DEFENSE INTELLIGENCE AGENCY

(b)(3):10 USC 424

August 2019

2019 WORKFORCE ENGAGEMENT SURVEY AGENCY REPORT

Overall Briefing: UNCLASSIFIED//~~FOUO~~

(U) ABOUT THE WORKFORCE ENGAGEMENT SURVEY (WES)

Survey Overview

About the Survey: DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2019 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 2019 WES was open to all DIA-funded military, civilian and JDA employees between 13 May and 03 June 2019. 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 61%, a 7% increase from last year's 54% 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) 2019 WES OVERVIEW

Five Year Response Rate

66%
61%
56%
58%
54%

2015　2016　2017　2018　2019

Civilian Intent to Leave

27% of civilians plan to leave DIA in the next year. Most cite: **Insufficient Career Progression / Promotion Opportunities**

Index Score Comparison

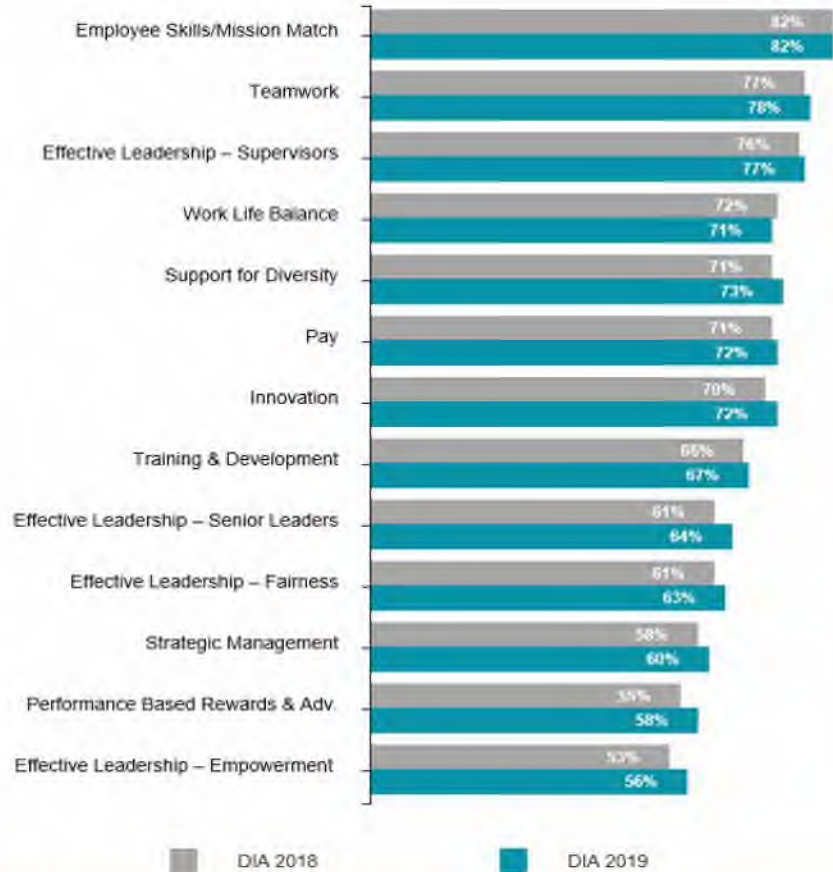All Index Scores have continued to rise since 2014 until this year. **Work/Life Balance** dropped one percentage point in 2019.

DIA Index Scores: 2017 to 2019

	2017	2018	2019
Employee Skills/Mission Match	81%	82%	81%
Teamwork	76%	77%	78%
Effective Leadership - Supervisors	74%	76%	77%
Support for Diversity	69%	71%	73%
Pay	72%	71%	72%
Innovation	68%	70%	72%
Work/Life Balance	70%	72%	71%
Training & Development	63%	66%	67%
Effective Leadership - Senior Leaders	59%	61%	64%
Effective Leadership - Fairness	59%	61%	64%
Strategic Management	56%	58%	60%
Performance Based Rewards & Advancement	53%	55%	58%
Effective Leadership - Empowerment	51%	53%	56%

3 percentage point increase from 2018 (Performance Based Rewards & Advancement)

3 percentage point increase from 2018 (Effective Leadership - Empowerment)

(U) INDEX SCORE COMPARISON

DIA Index Score Trends Over Time: 2018-2019 »

Index	DIA 2018	DIA 2019
Employee Skills/Mission Match	82%	82%
Teamwork	77%	78%
Effective Leadership – Supervisors	76%	77%
Work Life Balance	72%	71%
Support for Diversity	71%	73%
Pay	71%	72%
Innovation	70%	72%
Training & Development	66%	67%
Effective Leadership – Senior Leaders	61%	64%
Effective Leadership – Fairness	61%	63%
Strategic Management	58%	60%
Performance Based Rewards & Adv.	55%	58%
Effective Leadership – Empowerment	53%	56%

- **DIA** scores for **11 indices increased** between **2018** and **2019**. Index scores with the largest increases included:

  3% Effective Leadership – Senior Leaders
  3% Performance Based Rewards & Adv.
  3% Effective Leadership – Empowerment

- **DIA** scores for **1 index decreased** between **2018** and **2019**. Index scores with the largest decreases included:

  1% Work Life Balance

(U) INCLUSION QUOTIENT

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.
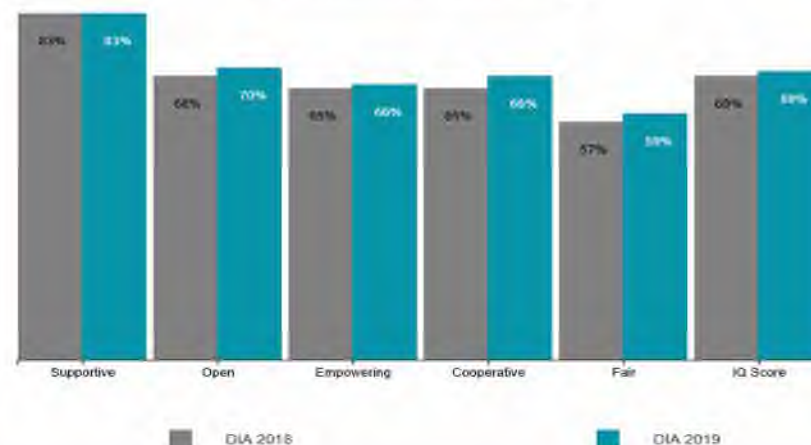
Inclusion Quotient

69%

About the Inclusion Quotient

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

Open
Perception of management support for diversity

Empowering
Perception of the availability of resources and support to excel

Cooperative
Perception that management encourages communication and collaboration

