2017 Workforce Engagement Survey (WES) Agency Report

Office of Human Resources

Committed to Excellence in Defense of the Nation

This briefing is classified: UNCLASSIFIED

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Overview
Key Findings and Recommended Focus Areas

Response Rate

58% of DIA's eligible workforce completed the 2017 WES, an 8% **decrease** from 2016. **DIA's response rate exceeded the IC-wide response rate of 50.8%.**

58%

Data Confidence level is 99% +/- 1.5

Key Findings

Scores for **80 out of 85** survey items **increased.**

Largest increase was 8%: "Awards in my work unit depend on how well employees do their jobs."

Scores for **5 out of 85** survey items **stayed the same.**

Global Satisfaction

Scores for the Global Satisfaction Index increased 3 percentage points since 2016; global satisfaction has increased over each of the last three years.

- 54%
- 59%
- 62%
- 65%

2014   2015   2016   2017
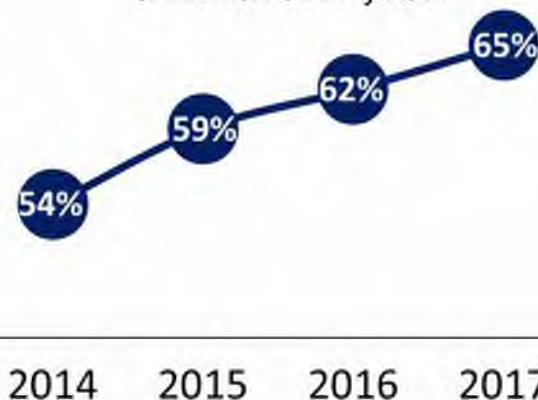
All DIA **Leadership Characteristics** scores *increased* from 2016.

- Fair
- Empowering
- Motivating
- Communicative
- Trustworthy

■ 2016 ■ 2017

For the **greatest impact on Leadership Satisfaction**, focus on Communication at all leadership levels.

13 of 13 key index scores *increased* between 2016 and 2017. Largest increase: **Effective Leadership - Fairness**

+5.6

~ **2 in 7** civilians plan to leave DIA in the next year. Most cite: **Career Progression / Promotion Opportunities**

DIA's **Inclusion Quotient** *increased* from 2016 to 2017.

2017
2016

+4%

For the ***Greatest Impact on Organizational Satisfaction***, focus action planning on these three low-scoring high-importance indices:

- **Effective Leadership – Senior Leaders**
- **Effective Leadership – Empowerment**
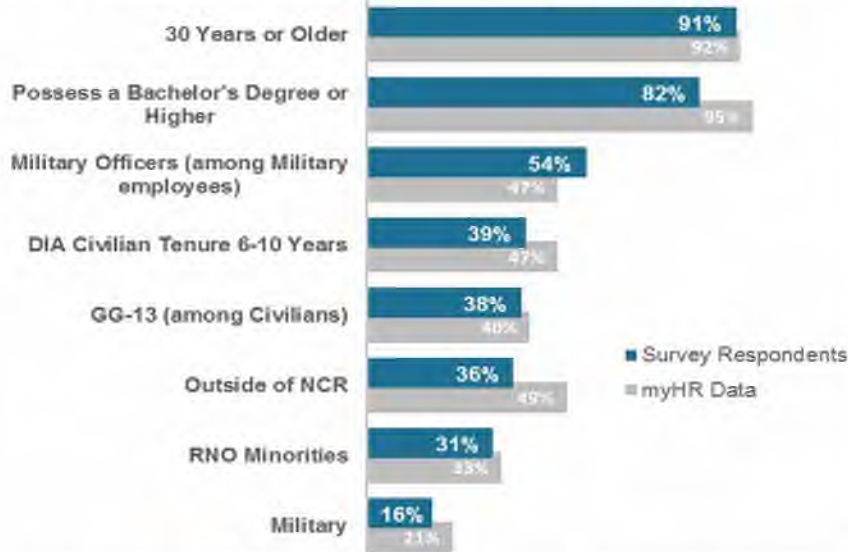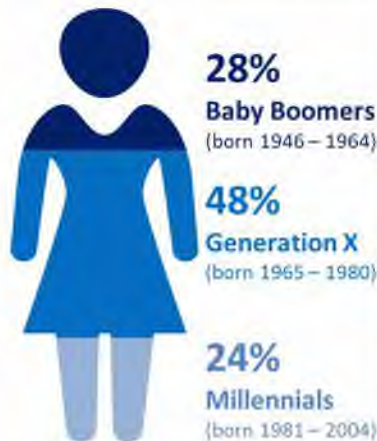- **Performance Based Rewards & Advancement**

2017 WES Respondents vs DIA Employee Profile
Comparison of Survey Respondents to myHR Data

Employees by Key Demographics

- 30 Years or Older: 91% (Survey Respondents), 92% (myHR Data)
- Possess a Bachelor's Degree or Higher: 82% (Survey Respondents), 95% (myHR Data)
- Military Officers (among Military employees): 54% (Survey Respondents), 47% (myHR Data)
- DIA Civilian Tenure 6-10 Years: 39% (Survey Respondents), 47% (myHR Data)
- GG-13 (among Civilians): 38% (Survey Respondents), 48% (myHR Data)
- Outside of NCR: 36% (Survey Respondents), 49% (myHR Data)
- RNO Minorities: 31% (Survey Respondents), 33% (myHR Data)
- Military: 16% (Survey Respondents), 21% (myHR Data)

Legend: Survey Respondents / myHR Data
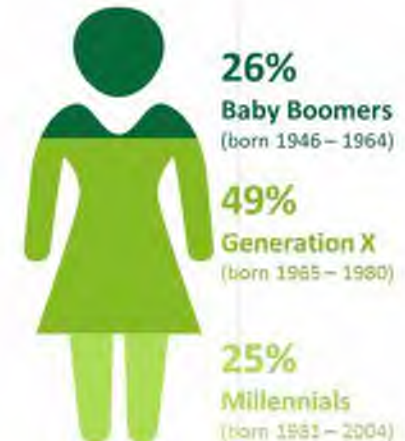
Civilian Employees by Grade

Grade	myHR Data	Survey Respondents
DISES/DISL	2%	2%
GG15	11%	13%
GG14	23%	24%
GG13	40%	38%
GG12	11%	10%
GG11	3%	3%
GG10 & Below	9%	10%

Legend: myHR Data / Survey Respondents

Employees by Generation

Survey Respondents

- 28% Baby Boomers (born 1946 – 1964)
- 48% Generation X (born 1965 – 1980)
- 24% Millennials (born 1981 – 2004)

&

myHR Data

- 26% Baby Boomers (born 1946 – 1964)
- 49% Generation X (born 1965 – 1980)
- 25% Millennials (born 1981 – 2004)

Note: Demographic workforce data was pulled from myHR on 27 April 2017 to align to the population taking the WES

Global Satisfaction Analysis
Global Satisfaction Item Scores Over Time

2017 Global Satisfaction Item Scores

Pay

72% satisfied

Considering everything, how satisfied are you with your pay?

Job Satisfaction

69% satisfied

Considering everything, how satisfied are you with your job?

Organizational Satisfaction

60% satisfied

Considering everything, how satisfied are you with your organization?

Recommending DIA

58% agree

I recommend my organization as a good place to work.

Global Satisfaction Item Scores Over Time

Scores for all four Global Satisfaction items *increased* from last year, and all exceed the scores from 2014.

	Pay ↑
	Job Satisfaction ↑
	Organizational Satisfaction ↑
	Recommending DIA ↑

Pay: 65% (2014), 73% (2015), 71% (2016), 72% (2017)
Job Satisfaction: 61% (2014), 65% (2015), 67% (2016), 69% (2017)
Organizational Satisfaction: 45% (2014), 50% (2015), 57% (2016), 60% (2017)
Recommending DIA: 45% (2014), 49% (2015), 53% (2016), 58% (2017)

Organizational Satisfaction by DIA Organization

Organizational Satisfaction increased Agency-wide from 57% to 60% between 2016 and 2017, and satisfaction scores increased for most DIA organizations.

Legend: 2016, 2017

CS 77%, US TRANSCOM 75%, ST 70%, (b)(3):10 USC 424 67%, MS 62%, DR 62%, DI 61%, ALL DIA 61%, J2 60%, (b)(3):10 USC 424 60%, US CENTCOM 58%, US SOUTHCOM 58%, DO 58%, DD 58%, US AFRICOM 58%, US NORTHCOM 58%, US PACOM 57%, US EUCOM 57%, 56%, US SOCOM 55%, US STRATCOM 53%, US CYBERCOM 53%, 52%, (b)(3):10 USC 424 45%

2016 - 2017 Success Stories
Top Gains

Survey items with the Greatest Change between 2016 and 2017

The four survey items with the **greatest change** between 2016 and 2017 are on the right. Three are related to performance and recognition and one is related to culture.

+8% *Awards in my work* unit depend on how well employees do their jobs.

+7% Arbitrary action, personal favoritism, and coercion for partisan political purposes are *not tolerated*.

+7% In my work unit, the *differences in performance are recognized* in a meaningful way.

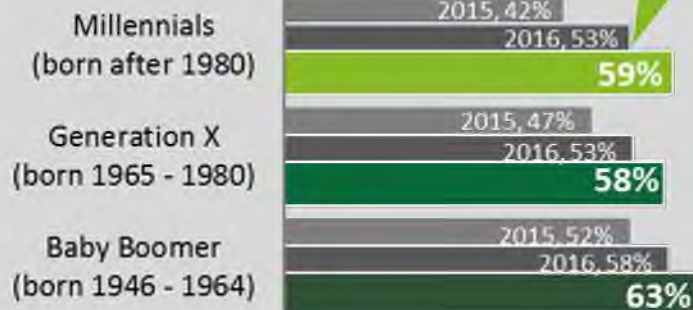**+7%** Creativity and innovation are *rewarded*.

4% more On the Spot, Special Act and Time Off Awards were given to civilian employees between FY15 and FY16**

Perceptions of Senior Leaders*

Perceptions of Senior Leaders continued to improve between 2016 & 2017 among all generations, with the greatest increase among **Millennial** respondents.

Effective Leadership – Senior Leaders Index Score

6% increase

Millennials (born after 1980)
- 2015, 42%
- 2016, 53%
- **59%**

Generation X (born 1965 - 1980)
- 2015, 47%
- 2016, 53%
- **58%**

Baby Boomer (born 1946 - 1964)
- 2015, 52%
- 2016, 58%
- **63%**

Perceptions of Military Assignment

Scores for all 4 items regarding military assignments at DIA *increased* over the last year, The largest increases:

My supervisor understands what I need to succeed in my career as a member of the US military.

and

I have the opportunity to meet my training requirements while assigned to DIA.

+4%

Note: Awards data was pulled from myHR on 19 July 2017
*Note: Employees born prior to 1946 make up less than 0.5% of DIA's workforce and are not included in the generation analysis.
**Note: The awards calculation does not take into account DISES/DISLs awards, annual bonuses or any recruitment, relocation or retention incentives.

Index Trend Analysis
Key Index Scores Over Time

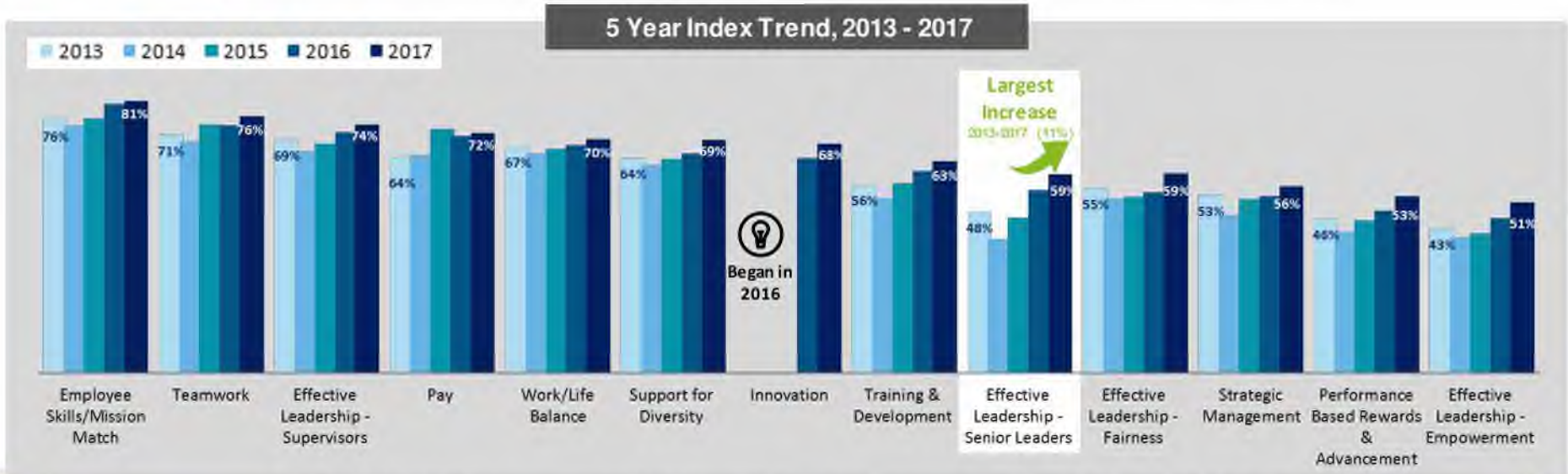13 out of 13 key index scores **increased** between 2016 and 2017

All indices also exceeded 2013 scores as reflected in the graph below

Largest Index Score Increase:
Effective Leadership - Senior Leaders increased from 48% to 59% between 2013 & 2017

This index score increased across all grade, rank & generation groups

5 Year Index Trend, 2013 - 2017

Legend: 2013, 2014, 2015, 2016, 2017

Largest Increase 2013-2017 (11%)

Began in 2016

Categories: Employee Skills/Mission Match (76%, 71%, 81%), Teamwork (76%), Effective Leadership - Supervisors (69%, 74%), Pay (64%, 72%), Work/Life Balance (67%, 70%), Support for Diversity (64%, 69%), Innovation (68%), Training & Development (56%, 63%), Effective Leadership - Senior Leaders (48%, 59%), Effective Leadership - Fairness (55%, 59%), Strategic Management (53%, 56%), Performance Based Rewards & Advancement (48%, 53%), Effective Leadership - Empowerment (43%, 51%)

Note: 2013 & 2014 index scores were recalculated to match ODNI algorithm; scores may differ slightly from prior DIA reports.

2017 Recommended Focus Areas
Continue to Focus on These Three Areas to Maintain Momentum

To identify focus areas, the correlation between each key index and organizational satisfaction was examined. These three recommended focus areas are both highly correlated to satisfaction and low-scoring among the indices. They were focus areas in 2013, 2014, 2015, and 2016 and all three have increased significantly over the last three years. Continue focusing on these three areas to maintain this positive momentum.

Effective Leadership – Empowerment

The extent to which employees feel empowered with respect to work processes and satisfied with their **involvement in decisions** that affect their work.

51%

	2013	2014	2015	2016	2017
IC	52%	52%	52%	53%	55%
DIA	44%	40%/43%	42%/44%	46%	51%
Federal	43%			46%	
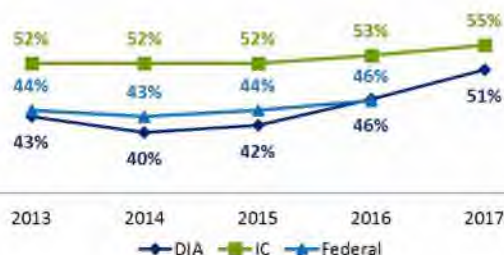
Performance Based Rewards & Advancement

The extent to which employees feel **rewarded & promoted** in a fair and timely manner for their performance and innovative contributions to the workforce.

53%

	2013	2014	2015	2016	2017
IC	51%	52%	52%	53%	54%
DIA	46%	42%	45%	48%	53%
Federal	41%	41%	42%	44%	

Effective Leadership – Senior Leaders

Satisfaction with the amount of information provided by management, level of respect for senior leaders, and perceptions of senior leaders' **honesty, integrity, & ability to motivate**.

59%

	2013	2014	2015	2016	2017
IC	58%	56%	56%	57%	59%
DIA	48%	40%	46%	54%	58%
Federal	45%	42%	44%	45%	

Note: Federal survey results will be released in late Fall 2017

2017 Recommended Focus Areas
By Rank and Grade
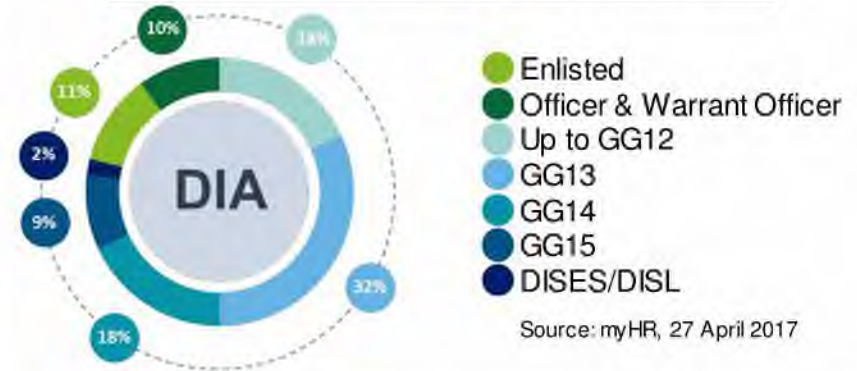
Perceptions by Rank and Grade

Index scores increased across nearly all grade and rank categories for the three focus areas. However, as in 2015 and 2016,

Civilian GG13s

continue to be the lowest scoring group by rank or grade.

