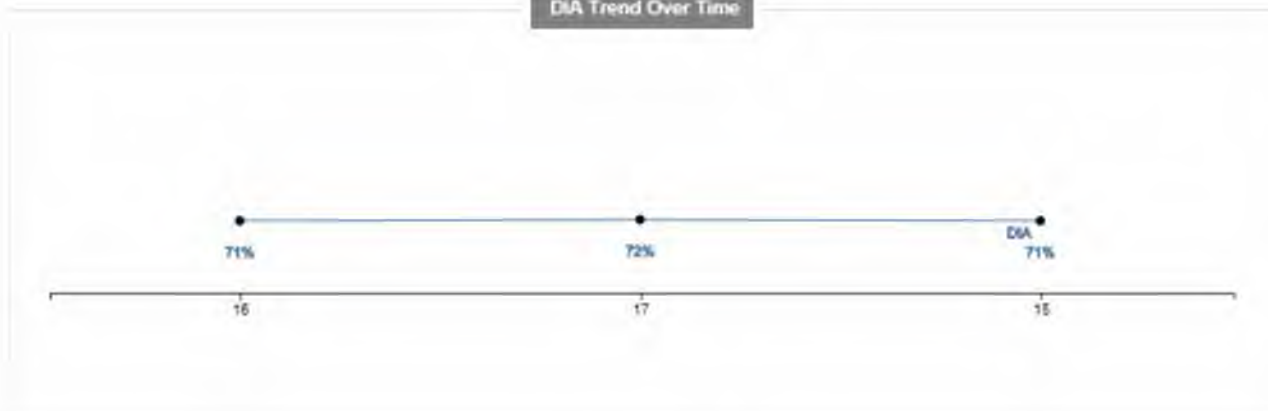
About the Index

The Pay Index is composed of just 1 item: Considering everything, how satisfied are you with your pay? This index measures how satisfied employees are with their pay.

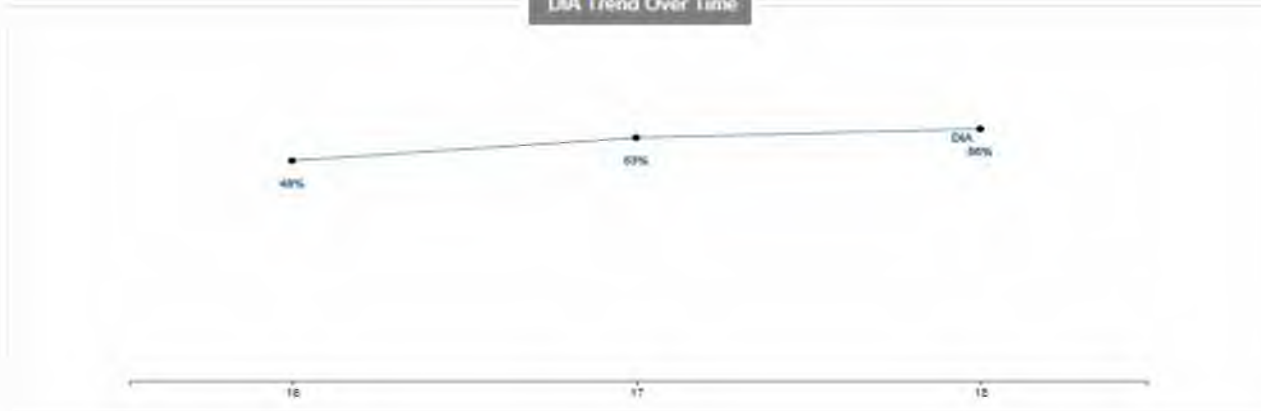| Pay Index	DIA 2017	DIA 2018	Change	
Considering everything, how satisfied are you with your pay?	72%	71%	↓	-1%

Performance Based Rewards and Advancement Index

Performance Based Rewards and Advancement Index

DIA Trend Over Time

About the Index

The Performance Based Rewards and Advancement Index is composed of 6 items. This index measures the extent to which employees feel they are rewarded and promoted in a fair and timely manner for their performance and innovative contributions to their workplace.