Fair
Perceptions of equitable treatment

5 Habits of Inclusion: DIA Scores

83%

70%

66%

68%

59%

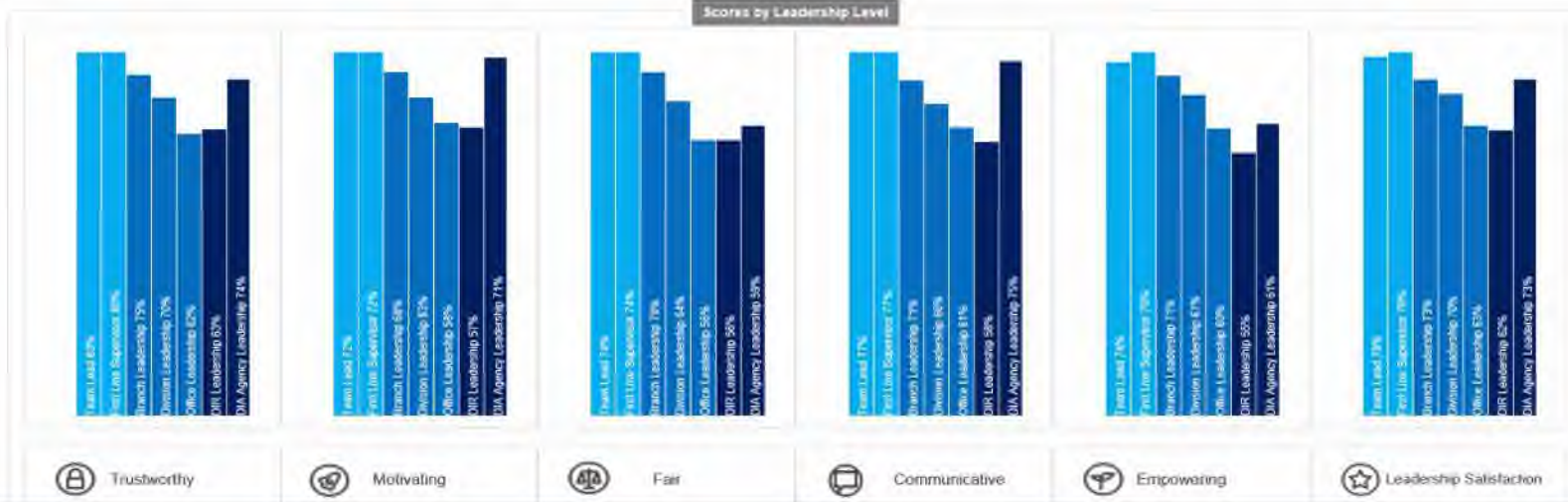IQ Score Trends: DIA 2018-2019

	Supportive	Open	Empowering	Cooperative	Fair	IQ Score
DIA 2018					57%	
DIA 2019						

DIA 2018   DIA 2019

(U) PERCEPTIONS OF LEADERSHIP EFFECTIVENESS

(U) CIVILIAN INTENT TO LEAVE & FUTURE PLANS

Intent to Leave of DIA Civilians*

Planning to Leave

27%

Destination of Civilians Planning to Leave**

Destination	%
Government Job within IC	47%
Government Job outside IC	26%
Non-Government Job	18%
Retiring	13%
Relocating	10%
Another reason	4%
Personal reasons	3%
Caring for family	2%
School	2%
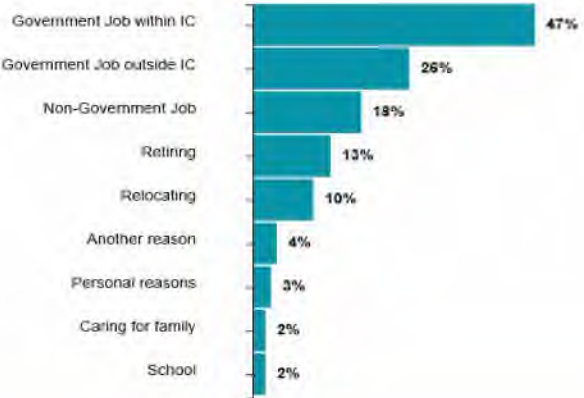
Top 10 Factors Influencing Intention to Leave** (% of those planning to leave selecting each factor)

Factor	%
Insufficient career progression/promotion opportunities	50%
Bureaucracy/inefficient work processes	37%
Dissatisfaction with DIA senior leadership	25%
Dissatisfaction with my immediate supervisor or management	24%
Insufficient recognition for my work	23%
Insufficient access to career development opportunities	22%
Insufficient lateral career flexibility	21%
Negative work environment	20%
Insufficient tools and resources needed to do my job	18%
Poor work/life balance	16%

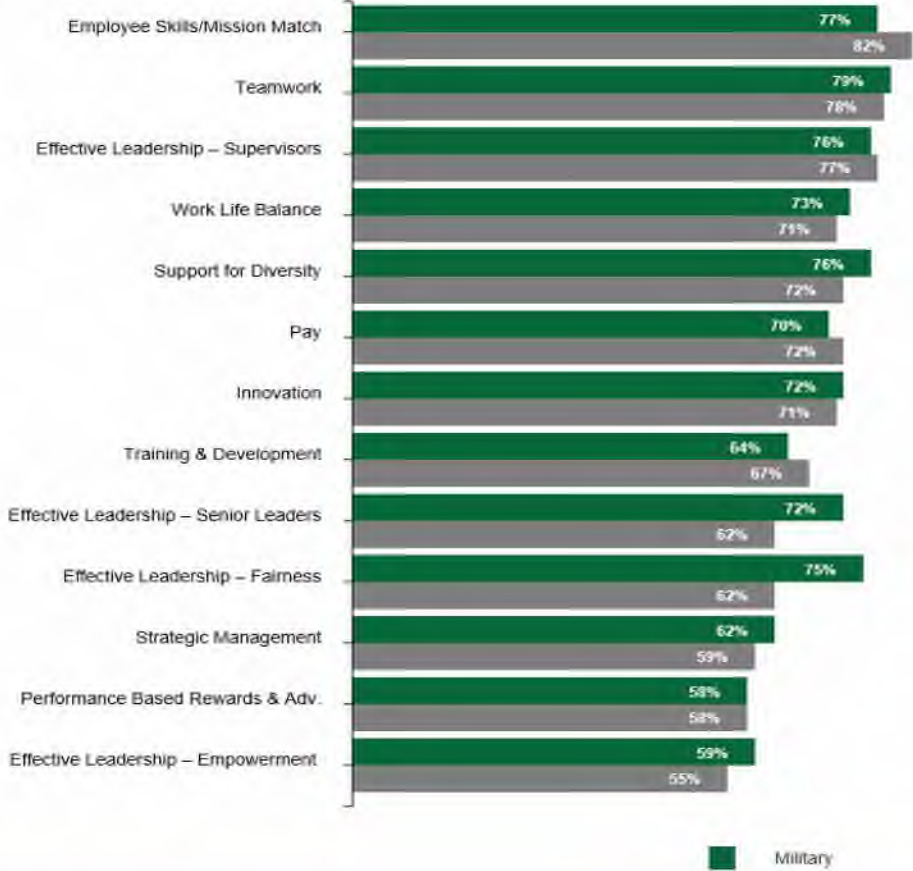# (U) SUBGROUP INDEX SCORE COMPARISON

Military and Civilian Comparison
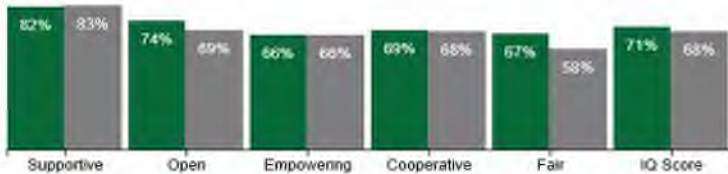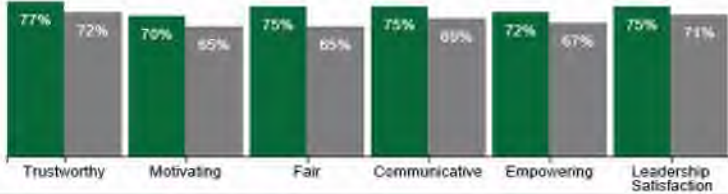
(U) SUBGROUP INDEX SCORE COMPARISON

Gender Comparison

Gender

Index Scores by Gender

Category	Women	Men
Employee Skills/Mission Match	81%	82%
Teamwork	74%	80%
Effective Leadership – Supervisors	74%	78%
Work Life Balance	70%	72%
Support for Diversity	68%	76%
Pay	70%	73%
Innovation	70%	72%
Training & Development	65%	67%
Effective Leadership – Senior Leaders	61%	65%
Effective Leadership – Fairness	57%	67%
Strategic Management	58%	60%
Performance Based Rewards & Adv.	58%	59%
Effective Leadership – Empowerment	52%	58%

Respondents by Gender

Women 33%

Men 67%

Inclusion Quotient Scores by Gender

	Women	Men
Supportive	81%	84%
Open	65%	72%
Empowering	64%	67%
Cooperative	65%	69%
Fair	54%	61%
IQ Score	65%	70%

Leadership Scores by Gender

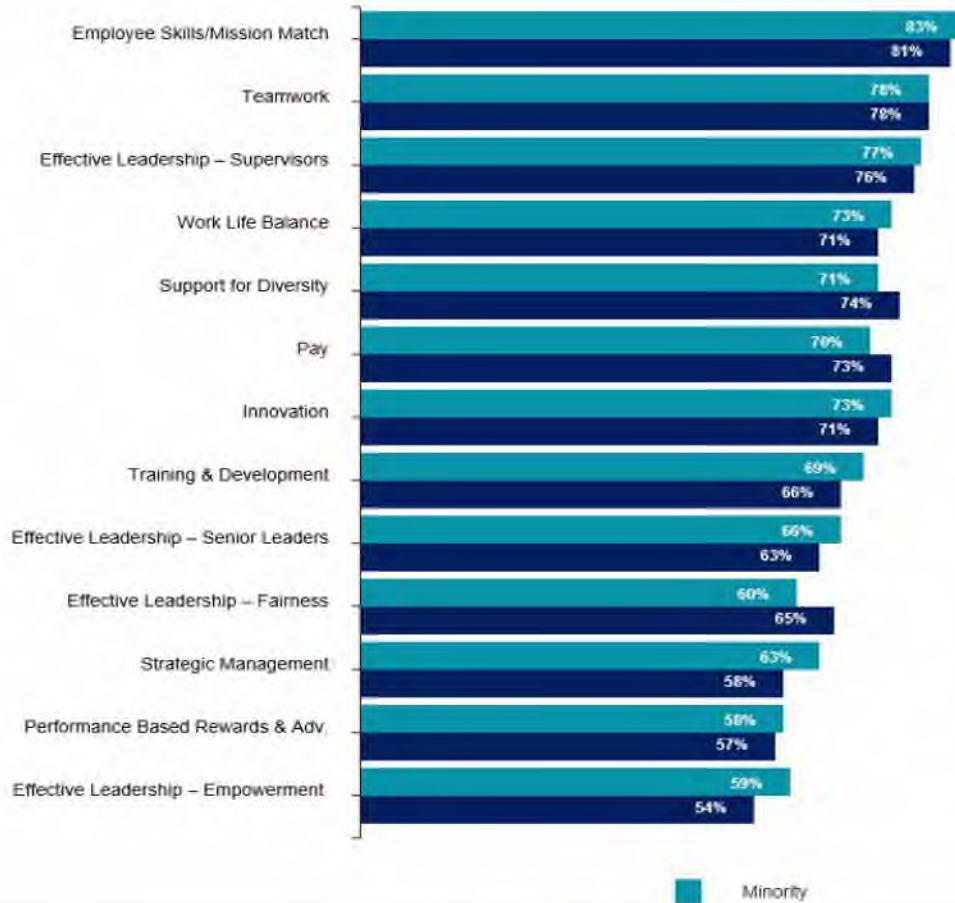|	Women	Men
Trustworthy	69%	74%
Motivating	64%	67%
Fair	60%	69%
Communicative	66%	71%
Empowering	65%	69%
Leadership Satisfaction	69%	73%