One third of DIA's workforce are GG13s

DIA Onboard Population by Rank and Grade

- Enlisted
- Officer & Warrant Officer
- Up to GG12
- GG13
- GG14
- GG15
- DISES/DISL

10% 16% 11% 2% 9% 18% 32%

Source: myHR, 27 April 2017

Focus Area Scores by Rank and Grade, 2016 & 2017

Effective Leadership – Senior Leaders

	2016	2017
Enlisted	65%	68%
Officer & Warrant Officer	64%	68%
Up to GG12	55%	61%
GG13 (Lowest scoring)	47%	52%
GG14	52%	57%
GG15	63%	66%
DISES/DISL	88%	90%

Effective Leadership – Empowerment

	2016	2017
Enlisted	52%	57%
Officer & Warrant Officer	56%	60%
Up to GG12	43%	50%
GG13	38%	45%
GG14	46%	49%
GG15	57%	60%
DISES/DISL	75%	78%

Performance Based Rewards & Advancement

	2016	2017
Enlisted	53%	55%
Officer & Warrant Officer	54%	58%
Up to GG12	44%	50%
GG13	40%	46%
GG14	50%	54%
GG15	64%	65%
DISES/DISL	76%	80%

48% of on the spot cash awards, time off awards, and special act awards were given to GG13s in FY16

Only **4.7%** of the GG13 population was **promoted in FY16**

Note: Awards and promotion data was pulled from myHR on 19 July 2017

Perceptions of Leadership Effectiveness
2016-2017

DIA added Leadership Characteristics to the WES in 2016 in order to measure employee perceptions of leaders in their chain of command. Respondents were asked to report their satisfaction with their leaders and to rate their leaders on 5 Leadership Characteristics:
Trustworthy, Motivating, Fair, Communicative, and Empowering.

	2016	2017
TRUSTWORTHY — I have trust and confidence in _____ .	**66**% agree	**70**% agree
MOTIVATING — _____ generates a high level of motivation & commitment in the workforce.	**59**% agree	**63**% agree
FAIR — Personal favoritism is not tolerated by _____ .	**58**% agree	**64**% agree

	2016	2017
COMMUNICATIVE — I am satisfied with the information I receive from _____ .	**63**% agree	**67**% agree
EMPOWERING — I feel empowered by _____ .	**58**% agree	**64**% agree
LEADERSHIP SATISFACTION — Overall, I am satisfied with _____	**64**% agree	**69**% agree

Leadership Satisfaction by DIA Organization

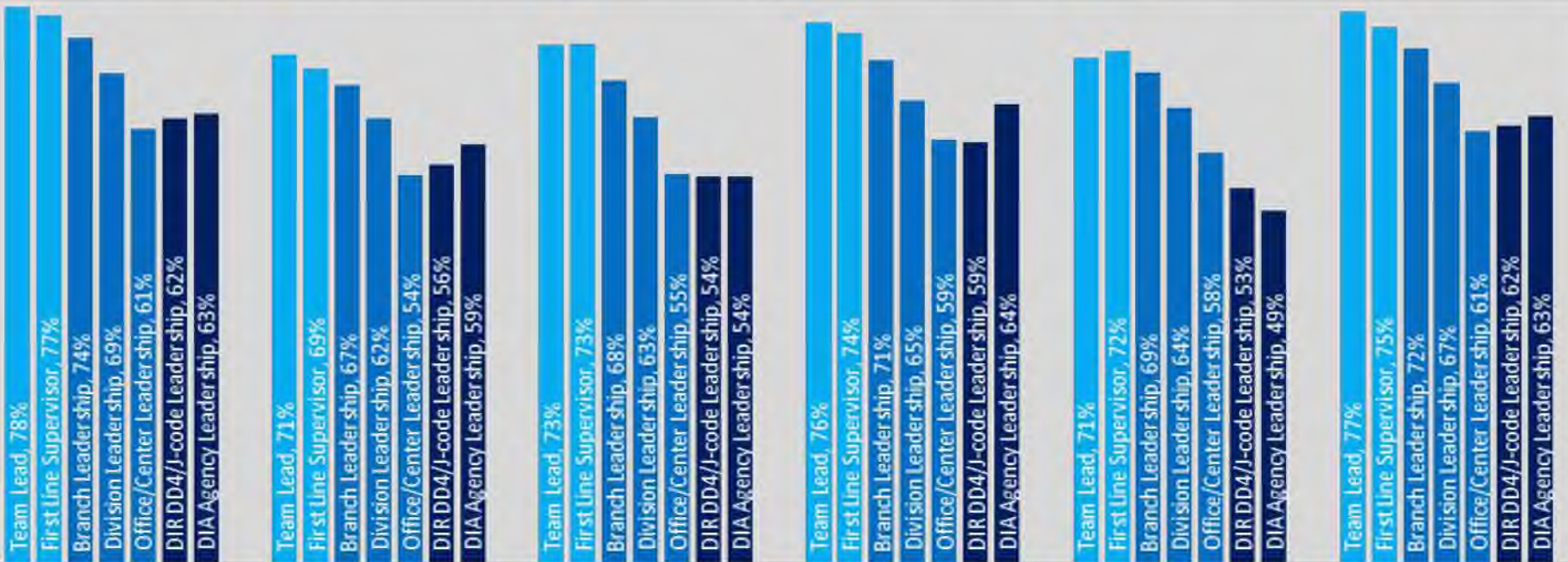| US TRANSCOM	CS	ST	US STRATCOM	US PACOM	US CENTCOM	J2	US EUCOM	US CYBERCOM	MS	US SOUTHCOM	US AFRICOM	ALL DIA	DI	US NORTHCOM	DR	DO	DD	US SOCOM
85%	78%	75%	74%	74%	73%	72%	71%	71%	70%	70%	70%	70%	69%	68%	67%	67%	67%	66%	65%	64%	64%	62%	59%

(b)(3):10 USC 424

Perceptions of Leadership Effectiveness
Scores for each Leadership Level

For all Leadership Characteristics, **Team Leads** and **First Line Supervisors** received the most positive scores. For four of the six leadership characteristics, **Office/Center Leadership** received the least positive score.

Across all leadership levels, the characteristic most closely correlated to **Leadership Satisfaction** is **Communicative**; to improve leadership satisfaction, focus on Communication at all leadership levels.

Trustworthy

- Team Lead, 78%
- First Line Supervisor, 77%
- Branch Leadership, 74%
- Division Leadership, 69%
- Office/Center Leadership, 61%
- DIR DD4/J-code Leadership, 62%
- DIA Agency Leadership, 63%

Motivating

- Team Lead, 71%
- First Line Supervisor, 69%
- Branch Leadership, 67%
- Division Leadership, 62%
- Office/Center Leadership, 54%
- DIR DD4/J-code Leadership, 56%
- DIA Agency Leadership, 59%

Fair

- Team Lead, 73%
- First Line Supervisor, 73%
- Branch Leadership, 68%
- Division Leadership, 63%
- Office/Center Leadership, 55%
- DIR DD4/J-code Leadership, 54%
- DIA Agency Leadership, 54%

Communicative

- Team Lead, 76%
- First Line Supervisor, 74%
- Branch Leadership, 71%
- Division Leadership, 65%
- Office/Center Leadership, 59%
- DIR DD4/J-code Leadership, 59%
- DIA Agency Leadership, 64%

Empowering

- Team Lead, 71%
- First Line Supervisor, 72%
- Branch Leadership, 69%
- Division Leadership, 64%
- Office/Center Leadership, 58%
- DIR DD4/J-code Leadership, 53%
- DIA Agency Leadership, 49%

Leadership Satisfaction

- Team Lead, 77%
- First Line Supervisor, 75%
- Branch Leadership, 72%
- Division Leadership, 67%
- Office/Center Leadership, 61%
- DIR DD4/J-code Leadership, 62%
- DIA Agency Leadership, 63%

Trustworthy	Motivating	Fair	Communicative	Empowering	Leadership Satisfaction
70%	63%	64%	67%	64%	69%

■ 2016 WES   ■ 2017 WES

Military Perceptions
Perceptions of DIA Assignment

Military Perceptions 2013 - 2017

Scores for all four Military perception items *increased* over the last two years and all *exceed* 2013 scores

74%
72%
73%
68%
70%
65%
65%
66%
64%
61%
65%
62%
56%
56%
56%
53%
56%
45%
44%
42%

2013   2014   2015   2016   2017

My supervisor understands what I need to succeed in my career as a member of the U.S. military.

My assignment at DIA makes good use of my skills and experience.

I have the opportunity to meet my training requirements while assigned to DIA.

My assignment at DIA is a career advancing opportunity.

Perceptions of Cooperation

Military & Civilians work well together within the DIA enterprise

79% of Civilians Agree

71% of Military Agree

8% gap
between military & civilian responses in 2017, compared to a 7% gap in 2016.

Perceptions of Assignment by Rank & Organization

My assignment at DIA is a career advancing opportunity

75%   Lowest Scoring
58%
53%

Warrant Officer
Enlisted
Officer

% agree

Military Officers & those assigned to **DO and ST** were least likely to see their DIA assignment as a career advancing opportunity.

67%
62%
61%
60%
55%
54%
52%
42%   Lowest Scoring

CS   DI   DD   J2   MS   DR   DO   ST

% agree
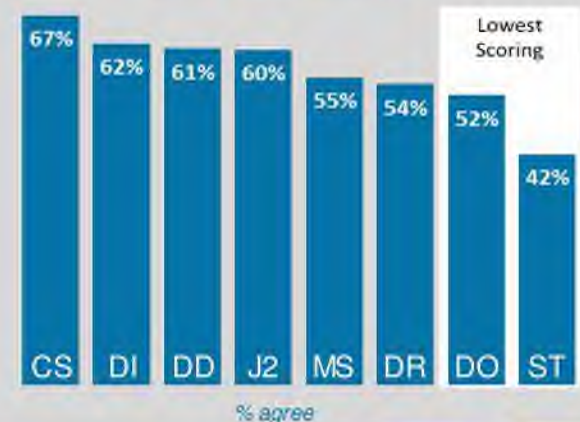
Military Perceptions
Military Element Analysis

Military Assigned to DIA

4%
22%
42%
32%

- US Navy
- US Air Force
- US Army
- US Marine Corps
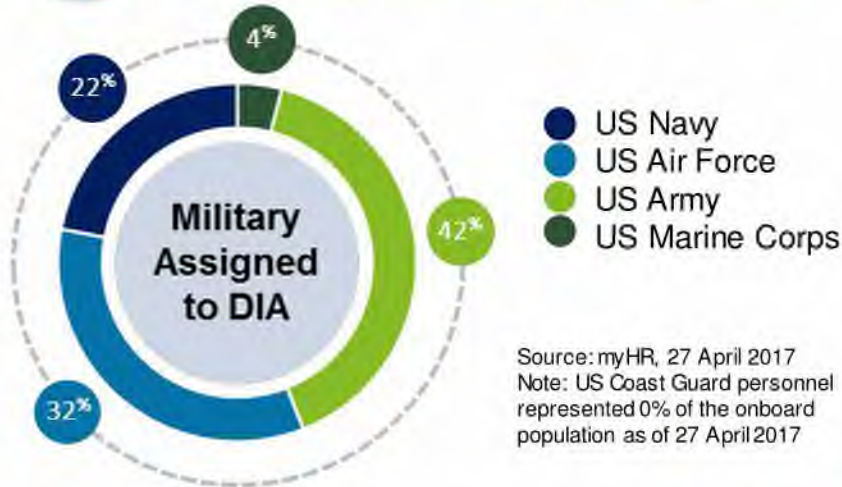
Source: myHR, 27 April 2017
Note: US Coast Guard personnel represented 0% of the onboard population as of 27 April 2017

Among all Military assigned to DIA, **US Air Force** personnel have the *least positive* and **US Marine Corps** personnel have the *most positive* perceptions of their assignment, placement, and supervisor support.

Almost one third of Military assigned to DIA are **US Air Force** Personnel

Military Perceptions by Element   ● US Navy   ● US Air Force   ● US Army   ● US Marine Corps

68%
68%
78%
86%

My assignment makes good use of my **skills and experience**.

% agree

75%
71%
75%
79%

My supervisor understands what **I need to succeed** in my career as a member of the U.S. military.

% agree

67%
67%
64%
76%

I have the opportunity to **meet my training requirements** while assigned at DIA.

% agree

56%
49%
61%
71%

My assignment at DIA is a **career advancing** opportunity.

% agree
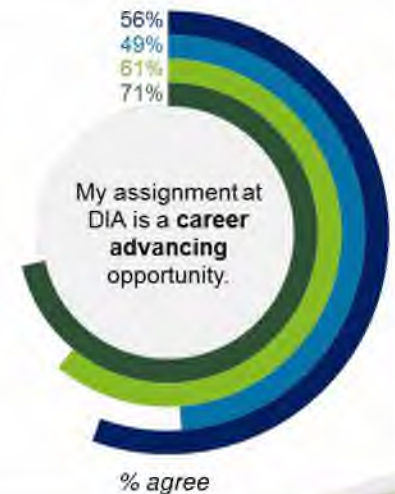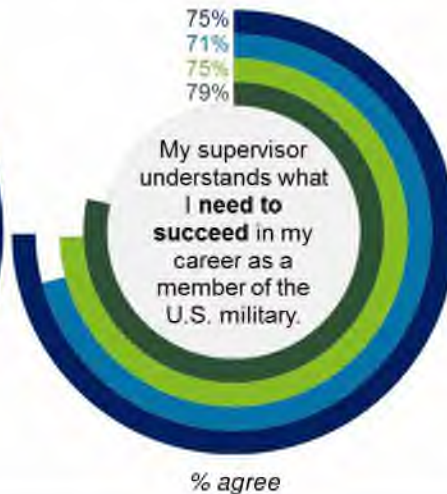
Civilian Intent to Leave
Overview

Planning to Leave

29%

-2%

29% of civilian respondents indicated that they plan to leave DIA within the next 12 months.

This item provides insight into which types of civilian employees are considering leaving DIA and factors driving their intent to leave. The percentage of employees intending to leave exceeds the percentage of employees that actually depart the agency.

Destination of Civilians Planning to Leave
Note: Chart does not add up to 100% because respondents could select multiple categories

IC Government Job	48%
Non-IC Government Job	27%
Non-Government Job	17%
Another Reason	15%
Retiring	10%
Relocating	9%
Personal Reasons	3%
Returning to School	2%
Caring for Family Members	1%
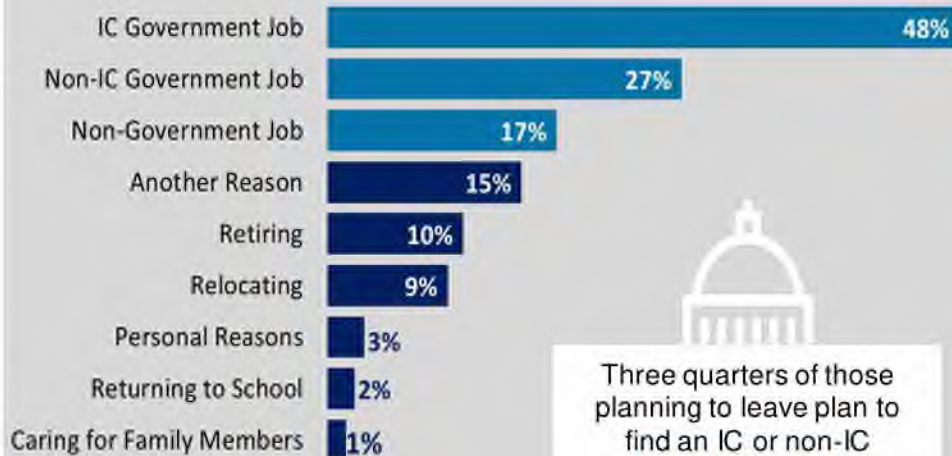
Three quarters of those planning to leave plan to find an IC or non-IC **Government Job.**

Top 10 Factors Influencing Intention to Leave
Note: Respondents could select multiple responses

Insufficient career progression / promotion opportunities — 56%, 56%

Bureaucracy / inefficient work processes — Not an option in 2015, 47%, 39%

Dissatisfaction with DIA senior leadership — 38%, 31%

Insufficient access to career development opportunities — 29%, 27%

Dissatisfaction with my immediate supervisor or management — 32%, 26%

Insufficient recognition for my work — 29%, 24%

Negative work environment — Not an option in 2015, 28%, 23%

Insufficient lateral career flexibility — 21%, 23%

Insufficient tools and resources needed to do my job — 21%, 19%

Poor work/life balance — 19%, 16%

■ 2015 ■ 2016 ■ 2017

The most commonly selected factor is **Insufficient career progression / promotion opportunities.** Almost three out of four respondents who selected **IC Government Job** as a destination selected this factor.

Note: This survey item provides insight into which types of civilian employees are considering leaving DIA and factors driving their intent to leave. The percentage of employees intending to leave often exceeds the percentage of employees that actually depart the agency.

Civilian Intent to Leave
Trends in Attrition Based on myHR Data

Trends in Attrition

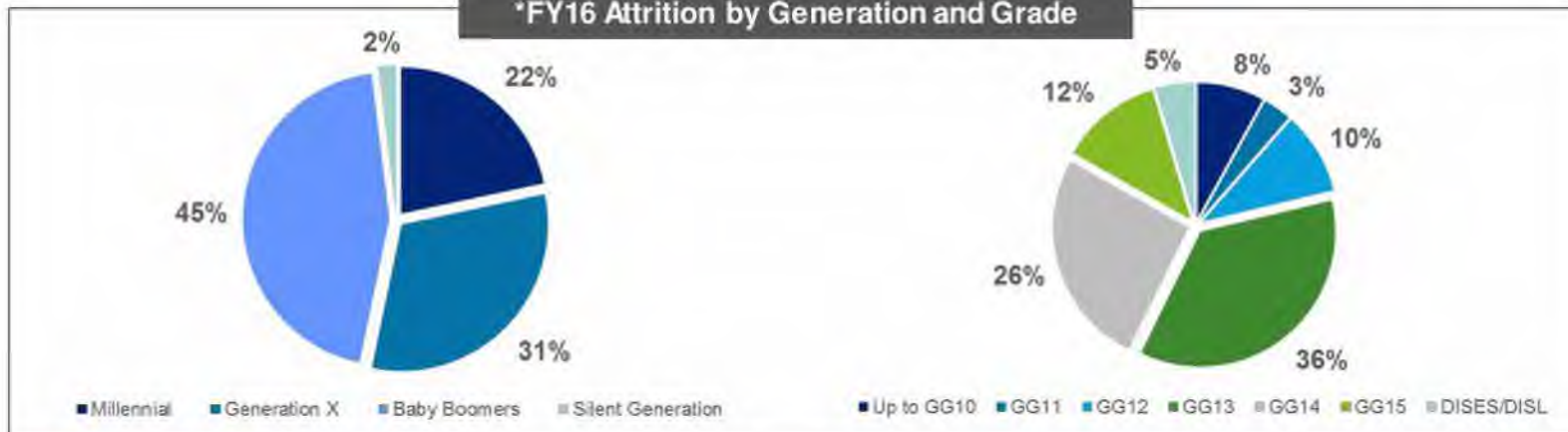The average attrition rate for FY12-FY16 was

6.3%

- In FY16, the attrition rate was **5.5%** even though **28%** of 2015 WES respondents indicated they planned to leave DIA within the next 12 months.
- Between June 2016 and May 2017, **Baby Boomers** and **GG-13's** were the highest populations to depart DIA.