| Performance Based Rewards and Advancement Index	DIA 2017	DIA 2018	Change	
Creativity and innovation are rewarded.	47%	49%	↑	2%
Employees are recognized for providing high quality products and services.	88%	89%	↑	1%
How satisfied are you with the recognition you receive for doing a good job?	59%	82%	↑	3%
How satisfied are you with your opportunity to get a better job in your organization?	36%	39%	↑	3%
My performance appraisal/evaluation is a fair reflection of my performance.	73%	74%	↑	1%
Promotions in my work unit are based on merit.	43%	43%	↔	0%

(U) Key Index Analysis
Strategic Management Index

DIA Trend Over Time
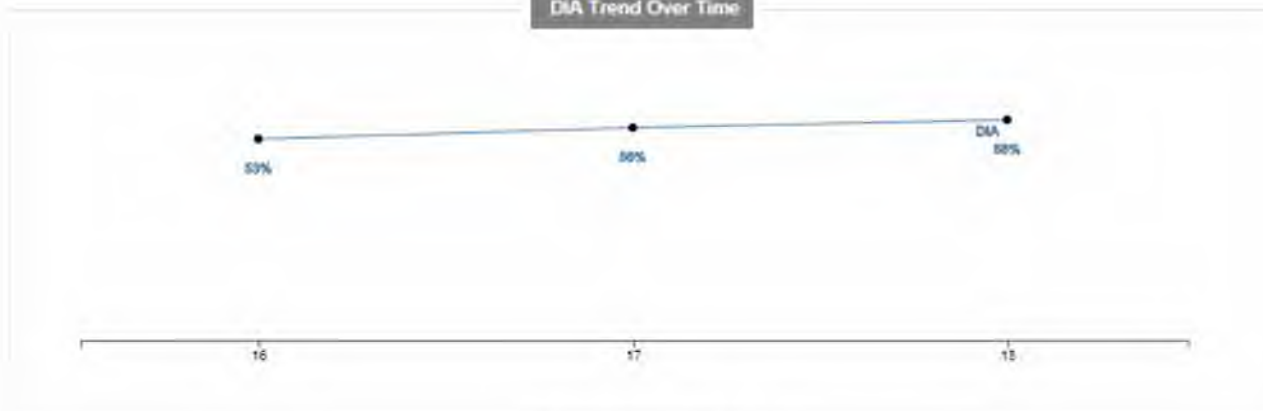
About the Index

The Strategic Management Index is composed of 4 items. This index measures the extent to which employees believe that management ensures they have the necessary skills and abilities to do their jobs, is successful at hiring new employees with the necessary skills to help the organization, and works to achieve the organizational goals with targeted personnel strategies and performance management.

Strategic Management Index	DIA 2017	DIA 2018	Change	
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	61%	64%	↑	3%
My work unit is able to recruit people with the right skills.	47%	49%	↑	2%
The agency's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	69%	71%	↑	2%
The skill level in my work group has improved in the past year.	51%	55%	↑	4%

(U) Key Index Analysis
Support for Diversity Index

Support for Diversity Index

DIA Trend Over Time
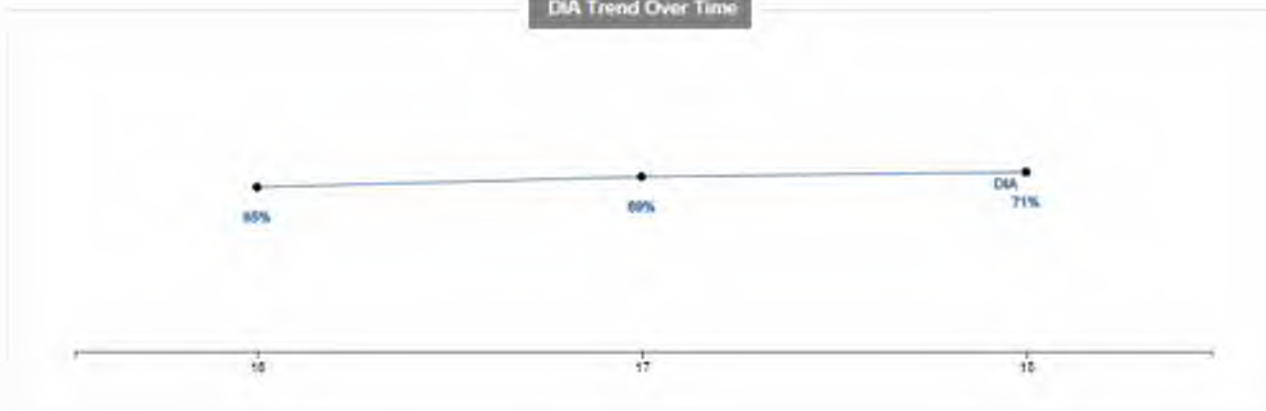
About the Index

The Support for Diversity Index is composed of 3 items. This index measures the extent to which employees believe the actions and policies of leadership and management promote and respect diversity.