■ Women   ■ Men

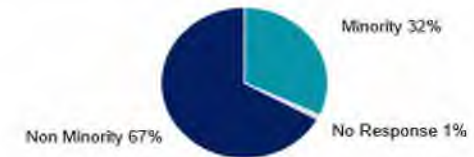# (U) SUBGROUP INDEX SCORE COMPARISON

RNO Minority Status Comparison

Race, National Origin Minority Status

	Minority	Non-Minority
Employee Skills/Mission Match	83%	81%
Teamwork	78%	78%
Effective Leadership – Supervisors	77%	76%
Work Life Balance	73%	71%
Support for Diversity	71%	74%
Pay	70%	73%
Innovation	73%	71%
Training & Development	69%	66%
Effective Leadership – Senior Leaders	66%	63%
Effective Leadership – Fairness	60%	65%
Strategic Management	63%	58%
Performance Based Rewards & Adv.	58%	57%
Effective Leadership – Empowerment	59%	54%

Respondents by Minority Status

Minority 32%
Non Minority 67%
No Response 1%

Inclusion Quotient Scores by Minority Status

	Minority	Non-Minority
Supportive	83%	83%
Open	68%	71%
Empowering	68%	65%
Cooperative	70%	67%
Fair	58%	59%
IQ Score	68%	69%
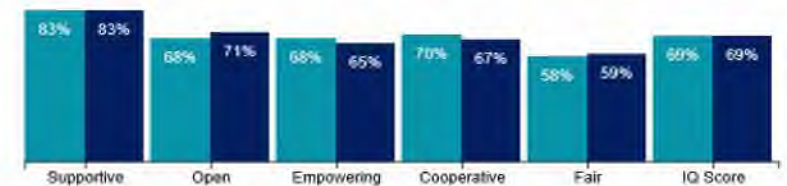
Leadership Scores by Minority Status

	Minority	Non-Minority
Trustworthy	72%	72%
Motivating	67%	65%
Fair	64%	66%
Communicative	71%	69%
Empowering	68%	67%
Leadership Satisfaction	72%	71%

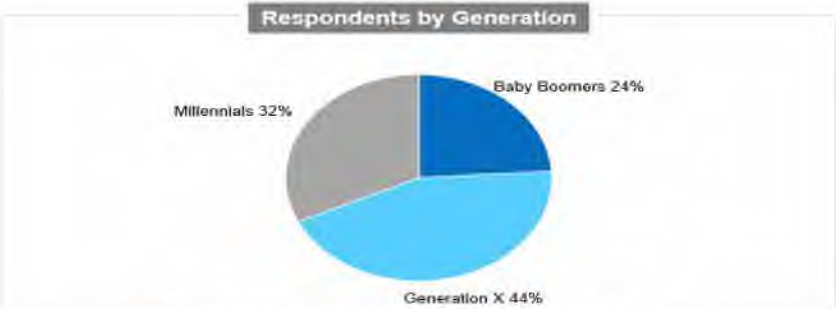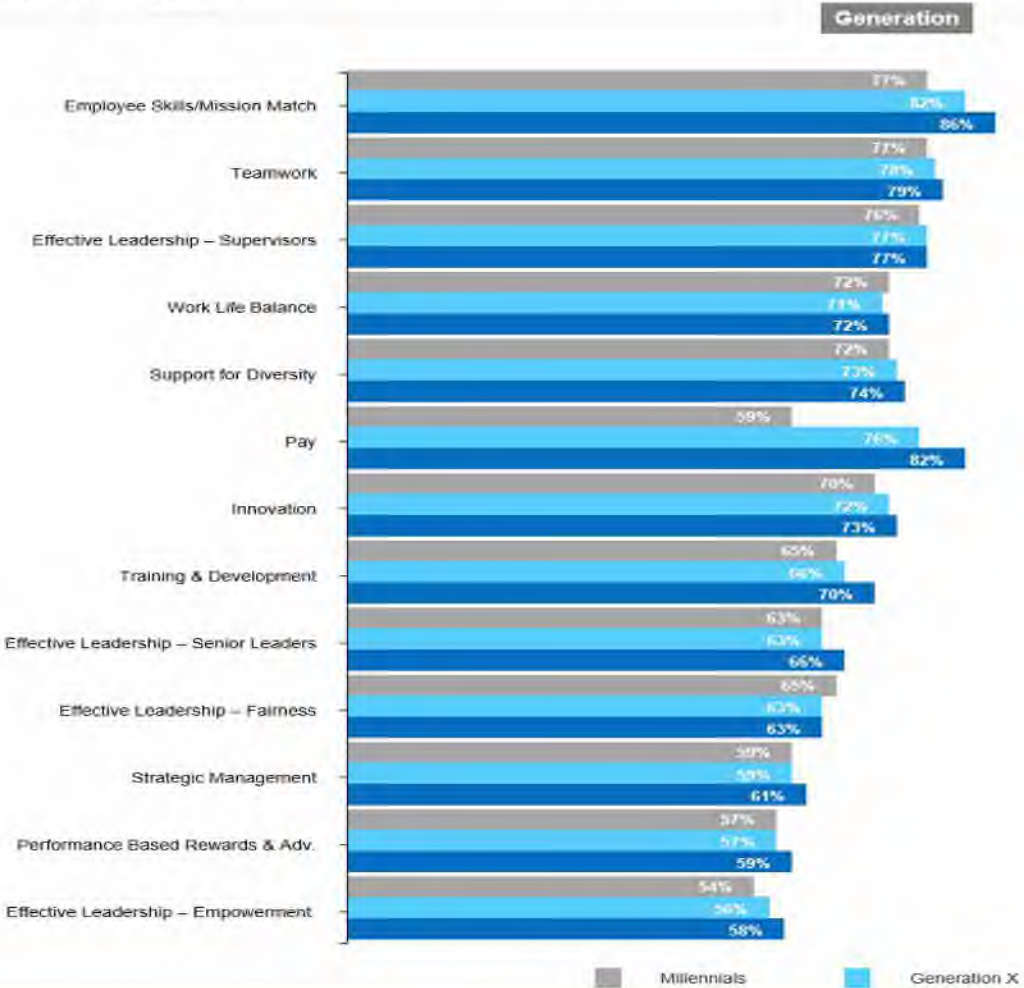Minority   Non-Minority
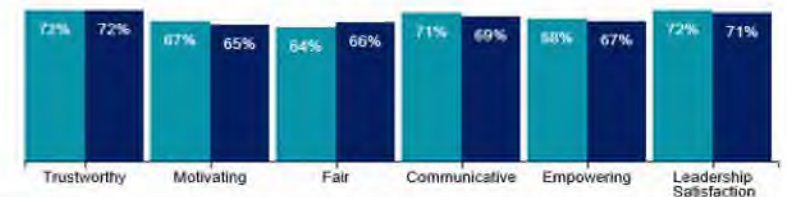
(U) SUBGROUP INDEX SCORE COMPARISON