Attrition Rate Trend

6.4% 4.9% 6.9% 7.6% 5.5%

FY12   FY13   FY14   FY15   FY16

*FY16 Attrition by Generation and Grade

2%
22%
45%
31%

■ Millennial ■ Generation X ■ Baby Boomers ■ Silent Generation

5% 8% 3%
12% 10%
26%
36%

■ Up to GG10 ■ GG11 ■ GG12 ■ GG13 ■ GG14 ■ GG15 ■ DISES/DISL

29% of civilian survey respondents indicated that they plan to leave DIA within the next 12 months. These groups are the most high and low risk:

High Risk Groups
Most Likely to Plan to Leave

- **GG13 & Below** (32%)
- Millennials (34%)
- **1-3 Years DIA Tenure** (36%)

Low Risk Groups
Least Likely to Plan to Leave

- **DISES/DISL** (14%)
- **Less than 1 year DIA Tenure** (23%)
- Baby Boomers (26%)

*Note: Attrition data was pulled from myHR on 19 July 2017 reflects June 2016-May 2017 to align more closely to the Intent to Leave Scores

Civilian Intent to Leave
Analysis of GG13s as a High Risk Group

Based on civilian intent to leave as well as myHR attrition data, GG13s are at particularly high risk to leave DIA. Of those **civilians that intend to leave, 32% are GG13 & Below** and in FY16, **36% of the attrition rate** was made up of GG13s. GG13s also score **the lowest in the key survey indices** when broken down by grade.

Analysis of GG13s and the Factors Most Likely to Influence the Decision to Leave

Planning to Leave
GG13s
33%

- Insufficient career progression/promotion opportunity, 62%
- Bureaucracy/inefficient work processes, 41%
- Dissatisfaction with Senior Leadership, 36%
- Insufficient access to career development, 30%
- Dissatisfaction with supervisor/mgmt, 28%
- Insufficient recognition for my work, 28%

GG13s make up **40% of DIA's** civilian workforce

Based on grade, GG13s scored lower in **Organizational Satisfaction, Job Satisfaction,** and **Recommending DIA**
- GG13s scored lower in **all Key Index Scores**. The average score was 28% less than the highest scoring group, DISES/DISL

Promotions into GG07 - GG15 from FY14 - FY16*
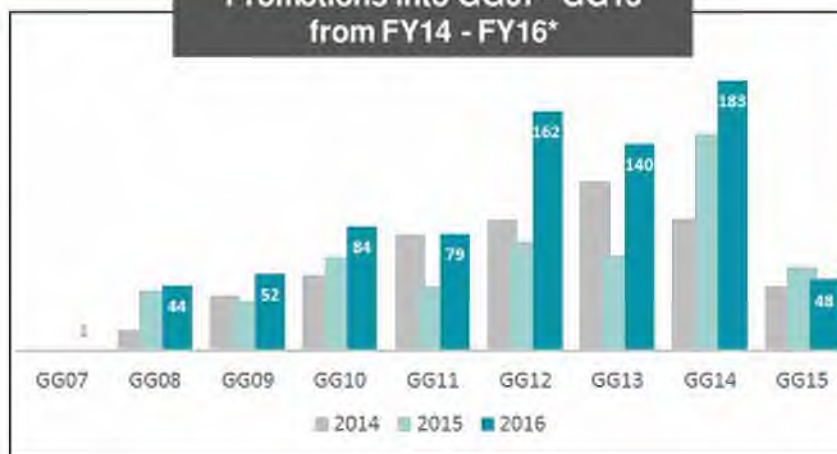
In FY17, 26% of the GG13 population submitted a PAF. Of those that submitted a PAF, 13% received a "P"

*Note: This chart depicts the grades employees were promoted into and not the grade they previously had.
Note: Promotion data was pulled from myHR on 19 July 2017

Civilian Intent to Leave
How Intent to Leave Impacts Perceptions

Planning to Leave

29%

The 29% of respondents who indicated that they plan to leave DIA in the next 12 months **report less positive responses to all survey items.**

Many of the lowest scoring items for those intending to leave are related to **career growth, performance-based rewards/recognition, and fairness.**

Actual Attrition vs. Intent to Leave FY13-FY17*

27% 31% 28% 31% 29%

5% 7% 8% 6%

—■— Actual Attrition
—■— Intent to Leave

FY13 FY14 FY15 FY16 FY17
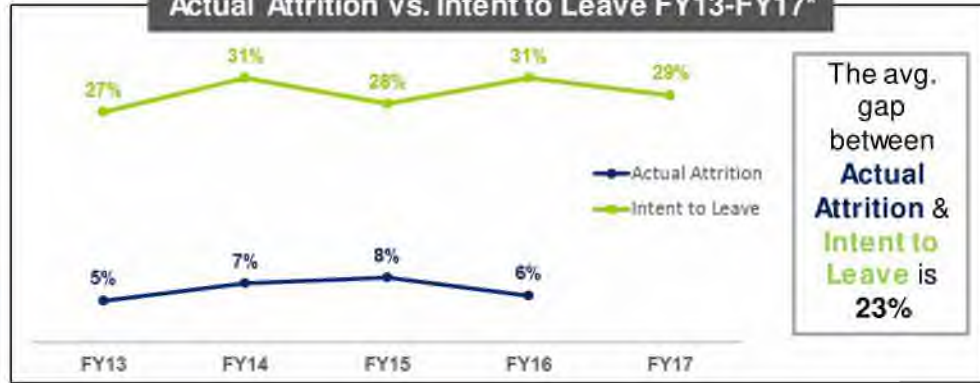
The avg. gap between **Actual Attrition & Intent to Leave** is **23%**

Largest Gap: Recommending DIA

27%
of those who are planning to leave would recommend their organization as a good place to work

70%
of those who are not planning to leave would recommend their organization as a good place to work

Lowest Scoring Items: Intending to Leave

■ Intending to Stay   ■ Intending to Leave

Pay raises depend on how well employees perform their jobs.
34%
14%

How satisfied are you with your opportunity to get a better job in your organization?
43%
14%

How satisfied are you with the policies and practices of your senior leaders?
55%
22%

Promotions in my work unit are based on merit.
49%
22%

Employees have a feeling of personal empowerment with respect to work processes.
52%
23%

In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
44%
25%

Creativity and innovation are rewarded.
55%
25%

I recommend my organization as a good place to work.
70%
27%

% Positive

*Note: Attrition data is not available for FY17 until the end of the fiscal year.

2017 Inclusion Quotient
Overview, Comparing DIA to the IC and Fed, and Trend Analysis

About the Inclusion Quotient

The **Inclusion Quotient** was calculated by IC agencies for the first time in 2015. 20 items related to inclusive environments are grouped into five Habits of Inclusion, which are used to determine an **Inclusion Quotient**.

DIA's Inclusion Quotient **increased** from 62% in 2016 to 66% in 2017.

Inclusion Quotient

66%

+4%

5 Habits of Inclusion: DIA Scores

Fair
Perception of equitable treatment.
56%

Cooperative
Perception that mangement encourages communication & collaboration.
64%

Empowering
Perception of the availability of resources & support to excel.
64%

Open
Perception of management support for diversity.
66%

Supportive
Perception of supervisor support for work life balance & career development.
81%

Comparing DIA to the IC and Federal Government Scores

DIA's 2017 Inclusion Quotient is 8 percentage points higher than the Federal 2016 Inclusion Quotient, and 3 percentage points lower than the IC-wide 2017 Inclusion Quotient.

DIA 66% 2017
IC 69% 2017
Fed 58% 2016
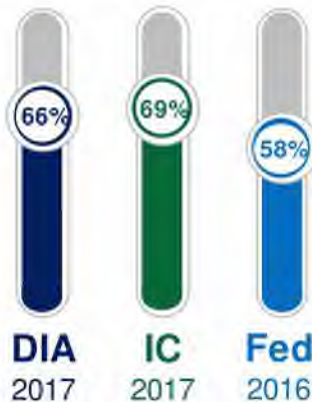
Comparing DIA's 2016 and 2017 Scores

Fair 56% 6% increase
Cooperative 64%
Empowering 64%
Open 66%
Supportive 81%
Inclusion Quotient 66%

■ 2016 ■ 2017
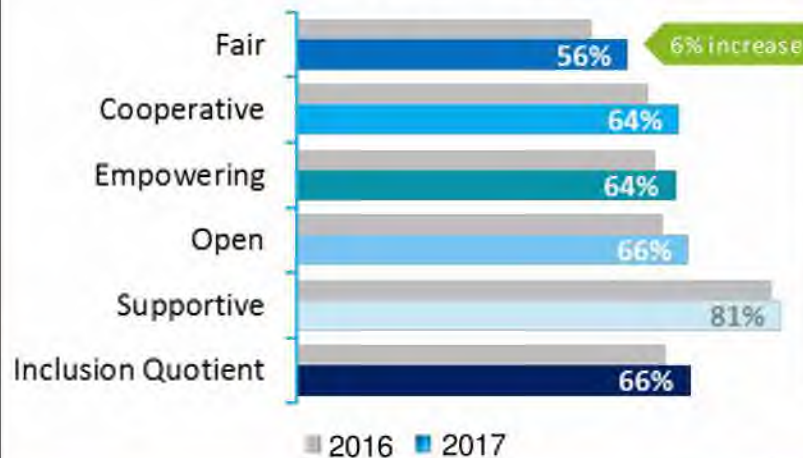
Scores for all 5 Habits increased between 2016 and 2017.

The largest increase was for **Fair**.

Comment Analysis
Comment Themes and Keywords

32% of survey respondents responded to the question:
If you could tell DIA leadership one thing, what would it be?

Culture

"*I applaud DIA HQ's interest and attempts to generate an Agency culture. I think this is good for the long term.*"

Less than 4% of all comments related to each of the following topics:

Pay & Benefits, Communication, Your Current Job, Empowerment, Workgroup & Teamwork, Training & Development

Top Comment Themes

Career Opportunities — 13%, 14%, 20%
Leadership — 1%, 22%, 16%
Culture — 12%, 14%, 15%
Strategic Management — 12%, 14%, 13%
Mission Services — 6%, 7%
Performance Based Rewards & Advancement — 5%, 6%
Supervisor — 6%, 4%

Legend: 2015, 2016, 2017

* Note: Comment themes were self-selected by respondents.

Most Commonly Used Words

Career Opportunities

"*Limited career opportunities is a big one. The new PAF/Talent Management System is prone to embellishment and akin to a self aggrandizing paper work drill that takes far too much time and resources for both the individual employee and everyone involved. I think everyone understands the intent but its a step in the wrong direction. The result may be worthwhile - more people will quit because of this system.*"

Next Steps
Where to 2017 Focus WES Action Planning

Enterprise Action Planning Areas The action planning areas identified since 2013 as both **low scoring and highly correlated** to overall satisfaction have improved significantly over the last three years, but have not yet returned to 2012 levels. Maintain momentum by continuing to focus action plans on:

- **Effective Leadership – Senior Leaders**
- **Effective Leadership – Empowerment**
- **Performance Based Rewards & Advancement**

Perceptions of Leadership Effectiveness
Across all leadership levels, the characteristic most **closely correlated to Leadership Satisfaction** is Communicative; to improve leadership satisfaction, focus on:

- **Communication at all leadership levels**

Civilians at High Risk for Attrition Focus action plans on the civilian groups most likely to leave DIA within the next 12 months:

- **GG13s & Below**
- **Millennials** (born after 1980)
- **1 – 3 Years DIA Tenure**

Military Element with Least Positive Perceptions of Assignment
Focus action plans on the Military element with the least positive perceptions of their DIA assignment:

- **US Air Force Personnel Assigned to DIA**

2017 Workforce Engagement Survey: Agency Report

Appendix A:
Survey Methodology and Definitions

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Appendix A:
What's Next: Forums for Releasing Annual Survey Results
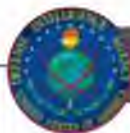
DIA Annual Workforce Engagement Survey

Agency Level

- Brief OHR leadership on Agency level survey results
- Brief DR/DD/CoS on Agency level survey results
- Release Agency level survey results to the workforce

Directorate Level

- Release Directorate and CCMD survey reports and respective comment files to Directorate and CCMD leadership.

Next Steps

- Conduct additional analysis of survey data or comments by request:
  - The survey team mailbox: (b)(3):10 USC 424

Annual IC Climate Survey Results

- **ODNI** briefs the IC-wide annual survey results to IC leaders
- **ODNI** provides IC-wide results to Congress
- **ODNI** releases IC-wide index scores to the Partnership for Public Service for inclusion in the *Best Places to Work in Government* rankings

FedView Annual Survey Results

- **OPM** releases FedView Annual Survey results in Fall 2017
- **Partnership for Public Service** publishes the *Best Places to Work in Government* rankings in Fall 2017

appendix a:
Methodology and Importance

Survey Overview

About the Survey: DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2017 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 2017 WES was open to all DIA-funded military[1], civilian and JDA employees between 08 May and 10 June 2017. 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 is 58%**, an eight percentage point decrease from last year's 66% response rate. Based on this response rate, the confidence level is 99% +/- 1.5.

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 index calculations; sub-group analysis; regression analysis to identify focus areas and comparison with the Intelligence Community climate Survey (ICCS) and Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FedView).

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

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.[2] MSPB found that higher levels of employee engagement are correlated with:

- Higher scores on the program results/accountability portion of Office of Management and Budget's (OMB) 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.[3]

[1] CCMD military were not included in the Agency level report but are included in individual CCMD reports.
[2] U.S. Merit Systems Protection Board. *The Power of Federal Employee Engagement*. Washington DC, 2008.
[3] 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.

Appendix A:
Definitions of 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.

Appendix A:
Definitions of ODNI and OPM Indices

Definitions of ODNI and OPM Indices	
Intelligence Community (IC) Integration	This index was developed by ODNI to measure employee perceptions of the IC's progress toward transformation and integration. This index is composed of 5 survey items and measures whether employees feel a sense of community (shared mission and values) across the IC, the importance they place on collaboration in accomplishing our mission, and how easily employees can share knowledge and collaborate with colleagues in other agencies.
Job Satisfaction	This index is part of OPM's Human Capital Assessment and Accountability Framework developed in 2009 and is composed of 7 items. This index measures the degree to which employees are satisfied with their jobs, including liking their work and feeling it is important, feeling satisfied with their involvement in decisions affecting their work, their ability to get a better job, and their pay.
Leadership & Knowledge Management	This index is part of OPM's Human Capital Assessment and Accountability Framework developed in 2009 and is composed of 12 items. This index measures the degree to which supervisors and senior leaders are perceived as trustworthy, respected, motivating, and effective overall.
Talent Management	This index is part of OPM's Human Capital Assessment and Accountability Framework developed in 2009 and is composed of 7 items. This index measures employee perceptions concerning their organization's ability to recruit and continuously improve top talent. It also gauges the degree to which employees see themselves as being fully utilized and developed.
Results-Oriented Performance Culture	This index is part of OPM's Human Capital Assessment and Accountability Framework developed in 2009 and is composed of 13 items. This index measures the degree to which employees see a linkage between their work and the agency's mission, goals, and performance. It also gauges whether employees believe that high performers are recognized, rewarded, and promoted, and whether the agency effectively deals with poor performance.
Conditions for Employee Engagement	This index was developed by OPM in 2011 to measure the engagement potential of an agency's work environment – the conditions that lead to employee engagement. The index is composed of 15 items and includes items related to employee perceptions of the integrity of leadership and leadership behaviors, the interpersonal relationship between worker and supervisor, and employees' feelings of motivation and competency related to their role in the workplace.
New Inclusion Quotient (IQ)	This index was developed by OPM in 2014 and was calculated by IC agencies for the first time in 2015. The index is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. Workplace inclusion is a contributing factor to employee engagement and organizational performance. This index is composed of 20 items that are related to inclusive environments. These 20 items are grouped into 5 Habits of Inclusion: Cooperative, Empowering, Fair, Open, and Supportive.

Appendix A:
Index Sources

Index Sources	
Best Places to Work Indices	The Partnership for Public Service ranks Federal Agencies annually based on their survey results. DIA participates in this ranking as part of the aggregate IC score. The Partnership measures 12 sub-indices and the Best Places to Work (BPTW) ranking. ODNI also calculates BPTW sub-indices overall for the IC and by IC Agency. Whereas the other indices are calculated via an average of the composite items, the Best Places to Work ranking calculation is proprietary to the Partnership, based on the three items below: • I recommend my organization as a good place to work • Considering everything, how satisfied are you with your job? • Considering everything, how satisfied are you with your organization? The *IC Best Places to Work* index scores are aggregated across the Intelligence Community. Individual IC Agency scores are not released to the public.
Global Satisfaction Index	OPM created the Global Satisfaction Index to provide a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work.
OPM/ODNI Indices	Seven OPM and ODNI indices were calculated to aggregate related individual items together into one easy to understand score. Each index score is calculated by taking an average of all its individual component item scores: • OPM calculates four Human Capital Assessment and Accountability Framework (HCAAF) indices to track progress towards HCAAF objectives and the Conditions of Employee Engagement index to measure workforce engagement. • OPM calculates the New Inclusion Quotient (New IQ), which was built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. • ODNI calculates an IC Collaboration index to track levels of collaboration across the Intelligence Community.