Support for Diversity Index	DIA 2017	DIA 2018	Change	
My supervisor is committed to a workforce representative of all segments of society.	82%	83%	↑	1%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	67%	68%	↑	1%
Supervisors work well with employees of different backgrounds.	68%	71%	↑	3%

(U) Key Index Analysis
Teamwork Index

Teamwork Index

DIA Trend Over Time

74%   76%   DIA 77%

16   17   18
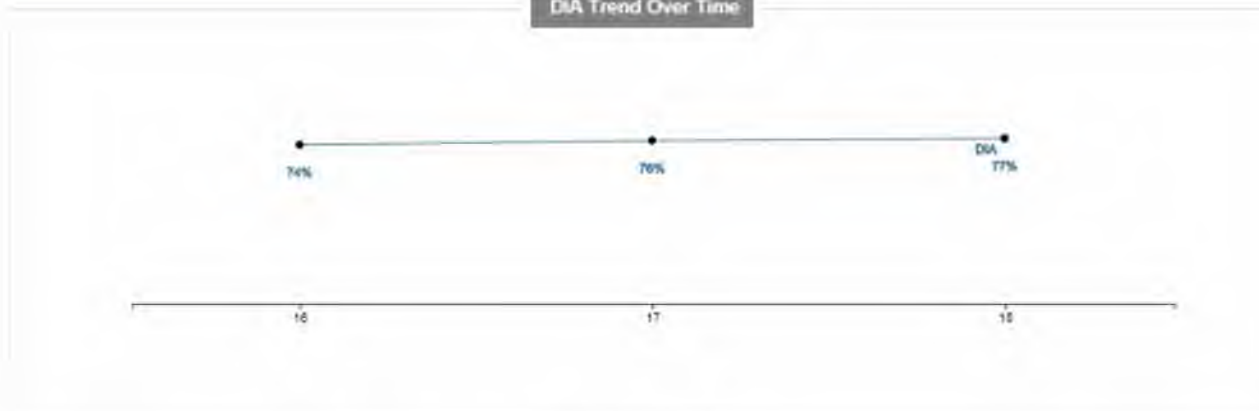
About the Index

The Teamwork Index is composed of 3 items. This index measures the extent to which employees believe employees communicate effectively both inside and outside of their team organizations, creating a more friendly work atmosphere and producing high quality products.

Teamwork Index	DIA 2017	DIA 2018	Change	
Employees in my work unit share job knowledge with each other.	83%	83%	⟷	0%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	60%	61%	↑	1%
The people I work with cooperate to get the job done.	88%	88%	⟷	0%

