



DEFENSE INTELLIGENCE AGENCY

(b)(3);10 USC 424

November 2020

2020 WORKFORCE ENGAGEMENT SURVEY AGENCY & OHR OVERVIEW

Overall Briefing: UNCLASSIFIED//~~FOUO~~



ABOUT THE SURVEY

Survey Details and Logistics



The 2020 WES saw a **19 percentage point (pp) decrease** in response rate compared to 2019.

Over half (57%) of respondents took the survey on NIPR.

Multiple factors contributed to a low response rate in 2020 including a new distribution process, the requirement for CAC authentication on NIPR, and limited communication avenues during the COVID-19 pandemic.

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2020 Workforce Engagement Survey Administration

2020 Survey Instrument

- 18 additions, 3 modifications to the 2020 WES
- New Employee Engagement Index

Data Collection Methodology

- Confidential survey deployed on JWICS and NIPR (**NEW**)
- Token-based access to remove reliance on email (**NEW**)
- CCMD J2 military surveyed anonymously by ODNI

Data Reporting

- 2020 WES Dashboard on JWICS available November 2020
- Comment reports delivered October 2020
- Ad Hoc reporting by request on NIPR and JWICS



2020 WES HIGHLIGHTS

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Intent to Leave



Respondents who indicated they planned to leave DIA in the next year **dropped 3 pp** in 2020.

Top three factors influencing intent to leave among respondents who said they planned to depart in the next year:

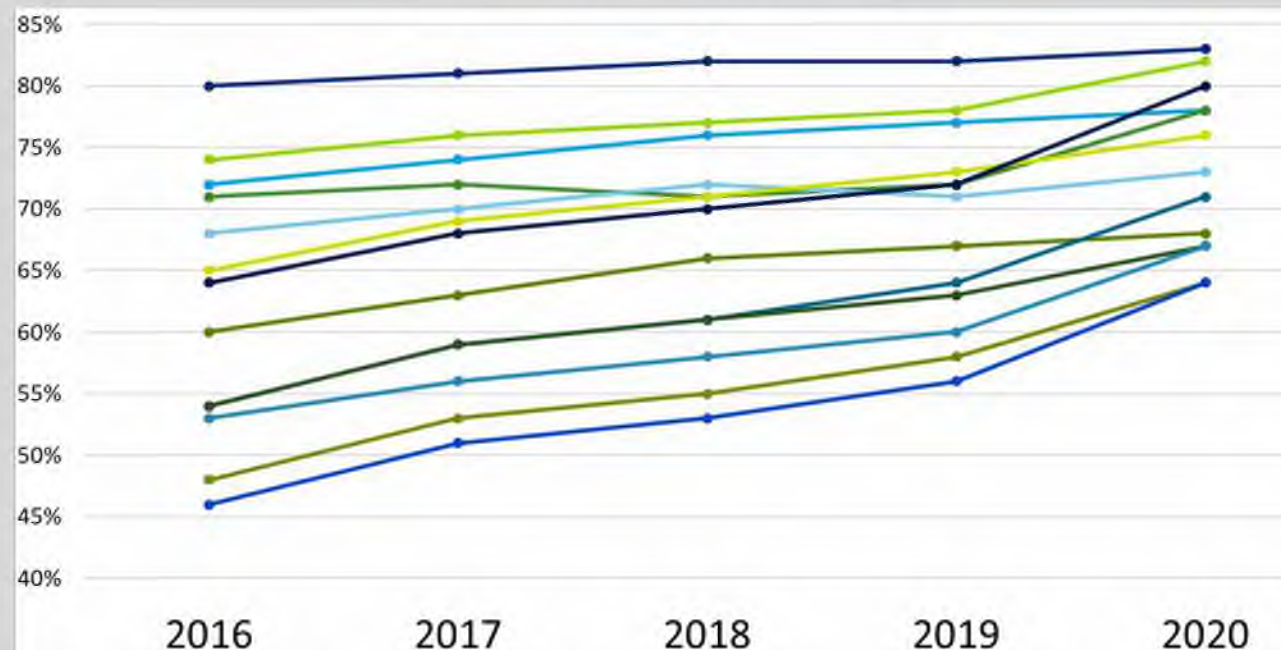
- 1) Insufficient career progression/promotion opportunities - **46%** (4 pp drop from 2019)
- 2) Bureaucracy/inefficient work processes – **38%** (1 pp increase from 2019)
- 3) Dissatisfaction with DIA senior leadership – **28%** (3 pp increase from 2019)

Largest Metric Increase

Of the 47 metrics within the 13 Index Scores, **creativity and innovation are rewarded** had the largest jump of 14 pp. This metric has increased 20 pp since 2017.