Appendix A:
Definitions of Comment Topics

Definition of Comment Topics	
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, bonuses, awards, 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 to your current position.

2017 Workforce Engagement Survey: Agency Report
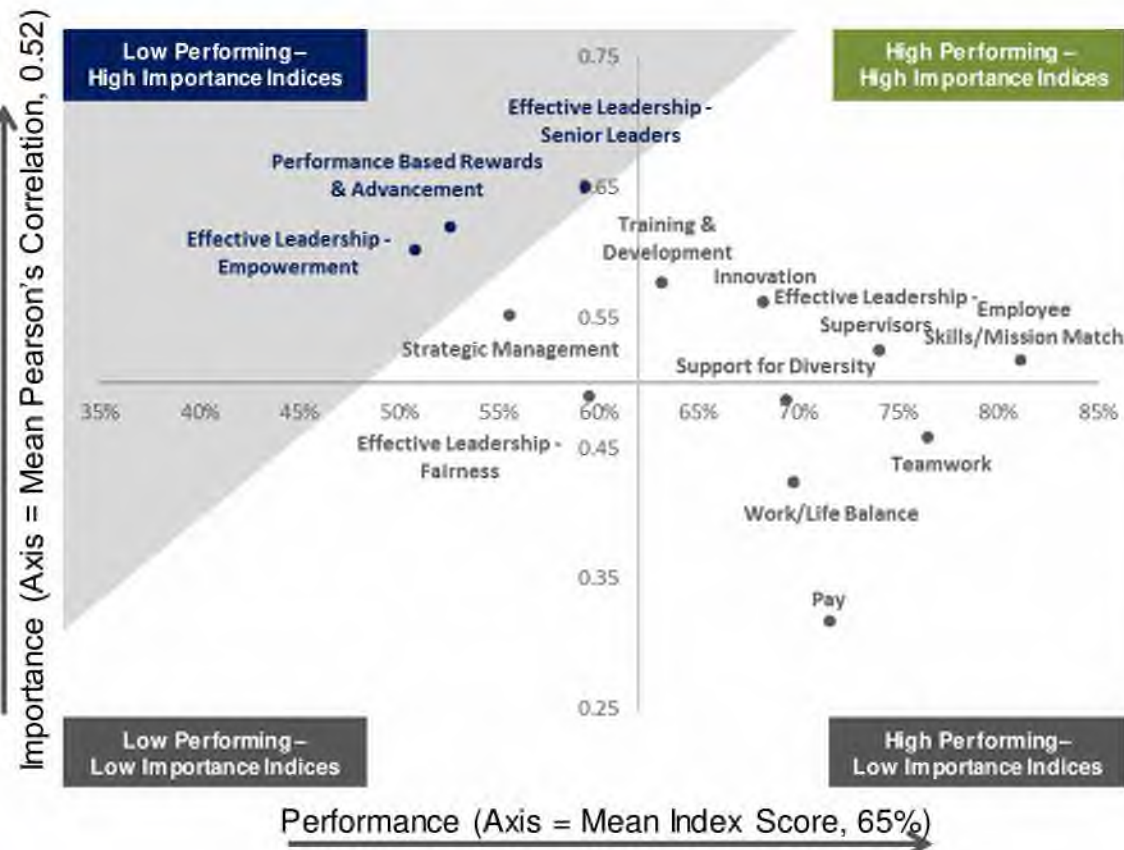
Appendix B: Key Index Analysis

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Appendix B:
2017 WES Performance-Importance Matrix

The Performance-Importance Matrix examines the relationship between each key index and organizational satisfaction. This matrix provides a framework for identifying areas of success and areas of future focus.

Low Performing – High Importance Indices

- Effective Leadership - Senior Leaders
- Performance Based Rewards & Advancement
- Effective Leadership - Empowerment
- Training & Development
- Innovation
- Effective Leadership - Supervisors
- Employee Skills/Mission Match
- Strategic Management
- Support for Diversity

High Performing – High Importance Indices

- Effective Leadership - Fairness
- Teamwork
- Work/Life Balance
- Pay

Low Performing – Low Importance Indices

High Performing – Low Importance Indices

Importance (Axis = Mean Pearson's Correlation, 0.52)

Performance (Axis = Mean Index Score, 65%)

About the Matrix

- This matrix plots index scores on the horizontal axis and Pearson's correlation coefficient on the vertical axis. Pearson's correlation coefficient measures the correlation between each index and organizational satisfaction.

- Pay, Work/Life Balance, and Teamwork have the *least strong* correlation with organizational satisfaction.

- The three indices with the *strongest* correlation with organizational satisfaction are also low performing. For the most impact on organizational satisfaction, action plans should focus on the following three low-performing and high-importance indices:
  - **Effective Leadership – Empowerment**
  - **Performance Based Rewards & Advancement**
  - **Effective Leadership – Senior Leaders**

Appendix B:
Effective Leadership - Empowerment Index

About the Index

The **Effective Leadership - Empowerment Index** is composed of two items.

This index 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: Empowerment Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
Employees have a feeling of personal empowerment with respect to the work processes.	37%	36%	38%	45%
How satisfied are you with your involvement in decisions that affect your work?	44%	47%	54%	58%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

51%

Effective Leadership – Empowerment Index Scores: 2013 – 2017*

IC: 52% (2013), 52% (2014), 52% (2015), 53% (2016), 55% (2017)
DIA: 43% (2013), 40% (2014), 42% (2015), 46% (2016), 51% (2017)
Federal: 44% (2013), 43% (2014), 44% (2015), 46% (2016)

DIA IC Federal

DIA's index score increased by **9 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Effective Leadership - Fairness Index

About the Index

The **Effective Leadership - Fairness Index** is composed of two 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 activities without fear of reprisal.

Effective Leadership: Fairness Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	64%	64%	64%	69%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	48%	46%	47%	55%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

59%

Effective Leadership – Fairness Index Scores: 2013 – 2017*
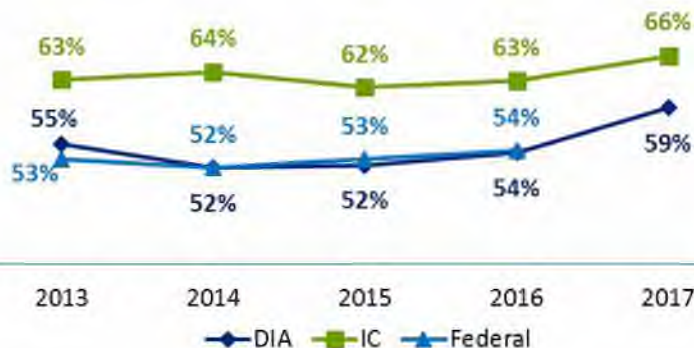
DIA's index score increased by

7 percentage points

between 2015 and 2017

DIA — IC — Federal

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Effective Leadership - Senior Leaders Index

About the Index

The **Effective Leadership - Senior Leaders Index*** is composed of four 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 Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
I have a high level of respect for my organizations senior leaders.	42%	48%	60%	64%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	32%	40%	45%	51%
My organization's leaders maintain high standards of honesty and integrity.	51%	58%	66%	71%
How satisfied are you with the information you receive from management on what's going on in your organization?	40%	46%	53%	56%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

59%

Effective Leadership – Senior Leaders Index Scores: 2013 – 2017**
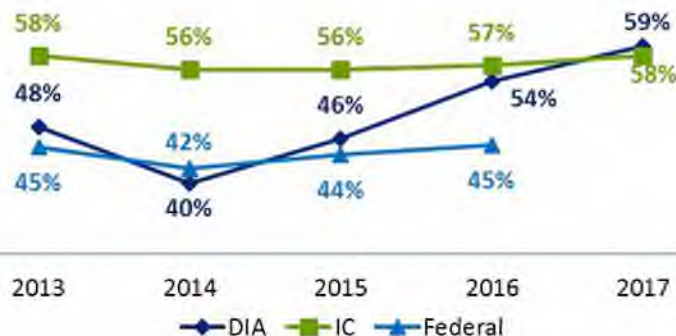
DIA's index score increased by **13 percentage points** between 2015 and 2017

* The definition of "Senior Leaders" provided to survey respondents was the following:
  "Senior Leaders include the heads of the department/agency, CCMDs, agency Directorates, and their immediate leadership team.
  Senior Leaders may hold either a political or career appointment, and are typically members of the Senior Executive Service or equivalent."
** 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Effective Leadership - Supervisors Index

About the Index

The **Effective Leadership - Supervisors Index** is composed of four 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 Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
Overall, how good a job do you feel is being done by your immediate supervisor?	72%	73%	76%	78%
Supervisors in my work unit support employee development.	66%	68%	73%	76%
Discussions with my supervisor about my performance are worthwhile.	60%	62%	66%	68%
My supervisors provides me with opportunities to demonstrate my leadership skills.	69%	71%	74%	76%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

74%

Effective Leadership – Supervisors Index Scores: 2013 – 2017*

DIA: 70%, 69%, 68%, 72%, 74%
IC: 71%, 71%, 72%, 73%
Federal: 62%, 62%, 63%, 64%, 72%, 66%

2013 2014 2015 2016 2017

—DIA —IC —Federal
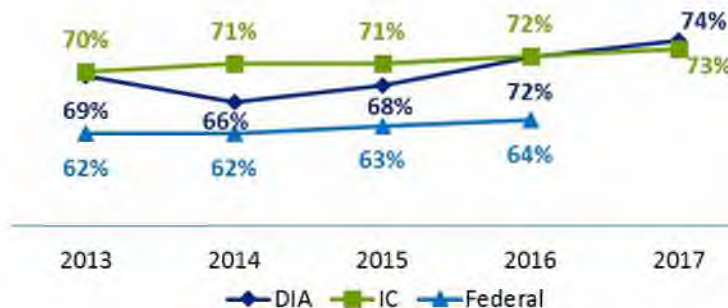
DIA's index score increased by **6 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Employee Skills / Mission Match Index

About the Index

The **Employee Skills / Mission Match Index** 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 organization's mission.

Employee Skills / Mission Match Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
My work gives me a feeling of personal accomplishment.	73%	73%	79%	79%
I like the kind of work I do.	80%	81%	83%	84%
My talents are used well in the workplace.	59%	62%	69%	70%
I know how my work relates to the agencys goals and priorities.	74%	79%	81%	84%
The work I do is important.	83%	84%	89%	90%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

81%

Employee Skills / Mission Match Index Scores: 2013 – 2017*
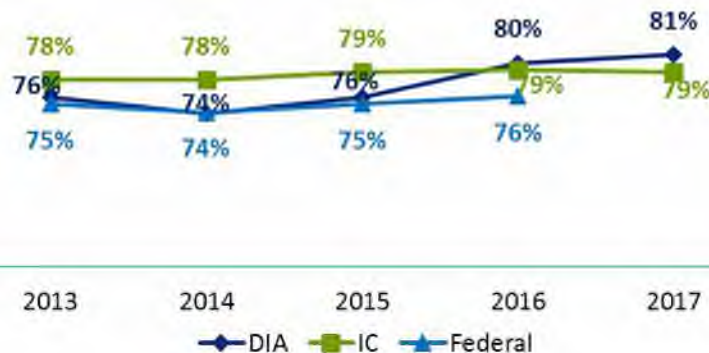
DIA's index score increased by **5 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Innovation Index

About the Index

The **Innovation Index** is composed of three items and was calculated by IC agencies for the first time in 2016.

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 Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
I am constantly looking for ways to do my job better.	NA	NA	93%	94%
Creativity and innovation are rewarded.	37%	40%	40%	47%
I feel encouraged to come up with new and better ways of doing things.	55%	58%	59%	65%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

68%

Innovation Index Scores: 2013 – 2017*

DIA: 59% 59% 60% 64% 68%
IC: 71% 72%
Federal: 61%

2013 2014 2015 2016 2017

DIA's index score increased by **4 percentage points** between 2016 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Pay Index

About the Index

The **Pay Index**
is composed of just one item:

Considering everything, how satisfied are you with your pay?

This index measures how satisfied employees are with their pay.

Pay Index Item % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
Considering everything, how satisfied are you with your pay?	65%	73%	71%	72%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

72%

Pay Index Scores: 2013 – 2017*

DIA: 64%, 65%, 73%, 71%, 72%
IC: 64%, 66%, 67%, 66%, 67%
Federal: 50%, 53%, 54%, 55%

2013 2014 2015 2016 2017

DIA — IC — Federal

DIA's index score increased by **1 percentage point** between 2016 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Performance Based Rewards and Advancement Index

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 the workforce.

Performance Based Rewards & Advancement Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
Promotions in my work unit are based on merit	28%	36%	41%	43%
Employees are recognized for providing high quality products and services.	54%	55%	61%	68%
Creativity and innovation are rewarded.	37%	40%	40%	47%
My performance appraisal/evaluation is a fair reflection of my performance.	66%	67%	69%	73%
How satisfied are you with the recognition you receive for doing a good job?	50%	52%	55%	59%
How satisfied are you with your opportunity to get a better job in your organization?	25%	28%	33%	36%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

53%

Performance Based Rewards & Advancement Index Scores: 2013 – 2017*
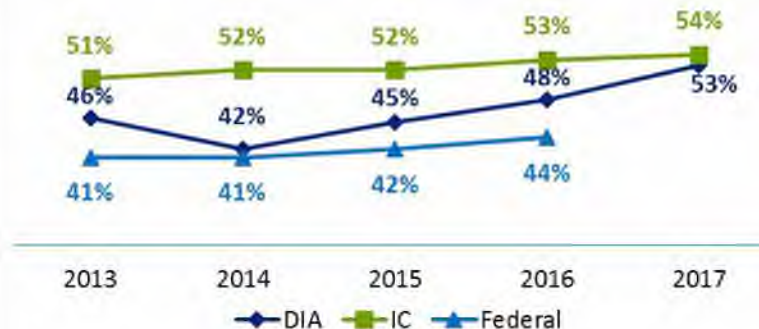
IC: 51%, 52%, 52%, 53%, 54%
DIA: 46%, 42%, 45%, 48%, 53%
Federal: 41%, 41%, 42%, 44%

2013   2014   2015   2016   2017

DIA — IC — Federal

DIA's index score increased by **8 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Strategic Management Index

About the Index

The **Strategic Management Index** is composed of four 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 Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
The agency's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	63%	65%	67%	69%
My work unit is able to recruit people with the right skills.	37%	47%	45%	47%
The skill level in my work group has improved in the past year.	47%	51%	49%	51%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	47%	51%	56%	61%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

56%

Strategic Management Index Scores: 2013 – 2017*

DIA: 53%, 47%, 52%, 53%, 56%
IC: 58%, 59%, 58%, 58%, 57%
Federal: 53%, 51%, 52%, 53%

2013 2014 2015 2016 2017

DIA — IC — Federal
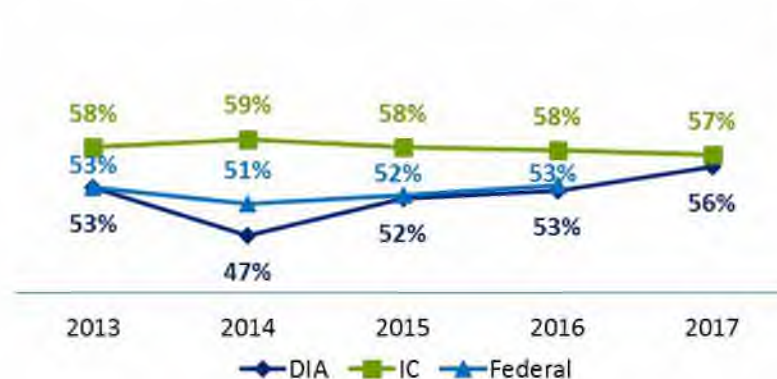
DIA's index score increased by **4 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Support for Diversity Index

The **Support for Diversity Index** is composed of three items.

This index measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity.

Support for Diversity Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
My supervisor is committed to a workforce representative of all segments of society.	77%	79%	80%	82%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	55%	60%	61%	67%
Managers/supervisors/team leaders work well with employees of different backgrounds.	66%	64%	64%	68%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

69%

Support for Diversity Index Scores: 2013 – 2017*

DIA's index score increased by **5 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Teamwork Index

About the Index

The **Teamwork Index** is composed of three items.

This index 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.