Generation Comparison

(U) SUBGROUP INDEX SCORE COMPARISON

Civilian Grade Category Comparison
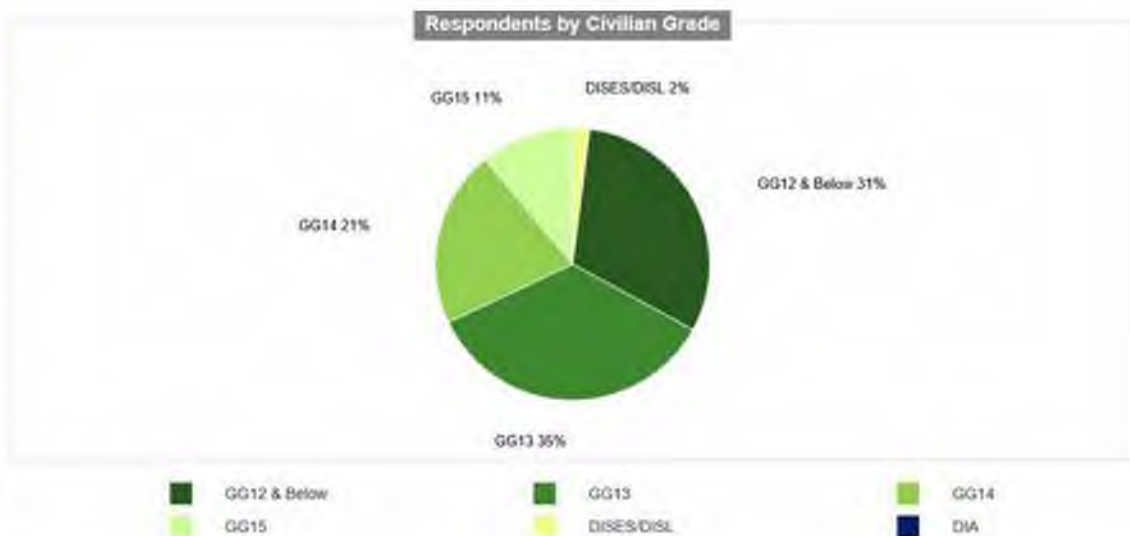

Left column:

- Employee Skills/Mission Match — DIA 82%
- Teamwork — DIA 78%
- Effective Leadership - Supervisors — DIA 77%
- Work Life Balance — DIA 71%
- Support for Diversity — DIA 73%
- Pay — DIA 72%
- Innovation — DIA 72%

Right column:

- Training & Development — DIA 67%
- Effective Leadership - Senior Leaders — DIA 64%
- Effective Leadership - Fairness — DIA 63%
- Strategic Management — DIA 60%
- Performance Based Rewards & Advancement — DIA 58%
- Effective Leadership - Empowerment — DIA 56%

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: GG12 & Below	DIA: GG13	DIA: GG14	DIA: GG15	DIA: DISES/DISL
Employee Skills/Mission Match	82%	79%	81%	85%	90%	95%
Teamwork	78%	77%	75%	79%	84%	94%
Effective Leadership – Supervisors	77%	76%	74%	78%	82%	91%
Work Life Balance	71%	74%	70%	68%	71%	82%
Support for Diversity	73%	72%	69%	73%	81%	90%
Pay	72%	52%	77%	83%	91%	92%
Innovation	72%	72%	68%	72%	79%	89%
Training & Development	67%	67%	65%	67%	73%	82%
Effective Leadership – Senior Leaders	64%	66%	56%	60%	70%	92%
Effective Leadership – Fairness	63%	64%	55%	62%	71%	93%
Strategic Management	60%	62%	56%	57%	62%	77%
Performance Based Rewards & Adv.	58%	58%	52%	57%	69%	82%
Effective Leadership – Empowerment	56%	55%	51%	55%	65%	79%

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

GG15 11%
DISES/DISL 2%
GG14 21%
GG12 & Below 31%
GG13 35%

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

(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	21%
Ability to Accomplish the Mission/Strategic Management	12%
Leadership	12%
Culture	12%
Performance Based Rewards & Advancement	8%
Mission Services	7%
Pay & Benefits	6%
Supervisor	5%
Training & Development	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%

53%

56%

DIA

16   17   18   19
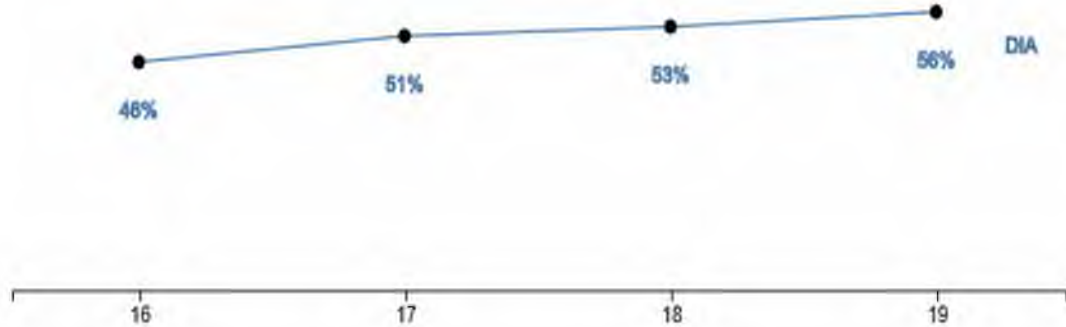
About the Index

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 2018	DIA 2019	Change
Employees have a feeling of personal empowerment with respect to the work processes.	47%	51%	↑ 4%
How satisfied are you with your involvement in decisions that affect your work?	59%	62%	↑ 3%

(U) KEY INDEX ANALYSIS

Effective Leadership – Fairness Index

Effective Leadership - Fairness Index

DIA Trend Over Time

54%
59%
61%
63%

DIA

16   17   18   19
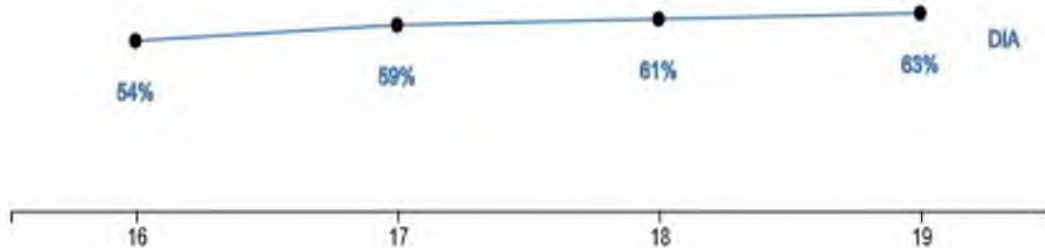
About the Index

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 2018	DIA 2019	Change	
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	56%	59%	↑	3%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	71%	73%	↑	2%

(U) KEY INDEX ANALYSIS

Effective Leadership – Senior Leaders Index

Effective Leadership - Senior Leaders Index

DIA Trend Over Time
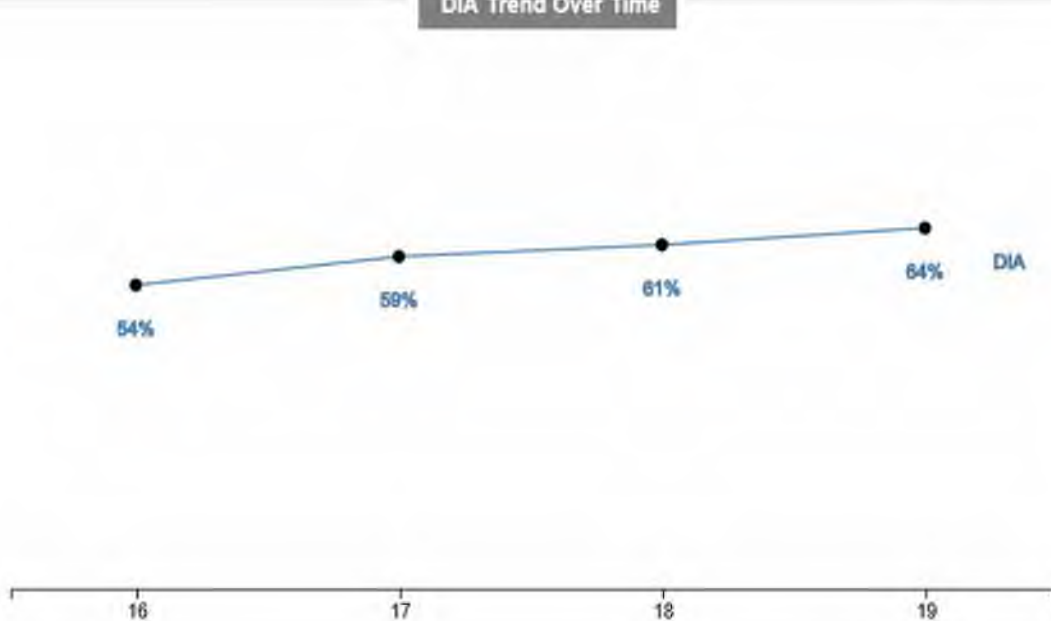
About the Index

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 2018	DIA 2019	Change	
How satisfied are you with the information you receive from management on what's going on in your organization?	57%	59%	↑	2%
I have a high level of respect for my organization's senior leaders.	65%	69%	↑	4%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	53%	57%	↑	4%
My organization's senior leaders maintain high standards of honesty and integrity.	72%	75%	↑	3%