(U) Key Index Analysis
Training and Development Index

Training and Development Index

DIA Trend Over Time
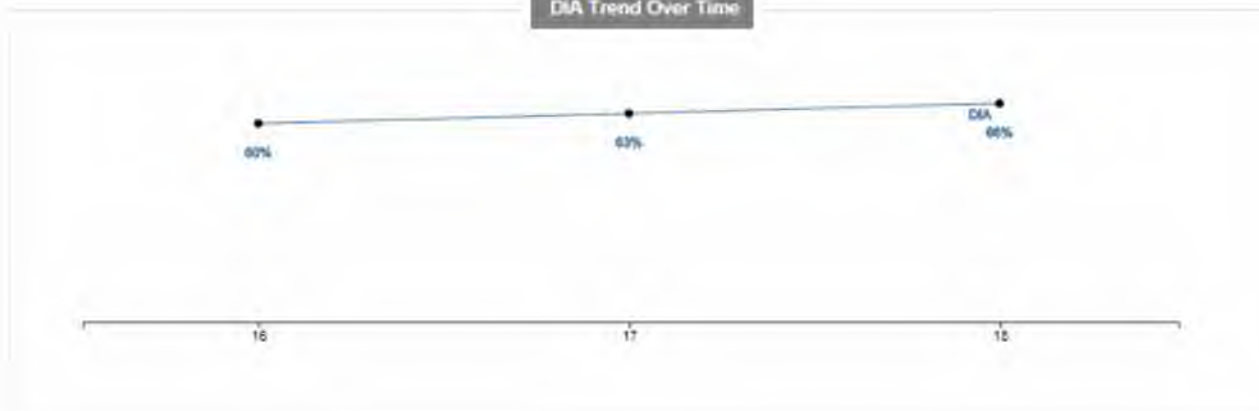
About the Index

The Training and Development Index is composed of 4 items. This index measures the extent to which employees believe their development needs are assessed and appropriate training is offered, allowing them to do their jobs effectively and improve their skills.

Training and Development Index	DIA 2017	DIA 2018	Change	
How satisfied are you with the training you receive for your present job?	55%	58%	↑	3%
I am given a real opportunity to improve my skills in my organization.	66%	69%	↑	3%
I have enough information to do my job well.	76%	77%	↑	1%
My training needs are assessed.	56%	59%	↑	3%

(U) Key Index Analysis
Work Life Balance Index

Work Life Balance Index

DIA Trend Over Time
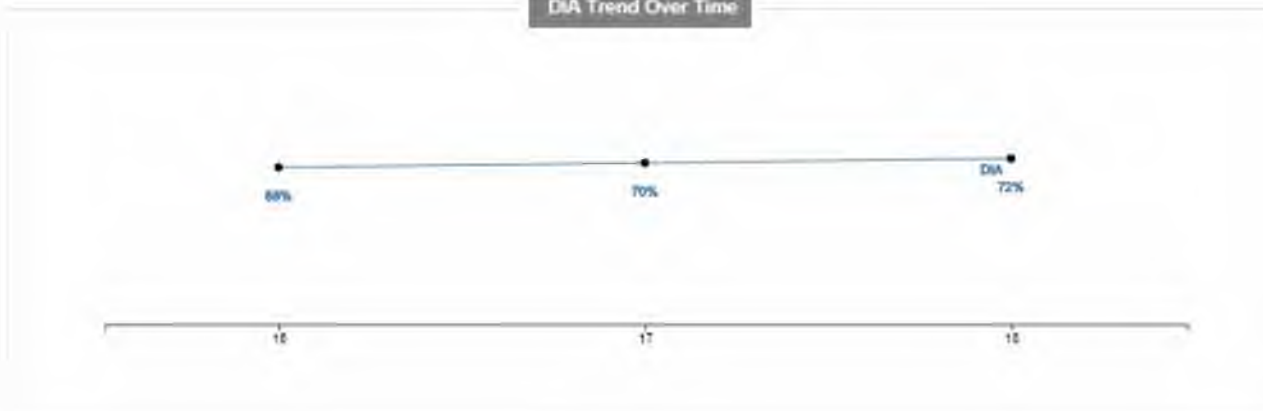
About the Index

The Work Life Balance Index is composed of 3 items. This index measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.

Work Life Balance Index	DIA 2017	DIA 2018	Change	
I have sufficient resources (for example, people, materials, budget) to get my job done.	54%	57%	↑	3%
My supervisor supports my need to balance work and other life issues.	87%	88%	↑	1%
My workload is reasonable.	69%	71%	↑	2%

(U) Survey Trend Data
Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
Agency Goals and Mission Accomplishment		
DIA's mission is clearly defined	83%	83%
I feel inspired by DIA's mission and goals	67% ↑	69%
I know how my work relates to the agency's goals and priorities	84% ↑	86%
Managers review and evaluate the organization's progress toward meeting its goals and objectives	61% ↑	64%
Managers communicate the goals and priorities of the organization	60% ↑	61%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals	69% ↑	71%
Career Development		
My training needs are assessed	56% ↑	59%
Supervisors in my work unit support employee development	76% ↑	78%
How satisfied are you with the training you receive for your present job?	55% ↑	58%
How satisfied are you with your opportunity to get a better job in your organization?	36% ↑	39%
I am given a real opportunity to improve my skills in my organization	66% ↑	69%