Teamwork Index Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
The people I work with cooperate to get the job done.	87%	88%	87%	88%
Employees in my work unit share job knowledge with each other.	79%	81%	81%	83%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	43%	56%	54%	60%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

76%

Teamwork Index Scores: 2013 – 2017*
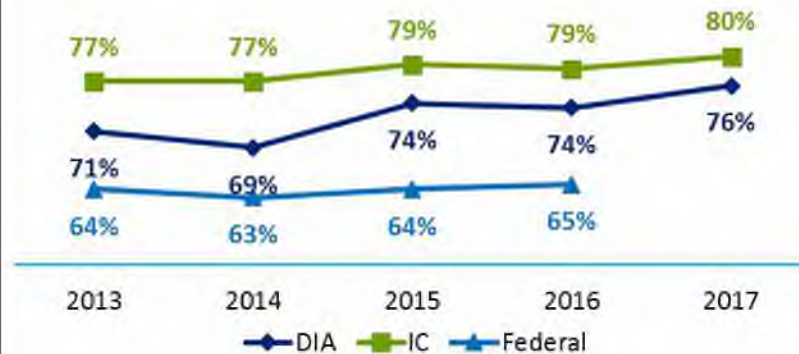
DIA's index score increased by **2 percentage points** between 2015 and 2017

DIA: 71% 74% 74% 76%
IC: 77% 77% 79% 79% 80%
Federal: 64% 63% 64% 65% 69%

2013 2014 2015 2016 2017

DIA — IC — Federal

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Training and Development Index

About the Index

The **Training and Development Index** is composed of four 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 Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
I am given a real opportunity to improve my skills in my organization.	51%	57%	62%	66%
I have enough information to do my job well.	73%	76%	75%	76%
My training needs are assessed.	40%	45%	51%	56%
How satisfied are you with the training you receive for your present job?	44%	48%	53%	55%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

63%

Training and Development Index Scores: 2013 – 2017*

IC: 64%, 64%, 65%, 66%, 66%
DIA: 56%, 52%, 56%, 60%, 63%
Federal: 56%, 56%, 58%, 59%

2013 2014 2015 2016 2017

DIA — IC — Federal

DIA's index score increased by

7 percentage points

between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
Work Life Balance Index

About the Index

The **Work Life Balance Index** is composed of three 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 Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
My supervisor supports my need to balance work and other life issues.	84%	85%	85%	87%
My workload is reasonable.	66%	67%	67%	69%
I have sufficient resources (for example, people, materials, budget) to get my job done.	46%	50%	52%	54%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

70%

Work Life Balance Index Scores: 2013 – 2017*

DIA — IC — Federal

DIA's index score increased by **3 percentage points** between 2015 and 2017

Appendix B:
IC Integration Index

About the Index

The **IC Integration Index** was developed by ODNI to measure employee perceptions of the IC's progress toward transformation and integration.

It gauges whether employees feel a sense of community (shared mission and values) across the IC, as well as the importance they place on collaboration in accomplishing our mission. The index also gauges how easily employees can share knowledge and collaborate with colleagues in other agencies.

IC Integration Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
Our mission depends on IC agencies and components sharing knowledge and collaborating.	81%	82%	87%	88%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	81%	83%	85%	85%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	72%	73%	75%	77%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	54%	59%	67%	69%
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?	53%	55%	59%	61%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05) may not appear to match the direction of the score change.

DIA Index Score – 2017

76%

IC Integration Index Scores: 2013 – 2017*

DIA's index score increased by **5 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
OPM Job Satisfaction Index

About the Index

The **Job Satisfaction Index** is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 7 items.

This index measures the degree to which employees are satisfied with their jobs, including liking their work and feeling it is important, feeling satisfied with their involvement in decisions affecting their work, their ability to get a better job, and their pay.

OPM Job Satisfaction Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
The work I do is important.	83%	84%	89%	90%
I like the kind of work I do.	80%	81%	83%	84%
My work gives me a feeling of personal accomplishment.	73%	73%	78%	79%
Considering everything, how satisfied are you with your job?	61%	65%	67%	69%
Considering everything, how satisfied are you with your pay?	65%	73%	71%	72%
How satisfied are you with your involvement in decisions that affect your work?	44%	47%	54%	58%
How satisfied are you with your opportunity to get a better job in your organization?	25%	28%	33%	36%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

69%

Job Satisfaction Index Scores: 2013 – 2017*

DIA's index score increased by **4 percentage points** between 2015 and 2017

Legend: DIA — IC — Federal

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
OPM Leadership & Knowledge Management Index

About the Index

The **Leadership & Knowledge Management Index** is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 12 items.

This index measures the degree to which supervisors and senior leaders are perceived as trustworthy, respected, motivating, and effective overall.

OPM Leadership & Knowledge Management Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
Employees are protected from health and safety hazards on the job.	78%	79%	80%	80%
Overall, how good a job do you feel is being done by your immediate supervisor?	72%	73%	76%	78%
My organization has prepared employees for potential security threats.	74%	76%	77%	78%
I have trust and confidence in my supervisor.	67%	69%	73%	75%
Supervisors work well with employees of different backgrounds.	66%	64%	64%	68%
My workload is reasonable.	66%	67%	67%	69%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	47%	51%	56%	61%
Managers communicate the goals and priorities of the organization.	44%	50%	56%	60%
I have a high level of respect for my organization's senior leaders.	42%	48%	60%	64%
How satisfied are you with the information you receive from management on what's going on in your organization?	40%	46%	53%	56%
How satisfied are you with the policies and practices of your senior leaders?	31%	37%	43%	48%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	32%	40%	45%	51%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

66%

Leadership & Knowledge Management Index Scores: 2013 – 2017*

DIA's index score increased by **8 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
OPM Talent Management Index

About the Index

The **Talent Management Index** is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 7 items.

This index measures employee perceptions concerning their organization's ability to recruit and continuously improve top talent. It also gauges the degree to which employees see themselves as being fully utilized and developed.

OPM Talent Management Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	63%	65%	67%	69%
Supervisors in my work unit support employee development.	66%	68%	73%	76%
My talents are used well in the workplace.	59%	62%	69%	70%
I am given a real opportunity to improve my skills in my organization.	51%	57%	62%	66%
How satisfied are you with the training you receive for your present job?	44%	48%	53%	55%
My work unit is able to recruit people with the right skills.	37%	47%	45%	47%
My training needs are assessed.	40%	45%	51%	56%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

63%

Talent Management Index Scores: 2013 – 2017*

DIA's index score increased by **7 percentage points** between 2015 and 2017

DIA   IC   Federal

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
OPM Results-Oriented Performance Culture Index

About the Index

The **Results-Oriented Performance Culture Index** is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 13 items.

This index measures the degree to which employees see a linkage between their work and the agency's mission, goals, and performance. It also gauges whether employees believe that high performers are recognized, rewarded, and promoted, and whether the agency effectively deals with poor performance.

OPM Results-Oriented Performance Culture Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
The people I work with cooperate to get the job done.	87%	88%	87%	88%
My supervisor supports my need to balance work and other life issues.	84%	85%	85%	87%
I know how my work relates to the Agency's goals and priorities.	74%	79%	81%	84%
My performance appraisal is a fair reflection of my performance.	66%	67%	69%	73%
Discussions with my supervisor about my performance are worthwhile.	60%	62%	66%	68%
Physical conditions allow employees to perform their job well.	66%	68%	67%	67%
How satisfied are you with the recognition you receive for doing a good job?	50%	52%	55%	59%
Creativity and Innovation are rewarded.	37%	40%	40%	47%
Employees have a feeling of personal empowerment with respect to work processes.	37%	36%	38%	45%
Promotions in my workgroup are based on merit.	28%	36%	41%	43%
In my work unit, differences in performance are recognized in a meaningful way.	31%	38%	44%	51%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	25%	28%	36%	41%
Pay raises depend on how well employees perform their job.	15%	21%	26%	29%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

61%

Results-Oriented Performance Culture Index Scores: 2013 – 2017*
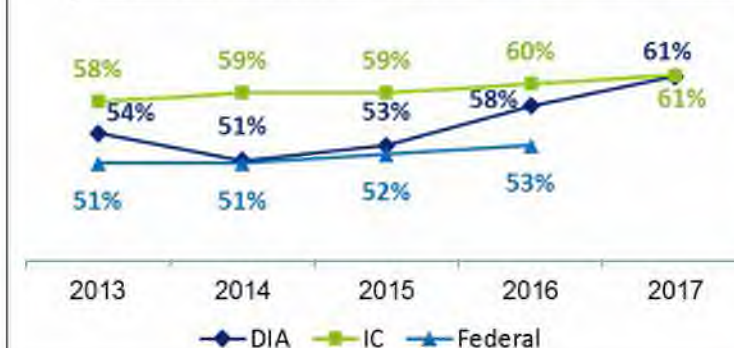
DIA's index score increased by **8 percentage points** between 2015 and 2017

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
OPM Conditions for Employee Engagement Index

About the Index

The **Conditions for Employee Engagement Index** was developed by OPM and is composed of 15 items.

This index measures the engagement potential of an agency's work environment and includes items related to leadership, the supervisor relationship, and employee motivation.

OPM Conditions for Employee Engagement Index Items % Positive	DIA 2014	DIA 2015	DIA 2016	DIA 2017
My supervisor treats me with respect.	83%	85%	85%	87%
I know how my work relates to the Agency's goals and priorities.	74%	79%	81%	84%
I know what is expected of me on the job.	81%	79%	82%	82%
My supervisor listens to what I have to say.	78%	79%	81%	83%
My work gives me a feeling of personal accomplishment.	73%	73%	78%	79%
Overall, how good a job do you feel is being done by your immediate supervisor?	72%	73%	76%	78%
I have trust and confidence in my supervisor.	67%	69%	73%	75%
Supervisors in my work unit support employee development.	66%	68%	73%	76%
My organization's leaders maintain high standards of honesty and integrity.	51%	58%	66%	71%
My talents are used well in the workplace.	59%	62%	69%	70%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	56%	58%	64%	68%
I feel encouraged to come up with new and better ways of doing things.	55%	58%	59%	65%
Managers communicate the goals and priorities of the organization.	44%	50%	56%	60%
I have a high level of respect for my organization's senior leaders.	42%	48%	60%	64%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	32%	40%	45%	51%

Note: Due to rounding, the directional arrows for items with very small score changes (less than .05%) may not appear to match the direction of the score change.

DIA Index Score – 2017

73%

Conditions for Employee Engagement Index Scores: 2013 – 2017*
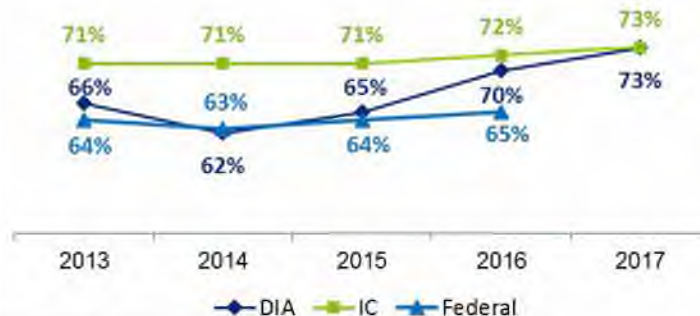
DIA's index score increased by **8 percentage points** between 2015 and 2017

IC: 71% 71% 71% 72% 73%
DIA: 66% 63% 65% 70% 73%
Federal: 64% 62% 64% 65%

2013 2014 2015 2016 2017

◆ DIA ■ IC ▲ Federal

* 2017 Federal survey results will be released in late Fall 2017

Appendix B:
OPM Inclusion Quotient

About the Index

The **Inclusion Quotient** (also known as the New IQ) was developed by OPM in 2014 and was calculated by IC agencies for the first time in 2015. The index is composed of 20 items that are related to inclusive environments. These 20 items are grouped into **5 Habits of Inclusion – Cooperative, Empowering, Fair, Open, and Supportive.** Workplace inclusion is a contributing factor to employee engagement and organizational performance.

Inclusion Quotient Scores 2016 - 2017
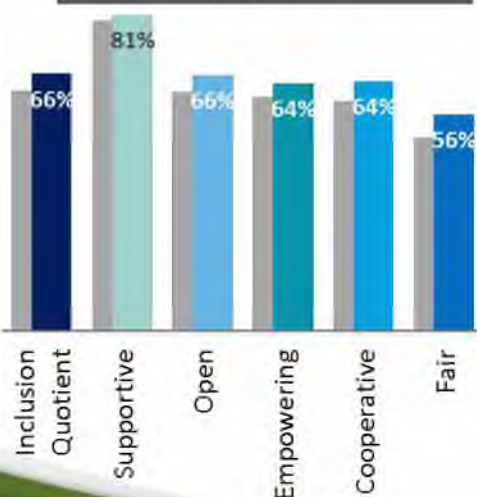
Inclusion Quotient Items % Positive	DIA 2015		DIA 2016		DIA 2017
Inclusion Quotient Index Score	**60%**	👥	**62%**	👥	**66%**
Inclusion Quotient: Cooperative	**59%**	✊	**59%**	👥	**64%**
Managers promote communication among different work units (for example, about projects, goals, needed resources).	56%	✊	54%	👥	60%
Managers support collaboration across work units to accomplish work objectives.	63%	👥	64%	👥	69%
Inclusion Quotient: Empowering	**58%**	👥	**60%**	👥	**64%**
I have enough information to do my job well.	76%	✊	75%	👥	76%
I feel encouraged to come up with new and better ways to do things.	58%	👥	59%	👥	65%
My talents are used well in the workplace.	62%	👥	69%	👥	70%
Employees have a feeling of personal empowerment with respect to work processes.	36%	👥	38%	👥	45%
Inclusion Quotient: Fair	**45%**	👥	**50%**	👥	**56%**
In my work unit, steps are taken to deal with a poor performer who cannot or will not	28%	👥	36%	👥	41%
In my work unit, differences in performance are recognized in a meaningful way.	38%	👥	44%	👥	51%
Awards in my work unit depend on how well employees perform their jobs.	49%	👥	54%	👥	62%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	46%	👥	47%	👥	55%
Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	66%	👥	67%	👥	71%
Inclusion Quotient: Open	**61%**	👥	**62%**	👥	**66%**
Creativity and Innovation are rewarded.	40%	➡️	40%	👥	47%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	60%	👥	61%	👥	67%
My supervisor is committed to a workforce representative of all segments of society	79%	👥	80%	👥	82%
Supervisors work well with employees of different backgrounds.	64%	👥	64%	👥	68%
Inclusion Quotient: Supportive	**78%**	👥	**80%**	👥	**81%**
My supervisor supports my need to balance work and other life issues.	85%	➡️	85%	👥	87%
My supervisor provides me with constructive suggestions to improve my job performance.	65%	👥	67%	👥	70%
My supervisor listens to what I have to say.	79%	👥	81%	👥	83%
My supervisor treats me with respect.	85%	➡️	85%	👥	87%
In the last six months, my supervisor has talked with me about my performance.	78%	👥	81%	➡️	81%

The bar chart shows Inclusion Quotient Scores 2016-2017 with values: Inclusion Quotient 66%, Supportive 81%, Open 66%, Empowering 64%, Cooperative 64%, Fair 56%.

2017 Workforce Engagement Survey: Agency Report

Appendix C: Respondent Profile & DIA Trend Data

Committed to Excellence in Defense of the Nation

Appendix C:
Respondent Profile

Demographic	Categories	Survey Respondents (2017 WES)	Survey Population (myHR data)	Variance
Employee Status	Civilian	84%	78%	**6%**
	Military	16%	21%	**-5%**
	JDA	1%	1%	-1%
Gender	Male	70%	69%	1%
	Female	30%	31%	-1%
Race/Ethnicity	Minority	31%	33%	-2%
	Non-Minority	69%	67%	2%
Work Location	CONUS	86%	82%	4%
	OCONUS	14%	18%	-4%
Civilian Pay Band	Pay Grades 12 & Under	23%	23%	0%
	Pay Grade 13	38%	40%	-2%
	Pay Grade 14	24%	23%	1%
	Pay Grade 15	13%	11%	2%
	DISES/DISL	2%	2%	0%
Military Rank	Enlisted	46%	53%	**-7%**
	Warrant Officer	5%	5%	0%
	Officer	49%	43%	**6%**
Generation	Millennial (born after 1980)	24%	25%	-1%
	Generation X (born between 1965 and 1980)	48%	49%	-1%
	Baby Boomer (born between 1946 and 1964)	28%	26%	2%

2017 survey respondents are widely representative of the survey population by key demographics.

Variance for demographic categories with a difference of at least 5% between representation in the workforce and representation among survey respondents are **bolded**.

Civilians, Military Officers, and CONUS respondents are slightly over-represented and Military, Military Enlisted, and OCONUS respondents are slightly under-represented.

Notes:
Onboard survey population data was pulled from myHR on 27 April 2017.
Employees born before 1946 make up less than 1% of the survey population and are not included in this analysis.