(U) KEY INDEX ANALYSIS

Effective Leadership – Supervisors Index

Effective Leadership - Supervisors Index

DIA Trend Over Time

72% 74% 76% 77% DIA

16   17   18   19
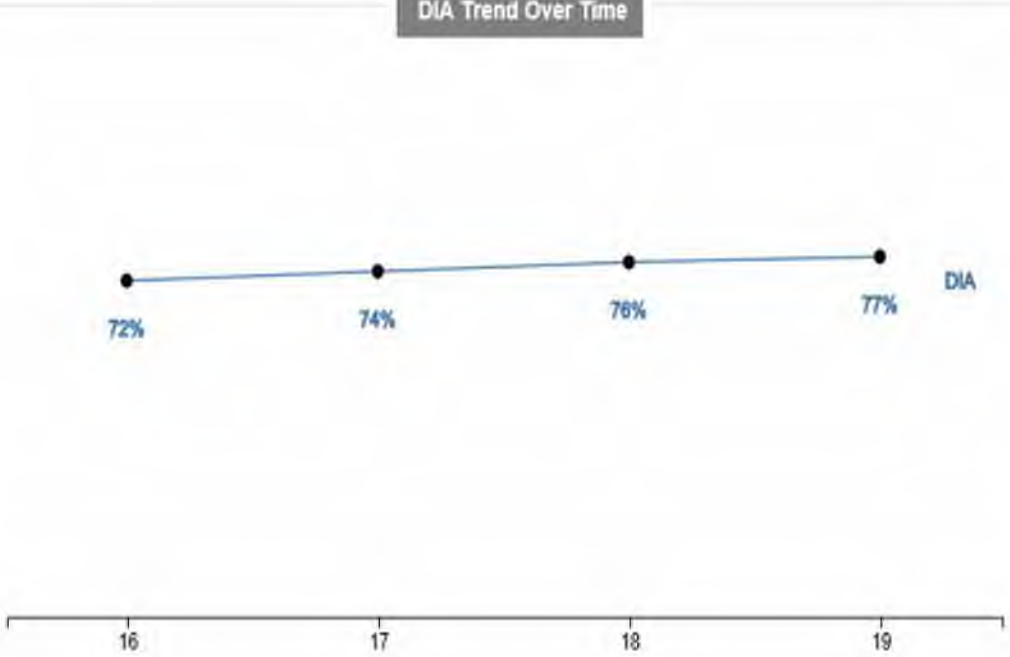
About the Index

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 2018	DIA 2019	Change	
Discussions with my supervisor about my performance are worthwhile.	69%	71%	↑	2%
My supervisor provides me with opportunities to demonstrate my leadership skills.	79%	79%	↔	0%
Overall, how good a job do you feel is being done by your immediate supervisor?	79%	79%	↔	0%
Supervisors in my work unit support employee development.	78%	80%	↑	2%

(U) KEY INDEX ANALYSIS

Effective Leadership – Skills/Mission Match Index

Employee Skills/Mission Match

DIA Trend Over Time

80% 81% 82% 82% DIA

16   17   18   19
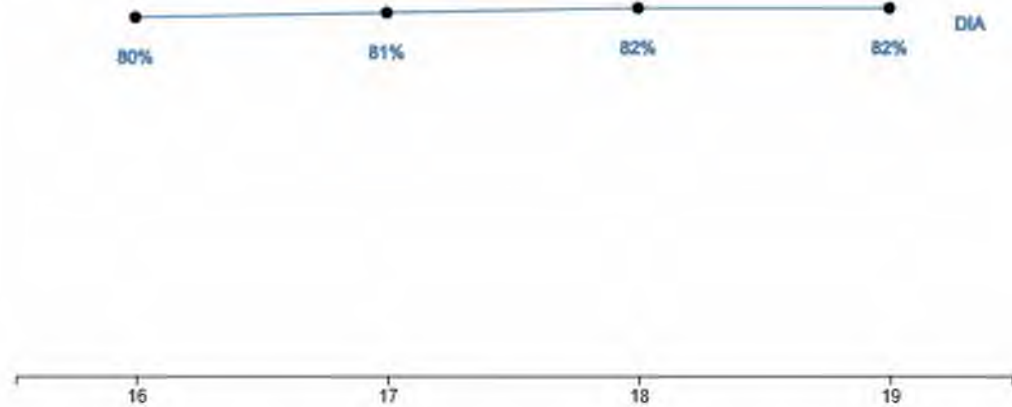
About the Index

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 2018	DIA 2019	Change	
I know how my work relates to the agency's goals and priorities.	86%	85%	↓	-1%
I like the kind of work I do.	84%	84%	↔	0%
My talents are used well in the workplace.	71%	70%	↓	-1%
My work gives me a feeling of personal accomplishment.	80%	80%	↔	0%
The work I do is important.	90%	90%	↔	0%

(U) KEY INDEX ANALYSIS

Effective Leadership – Innovation Index

Innovation Index

DIA Trend Over Time
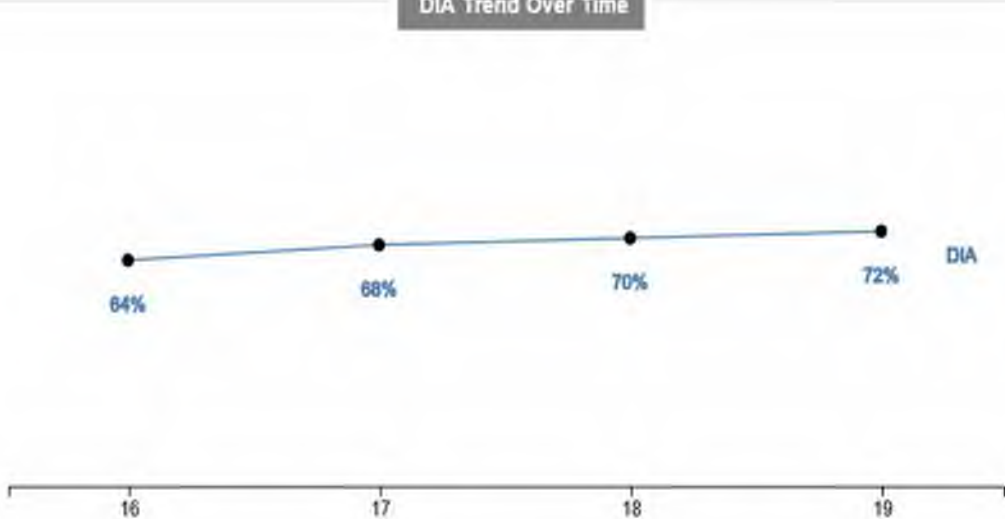
About the Index

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 2018	DIA 2019	Change	
Creativity and innovation are rewarded.	49%	53%	↑	4%
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.	67%	68%	↑	1%

64% 68% 70% 72% DIA

16 17 18 19

(U) KEY INDEX ANALYSIS

Effective Leadership – Pay Index

Pay Index

DIA Trend Over Time

	71%	72%	71%	72%	DIA
	16	17	18	19	

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 2018	DIA 2019	Change	
Considering everything, how satisfied are you with your pay?	71%	72%	↑	1%