(U) Survey Trend Data
Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
► Career Plans [Asked to civilian employees only]		
Are you considering leaving DIA within the next year, and if so, why? (Employees could select >1)		
No, I plan to stay at DIA	71% ↑	72%
Yes, to care for family members	1% ↓	1%
Yes, to relocate away from my work location	9% ↓	9%
Yes, to retire	10% ↑	14%
Yes, to return to school	2% ↓	2%
Yes, to take another government job within the Intelligence Community	48% ↓	47%
Yes, to take another job outside of the IC and within the Federal Government	27% ↓	26%
Yes, to take another job outside the Federal Government	17% ↓	15%
Personal reasons	3% →	3%
Please select the factors that have caused you to consider leaving DIA (select all that apply)		
Poor work/life balance	16% ↓	15%
Retirement or VERA/VSIP eligibility	8% ↑	9%
NTE expiration	0% →	0%
Organizational Change (restructuring, reorganization)	13% ↓	12%
Other	0% ↓	0%
Bureaucracy / inefficient work processes	39% ↓	38%
Coworker competence	12% ↑	13%
Culture does not support diversity	8% →	8%
Dissatisfaction with current pay or benefits	13% →	13%
Dissatisfaction with DIA senior leadership	31% ↓	27%
Dissatisfaction with my immediate supervisor or management	26% ↓	24%
High cost of living at my work location	13% →	13%
Inconvenient work location / long commute	16% ↓	14%
Insufficient access to career development opportunities	27% ↓	25%
Insufficient access to flexible workplace arrangements	13% ↓	12%
Insufficient career progression/promotion opportunities	56% ↓	52%
Insufficient challenge in my current or projected work	15% →	15%
Insufficient lateral career flexibility	23% ↓	22%
Insufficient recognition for my work	24% ↓	22%
Insufficient tools and resources needed to do my job	19% ↓	16%
Lack of spousal accommodation	3% ↓	2%
Negative work environment	23% ↓	20%

(U) Survey Trend Data
Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
Counterintelligence		
I feel comfortable reporting vulnerabilities or suspicious activities to the appropriate DIA authorities	92% ↑	93%
DIA leadership is committed to defending against counterintelligence threats.	88% ↑	89%
I have been trained to identify counterintelligence threats.	93% ↓	93%
Culture		
I recommend my organization as a good place to work.	58% ↑	61%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	60% ↑	61%
Managers support collaboration across work units to accomplish work objectives	69% ↓	69%
Military and civilians work well together within the DIA enterprise.	76% ↑	79%
Employees have a feeling of personal empowerment with respect to work processes	45% ↑	47%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	55% ↑	56%
Considering everything, how satisfied are you with your organization?	60% ↑	63%
Creativity and innovation are rewarded.	47% ↑	49%
DIA appropriately considers and protects the civil liberties and privacy of DIA employees and US persons.	N/A	80%
I feel encouraged to come up with new and better ways of doing things.	65% ↑	67%
I am proud to work within the DIA enterprise.	74% ↑	76%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	79% ↑	80%
I believe the results of this survey will be used to make my agency a better place to work.	51% ↓	49%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	69% ↑	71%
How satisfied are you with your involvement in decisions that affect your work?	58% ↑	59%
Supervisors work well with employees of different backgrounds.	68% ↑	71%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	67% ↑	68%
Prohibited Personnel Practices (for example, illegal discrimination in personnel decisions such as hiring or pay setting, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	71% ↓	70%