WES Survey Respondent Profile
Profile of WES Respondents by Key Demographics

Respondents by Key Demographics

38% GG-13 (among Civilian respondents)

39% DIA Civilian Tenure of 6-10 years

54% Military Officers (among Military respondents)

82% Possess a Bachelor's Degree or Higher

36% Outside of NCR

31% RNO Minorities

91% 30 Years Or Older

16% Military

Respondents by Grade

Grade	Percent
DISES/DISL	2%
GG15	13%
GG14	24%
GG13	38%
GG12	10%
GG11	3%
GG10 & Below	10%

Respondents by Generation

28% Baby Boomers (born 1946 – 1964)

48% Generation X (born 1965 – 1980)

24% Millennials (born 1981 – 2004)

Respondents by Directorate

CE	CO	DI	DO	J2	MS	ST
14%	17%	18%	19%	4%	23%	3%
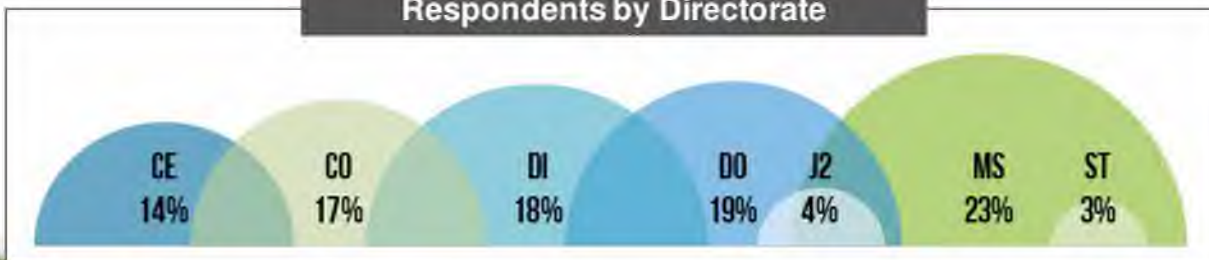
Note: Data reflected is based on the population of people that responded to the 2017 WES

myHR Employee Profile
Profile of DIA Employees by Key Demographics in myHR

Employees by Key Demographics

49% Outside of NCR

40% GG-13 (among Civilian & JDA Inbounds)

47% DIA Civilian Tenure of 6-10 years

47% Military Officers (among Military employees)

33% RNO Minorities

21% Military

1% JDA Inbound

95% Possess a Bachelor's Degree or Higher (of those reported)

92% 30 Years Or Older

Civilian Employees by Grade

Grade	Percent
GG-10 & Below	9%
GG-11	3%
GG-12	11%
GG-13	40%
GG-14	23%
GG-15	11%
DISES/DISL	2%

Employees by Generation

Millennial **25%**
Generation X **49%**
Baby Boomer **26%**
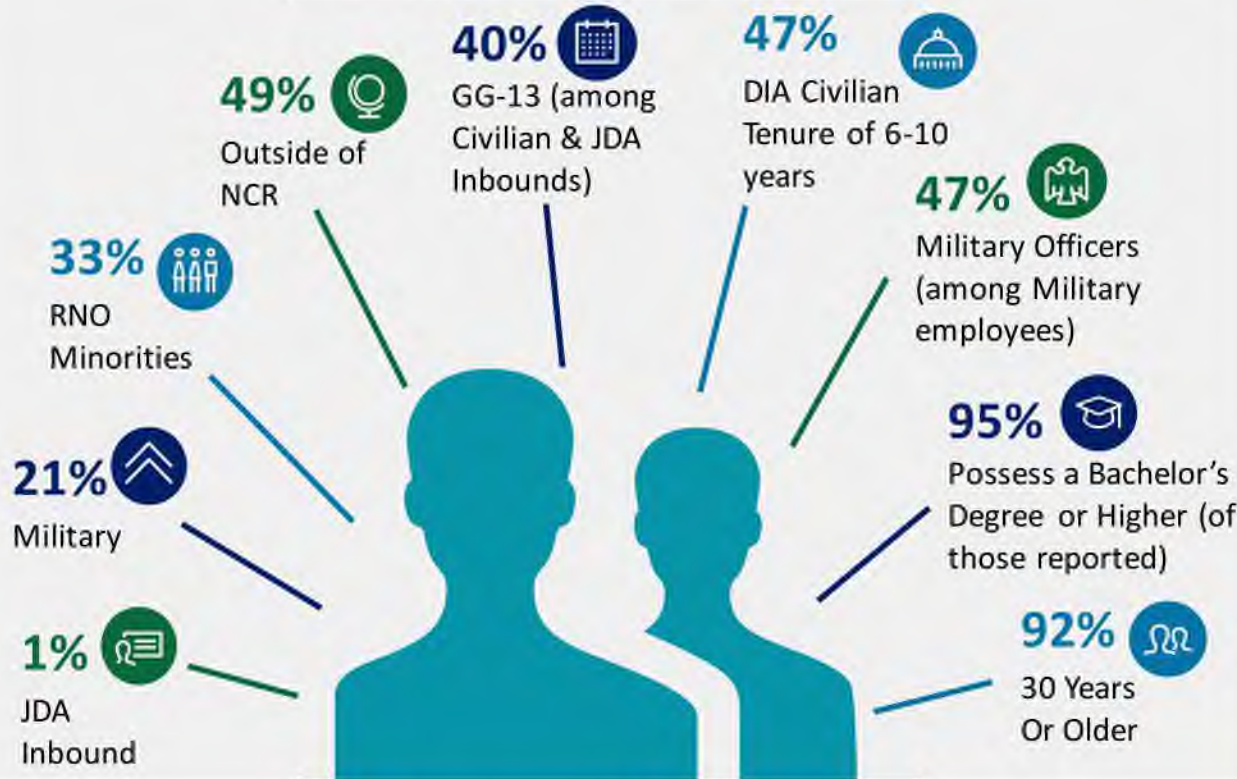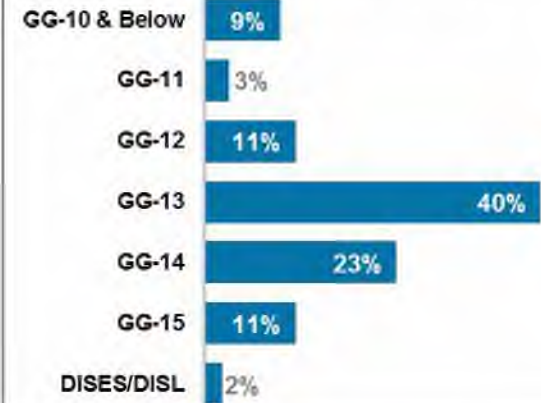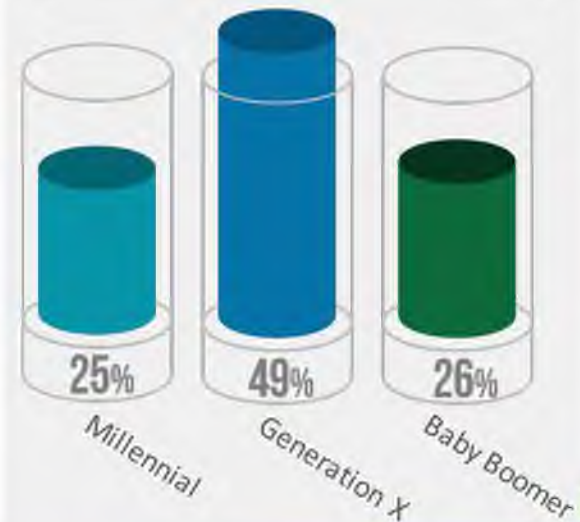
Employees by Directorate

CE	CO	DI	DO	J2	MS	ST
18%	18%	13%	22%	4%	23%	3%

Note: Demographic workforce data was pulled from myHR on 27 April 2017 to align to the population taking the WES

Appendix C:
DIA Index Score Trend Data 2014-2017

	2014	2015	2016	2017
		% Positive		
Best Places to Work Sub-Index Scores				
Effective Leadership - Empowerment Index	40%	42%	46%	51%
Effective Leadership - Fairness Index	52%	52%	54%	59%
Effective Leadership - Senior Leaders Index	40%	46%	54%	59%
Effective Leadership - Supervisors Index	66%	68%	72%	74%
Employee Skills/Mission Match Index	74%	76%	80%	81%
Innovation Index	N/A	N/A	64%	68%
Pay Index	65%	73%	71%	72%
Performance Based Rewards & Advancement Index	42%	45%	48%	53%
Strategic Management Index	47%	52%	53%	56%
Support for Diversity Index	62%	64%	65%	69%
Teamwork Index	69%	74%	74%	76%
Training and Development Index	52%	56%	60%	63%
Work/Life Balance Index	65%	67%	68%	70%
OPM and ODNI Index Scores				
Job Satisfaction Index	62%	65%	68%	69%
Leadership & Knowledge Management Index	55%	58%	63%	66%
Results-Oriented Performance Culture Index	51%	54%	58%	61%
Talent Management Index	52%	56%	60%	63%
Conditions for Employee Engagement Index	62%	65%	70%	73%
Leaders Lead	45%	51%	58%	63%
Supervisors	73%	75%	78%	80%
Intrinsic Work Experience	69%	70%	74%	76%
IC Integration Index	68%	71%	74%	76%
Inclusion Quotient Index	N/A	60%	62%	66%
Inclusion Quotient: Cooperative	N/A	59%	59%	64%
Inclusion Quotient: Empowering	N/A	58%	60%	64%
Inclusion Quotient: Fair	N/A	45%	50%	56%
Inclusion Quotient: Open	N/A	61%	62%	66%
Inclusion Quotient: Supportive	N/A	78%	80%	81%

Appendix C:
DIA Index Score Trend Data 2016-2017

Workforce Engagement Survey Items	2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative
Agency Goals and Mission Accomplishment						
DIA's mission is clearly defined.	81%	10%	9%	83%	9%	8%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	67%	18%	15%	69%	16%	14%
I know how my work relates to the agency's goals and priorities.	81%	11%	8%	84%	9%	7%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56%	25%	19%	61%	23%	16%
Managers communicate the goals and priorities of the organization.	56%	20%	23%	60%	20%	20%
I feel inspired by DIA's mission and goals.	63%	25%	13%	67%	21%	11%
Leadership						
My organization's senior leaders maintain high standards of honesty and integrity.	66%	21%	13%	71%	18%	11%
I have a high level of respect for my organization's senior leaders.	60%	23%	18%	64%	20%	15%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	45%	27%	28%	51%	25%	24%
DIA's senior leaders listen to employees' concerns.	50%	27%	23%	53%	25%	21%
How satisfied are you with the policies and practices of your senior leaders?	43%	29%	28%	48%	26%	26%
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	23%	24%	56%	23%	21%
Counterintelligence						
I have been trained to identify counterintelligence threats.	93%	5%	2%	93%	5%	2%
I feel comfortable reporting vulnerabilities or suspicious activities to the appropriate DIA authorities.	91%	6%	3%	92%	5%	3%
DIA leadership is committed to defending against counterintelligence threats.	87%	10%	3%	88%	9%	3%

Appendix C:
DIA Index Score Trend Data 2016-2017

Workforce Engagement Survey Items	2016			2017		
Positive	Positive	Neutral	Negative	Positive	Neutral	Negative
Your Supervisor						
My supervisor maintains high standards of honesty and integrity.	81%	11%	8%	83%	10%	7%
My supervisor has the skills and experience needed to perform his or her job.	78%	11%	11%	79%	11%	10%
I am satisfied with the information I receive about what's going on in my workgroup.	70%	13%	17%	72%	13%	15%
I have trust and confidence in my supervisor.	73%	12%	15%	75%	12%	13%
My supervisor supports my need to balance work and other life issues.	85%	9%	5%	87%	8%	5%
My supervisor is committed to a workforce representative of all segments of society.	80%	16%	4%	82%	14%	4%
My supervisor listens to what I have to say.	81%	10%	9%	83%	10%	8%
My supervisor provides me with opportunities to demonstrate my leadership skills.	74%	14%	12%	76%	13%	11%
My supervisor provides me with constructive suggestions to improve my job performance.	67%	17%	16%	70%	16%	14%
In the last six months, my supervisor has talked with me about my performance.	81%	9%	11%	81%	9%	10%
My supervisor treats me with respect	85%	9%	6%	87%	8%	5%
Overall, how good a job do you feel is being done by your immediate supervisor?	76%	14%	10%	78%	13%	9%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	64%	20%	16%	68%	18%	14%
Your Workgroup						
The people I work with cooperate to get the job done.	87%	8%	5%	88%	8%	4%
I trust the people in my workgroup.	80%	12%	7%	81%	12%	7%
The people I work with are highly skilled.	75%	17%	8%	75%	17%	8%
My work unit is able to recruit people with the right skills.	45%	24%	31%	47%	23%	30%
The skill level in my work group has improved in the past year.	49%	27%	24%	51%	26%	22%
Employees in my work unit share job knowledge with each other.	81%	10%	8%	83%	10%	7%

Appendix C:
DIA Index Score Trend Data 2016-2017

Workforce Engagement Survey Items	2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative
Your Job						
The work I do is important.	89%	7%	4%	90%	6%	4%
I like the kind of work I do.	83%	10%	7%	84%	10%	7%
My work gives me a feeling of personal accomplishment.	78%	12%	9%	79%	12%	9%
My talents are used well in the workplace.	69%	14%	18%	70%	13%	17%
My workload is reasonable.	67%	13%	19%	69%	14%	17%
I have enough information to do my job well.	75%	14%	12%	76%	14%	10%
I have sufficient resources (for example, people, materials, budget) to get my job done.	52%	16%	33%	54%	16%	30%
I know what is expected of me on the job.	82%	10%	8%	82%	11%	7%
I am constantly looking for ways to do my job better.	93%	6%	1%	94%	5%	1%
Considering everything, how satisfied are you with your job?	67%	18%	15%	69%	17%	14%
Career Development						
I am given a real opportunity to improve my skills in my organization.	62%	19%	19%	66%	18%	17%
Supervisors in my work unit support employee development.	73%	14%	13%	76%	13%	12%
My training needs are assessed.	51%	24%	25%	56%	22%	22%
How satisfied are you with the training you receive for your present job?	53%	25%	22%	55%	25%	20%
How satisfied are you with your opportunity to get a better job in your organization?	33%	31%	36%	36%	30%	34%

Appendix C:
DIA Index Score Trend Data 2016-2017

Workforce Engagement Survey Items	2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative
Performance Feedback and Recognition						
My performance appraisal/evaluation is a fair reflection of my performance.	69%	15%	16%	73%	14%	13%
Discussions with my supervisor about my performance are worthwhile.	66%	17%	17%	68%	17%	15%
Awards in my work unit depend on how well employees perform their jobs.	54%	22%	24%	62%	21%	18%
Promotions in my work unit are based on merit.	41%	31%	28%	43%	28%	28%
Employees are recognized for providing high quality products and services.	61%	21%	18%	68%	18%	14%
In my work unit, differences in performance are recognized in a meaningful way.	44%	30%	26%	51%	28%	22%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	36%	28%	36%	41%	27%	32%
Pay raises depend on how well employees perform their jobs.	26%	33%	41%	29%	33%	38%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	63%	17%	20%	64%	17%	18%
How satisfied are you with the recognition you receive for doing a good job?	55%	25%	20%	59%	24%	17%
Considering everything, how satisfied are you with your pay?	71%	16%	14%	72%	15%	13%
In my work unit, monetary awards (i.e. bonuses, On the Spot (OTS) awards, and Special Act Awards (SAAs)) are awarded in a fair manner.	N/A	N/A	N/A	57%	27%	17%
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.	N/A	N/A	N/A	54%	29%	17%
SAA/OTS awards are a more motivating factor in rewarding my performance than end of year bonuses.	N/A	N/A	N/A	39%	42%	19%

Appendix C:
DIA Index Score Trend Data 2016-2017

Workforce Engagement Survey Items	2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative
Culture						
Creativity and innovation are rewarded.	40%	29%	31%	47%	26%	27%
I feel encouraged to come up with new and better ways of doing things.	59%	21%	20%	65%	17%	18%
Employees have a feeling of personal empowerment with respect to work processes.	38%	26%	36%	45%	23%	32%
I am proud to work within the DIA enterprise.	70%	20%	9%	74%	17%	9%
I recommend my organization as a good place to work.	53%	26%	21%	58%	23%	19%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	76%	15%	9%	79%	13%	9%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	54%	22%	24%	60%	19%	21%
Managers support collaboration across work units to accomplish work objectives	64%	20%	16%	69%	16%	15%
Supervisors work well with employees of different backgrounds.	64%	20%	15%	68%	18%	14%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	61%	28%	11%	67%	23%	10%
Military and civilians work well together within the DIA enterprise.	74%	18%	9%	78%	14%	8%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	64%	19%	16%	69%	16%	14%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	47%	24%	28%	55%	21%	24%
Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated	67%	21%	12%	71%	18%	11%
I believe the results of this survey will be used to make my agency a better place to work.	46%	29%	25%	51%	27%	22%
How satisfied are you with your involvement in decisions that affect your work?	54%	22%	24%	58%	21%	21%
Considering everything, how satisfied are you with your organization?	57%	22%	22%	60%	20%	20%
Work Environment						
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well.	67%	13%	20%	67%	14%	19%
Employees are protected from health and safety hazards on the job.	80%	12%	8%	80%	12%	8%
My organization has prepared employees for potential security threats.	77%	14%	8%	78%	14%	8%

Appendix C:
DIA Index Score Trend Data 2016-2017

Workforce Engagement Survey Items	2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative
Military Experience at DIA [asked to Military respondents only]						
My assignment at DIA makes good use of my skills and experience.	72%	13%	15%	73%	12%	14%
My assignment at DIA is a career advancing opportunity.	53%	22%	26%	56%	24%	20%
My supervisor understands what I need to succeed in my career as a member of the U.S. military.	70%	15%	14%	74%	15%	11%
I have the opportunity to meet my training requirements while assigned to DIA.	62%	22%	16%	66%	20%	14%

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%	11%	3%	86%	10%	4%
As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.	75%	20%	6%	76%	18%	6%

Workforce Engagement Survey Items	2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative
IC Integration						
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	67%	20%	13%	69%	19%	12%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	87%	10%	3%	88%	9%	3%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	85%	10%	5%	85%	10%	5%
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?	59%	32%	9%	61%	30%	9%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	75%	23%	2%	77%	21%	2%

2017 Workforce Engagement Survey: Agency Report

Appendix D: Subgroup Analysis

Committed to Excellence in Defense of the Nation

Appendix D
Sub-group Comparison

Sub-groups included in Appendix D

The first set of slides in Appendix D examines key index scores, key item scores, and New IQ scores for each of the following sub-groups:

- **Civilian or Military Status**
- **Gender**
- **Race/National Origin (RNO) Minority Status**
- **Civilian Grade Category**
- **Military Rank Category**
- **CONUS/OCONUS Work Location**
- **Generation**
- **Civilian DIA Tenure**

The second set of slides in Appendix D examines civilian future plans for each of the following sub-groups:

- **Gender**
- **Race/National Origin (RNO) Minority Status**
- **Civilian Grade Category**
- **Generation**
- **Civilian DIA Tenure**

Appendix D: Sub-Group Comparison
Civilian and Military Comparison

Respondents by Civilian/Military

Military: **16**%   Civilian: **84**%

2017 Inclusion Quotient
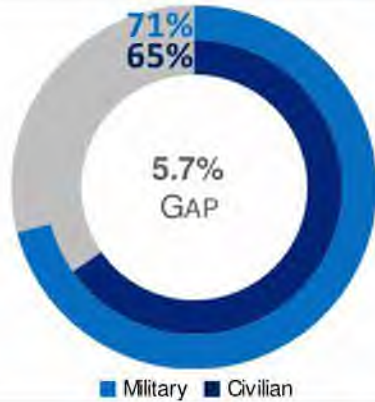
71%
65%

5.7%
GAP

■ Military ■ Civilian

Key Item Results

ORGANIZATIONAL SATISFACTION

5.7%
GAP

JOB SATISFACTION

1%
GAP

PAY

1.9%
GAP

RECOMMENDING DIA

3.8%
GAP

■ Military ■ Civilian

Perceptions of Leadership Characteristics

	Military	Civilian
Leadership Satisfaction	76%	68%
Trustworthy	78%	68%
Communicative	74%	66%
Motivating	70%	62%
Empowering	71%	62%
Fair	76%	62%