(U) KEY INDEX ANALYSIS

Effective Leadership – Performance Based Rewards and Advancement Index

Performance Based Rewards and Advancement Index

DIA Trend Over Time

48%
53%
55%
58% DIA

16   17   18   19
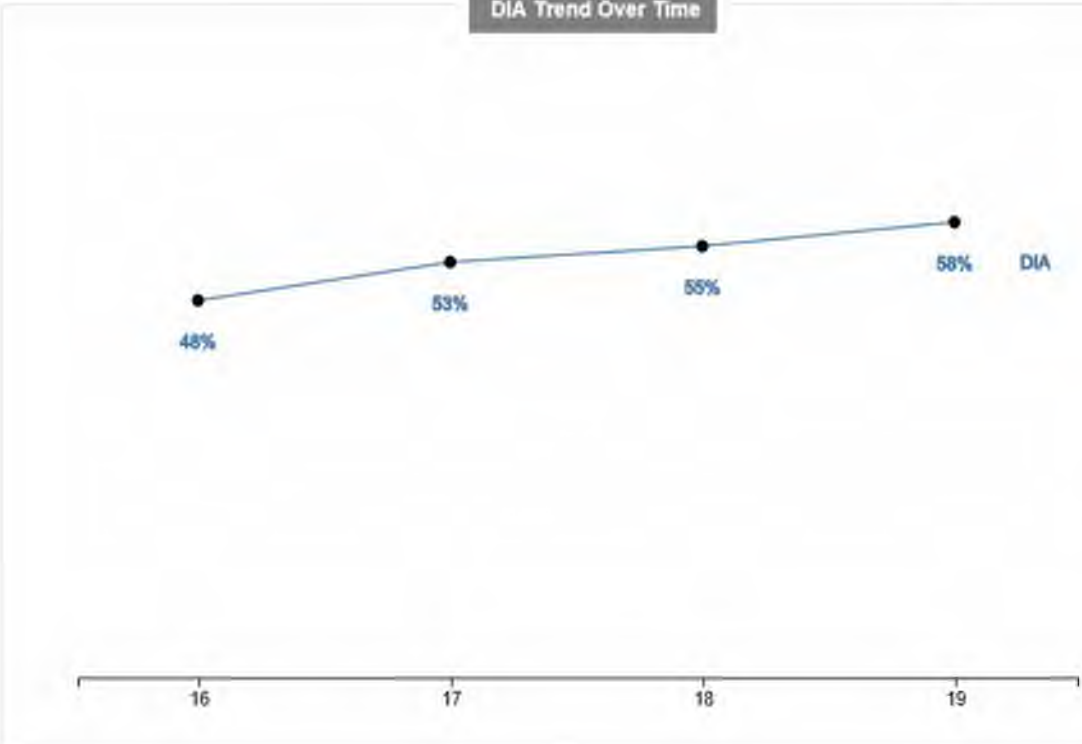
About the Index

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 2018	DIA 2019	Change	
Creativity and innovation are rewarded.	49%	53%	↑	4%
Employees are recognized for providing high quality products and services.	69%	71%	↑	2%
How satisfied are you with the recognition you receive for doing a good job?	62%	64%	↑	2%
How satisfied are you with your opportunity to get a better job in your organization?	39%	43%	↑	4%
My performance appraisal/evaluation is a fair reflection of my performance.	74%	77%	↑	3%
Promotions in my work unit are based on merit.	43%	48%	↑	5%

(U) KEY INDEX ANALYSIS

Effective Leadership – Strategic Management Index

Strategic Management Index

DIA Trend Over Time

53% 56% 58% 60%   DIA

16   17   18   19
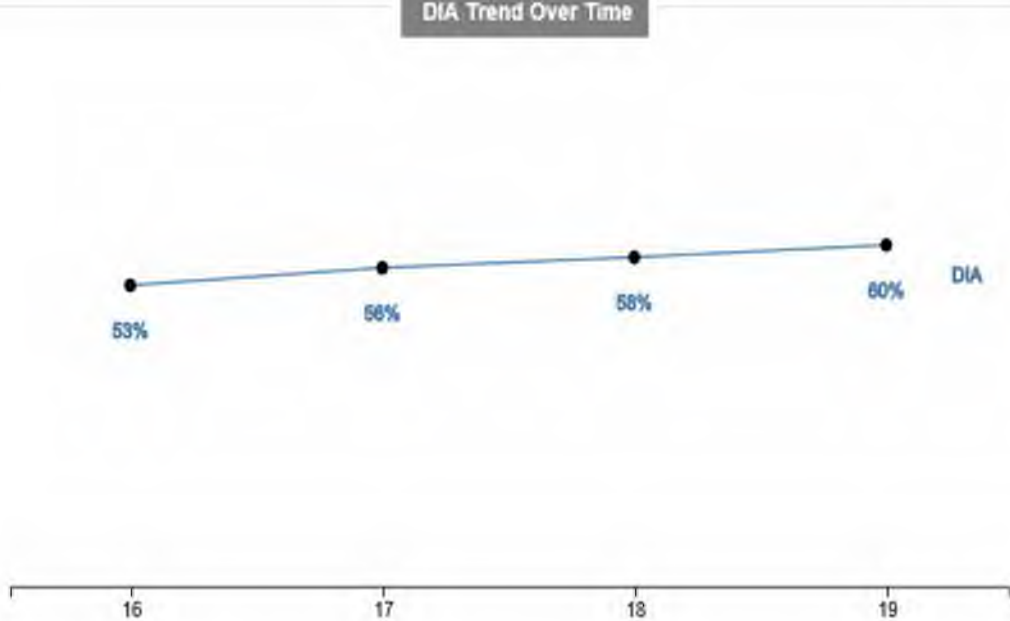
About the Index

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 2018	DIA 2019	Change	
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64%	65%	↑	1%
My work unit is able to recruit people with the right skills.	49%	51%	↑	2%
The agency's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71%	70%	↓	-1%
The skill level in my work group has improved in the past year.	55%	58%	↑	3%

(U) KEY INDEX ANALYSIS

Effective Leadership – Support for Diversity Index

Support for Diversity Index

DIA Trend Over Time
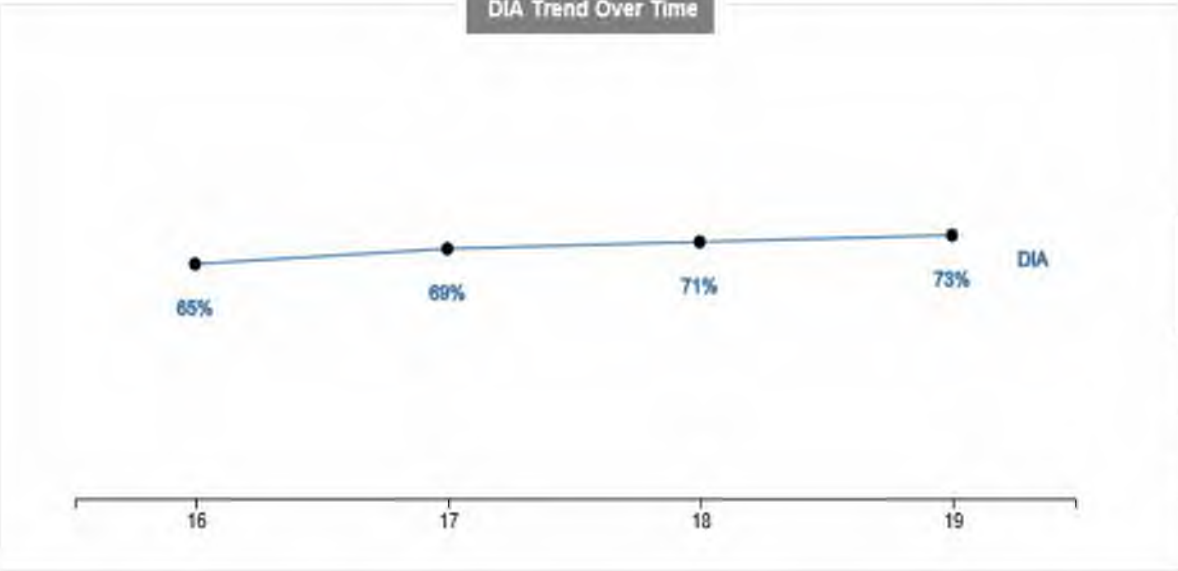
About the Index

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 2018	DIA 2019	Change	
My supervisor is committed to a workforce representative of all segments of society.	83%	84%	↑	1%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring)	68%	71%	↑	3%
Supervisors work well with employees of different backgrounds.	71%	72%	↑	1%

(U) KEY INDEX ANALYSIS

Effective Leadership – Teamwork Index

Teamwork Index

DIA Trend Over Time

74%   76%   77%   78%   DIA

16   17   18   19
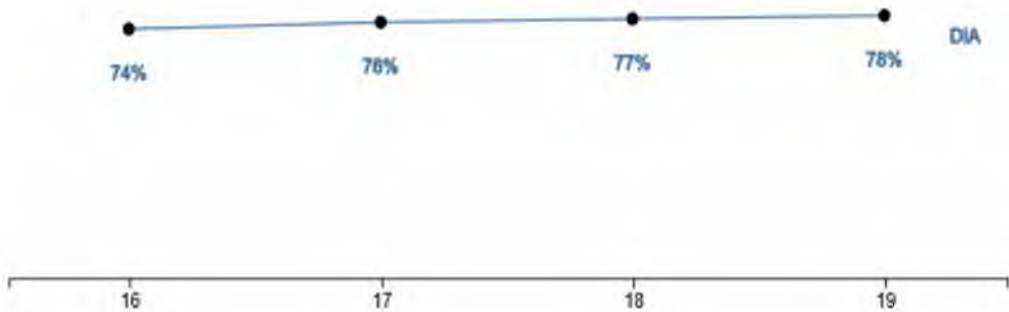
About the Index

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 2018	DIA 2019	Change	
Employees in my work unit share job knowledge with each other.	83%	84%	↑	1%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	61%	64%	↑	3%
The people I work with cooperate to get the job done.	88%	88%	↔	0%