(U) Survey Trend Data
Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
IC Integration		
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	77% ↑	78%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	88% ↔	88%
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?	61% ↑	62%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC	69% ↑	72%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	86% ↑	86%
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?		
At least once a day	22% ↔	22%
Less than once a day, but at least once a week	30% ↔	30%
Less than weekly, but at least monthly	21% ↑	22%
Not at all	8% ↔	8%
Some, but less than once a month	19% ↔	19%
JDA Experience [asked to respondents who indicated they had joint duty credit only]		
My Joint Duty qualifying experience increased my understanding of the importance of intelligence integration	86% ↓	85%
As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.	76% ↓	75%
Leadership		
DIA's senior leaders listen to employees' concerns	53% ↑	55%
How satisfied are you with the information you receive from management on what's going on in your organization?	56% ↑	57%
How satisfied are you with the policies and practices of your senior leaders?	48% ↑	50%
My organization's senior leaders maintain high standards of honesty and integrity	71% ↑	72%
I have a high level of respect for my organization's senior leaders.	64% ↑	65%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	51% ↑	53%
Military Experience at DIA [asked to Military respondents only]		
I have the opportunity to meet my training requirements while assigned to DIA.	66% ↑	67%
My assignment at DIA is a career advancing opportunity.	56% ↔	56%
My assignment at DIA makes good use of my skills and experience	73% ↓	71%
My supervisor understands what I need to succeed in my career as a member of the U.S. military.	74% ↔	74%

(U) Survey Trend Data
Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
Performance Feedback and Recognition		
Promotions in my work unit are based on merit.	43% ↑	43%
SAA/OTS awards are a more motivating factor in rewarding my performance than end of year bonuses	39% ↑	40%
Pay raises depend on how well employees perform their jobs.	29% ↑	30%
My performance appraisal/evaluation is a fair reflection of my performance.	73% ↑	74%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	64% ↑	66%
In my work unit, differences in performance are recognized in a meaningful way	51% ↑	52%
In my work unit, monetary awards (i.e. bonuses, On the Spot (OTS) awards, and Special Act Awards (SAAs)) are awarded in a timely manner	54% ↑	56%
In my work unit, monetary awards (i.e. bonuses, On the Spot (OTS) awards, and Speical Act Awards (SAAs)) are awarded in a fair manner	57% ↑	61%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41% ↑	42%
How satisfied are you with the recognition you receive for doing a good job?	59% ↑	62%
Discussions with my supervisor about my performance are worthwhile.	68% ↑	69%
Employees are recognized for providing high quality products and services.	63% ↑	69%
Awards in my work unit depend on how well employees perform their jobs.	62% ↑	63%
Considering everything, how satisfied are you with your pay?	72% ↓	71%
Work Environment		
Employees are protected from health and safety hazards on the job.	80% ↓	78%
My organization has prepared employees for potential security threats.	78% ↓	77%
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well	67% ↓	65%
Your Job		
My workload is reasonable.	69% ↑	71%
The work I do is important.	90% ↔	90%
My talents are used well in the workplace.	70% ↑	71%
My work gives me a feeling of personal accomplishment.	79% ↑	80%
I have sufficient resources (for example, people, materials, budget) to get my job done.	54% ↑	57%
I know what is expected of me on the job.	82% ↑	83%
I like the kind of work I do.	84% ↔	84%
Considering everything, how satisfied are you with your job?	69% ↑	71%
I am constantly looking for ways to do my job better.	94% ↔	94%

(U) Survey Trend Data
Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
Your Supervisor		
I am satisfied with the information I receive about what's going on in my workgroup.	72% ↑	73%
I have trust and confidence in my supervisor.	75% ↑	76%
In the last six months, my supervisor has talked with me about my performance.	81% ↑	83%
My supervisor has the skills and experience needed to perform his or her job.	79% ↑	81%
My supervisor is committed to a workforce representative of all segments of society.	82% ↑	83%
My supervisor listens to what I have to say.	83% ↑	84%
My supervisor maintains high standards of honesty and integrity.	83% ↑	84%
My supervisor provides me with constructive suggestions to improve my job performance.	70% ↑	72%
My supervisor provides me with opportunities to demonstrate my leadership skills.	76% ↑	79%
My supervisor supports my need to balance work and other life issues.	87% ↑	88%
My supervisor treats me with respect.	87% ↑	88%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	68% ↑	69%
Overall, how good a job do you feel is being done by your immediate supervisor?	78% ↑	79%
Your Workgroup		
My work unit is able to recruit people with the right skills.	47% ↑	49%
The people I work with are highly skilled.	75% ↑	76%
The people I work with cooperate to get the job done.	88% →	88%
The skill level in my work group has improved in the past year.	51% ↑	55%
I trust the people in my workgroup.	81% →	81%
Employees in my work unit share job knowledge with each other.	83% →	83%