■ Military ■ Civilian

14% Gap

2017 Key Index Scores

16% Gap   10% Gap

Category	Military	Civilian
Effective Leadership - Empowerment	58%	49%
Effective Leadership - Fairness	73%	57%
Effective Leadership - Senior Leaders	68%	58%
Effective Leadership - Supervisors	78%	73%
Employee Skills/Mission Match	78%	82%
Innovation	42%	41%
Pay	57%	52%
Performance Based Rewards & Advancement	57%	52%
Strategic Management	62%	54%
Support for Diversity	74%	68%
Teamwork	79%	76%
Training and Development	64%	63%
Work/Life Balance	73%	69%

■ Military ■ Civilian

Appendix D: Sub-Group Comparison
Gender Comparison

Respondents by Gender

Women: **30**%   Men: **70**%

2017 New Inclusion Quotient

63%
65%
2.4% GAP

■ Women ■ Men

Key Item Results

ORGANIZATIONAL SATISFACTION — 1.5% GAP

JOB SATISFACTION — 2.3% GAP

PAY — 1.5% GAP

RECOMMENDING DIA — 4.8% GAP

■ Women ■ Men

Perceptions of Leadership Characteristics

	Women	Men
Leadership Satisfaction	66%	71%
Trustworthy	67%	72%
Communicative	65%	69%
Motivating	62%	65%
Empowering	61%	66%
Fair	58%	67%

■ Women ■ Men

2017 Key Index Scores

9% Gap, 5% Gap, 5% Gap

	Women	Men
Effective Leadership - Empowerment	48%	52%
Effective Leadership - Fairness	54%	63%
Effective Leadership - Senior Leaders	58%	61%
Effective Leadership - Supervisors	71%	76%
Employee Skills/Mission Match	81%	81%
Innovation	41%	41%
Pay	51%	54%
Performance Based Rewards & Advancement	51%	54%
Strategic Management	55%	56%
Support for Diversity	66%	71%
Teamwork	74%	78%
Training and Development	62%	64%
Work/Life Balance	69%	70%

■ Women ■ Men

Appendix D: Sub-Group Comparison
RNO Minority Status Comparison

Respondents by RNO Minority Status

Non-minority: **69**% Minority: **31**%

2017 New Inclusion Quotient

65%
64%

1.7%
GAP

■ Non-Minority ■ Minority

Key Item Results

ORGANIZATIONAL SATISFACTION
0.5% GAP

JOB SATISFACTION
0.5% GAP

PAY
4.5% GAP

RECOMMENDING DIA
0.1% GAP

■ Non-Minority ■ Minority

Perceptions of Leadership Characteristics

Leadership Satisfaction — 70% / 69%
Trustworthy — 71% / 69%
Communicative — 68% / 67%
Motivating — 64% / 63%
Empowering — 65% / 63%
Fair — 66% / 61%

■ Non-Minority ■ Minority

2017 Key Index Scores

	Non-Minority	Minority
Effective Leadership - Empowerment	51%	52%
Effective Leadership - Fairness	62%	57% (5% Gap)
Effective Leadership - Senior Leaders	69%	62%
Effective Leadership - Supervisors	75%	72%
Employee Skills/Mission Match	81%	83%
Innovation	41%	41%
Pay	54%	52%
Performance Based Rewards & Advancement	54%	52%
Strategic Management	65%	59% (4% Gap)
Support for Diversity	72%	66% (6% Gap)
Teamwork	77%	76%
Training and Development	64%	63%
Work/Life Balance	70%	71%

■ Non-Minority ■ Minority

Appendix D: Sub-Group Comparison
Civilian Grade Category Comparison

Civilian Respondents by Grade

Up to GG12: **23**% GG13: **38**% GG14: **24**%
GG15: 13% DISES/DISL: 2%

2017 New Inclusion Quotient

26.9% GAP

65%
61%
67%
74%
88%
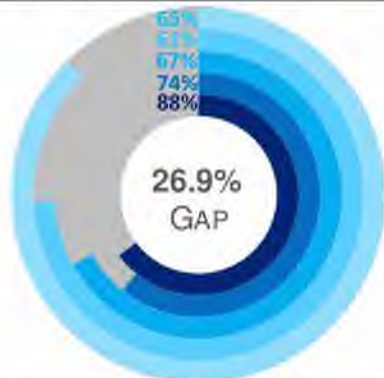
Up to GG12 ■ GG13 ■ GG14 ■ GG15 ■ DISES/DISL

Key Item Results

ORGANIZATIONAL SATISFACTION — 40.1% GAP

JOB SATISFACTION — 30.2% GAP

PAY — 41.9% GAP

RECOMMENDING DIA — 41.9% GAP

Up to GG12 ■ GG13 ■ GG14 ■ GG15 ■ DISES/DISL

Perceptions of Leadership Characteristics

Leadership Satisfaction — 62%, 69%, 77%, 93%
Trustworthy — 64%, 69%, 77%, 92%
Communicative — 61%, 68%, 76%, 94%
Motivating — 57%, 62%, 71%, 91%
Empowering — 57%, 62%, 71%, 91%
Fair — 56%, 65%, 71%, 87%

2017 Key Index Scores

Effective Leadership - Empowerment: 50%, 38% Gap, 78%
Effective Leadership - Fairness: 58%, 38% Gap, 88%
Effective Leadership - Senior Leaders: 61%, 88%
Effective Leadership - Supervisors: 73%, 90%
Employee Skills/Mission Match: 78%, 96%
Innovation: 40%, 53%, 80%
Pay: 50%, 80%
Performance Based Rewards & Advancement: 60%, 80%
Strategic Management: 67%, 78%
Support for Diversity: 67%, 90%
Teamwork: 75%, 92%
Training and Development: 84%, 88%
Work/Life Balance: 73%, 80%

Up to GG12 ■ GG13 ■ GG14 ■ GG15 ■ DISES/DISL

Appendix D: Sub-Group Comparison
Military Rank Group Comparison

Military Respondents by Rank

Officer: **49%**   Warrant Officer: **5%**
Enlisted: **46%**

2017 New Inclusion Quotient

73%
65%
70%

8.3%
GAP

■ Officer ■ Warrant Officer ■ Enlisted

Key Item Results

ORGANIZATIONAL SATISFACTION
13.3% GAP

JOB SATISFACTION
10.5% GAP

PAY
25.4% GAP

RECOMMENDING DIA
6.4% GAP

■ Officer ■ Warrant Officer ■ Enlisted

Perceptions of Leadership Characteristics

Leadership Satisfaction: 76%, 76%, 75%
Trustworthy: 78%, 81%, 76%
Communicative: 74%, 79%, 74%
Motivating: 69%, 71%, 71%
Empowering: 69%, 71%, 71%
Fair: 76%, 78%, 75%

2017 Key Index Scores

7% Gap   24% Gap

Effective Leadership - Empowerment: 57%, 60%, 57%
Effective Leadership - Fairness: 71%, 75%, 71%
Effective Leadership - Senior Leaders: 68%, 68%, 68%
Effective Leadership - Supervisors: 77%, 80%, 77%
Employee Skills/Mission Match: 76%, 81%, 75%
Innovation: 71%, 64%, 69%
Pay: 81%, 57%, 57%
Performance Based Rewards & Advancement: 55%, 58%, 55%
Strategic Management: 64%, 61%, 64%
Support for Diversity: 74%, 75%, 74%
Teamwork: 78%, 81%, 78%
Training and Development: 62%, 66%, 62%
Work/Life Balance: 73%, 74%, 73%

■ Officer ■ Warrant Officer ■ Enlisted

Appendix D: Sub-Group Comparison
CONUS/OCONUS Work Location Comparison

Respondents by Work Location

OCONUS: **14**%   CONUS: **86**%

2017 New Inclusion Quotient

64%
67%

3.1% GAP

■ OCONUS ■ CONUS

Key Item Results

ORGANIZATIONAL SATISFACTION — 5.3% GAP

JOB SATISFACTION — 1.1% GAP

PAY — 4.6% GAP

RECOMMENDING DIA — 5.4% GAP

■ OCONUS ■ CONUS

Perceptions of Leadership Characteristics

Leadership Satisfaction: 68% / 69%
Trustworthy: 70% / 70%
Communicative: 65% / 68%
Motivating: 62% / 64%
Empowering: 63% / 64%
Fair: 66% / 63%

■ OCONUS ■ CONUS

2017 Key Index Scores

Category	OCONUS	CONUS	Gap
Effective Leadership - Empowerment	50%	51%	
Effective Leadership - Fairness	61%	59%	
Effective Leadership - Senior Leaders	58%	60%	
Effective Leadership - Supervisors	72%	74%	
Employee Skills/Mission Match	79%	81%	
Innovation	39%	41%	
Pay	50%	53%	
Performance Based Rewards & Advancement	50%	53%	
Strategic Management	52%	56%	4%
Support for Diversity	66%	70%	4%
Teamwork	74%	77%	
Training and Development	59%	64%	5%
Work/Life Balance	66%	70%	4%

■ OCONUS ■ CONUS

Appendix D: Sub-Group Comparison
Generation Comparison

Respondents by Generation

Millennial:	Generation X:	Baby Boomer:
24%	48%	28%

2017 New Inclusion Quotient

66%
66%
68%

1.9% GAP

■ Millennial ■ Generation X ■ Baby Boomer

Key Item Results

ORGANIZATIONAL SATISFACTION — 8.6% GAP

JOB SATISFACTION — 8% GAP

PAY — 21.8% GAP

RECOMMENDING DIA — 7.7% GAP

■ Millennial ■ Generation X ■ Baby Boomer

Perceptions of Leadership Characteristics

	Millennial	Generation X	Baby Boomer
Leadership Satisfaction	70%	67%	70%
Trustworthy	72%	68%	71%
Communicative	69%	66%	70%
Motivating	65%	62%	66%
Empowering	65%	62%	66%
Fair	66%	62%	65%

2017 Key Index Scores

4% Gap
5% Gap
8% Gap

	Millennial	Generation X	Baby Boomer
Effective Leadership - Empowerment	49%	51%	53%
Effective Leadership - Fairness	52%	58%	60%
Effective Leadership - Senior Leaders	59%	58%	63%
Effective Leadership - Supervisors	75%	73%	76%
Employee Skills/Mission Match	77%	81%	85%
Innovation	40%	41%	42%
Pay	52%	52%	55%
Performance Based Rewards & Advancement	52%	52%	55%
Strategic Management	55%	56%	58%
Support for Diversity	69%	69%	71%
Teamwork	77%	75%	78%
Training and Development	63%	62%	66%
Work/Life Balance	71%	69%	71%

■ Millennial ■ Generation X ■ Baby Boomer

Note: For this analysis, Millennials are defined as respondents born after 1980, Generation X is defined as respondents born between 1965 and 1980, Baby Boomers are defined as respondents born between 1946 and 1964. Employees born prior to 1946 make up less than 0.5% of DIA's workforce and are not included in this analysis.

Appendix D: Sub-Group Comparison
Civilian DIA Tenure Comparison

Respondents by Tenure

<1 Yr: 8% 1-3 Yrs: 8% 4-5 Yrs: 8%
6-10 Yrs: 39% 11-20 Yrs: 29% >20 Yrs: 8%

2017 New Inclusion Quotient
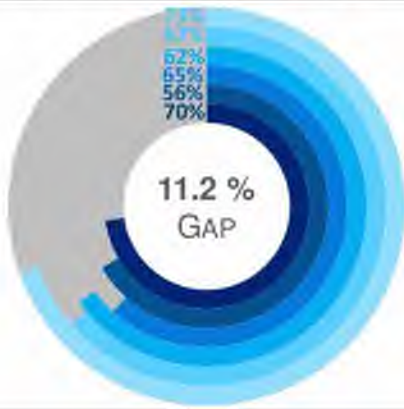
11.2 % GAP

Key Item Results

ORGANIZATIONAL SATISFACTION — 23.4% GAP

JOB SATISFACTION — 12.7% GAP

PAY — 30.3% GAP

RECOMMENDING DIA — 28.4% GAP

<1 Year ■ 1-3 Years ■ 4-5 Years ■ 6-10 Years ■ 11-20 Years ■ >20 Years

Perceptions of Leadership Characteristics

Leadership Satisfaction
Trustworthy
Communicative
Motivating
Empowering
Fair

2017 Key Index Scores

Effective Leadership - Empowerment
Effective Leadership - Fairness
Effective Leadership - Senior Leaders
Effective Leadership - Supervisors
Employee Skills/Mission Match
Innovation
Pay
Performance Based Rewards & Advancement
Strategic Management
Support for Diversity
Teamwork
Training and Development
Work/Life Balance

16% Gap   21% Gap   30% Gap

■ Less than 1 year ■ 1 - 3 years ■ 4 - 5 years ■ 6 - 10 years ■ 11 - 20 years ■ More than 20 years

Appendix D: Sub-Group Comparison
Civilians Planning to Leave DIA by Gender and RNO Status

Civilian Future Plans	All DIA Civilians	Gender		RNO Status	
		Male	Female	Minorities	Non-minorities
Are you considering leaving DIA within the next year?					
No	71%	71%	71%	71%	72%
Yes (All affirmative responses)	29%	29%	29%	29%	28%
If you are considering leaving DIA within the next year, why? *(Respondents could select multiple responses)*					
Yes, to take another government job within the Intelligence Community	48%	49%	44%	45%	48%
Yes, to take another job outside of the IC and within the Federal Government	27%	26%	26%	33%	24%
Yes, to take another job outside the Federal Government	17%	19%	13%	17%	17%
Yes, for another reason	15%	13%	17%	17%	14%
Yes, to retire	10%	12%	8%	8%	11%
Yes, to relocate away from my work location	9%	9%	8%	7%	10%
Yes, for personal reasons (not job-related)	3%	3%	4%	3%	3%
Yes, to return to school	2%	2%	2%	1%	2%
Yes, to care for family members	1%	1%	2%	2%	1%
Please select the factors that have caused you to consider leaving DIA. *(Respondents could select multiple responses)*					
Insufficient career progression/promotion opportunities	56%	54%	56%	58%	54%
Bureaucracy / inefficient work processes	39%	41%	36%	34%	42%
Dissatisfaction with DIA senior leadership	31%	33%	27%	26%	33%
Dissatisfaction with my immediate supervisor or management.	26%	26%	25%	29%	24%
Insufficient access to career development opportunities	27%	28%	25%	29%	24%
Insufficient recognition for my work	24%	26%	21%	31%	21%
Negative work environment	23%	22%	25%	24%	23%
Insufficient tools and resources needed to do my job	19%	21%	17%	15%	21%
Insufficient lateral career flexibility	23%	22%	24%	25%	21%
Organizational Change (restructuring, reorganization)	13%	15%	10%	10%	15%
Poor work/life balance	16%	15%	17%	16%	15%
Inconvenient work location / long commute	16%	15%	17%	14%	16%
Insufficient challenge in my current or projected work	15%	16%	14%	14%	16%
Other	13%	13%	13%	12%	14%
Coworker competence	12%	12%	12%	10%	13%
Insufficient access to flexible workplace arrangements	13%	12%	16%	16%	12%
Dissatisfaction with current pay or benefits	13%	13%	11%	14%	12%
High cost of living at my work location	13%	14%	11%	13%	13%
Retirement or VERA/VSIP eligibility	8%	9%	5%	6%	8%
Culture does not support diversity	8%	7%	10%	14%	4%
Lack of spousal accommodation	3%	3%	3%	3%	3%
NTE expiration	0%	1%	0%	0%	1%

Appendix D: Sub-Group Comparison
Civilians Planning to Leave DIA by Grade Category

Civilian Future Plans	All DIA Civilians	Up to GG12	GG13	GG14	GG15	DISES/ DISL
Are you considering leaving DIA within the next year?						
No	71%	71%	67%	72%	80%	88%
Yes (All affirmative responses)	29%	29%	33%	28%	20%	12%
If you are considering leaving DIA within the next year, why? (Respondents could select multiple responses)						
Yes, to take another government job within the Intelligence Community	48%	55%	52%	41%	31%	6%
Yes, to take another job outside of the IC and within the Federal Government	27%	29%	29%	27%	15%	0%
Yes, to take another job outside the Federal Government	17%	14%	19%	17%	18%	13%
Yes, for another reason	15%	13%	14%	17%	14%	6%
Yes, to retire	10%	3%	7%	14%	30%	75%
Yes, to relocate away from my work location	9%	10%	9%	9%	6%	6%
Yes, for personal reasons (not job-related)	3%	3%	3%	4%	2%	0%
Yes, to return to school	2%	2%	2%	2%	2%	0%
Yes, to care for family members	1%	1%	1%	2%	0%	0%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)						
Insufficient career progression/promotion opportunities	56%	64%	62%	49%	28%	13%
Bureaucracy / inefficient work processes	39%	42%	41%	37%	35%	6%
Dissatisfaction with DIA senior leadership	31%	26%	36%	26%	34%	6%
Dissatisfaction with my immediate supervisor or management.	26%	26%	28%	24%	21%	0%
Insufficient access to career development opportunities	27%	35%	30%	19%	11%	0%
Insufficient recognition for my work	24%	23%	28%	20%	21%	0%
Negative work environment	23%	25%	24%	20%	21%	0%
Insufficient tools and resources needed to do my job	19%	24%	20%	15%	19%	0%
Insufficient lateral career flexibility	23%	29%	24%	20%	14%	0%
Organizational Change (restructuring, reorganization)	13%	13%	13%	17%	12%	0%
Poor work/life balance	16%	17%	14%	19%	18%	19%
Inconvenient work location / long commute	16%	16%	14%	17%	19%	0%
Insufficient challenge in my current or projected work	15%	18%	16%	12%	17%	0%
Other	13%	13%	13%	16%	12%	13%
Coworker competence	12%	14%	14%	10%	6%	0%
Insufficient access to flexible workplace arrangements	13%	15%	15%	11%	10%	0%
Dissatisfaction with current pay or benefits	13%	29%	10%	5%	3%	0%
High cost of living at my work location	13%	19%	14%	8%	10%	0%
Retirement or VERA/VSIP eligibility	8%	2%	6%	12%	17%	69%
Culture does not support diversity	8%	9%	10%	4%	3%	6%
Lack of spousal accommodation	3%	4%	4%	1%	2%	6%
NTE expiration	0%	1%	0%	0%	0%	0%

Appendix D: Sub-Group Comparison
Civilians Planning to Leave DIA by Generation

Civilian Future Plans	All DIA Civilians	Generation		
		Millennials	Generation X	Baby Boomers
Are you considering leaving DIA within the next year?				
No	71%	66%	71%	74%
Yes (All affirmative responses)	29%	34%	29%	26%
If you are considering leaving DIA within the next year, why? (Respondents could select multiple responses)				
Yes, to take another government job within the Intelligence Community	48%	60%	53%	28%
Yes, to take another job outside of the IC and within the Federal Government	27%	31%	30%	18%
Yes, to take another job outside the Federal Government	17%	23%	19%	10%
Yes, for another reason	15%	8%	17%	20%
Yes, to retire	10%	0%	0%	0%
Yes, to relocate away from my work location	9%	12%	10%	5%
Yes, for personal reasons (not job-related)	3%	4%	4%	2%
Yes, to return to school	2%	3%	3%	0%
Yes, to care for family members	1%	1%	2%	1%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)				
Insufficient career progression/promotion opportunities	56%	62%	61%	41%
Bureaucracy / inefficient work processes	39%	47%	42%	28%
Dissatisfaction with DIA senior leadership	31%	32%	35%	24%
Dissatisfaction with my immediate supervisor or management.	26%	28%	28%	20%
Insufficient access to career development opportunities	27%	35%	27%	18%
Insufficient recognition for my work	24%	23%	27%	21%
Negative work environment	23%	23%	27%	16%
Insufficient tools and resources needed to do my job	19%	24%	20%	13%
Insufficient lateral career flexibility	23%	27%	24%	17%
Organizational change (restructuring, reorganization)	13%	15%	16%	9%
Poor work/life balance	16%	17%	19%	10%
Inconvenient work location / long commute	16%	15%	17%	14%
Insufficient challenge in my current or projected work	15%	22%	14%	12%
Other	13%	13%	13%	15%
Coworker competence	12%	19%	13%	5%
Insufficient access to flexible workplace arrangements	13%	16%	14%	10%
Dissatisfaction with current pay or benefits	13%	24%	12%	5%
High cost of living at my work location	13%	18%	14%	7%
Retirement or VERA/VSIP eligibility	8%	0%	2%	24%
Culture does not support diversity	8%	9%	9%	5%
Lack of spousal accommodation	3%	4%	4%	1%
NTE expiration	0%	1%	0%	0%

Appendix D: Sub-Group Comparison
Civilians Planning to Leave DIA by Civilian DIA Tenure

Civilian Future Plans	All DIA Civilians	DIA Tenure					
		Up to 1 year	1 to 3 years	4 - 5 Years	6 - 10 years	11-20 years	More than 20 Yrs
Are you considering leaving DIA within the next year?							
No	71%	81%	67%	68%	68%	73%	71%
Yes (All affirmative responses)	29%	19%	33%	32%	32%	27%	29%
If you are considering leaving DIA within the next year, why? *(Respondents could select multiple responses)*							
Yes, to take another government job within the Intelligence Community	48%	59%	62%	53%	52%	41%	22%
Yes, to take another job outside of the IC and within the Federal Government	27%	27%	30%	32%	28%	25%	12%
Yes, to take another job outside the Federal Government	17%	15%	15%	23%	18%	18%	10%
Yes, for another reason	15%	14%	14%	13%	14%	17%	15%
Yes, to retire	10%	0%	0%	1%	6%	12%	54%
Yes, to relocate away from my work location	9%	12%	13%	9%	9%	10%	1%
Yes, for personal reasons (not job-related)	3%	3%	2%	4%	3%	5%	0%
Yes, to return to school	2%	5%	2%	1%	2%	2%	0%
Yes, to care for family members	1%	1%	1%	1%	1%	2%	1%
Please select the factors that have caused you to consider leaving DIA. *(Respondents could select multiple responses)*							
Insufficient career progression/promotion opportunities	56%	45%	64%	68%	59%	52%	35%
Bureaucracy / inefficient work processes	39%	30%	36%	51%	43%	38%	22%
Dissatisfaction with DIA senior leadership	31%	17%	25%	35%	34%	33%	22%
Dissatisfaction with my immediate supervisor or management.	26%	27%	28%	30%	25%	27%	15%
Insufficient access to career development opportunities	27%	29%	31%	40%	26%	25%	12%
Insufficient recognition for my work	24%	13%	21%	30%	24%	27%	16%
Negative work environment	23%	22%	29%	30%	21%	24%	18%
Insufficient tools and resources needed to do my job	19%	16%	22%	29%	20%	19%	6%
Insufficient lateral career flexibility	23%	31%	28%	28%	23%	22%	7%
Organizational Change (restructuring, reorganization)	13%	6%	15%	11%	15%	15%	6%
Poor work/life balance	16%	10%	21%	18%	15%	18%	12%
Inconvenient work location / long commute	16%	17%	17%	18%	14%	18%	11%
Insufficient challenge in my current or projected work	15%	27%	17%	19%	16%	13%	7%
Other	13%	16%	11%	10%	14%	14%	12%
Coworker competence	12%	9%	18%	18%	12%	11%	5%
Insufficient access to flexible workplace arrangements	13%	19%	15%	21%	13%	12%	6%
Dissatisfaction with current pay or benefits	13%	35%	31%	20%	10%	9%	3%
High cost of living at my work location	13%	22%	21%	13%	12%	14%	3%
Retirement or VERA/VSIP eligibility	8%	0%	0%	4%	4%	8%	44%
Culture does not support diversity	8%	5%	9%	12%	8%	9%	4%
Lack of spousal accommodation	3%	3%	1%	5%	4%	3%	1%
NTE expiration	0%	3%	2%	1%	0%	0%	0%

2017 Workforce Engagement Survey: Agency Report

Appendix E:
Sub-Group Analysis of
Leadership Characteristic Items

Committed to Excellence in Defense of the Nation

Appendix E:
Scores by Demographic: Trustworthy, Motivating & Fair

	ALL DIA 2017 WES	Status		Gender		RNO Category		Generation		
		Military	Civilian	Men	Women	Minorities	Non-minorities	Millennial	Generation X	Baby Boomer
TRUSTWORTHY: I have trust and confidence in										
All Leadership Levels	70%	78%	68%	72%	67%	69%	71%	72%	68%	71%
Team Lead	78%	83%	77%	81%	72%	75%	80%	82%	77%	74%
First Line Supervisor	77%	82%	75%	80%	71%	74%	79%	79%	75%	77%
Branch Leadership	74%	78%	73%	76%	71%	70%	76%	76%	72%	75%
Division Leadership	69%	76%	68%	72%	64%	66%	71%	69%	68%	71%
Office or Center Leadership	61%	70%	59%	62%	60%	61%	62%	60%	60%	65%
Directorate DD4/J-code Leadership	62%	71%	61%	63%	62%	64%	63%	62%	62%	66%
DIA Agency Leadership (DR, DD, CoS)	63%	69%	62%	62%	67%	67%	63%	64%	61%	65%
MOTIVATING: _____ generates a high level of motivation and commitment in the workforce.										
All Leadership Levels	63%	70%	62%	65%	62%	63%	64%	65%	62%	66%
Team Lead	71%	77%	70%	73%	68%	71%	72%	76%	69%	69%
First Line Supervisor	69%	76%	68%	72%	65%	66%	71%	72%	68%	71%
Branch Leadership	67%	70%	66%	68%	66%	64%	69%	69%	65%	68%
Division Leadership	62%	69%	62%	65%	60%	61%	64%	63%	61%	66%
Office or Center Leadership	54%	65%	53%	55%	56%	57%	55%	52%	53%	60%
Directorate DD4/J-code Leadership	56%	58%	56%	56%	58%	58%	57%	51%	56%	61%
DIA Agency Leadership (DR, DD, CoS)	59%	59%	59%	58%	63%	61%	59%	61%	57%	61%
FAIR: Personal favoritism is not tolerated by _____.										
All Leadership Levels	64%	76%	62%	67%	58%	61%	66%	66%	62%	65%
Team Lead	73%	80%	71%	75%	67%	69%	76%	78%	71%	68%
First Line Supervisor	73%	81%	71%	77%	65%	68%	76%	75%	71%	74%
Branch Leadership	68%	77%	66%	71%	62%	63%	71%	72%	66%	67%
Division Leadership	63%	76%	61%	67%	56%	59%	65%	63%	61%	66%
Office or Center Leadership	55%	70%	52%	57%	50%	54%	56%	52%	53%	61%
Directorate DD4/J-code Leadership	54%	68%	53%	57%	49%	51%	57%	53%	55%	56%
DIA Agency Leadership (DR, DD, CoS)	54%	66%	53%	56%	53%	52%	57%	54%	52%	59%

Note: Green text indicates a score at least 5% higher than the ALL DIA 2017 WES score for that leadership level; Red indicates a score 5% or more below.

Appendix E:
Scores by Demographic: Communicative, Empowering & Satisfaction

	ALL DIA 2017 WES	Status		Gender		RNO Category		Generation		
		Military	Civilian	Men	Women	Minorities	Non-minorities	Millennial	Generation X	Baby Boomer
COMMUNICATVE: I am satisfied with the information I receive from										
All Leadership Levels	67%	74%	66%	69%	65%	67%	68%	69%	66%	70%
Team Lead	76%	81%	74%	78%	72%	75%	78%	81%	74%	74%
First Line Supervisor	74%	79%	73%	77%	69%	72%	76%	76%	73%	75%
Branch Leadership	71%	75%	70%	72%	69%	68%	72%	74%	68%	71%
Division Leadership	65%	72%	64%	67%	62%	64%	67%	65%	63%	68%
Office or Center Leadership	59%	71%	58%	60%	59%	61%	60%	55%	60%	65%
Directorate DD4/J-code Leadership	59%	60%	59%	59%	60%	59%	60%	55%	59%	64%
DIA Agency Leadership (DR, DD, CoS)	64%	67%	64%	63%	69%	66%	65%	65%	63%	69%
EMPOWERING: I feel empowered by										
All Leadership Levels	64%	71%	62%	66%	61%	63%	65%	65%	63%	65%
Team Lead	71%	77%	69%	74%	66%	70%	73%	75%	70%	67%
First Line Supervisor	72%	77%	71%	75%	68%	68%	74%	73%	71%	73%
Branch Leadership	69%	74%	68%	72%	64%	66%	71%	72%	67%	69%
Division Leadership	64%	69%	63%	66%	61%	61%	66%	64%	63%	66%
Office or Center Leadership	58%	66%	56%	59%	57%	60%	57%	54%	58%	62%
Directorate DD4/J-code Leadership	53%	61%	52%	53%	55%	53%	54%	49%	52%	58%
DIA Agency Leadership (DR, DD, CoS)	49%	59%	48%	50%	51%	55%	49%	49%	48%	54%
LEADERSHIP SATISFACTION: Overall, I am satisfied with										
All Leadership Levels	69%	76%	68%	71%	66%	69%	70%	70%	67%	70%
Team Lead	77%	83%	76%	80%	72%	76%	79%	81%	76%	75%
First Line Supervisor	75%	80%	74%	78%	70%	72%	77%	76%	74%	76%
Branch Leadership	72%	77%	72%	74%	68%	69%	74%	75%	70%	74%
Division Leadership	67%	72%	67%	70%	64%	65%	70%	68%	66%	69%
Office or Center Leadership	61%	69%	59%	61%	60%	62%	61%	61%	59%	64%
Directorate DD4/J-code Leadership	62%	68%	61%	62%	61%	62%	62%	61%	61%	65%
DIA Agency Leadership (DR, DD, CoS)	63%	69%	62%	62%	66%	69%	62%	65%	61%	64%

Note: Green text indicates a score at least 5% higher than the ALL DIA 2017 WES score for that leadership level; Red indicates a score 5% or more below.

Appendix E:
Scores by Grade & Rank Group: Trustworthy, Motivating & Fair

	ALL DIA 2017 WES	Grade Category					Rank Category		
		Up to GG12	GG13	GG14	GG15	DISES/DISL	Enlisted	Warrant Officer	Officer
TRUSTWORTHY: I have trust and confidence in .									
All Leadership Levels	70%	72%	64%	69%	77%	92%	76%	81%	78%
Team Lead	78%	77%	75%	82%	81%	100%	80%	100%	86%
First Line Supervisor	77%	77%	73%	76%	87%	88%	82%	82%	83%
Branch Leadership	74%	75%	70%	76%	82%	93%	76%	82%	80%
Division Leadership	69%	71%	62%	71%	80%	90%	71%	82%	80%
Office or Center Leadership	61%	60%	49%	60%	75%	95%	72%	58%	70%
Directorate DD4/J-code Leadership	62%	68%	54%	60%	72%	86%	71%	100%	71%
DIA Agency Leadership (DR, DD, CoS)	63%	64%	56%	64%	70%	93%	65%	63%	72%
MOTIVATING: generates a high level of motivation and commitment in the workforce.									
All Leadership Levels	63%	66%	57%	62%	71%	91%	71%	71%	69%
Team Lead	71%	71%	68%	72%	72%	100%	75%	88%	79%
First Line Supervisor	69%	70%	65%	68%	77%	92%	77%	78%	73%
Branch Leadership	67%	71%	62%	69%	75%	81%	70%	69%	70%
Division Leadership	62%	65%	55%	65%	77%	90%	67%	70%	71%
Office or Center Leadership	54%	54%	44%	51%	67%	91%	70%	50%	63%
Directorate DD4/J-code Leadership	56%	61%	49%	53%	66%	90%	60%	50%	57%
DIA Agency Leadership (DR, DD, CoS)	59%	62%	52%	59%	68%	93%	59%	50%	60%
FAIR: Personal favoritism is not tolerated by .									
All Leadership Levels	64%	64%	56%	65%	71%	87%	75%	78%	76%
Team Lead	73%	72%	69%	75%	73%	100%	77%	94%	84%
First Line Supervisor	73%	69%	67%	74%	87%	88%	81%	77%	83%
Branch Leadership	68%	69%	61%	72%	79%	81%	72%	75%	82%
Division Leadership	63%	61%	53%	68%	77%	91%	75%	74%	78%
Office or Center Leadership	55%	52%	42%	55%	64%	88%	71%	69%	70%
Directorate DD4/J-code Leadership	54%	59%	44%	53%	62%	82%	68%	100%	66%
DIA Agency Leadership (DR, DD, CoS)	54%	54%	45%	53%	65%	90%	67%	88%	63%

Note: Green text indicates a score at least 5% higher than the ALL DIA 2017 WES score for that leadership level; Red indicates a score 5% or more below.

Appendix E:
Scores by Grade & Rank Group: Communicative, Empowering & Satisfaction

	ALL DIA 2017 WES	Grade Category					Rank Category		
		Up to GG12	GG13	GG14	GG15	DISES/DISL	Enlisted	Warrant Officer	Officer
COMMUNICATVE: I am satisfied with the information I receive from _____ .									
All Leadership Levels	67%	68%	61%	68%	76%	94%	74%	79%	74%
Team Lead	76%	77%	72%	76%	78%	100%	78%	94%	86%
First Line Supervisor	74%	75%	70%	75%	81%	88%	81%	73%	76%
Branch Leadership	71%	72%	66%	73%	83%	94%	74%	79%	76%
Division Leadership	65%	65%	57%	70%	79%	95%	69%	83%	74%
Office or Center Leadership	59%	54%	49%	60%	72%	96%	70%	67%	73%
Directorate DD4/J-code Leadership	59%	61%	51%	60%	71%	92%	61%	100%	59%
DIA Agency Leadership (DR, DD, CoS)	64%	63%	57%	65%	81%	90%	62%	75%	70%
EMPOWERING: I feel empowered by _____ .									
All Leadership Levels	64%	64%	57%	65%	74%	93%	71%	71%	72%
Team Lead	71%	71%	66%	74%	72%	100%	74%	100%	81%
First Line Supervisor	72%	70%	68%	73%	83%	92%	77%	75%	76%
Branch Leadership	69%	69%	65%	71%	76%	80%	74%	69%	76%
Division Leadership	64%	64%	56%	68%	80%	88%	65%	65%	73%
Office or Center Leadership	58%	52%	45%	60%	72%	96%	68%	50%	66%
Directorate DD4/J-code Leadership	53%	53%	42%	52%	68%	92%	60%	67%	62%
DIA Agency Leadership (DR, DD, CoS)	49%	51%	39%	49%	62%	93%	58%	33%	60%
LEADERSHIP SATISFACTION: Overall, I am satisfied with _____ .									
All Leadership Levels	69%	71%	62%	69%	77%	93%	75%	76%	76%
Team Lead	77%	77%	74%	80%	80%	100%	80%	94%	87%
First Line Supervisor	75%	75%	71%	74%	85%	88%	81%	75%	80%
Branch Leadership	72%	75%	68%	74%	82%	88%	76%	72%	78%
Division Leadership	67%	71%	59%	71%	80%	95%	69%	78%	74%
Office or Center Leadership	61%	60%	49%	60%	72%	95%	72%	62%	69%
Directorate DD4/J-code Leadership	62%	66%	53%	59%	72%	92%	64%	100%	69%
DIA Agency Leadership (DR, DD, CoS)	63%	64%	55%	61%	73%	93%	64%	63%	73%

Note: Green text indicates a score at least 5% higher than the ALL DIA 2017 WES score for that leadership level; Red indicates a score 5% or more below .

Questions or comments? Please contact:

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

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