(U) KEY INDEX ANALYSIS

Effective Leadership – Training and Development Index

Training and Development Index

DIA Trend Over Time

60% 63% 66% 67% DIA

16   17   18   19
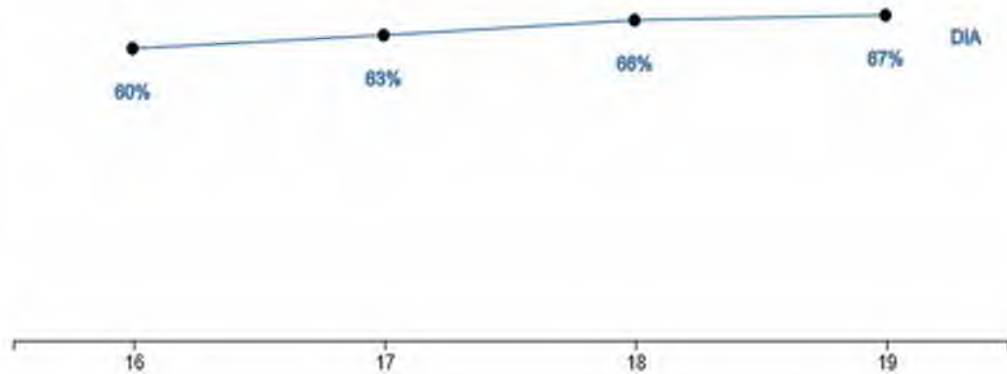
About the Index

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 2018	DIA 2019	Change	
How satisfied are you with the training you receive for your present job?	58%	60%	↑	2%
I am given a real opportunity to improve my skills in my organization.	69%	71%	↑	2%
I have enough information to do my job well.	77%	76%	↓	-1%
My training needs are assessed.	59%	60%	↑	1%

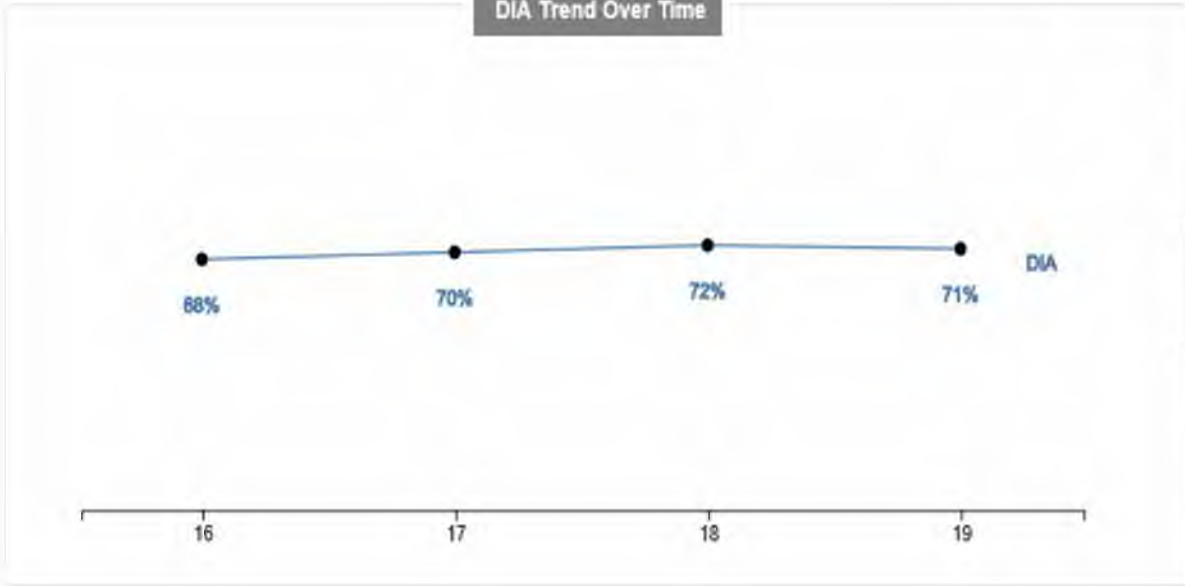# (U) KEY INDEX ANALYSIS

Effective Leadership – Work Life Balance Index

Work Life Balance Index

DIA Trend Over Time

88% 70% 72% 71% DIA

16 17 18 19

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 2018	DIA 2019	Change	
I have sufficient resources (for example, people, materials, budget) to get my job done.	57%	56%	↓	-1%
My supervisor supports my need to balance work and other life issues.	88%	89%	↑	1%
My workload is reasonable.	71%	71%	↔	0%

(U) SURVEY TREND DATA

Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2018	DIA 2019 % Positive
▶ Agency Goals and Mission Accomplishment		
DIA's mission is clearly defined.	83% ↑	84%
I feel inspired by DIA's mission and goals.	69% ↑	73%
I know how my work relates to the agency's goals and priorities.	86% ↓	85%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64% ↑	65%
Managers communicate the goals and priorities of the organization.	61% ↑	64%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71% ↓	70%
▶ Career Development		
My training needs are assessed.	59% ↑	60%
Supervisors in my work unit support employee development.	78% ↑	80%
How satisfied are you with the training you receive for your present job?	58% ↑	60%
How satisfied are you with your opportunity to get a better job in your organization?	39% ↑	43%
I am given a real opportunity to improve my skills in my organization.	69% ↑	71%

(U) SURVEY TREND DATA

Workforce Engagement Survey Items

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	72% ⬆	73%
Yes, to care for family members	1% ⬆	2%
Yes, to relocate away from my work location	9% ⬆	10%
Yes, to retire	14% ⬇	13%
Yes, to return to school	2% ➡	2%
Yes, to take another government job within the Intelligence Community	47% ➡	47%
Yes, to take another job outside of the IC and within the Federal Government	26% ➡	26%
Yes, to take another job outside the Federal Government	15% ⬆	18%
Personal reasons	3% ➡	3%
Please select the factors that have caused you to consider leaving DIA (select all that apply)		
Poor work/life balance	15% ⬆	16%
Retirement or VERA/VSIP eligibility	9% ➡	9%
NTE expiration	0% ⬆	1%
Organizational Change (restructuring, reorganization)	12% ➡	12%
Other	0% ⬆	1%
Bureaucracy / inefficient work processes	38% ⬇	37%
Coworker competence	13% ➡	13%
Culture does not support diversity	8% ➡	8%
Dissatisfaction with current pay or benefits	13% ⬆	14%
Dissatisfaction with DIA senior leadership	27% ⬇	25%
Dissatisfaction with my immediate supervisor or management	24% ➡	24%
High cost of living at my work location	13% ⬆	14%
Inconvenient work location / long commute	14% ⬇	13%
Insufficient access to career development opportunities	25% ⬇	22%
Insufficient access to flexible workplace arrangements	12% ➡	12%
Insufficient career progression/promotion opportunities	52% ⬇	50%
Insufficient challenge in my current or projected work	15% ➡	15%
Insufficient lateral career flexibility	22% ⬇	21%
Insufficient recognition for my work	22% ⬆	23%
Insufficient tools and resources needed to do my job	16% ⬆	18%
Lack of spousal accommodation	2% ➡	2%
Negative work environment	20% ➡	20%

(U) SURVEY TREND DATA

Workforce Engagement Survey Items

Counterintelligence		
I feel comfortable reporting vulnerabilities or suspicious activities to the appropriate DIA authorities.	93% →	93%
DIA leadership is committed to defending against counterintelligence threats.	89% ↑	90%
I have been trained to identify counterintelligence threats.	93% ↑	94%

Culture		
I recommend my organization as a good place to work.	61% ↑	64%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	61% ↑	64%
Managers support collaboration across work units to accomplish work objectives.	69% ↑	72%
Military and civilians work well together within the DIA enterprise.	79% →	79%
Employees have a feeling of personal empowerment with respect to work processes.	47% ↑	51%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	56% ↑	59%
Considering everything, how satisfied are you with your organization?	63% ↑	65%
Creativity and innovation are rewarded.	49% ↑	53%
DIA appropriately considers and protects the civil liberties and privacy of DIA employees and US persons.	80% ↑	83%
I feel encouraged to come up with new and better ways of doing things.	67% ↑	68%
I am proud to work within the DIA enterprise.	76% ↑	79%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	80% ↑	81%
I believe the results of this survey will be used to make my agency a better place to work.	49% ↑	51%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	71% ↑	73%
How satisfied are you with your involvement in decisions that affect your work?	59% ↑	62%
Supervisors work well with employees of different backgrounds.	71% ↑	72%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	68% ↑	71%
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.	70% ↑	74%