(U) Survey Trend Data
IQ Index

Workforce Engagement Survey Items - IQ Index	DIA 2017	DIA 2018 % Positive
Supportive		
My supervisor supports my need to balance work and other life issues	87% ↑	88%
My supervisor listens to what I have to say	83% ↑	84%
My supervisor treats me with respect	87% ↑	88%
My supervisor provides me with constructive suggestions to improve my job performance	70% ↑	72%
In the last six months, my supervisor has talked with me about my performance	81% ↑	83%
Open		
Creativity and innovation are rewarded	47% ↑	49%
Supervisors work well with employees of different backgrounds	68% ↑	71%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	67% ↑	68%
My supervisor is committed to a workforce representative of all segments of society.	82% ↑	83%
Empowering		
I feel encouraged to come up with new and better ways of doing things	65% ↑	67%
Employees have a feeling of personal empowerment with respect to work processes.	45% ↑	47%
My talents are used well in the workplace	70% ↑	71%
Cooperative		
Managers promote communication among different work units (for example, about projects, goals, needed resources).	60% ↑	61%
Managers support collaboration across work units to accomplish work objectives.	69% ↑	69%
Fair		
Awards in my work unit depend on how well employees perform their jobs	62% ↑	63%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41% ↑	42%
In my work unit, differences in performance are recognized in a meaningful way.	51% ↑	52%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated	55% ↑	56%
Prohibited Personnel Practices (for example, illegal discrimination in personnel decisions such as hiring or pay setting, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	71% ↓	70%

(U) Survey Trend Data
Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2017	DIA 2018 % Positive
▶ Trustworthy: I have trust and confidence in _____ .		
All Leadership Levels	70% ↑	71%
Team Lead	78% ↑	81%
First Line Supervisor	77% ↑	79%
Branch Leadership	74% ↑	75%
Division Leadership	69% ↓	68%
Office Leadership	61% ↓	60%
DIR Leadership	62% ↓	61%
DIA Agency Leadership	63% ↑	64%
▶ Motivating: _____ generates a high level of motivation and commitment in the workforce.		
All Leadership Levels	63% ↑	64%
Team Lead	71% ↑	74%
First Line Supervisor	69% ↑	71%
Branch Leadership	67% →	67%
Division Leadership	62% ↓	61%
Office Leadership	54% →	54%
DIR Leadership	56% ↑	58%
DIA Agency Leadership	59% ↑	63%
▶ Fair: Personal favoritism is not tolerated by _____ .		
All Leadership Levels	64% ↑	65%
Team Lead	73% ↑	75%
First Line Supervisor	73% →	73%
Branch Leadership	68% →	68%
Division Leadership	63% ↓	62%
Office Leadership	55% →	55%
DIR Leadership	54% ↑	55%
DIA Agency Leadership	54% →	54%

(U) Survey Trend Data
Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2017	DIA 2018 % Positive
▶ Communicative: I am satisfied with the information I receive from _____ .		
All Leadership Levels	67% ↑	68%
Team Lead	76% ↓	74%
First Line Supervisor	74% ↓	70%
Branch Leadership	71% ↓	64%
Division Leadership	65% ↓	60%
Office Leadership	59% ↑	60%
DIR Leadership	59% ↑	71%
DIA Agency Leadership	64% ↑	82%
▶ Empowering: I feel empowered by _____ .		
All Leadership Levels	64% ↑	65%
Team Lead	71% ↑	74%
First Line Supervisor	72% ↑	73%
Branch Leadership	69% ↑	70%
Division Leadership	64% ↔	64%
Office Leadership	58% ↓	57%
DIR Leadership	53% ↑	54%
DIA Agency Leadership	49% ↑	52%
▶ Conflict Resolution: I have confidence in the conflict resolution skills of my _____ .		
All Leadership Levels	N/A	64%
Team Lead	N/A	73%
First Line Supervisor	N/A	71%
Branch Leadership	N/A	67%
Division Leadership	N/A	62%
Office Leadership	N/A	56%
DIR Leadership	N/A	56%
DIA Agency Leadership	N/A	54%

(U) Survey Trend Data
Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2017	DIA 2018 % Positive
Inclusivity: _____ demonstrates inclusive behaviors with employees of different backgrounds (for example, behaviors that include listening to, consulting with, accommodating, and engaging with others).		
All Leadership Levels	N/A	76%
Team Lead	N/A	82%
First Line Supervisor	N/A	82%
Branch Leadership	N/A	78%
Division Leadership	N/A	74%
Office Leadership	N/A	70%
DIR Leadership	N/A	67%
DIA Agency Leadership	N/A	69%
Overall Satisfaction: Overall, I am satisfied with _____ .		
All Leadership Levels	69% ↑	70%
Team Lead	77% ↑	80%
First Line Supervisor	75% ↑	77%
Branch Leadership	72% ↑	73%
Division Leadership	67% →	67%
Office Leadership	61% ↓	60%
DIR Leadership	62% →	62%
DIA Agency Leadership	63% ↑	65%

(U) Definitions
Key Indices

	Definitions of Key Indices
Effective Leadership - Empowerment	Measures the extent to which employees feel empowered with respect to work processes and how satisfied they are with their involvement with the decisions that affect their work.
Effective Leadership - Fairness	Measures the extent to which employees believe disputes are resolved fairly in their work unit, whether or not employees believe arbitrary action and personal favoritism is tolerated, and if employees feel comfortable reporting illegal activities without fear of reprisal.
Effective Leadership - Senior Leaders	Measures the level of respect employees have for senior leaders, satisfaction with the amount of information provided by management, and perceptions about senior leaders' honesty, integrity, and ability to motivate employees.
Effective Leadership - Supervisors	Measures employees' opinions about their immediate supervisor's job performance, how well supervisors give employees the opportunity to demonstrate leadership skills, and the extent to which employees feel supervisors support employee development and provide worthwhile feedback about job performance.
Employee Skills/Mission Match	Measures the extent to which employees feel that their skills and talents are used effectively. Furthermore, it assesses the extent to which employees get satisfaction from their work and understand how their jobs are relevant to the organization's mission.
Innovation	Measures employee perceptions of efforts to improve the way work is done, including their own personal motivation to promote change and the support and rewards they receive for promoting new ideas.
Pay	Measures how satisfied employees are with their pay.
Performance Based Rewards & Advancement	Measures the extent to which employees feel they are rewarded and promoted in a fair and timely manner for their performance and innovative contributions to the workforce.
Strategic Management	Measures the extent to which employees believe that management ensures they have the necessary skills and abilities to do their jobs, is successful at hiring new employees with the necessary skills to help the organization, and works to achieve the organizational goals with targeted personnel strategies and performance management.
Support for Diversity	Measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity.
Teamwork	Measures the extent to which employees believe employees communicate effectively both inside and outside of their team organizations, creating a friendly work atmosphere and producing high quality work products.
Training & Development	Measures the extent to which employees believe their development needs are assessed and appropriate training is offered, allowing them to do their jobs effectively and improve their skills.
Work/Life Balance	Measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.

(U) Definitions
Comment Themes

Definitions of Comment Themes	
Ability to Accomplish the Mission/Strategic Management	Comments related to DIA's mission and ability to accomplish its mission and goals.
Career Opportunities	Comments related to career paths, career advancement and promotional opportunities.
Culture	Comments related to organizational culture, inclusiveness, fairness and innovation.
Communication	Comments related to communication between leadership and employees, supervisors and subordinates, and within the IC.
Empowerment	Comments related to being empowered with respect to work processes and involvement in decisions that affect work.
Leadership	Comments related to leadership style, accessibility, and accountability of DIA enterprise leaders.
Mission Services	Comments related to Mission Services, to include IT, Human Resources, security, facilities, and logistics.
Pay, Bonuses & Benefits	Comments related to pay modernization, salary, benefits, the elimination of TLMS, and student loan repayment.
Performance Based Rewards & Advancement	Comments related to being recognized and promoted in a fair and timely manner for performance and contributions to the workforce.
Supervisor	Comments related to your first line supervisor or supervisory issues at the DIA enterprise.
Training and Development	Comments related to training and mentoring opportunities throughout the DIA enterprise and in the field.
Workgroup & Teamwork	Comments related to your specific workgroup.
Your Current Job	Comments related to the tasks you do each day, including job fit and skill match with your current position.

Questions or comments? Please contact:

The survey mailbox: (b)(3):10 USC 424

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