DIA Index Scores: 2016 to 2020



DIA, ODNI, and the IC utilize 13 Index Scores to measure various topics regarding employee work experiences. This chart demonstrates how DIA's Index scores have continued to rise over time, with all 13 increasing in 2020. The largest increases in 2020 were:

↑ 8% Innovation

↑ 8% Effective Leadership - Empowerment



RECOMMENDED FOCUS AREAS

Areas where improvements are negative or stalled

Interactions with Supervisors

Select questions related to supervisor communication and engagement dropped in 2020. While separating teams during the COVID-19 pandemic likely caused this, supervisors must continue to find consistent and productive ways to engage with employees regardless of their work location.

My supervisor supports my need to balance work and other life issues.

89%  88%

Discussions with my supervisor about my performance are worthwhile.

71%  71%

In the last six months, my supervisor has talked with me about my performance.

83%  81%

Particularly important as TMS kicks off on November 16, 2020

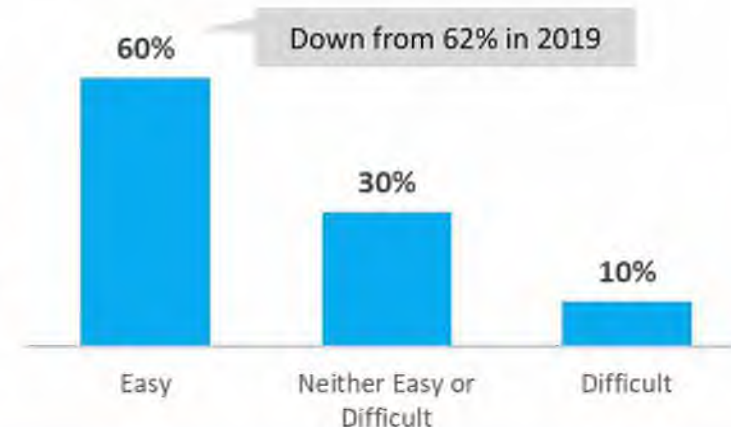
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IC Collaboration

91% of respondents believe that their mission depends on IC agencies and components sharing knowledge and collaborating, up from 89% in 2019. However, it has become increasingly difficult to engage with other IC agencies during the COVID-19 pandemic most likely due to work schedule conflicts.

3 out of 5 IC integration metrics remained the same or decreased in 2020

Employees were asked, 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?



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OHR HIGHLIGHTS

Select OHR metrics

Subgroup Scores Between 2019 & 2020

Perceptions of Leadership

Several metrics measure a respondent's perception of their leadership chain. Overall, female scores for these remained largely the same in 2020. Males, however, had a significant increase in all **leadership scores**, creating a larger gap between male and female perceptions of leadership.

Average gap between male and female Leadership Index scores:

2019

8%

2020

18%

Pay

OHR females drove the increase in the **Pay Satisfaction** index. Female pay satisfaction increased 11 pp in 2020 compared to 1 pp for males. Pay satisfaction also significantly increased (19 pp) among GG12 and below respondents in 2020.

Performance Based Rewards and Advancement

Minority and Non-Minority scores for the Performance Based Rewards and Advancement index saw major shifts in 2020. Minorities, which scored 5 pp lower than non-minorities in 2019, saw a 5 pp increase from 2019 to 2020. Meanwhile, non-minorities saw a 10 pp decrease. These changes doubled the gap between these two groups.

21% of OHR respondents indicated they intend to leave in the next year (up from 19% in 2020). These are the Top 10 Factors influencing that decision:

Civilian Intent to Leave

OHR Top 10 Factors Influencing Intention to Leave	2020	2019	Delta
Insufficient career progression/promotion opportunities	39%	43%	-4%
Insufficient recognition for my work	39%	32%	7%
Insufficient tools and resources needed to do my job	36%	19%	17%
Bureaucracy / inefficient work processes	36%	24%	12%
Insufficient access to career development opportunities	28%	24%	4%
Poor work/life balance	28%	16%	12%
Dissatisfaction with my immediate supervisor or management	22%	15%	7%
Inconvenient work location / long commute	22%	19%	3%
Insufficient access to flexible workplace arrangements	19%	18%	1%
Insufficient lateral career flexibility	17%	19%	-2%

Key Index Analysis

Three or more years decreasing:

- Employee Skills/Mission Match

Largest overall decrease in 2020:

- Performance Based Rewards and Advancement (2 pp)

Three or more years increasing:

- Effective Leadership – Supervisors
- Innovation
- Strategic Management
- Support for Diversity

Largest overall increase in 2020:

- Pay (7 pp)



COMPARISON TO IC RESULTS

DIA 2020 Index Scores and IC-wide 2020 Index Scores

Largest Delta Under the IC

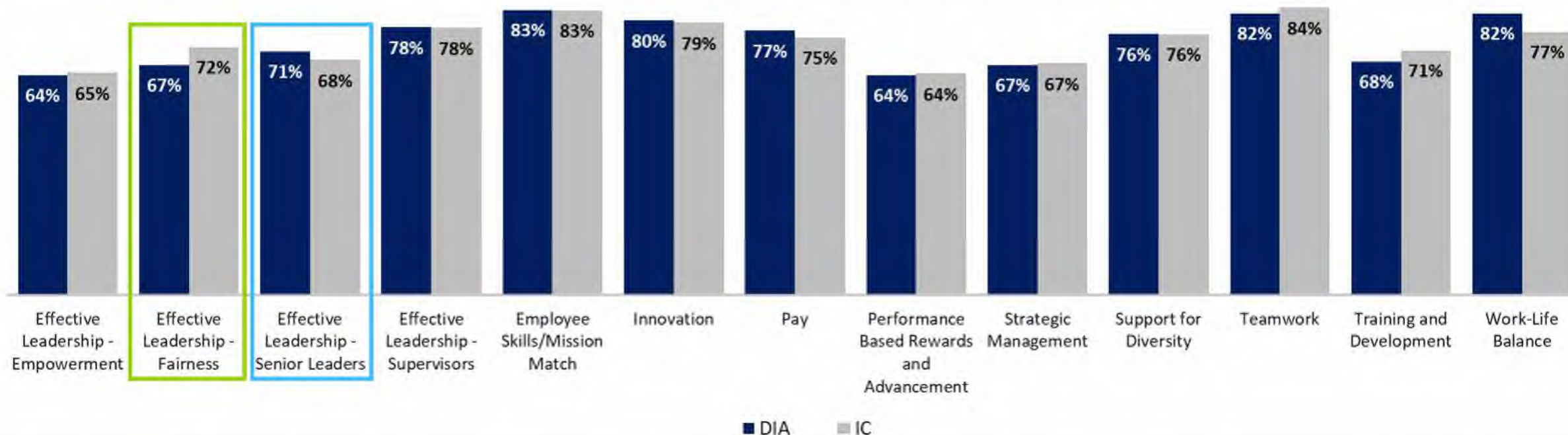
Effective Leadership – Fairness:

- I can disclose a suspected violation of any law, rule or regulation without fear or reprisal - DIA 75%, IC 76%
- Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated - DIA 65%, IC 68%

Largest Delta Over the IC

Effective Leadership – Senior Leaders:

- I have a high level of respect for my organizations senior leaders – DIA 74%, 71%
- In my organization, leaders generate high levels of motivation and commitment in the workforce – DIA 65%, IC 60%
- My organization's leaders maintain high standards of honesty and integrity – DIA 81%, 73%
- How satisfied are you with the information you receive from management on what's going on in your organization? – DIA 67%, IC 70%





DIA INDEX SCORES AND SELECTED ITEMS

Directorate and CCMD

Workforce Engagement Survey Items (% Positive)	DIA	CS	DD	DI	DO	DR	J2	MS	ST	AFR	CEN	CYB	EUC	NOR	PAC	SOC	SOU	STR	TRA	KOR
Key Indices																				
Employee Skills/Mission Match	83%	87%	82%	84%	81%	82%	83%	87%	85%	73%	77%	75%	80%	73%	81%	70%	80%	79%	72%	82%
Teamwork	82%	88%	80%	83%	82%	79%	82%	82%	84%	78%	82%	76%	74%	83%	83%	81%	76%	77%	79%	80%
Effective Leadership – Supervisors	78%	84%	80%	79%	79%	75%	83%	80%	81%	73%	72%	77%	63%	82%	75%	69%	67%	77%	75%	66%
Work Life Balance	73%	78%	74%	73%	74%	72%	77%	77%	73%	65%	74%	65%	56%	78%	66%	54%	70%	65%	72%	62%
Support for Diversity	76%	82%	78%	75%	75%	73%	79%	77%	80%	73%	70%	74%	69%	72%	77%	68%	71%	67%	73%	64%
Pay	78%	81%	72%	79%	78%	77%	82%	82%	79%	84%	76%	76%	81%	78%	40%	63%	83%	84%	75%	91%
Innovation	80%	85%	82%	81%	81%	80%	82%	81%	84%	74%	75%	79%	78%	78%	74%	69%	70%	73%	75%	84%
Training & Development	68%	72%	70%	70%	67%	69%	73%	74%	70%	59%	63%	64%	51%	68%	60%	59%	57%	62%	60%	55%
Effective Leadership – Senior Leaders	71%	84%	75%	70%	70%	72%	74%	73%	78%	54%	64%	65%	56%	52%	73%	47%	66%	64%	54%	58%
Effective Leadership – Fairness	67%	70%	69%	70%	66%	64%	73%	66%	76%	62%	57%	68%	62%	63%	68%	52%	63%	62%	68%	68%
Strategic Management	67%	77%	66%	68%	67%	66%	67%	73%	72%	62%	61%	46%	65%	56%	56%	54%	61%	52%	58%	60%
Performance Based Rewards & Adv.	64%	69%	65%	64%	64%	64%	69%	66%	70%	58%	57%	59%	58%	63%	62%	54%	55%	55%	59%	59%
Effective Leadership – Empowerment	64%	78%	68%	61%	65%	62%	66%	69%	73%	55%	58%	57%	55%	51%	62%	48%	63%	50%	59%	52%
Selected Items																				
Considering everything, how satisfied are you with your job?	75%	75%	76%	76%	74%	71%	79%	81%	79%	66%	71%	63%	68%	60%	68%	59%	77%	73%	63%	70%
Considering everything, how satisfied are you with your organization?	71%	82%	75%	71%	69%	71%	74%	79%	76%	57%	65%	53%	55%	43%	67%	52%	62%	63%	54%	61%
I am proud to work within the DIA enterprise.	82%	94%	87%	82%	78%	85%	79%	88%	89%	67%	77%	81%	73%	61%	71%	63%	77%	64%	75%	82%
I believe the results of this survey will be used to make my agency a better place to work.	58%	65%	63%	56%	58%	64%	61%	62%	66%	43%	51%	53%	51%	33%	53%	33%	60%	46%	43%	42%
I recommend my organization as a good place to work.	75%	86%	76%	76%	72%	72%	76%	79%	80%	58%	75%	59%	67%	58%	75%	70%	67%	63%	72%	67%

Scores in green indicate those 5pp or higher than the DIA average. Scores in red indicate those 5pp or lower than the DIA average.



MISSION SERVICES INDEX SCORES

MS and MS Offices

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Workforce Engagement Survey Items (% Positive)	DIA	MS	ADI	FAC	LOG	MSHQ	OHR	SEC
Key Indices								
Employee Skills/Mission Match	83%	87%	90%	88%	92%	91%	84%	84%
Teamwork	82%	82%	85%	86%	86%	91%	80%	76%
Effective Leadership – Supervisors	78%	80%	81%	84%	83%	86%	80%	74%
Work Life Balance	73%	77%	78%	79%	84%	77%	73%	72%
Support for Diversity	76%	77%	80%	81%	79%	85%	77%	70%
Pay	78%	82%	86%	85%	88%	92%	80%	74%
Innovation	80%	81%	82%	84%	87%	90%	79%	76%
Training & Development	68%	74%	74%	81%	84%	80%	66%	69%
Effective Leadership – Senior Leaders	71%	73%	72%	76%	89%	96%	72%	59%
Effective Leadership – Fairness	67%	66%	71%	71%	70%	81%	63%	60%
Strategic Management	67%	73%	75%	75%	82%	79%	71%	67%
Performance Based Rewards & Adv.	64%	66%	68%	72%	75%	81%	61%	57%
Effective Leadership – Empowerment	64%	69%	73%	73%	80%	90%	61%	60%
Selected Items								
Considering everything, how satisfied are you with your organization?	71%	79%	82%	78%	88%	92%	78%	69%
Considering everything, how satisfied are you with your job?	75%	81%	84%	85%	90%	92%	75%	73%
I recommend my organization as a good place to work.	75%	79%	82%	82%	85%	96%	76%	70%
I am proud to work within the DIA enterprise.	82%	88%	89%	87%	96%	96%	87%	83%
I believe the results of this survey will be used to make my agency a better place to work.	58%	62%	55%	63%	84%	73%	65%	47%

Scores in green indicate those 5pp or higher than the DIA average. Scores in red indicate those 5pp or lower than the DIA average.



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