(U) SURVEY TREND DATA

Workforce Engagement Survey Items

IC Integration		
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	78% ↑	79%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	88% ↑	89%
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?	62% →	62%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	72% ↑	73%
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% ↑	23%
Less than once a day, but at least once a week	30% ↓	29%
Less than weekly, but at least monthly	22% →	22%
Not at all	8% ↓	7%
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.	85% →	85%
As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.	75% →	75%
Leadership		
DIA's senior leaders listen to employees' concerns.	55% ↑	60%
How satisfied are you with the information you receive from management on what's going on in your organization?	57% ↑	59%
How satisfied are you with the policies and practices of your senior leaders?	50% ↑	52%
My organization's senior leaders maintain high standards of honesty and integrity.	72% ↑	75%
I have a high level of respect for my organization's senior leaders.	65% ↑	69%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	53% ↑	57%
Military Experience at DIA [asked to Military respondents only]		
I have the opportunity to meet my training requirements while assigned to DIA.	67% ↓	65%
My assignment at DIA is a career advancing opportunity.	56% ↑	57%
My assignment at DIA makes good use of my skills and experience.	71% →	71%
My supervisor understands what I need to succeed in my career as a member of the U.S. military.	74% ↓	70%

(U) SURVEY TREND DATA

Workforce Engagement Survey Items

Performance Feedback and Recognition		
Promotions in my work unit are based on merit.	43% ↑	48%
SAA/OTS awards are a more motivating factor in rewarding my performance than end of year bonuses	40% ↑	43%
Pay raises depend on how well employees perform their jobs.	30% ↑	32%
My performance appraisal/evaluation is a fair reflection of my performance.	74% ↑	77%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	66% ↑	67%
In my work unit, differences in performance are recognized in a meaningful way.	52% ↑	55%
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	56% ↑	58%
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	61% ↑	62%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	42% ↓	41%
How satisfied are you with the recognition you receive for doing a good job?	62% ↑	64%
Discussions with my supervisor about my performance are worthwhile.	69% ↑	71%
Employees are recognized for providing high quality products and services.	69% ↑	71%
Awards in my work unit depend on how well employees perform their jobs.	63% ↑	65%
Considering everything, how satisfied are you with your pay?	71% ↑	72%
Work Environment		
Employees are protected from health and safety hazards on the job.	78% ↑	79%
My organization has prepared employees for potential security threats.	77% ↑	82%
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well.	65% ↑	66%

(U) SURVEY TREND DATA

Workforce Engagement Survey Items

► Your Job		
My workload is reasonable.	71% ➡	71%
The work I do is important.	90% ➡	90%
My talents are used well in the workplace.	71% ⬇	70%
My work gives me a feeling of personal accomplishment.	80% ➡	80%
I have sufficient resources (for example, people, materials, budget) to get my job done.	57% ⬇	56%
I know what is expected of me on the job.	83% ➡	83%
I like the kind of work I do.	84% ➡	84%
Considering everything, how satisfied are you with your job?	71% ⬆	72%
I am constantly looking for ways to do my job better.	94% ➡	94%
► Your Supervisor		
I am satisfied with the information I receive about what's going on in my workgroup.	73% ⬆	74%
I have trust and confidence in my supervisor.	76% ⬆	77%
In the last six months, my supervisor has talked with me about my performance.	83% ➡	83%
My supervisor has the skills and experience needed to perform his or her job.	81% ➡	81%
My supervisor is committed to a workforce representative of all segments of society.	83% ⬆	84%
My supervisor listens to what I have to say.	84% ➡	84%
My supervisor maintains high standards of honesty and integrity.	84% ⬆	85%
My supervisor provides me with constructive suggestions to improve my job performance.	72% ➡	72%
My supervisor provides me with opportunities to demonstrate my leadership skills.	79% ➡	79%
My supervisor supports my need to balance work and other life issues.	88% ⬆	89%
My supervisor treats me with respect.	88% ⬆	89%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	69% ⬆	70%
Overall, how good a job do you feel is being done by your immediate supervisor?	79% ➡	79%
► Your Workgroup		
My work unit is able to recruit people with the right skills.	49% ⬆	51%
The people I work with are highly skilled.	76% ➡	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.	55% ⬆	58%
I trust the people in my workgroup.	81% ⬆	83%
Employees in my work unit share job knowledge with each other.	83% ⬆	84%

(U) SURVEY TREND DATA

Leadership Scores

▶ Workforce Engagement Survey Items - Leadership Scores	DIA 2018	DIA 2019 % Positive
▶ **Trustworthy: I have trust and confidence in _____.**		
All Leadership Levels	71% ↑	72%
Team Lead	81% ↓	80%
First Line Supervisor	79% ↑	80%
Branch Leadership	75% ➡	75%
Division Leadership	68% ↑	70%
Office Leadership	60% ↑	62%
DIR Leadership	61% ↑	63%
DIA Agency Leadership	64% ↑	74%
▶ **Motivating: _____ generates a high level of motivation and commitment in the workforce.**		
All Leadership Levels	64% ↑	66%
Team Lead	74% ↓	72%
First Line Supervisor	71% ↑	72%
Branch Leadership	67% ↑	68%
Division Leadership	61% ↑	63%
Office Leadership	54% ↑	58%
DIR Leadership	58% ↓	57%
DIA Agency Leadership	63% ↑	71%
▶ **Fair: Personal favoritism is not tolerated by _____.**		
All Leadership Levels	65% ↑	66%
Team Lead	75% ↓	74%
First Line Supervisor	73% ↑	74%
Branch Leadership	68% ↑	70%
Division Leadership	62% ↑	64%
Office Leadership	55% ↑	56%
DIR Leadership	55% ↑	56%
DIA Agency Leadership	54% ↑	59%

(U) SURVEY TREND DATA

Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2018	DIA 2019 % Positive
Communicative: I am satisfied with the information I receive from _____ .		
All Leadership Levels	68% ⬆	69%
Team Lead	74% ⬆	77%
First Line Supervisor	70% ⬆	77%
Branch Leadership	64% ⬆	71%
Division Leadership	60% ⬆	66%
Office Leadership	60% ⬆	61%
DIR Leadership	71% ⬇	58%
DIA Agency Leadership	82% ⬇	75%
Empowering: I feel empowered by _____ .		
All Leadership Levels	65% ⬆	67%
Team Lead	74% ➡	74%
First Line Supervisor	73% ⬆	76%
Branch Leadership	70% ⬆	71%
Division Leadership	64% ⬆	67%
Office Leadership	57% ⬆	60%
DIR Leadership	54% ⬆	55%
DIA Agency Leadership	52% ⬆	61%
Conflict Resolution: I have confidence in the conflict resolution skills of my _____ .		
All Leadership Levels	64% ⬆	66%
Team Lead	73% ⬇	72%
First Line Supervisor	71% ⬆	73%
Branch Leadership	67% ⬆	68%
Division Leadership	62% ⬆	65%
Office Leadership	56% ⬆	57%
DIR Leadership	56% ⬆	57%
DIA Agency Leadership	54% ⬆	61%

(U) SURVEY TREND DATA

Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2018	DIA 2019 % 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	76% ↑	77%
Team Lead	82% ↓	81%
First Line Supervisor	82% →	82%
Branch Leadership	78% ↑	80%
Division Leadership	74% ↑	76%
Office Leadership	70% ↑	72%
DIR Leadership	67% ↑	69%
DIA Agency Leadership	69% ↑	76%
Overall Satisfaction: Overall, I am satisfied with _____.		
All Leadership Levels	70% ↑	72%
Team Lead	80% ↓	78%
First Line Supervisor	77% ↑	79%
Branch Leadership	73% →	73%
Division Leadership	67% ↑	70%
Office Leadership	60% ↑	63%
DIR Leadership	62% →	62%
DIA Agency Leadership	65% ↑	73%

(U) SURVEY TREND DATA

IQ Index

Workforce Engagement Survey Items - Leadership Scores	DIA 2018	DIA 2019 % Positive
▶ Supportive		
My supervisor supports my need to balance work and other life issues.	88% ↑	89%
My supervisor listens to what I have to say.	84% →	84%
My supervisor treats me with respect.	88% ↑	89%
My supervisor provides me with constructive suggestions to improve my job performance.	72% →	72%
In the last six months, my supervisor has talked with me about my performance.	83% →	83%
▶ Open		
Creativity and innovation are rewarded.	49% ↑	53%
My supervisor is committed to a workforce representative of all segments of society.	83% ↑	84%
Supervisors work well with employees of different backgrounds.	71% ↑	72%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	68% ↑	71%
▶ Empowering		
My talents are used well in the workplace.	71% ↓	70%
Employees have a feeling of personal empowerment with respect to work processes.	47% ↑	51%
I feel encouraged to come up with new and better ways of doing things.	67% ↑	68%
▶ Cooperative		
Managers promote communication among different work units (for example, about projects, goals, needed resources).	61% ↑	64%
Managers support collaboration across work units to accomplish work objectives.	69% ↑	72%
▶ Fair		
Awards in my work unit depend on how well employees perform their jobs.	63% ↑	65%
In my work unit, differences in performance are recognized in a meaningful way.	52% ↑	55%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	42% ↓	41%
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.	70% ↑	74%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	56% ↑	59%

(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.

DEFENSE INTELLIGENCE AGENCY
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION