

2016 Workforce Engagement Survey (WES) Agency Report

Office of Human Resources

August 2016



One Mission. One Team. One Agency.

Committed to Excellence in Defense of the Nation

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Overview

Key Findings and Recommended Focus Areas

Key Findings

66% of DIA's eligible workforce completed the 2016 WES, a 10% increase over 2015.

DIA's 2016 response rate exceeds the IC-wide response rate of 49%.



All DIA **Leadership Characteristics** scores **increased** from the 2016 Leadership Effectiveness Survey (LES)



- Fair
 - Empowering
 - Motivating
 - Communicative
 - Trustworthy
- LES ■ WES

10 of 12 index scores **increased** between 2015 and 2016.

Largest increase: **Effective Leadership - Senior Leaders**



~ **1 in 3** civilians plan to leave DIA in the next year. Most cite: **Career Progression / Promotion Opportunities**

DIA's **Inclusion Quotient** **increased** from 2015 to 2016.



Where to Focus 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 two 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**



Civilians at High Risk for Attrition

Focus action plans on the civilian groups most likely to leave DIA within the next 12 months:

- **Millennials** (born after 1980)
- **GG13s & Below**
- **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 Navy Personnel Assigned to DIA**



Item Trend Analysis

Key Item Scores Over Time

2016 Scores



Organizational Pride

I am proud to work within the DIA Enterprise.



Job Satisfaction

Considering everything, how satisfied are you with your job?



Organizational Satisfaction

Considering everything, how satisfied are you with your organization?



Recommending DIA

I recommend my organization as a good place to work.

Key Item Scores Over Time

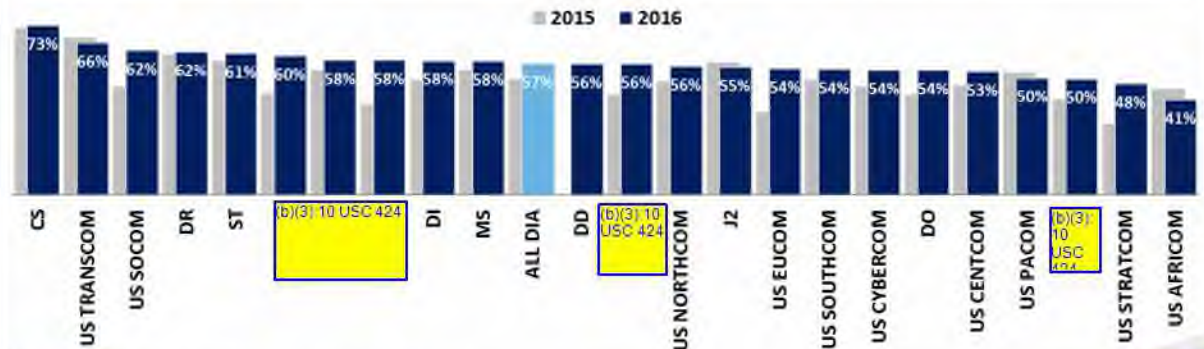


Scores for all four key items *increased* over the last two years, but none have matched 2012 scores.



Organizational Satisfaction by DIA Organization*

Organizational Satisfaction increased Agency-wide from 50% to 57% between 2015 and 2016, and satisfaction scores increased for most DIA organizations



*DR includes (b)(3) 10 USC 424 and OIG. DD scores include Centers per the April 2016 DIA Organizational Chart.

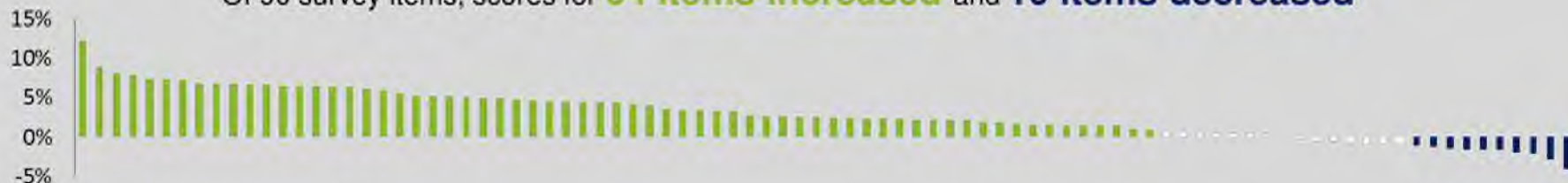


Item Trend Analysis



Item Score Changes between 2015 and 2016

Changes in Item Scores for all Trended Survey Items, 2015 to 2016

Of 90 survey items, scores for **64 items increased** and **10 items decreased**



Items with the **Largest Increases and Decreases**, 2015 to 2016

	<p>+ 12% I have a high level of respect for my organization's senior leaders.</p> <p>+ 9% My assignment at DIA is a career advancing opportunity. (Military Question)</p> <p>+ 8% My organization's senior leaders maintain high standards of honesty and integrity.</p> <p>+ 8% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</p> <p>+ 8% I feel a sense of community with other employees across the IC.</p> <p>+ 7% DIA's senior leaders listen to employees' concerns.</p> <p>+ 7% My assignment at DIA makes good use of my skills and experience. (Military Question)</p> <p>+ 7% Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?</p> <p>+ 7% How satisfied are you with the information you receive from management on what's going on in your organization?</p> <p>+ 7% How satisfied are you with the policies and practices of your senior leaders?</p>
	<p>- 3% I feel inspired by DIA's mission and goals.</p> <p>- 4% The people I work with are highly skilled.</p>



2014 - 2016 Success Stories

Top Gains

Survey items with the **Greatest Change** between 2014 and 2016

The three survey items with the **greatest change** between 2014 and 2016 are on the right. The first two are related to senior leaders, while the last one is related to the survey results being used to improve DIA.

+18%

I have a high level of respect for my organization's **senior leaders**.

+15%

My organization's **senior leaders** maintain high standards of honesty and integrity.

+13%

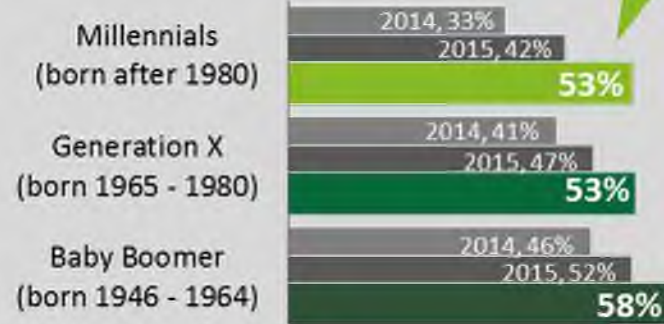
I believe the results of **this survey** will be used to make my agency a better place to work.

Perceptions of Senior Leaders



Perceptions of Senior Leaders improved significantly between 2014 & 2016 among all generations, with the most dramatic increase among **Millennial** respondents.

Effective Leadership – Senior Leaders Index Score



Perceptions of Military Assignment

Scores for all 4 items regarding military assignments at DIA **increased** over the last two years, and all **exceed** 2012 scores. The largest two year increase:

My assignment at DIA is a career advancing opportunity

+11%

Note: Employees born prior to 1946 make up less than 0.5% of DIA's workforce and are not included in the generation analysis.



Index Trend Analysis

Key Index Scores Over Time

10 out of 12 key index scores
increased
between 2015
and 2016



Only 3 out of 12 indices
match or exceed 2012 scores:
**Employee Skills/Mission
Match, Teamwork & Pay**

Largest Index Score Increase:
**Effective Leadership -
Senior Leaders**

increased from
40% to 54%
between
2014 & 2016



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



New in 2016: **64%**
an **Innovation Index**
will be calculated for all
IC Agencies

This index measures employee
perceptions of efforts to improve the
way work is done, including their
personal motivation to promote
change and the support and rewards
they receive for promoting new ideas.

5 Year Index Trend, 2012 - 2016

■ 2012 ■ 2013 ■ 2014 ■ 2015 ■ 2016



Note: 2012 – 2014 Index scores were recalculated to match ODNI algorithm; scores may differ slightly from prior DIA reports.



2016 Recommended Focus Areas

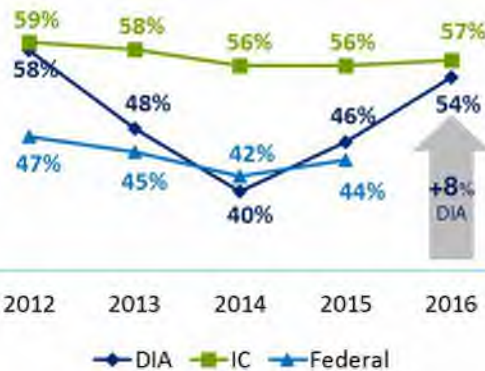
Continue to Focus on These Three Areas to Maintain Momentum



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, and 2015, and all three have increased significantly over the last two years. Continue focusing on these three areas to maintain this positive momentum.

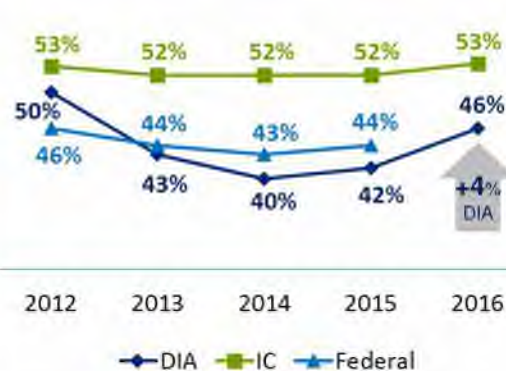
Effective Leadership – Senior Leaders

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.**



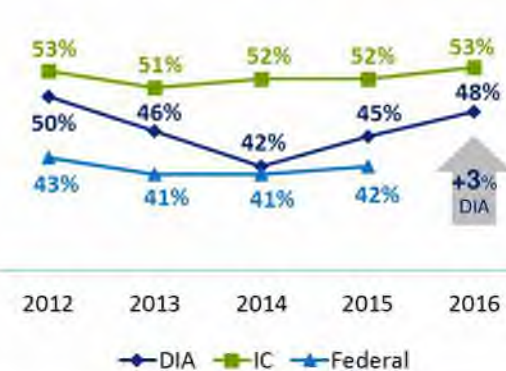
Effective Leadership – Empowerment

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



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.



Note: 2016 Federal survey results will be released in late Summer / Fall 2016



2016 Recommended Focus Areas

By Grade and Rank

Perceptions by Rank and Grade

Index scores increased across nearly all grade and rank categories for the three focus areas.

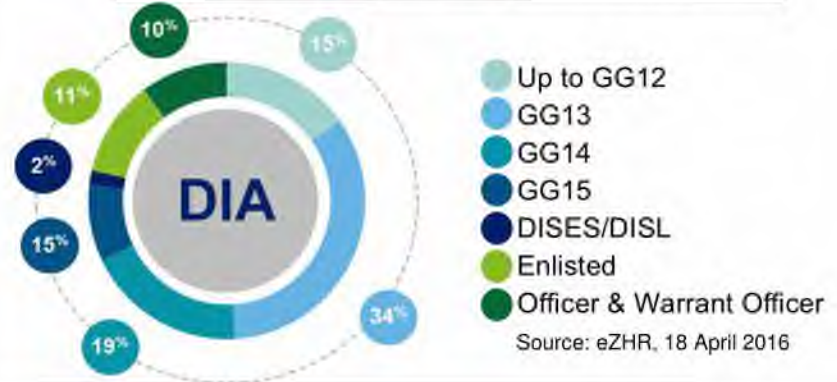
However, as in 2014 and 2015,

Civilian GG13s

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

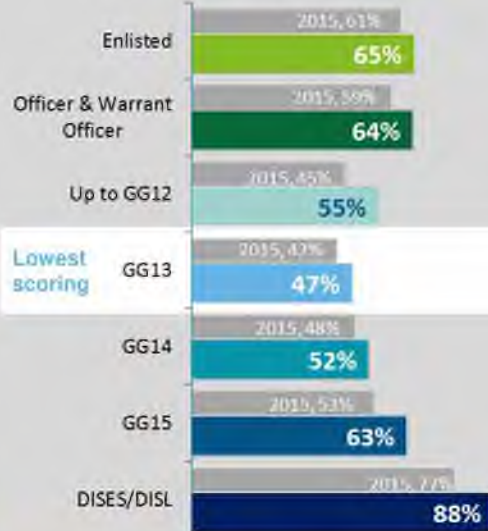
One third of DIA's workforce are **GG13s**

DIA Onboard Population by Rank and Grade

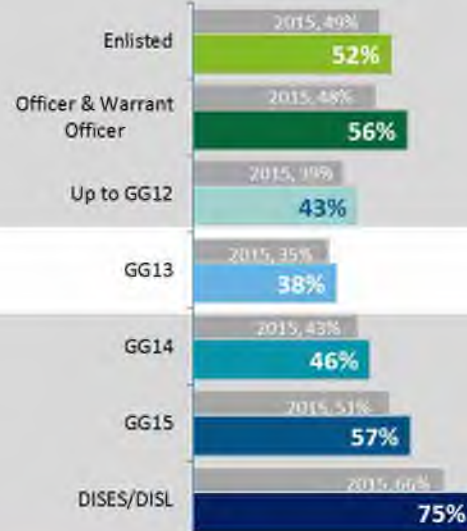


Focus Area Scores by Rank and Grade, 2015 & 2016

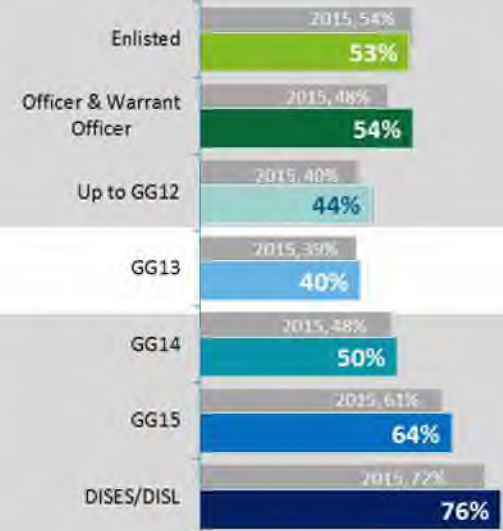
Effective Leadership – Senior Leaders



Effective Leadership – Empowerment



Performance Based Rewards & Advancement





Comparing DIA and IC Scores

Items and Key Indices

Key Item Comparison

DIA scores are lower than IC scores for key items.
The largest gap is for *Recommending My Organization*



Item Comparison Overview

DIA scored below the IC for 66% of survey items.
The survey items with the largest gap between DIA and IC scores are:

- *Employees have a **feeling of personal empowerment** with respect to work processes. (DIA scored 16% lower)*
- *I **recommend my organization** as a good place to work. (DIA scored 14% lower)*
- ***Creativity and innovation** are rewarded. (DIA scored 14% lower)*

Key Index Comparison

DIA index scores were below the IC index scores for 10 of 13 indices, all except *Employee Skills/Mission Match, Effective Leadership – Supervisors, and Pay.*





Comparing DIA and IC Scores

OPM and ODNI Indices

These indices are calculated for all Federal agencies; ODNI compares agency scores across the Intelligence Community and OPM compares scores across the Federal government*.

2016 Scores for OPM and ODNI Indices



DIA Scores for OPM and ODNI Indices, 2012 - 2016



DIA scored the same as or lower than the IC-wide score for all indices. The greatest difference was for **Talent Management & Inclusion Quotient** (6% gap for each).



Scores for all indices increased by at least two percentage points between 2015 and 2016. The greatest increases were for: **Conditions for Employee Engagement (+5%)** and **Leadership & Knowledge Management (+5%)**.

* 2016 Federal survey results will be released in late Summer / Fall 2016
Note: See Appendix B for detail on each OPM and ODNI Index.



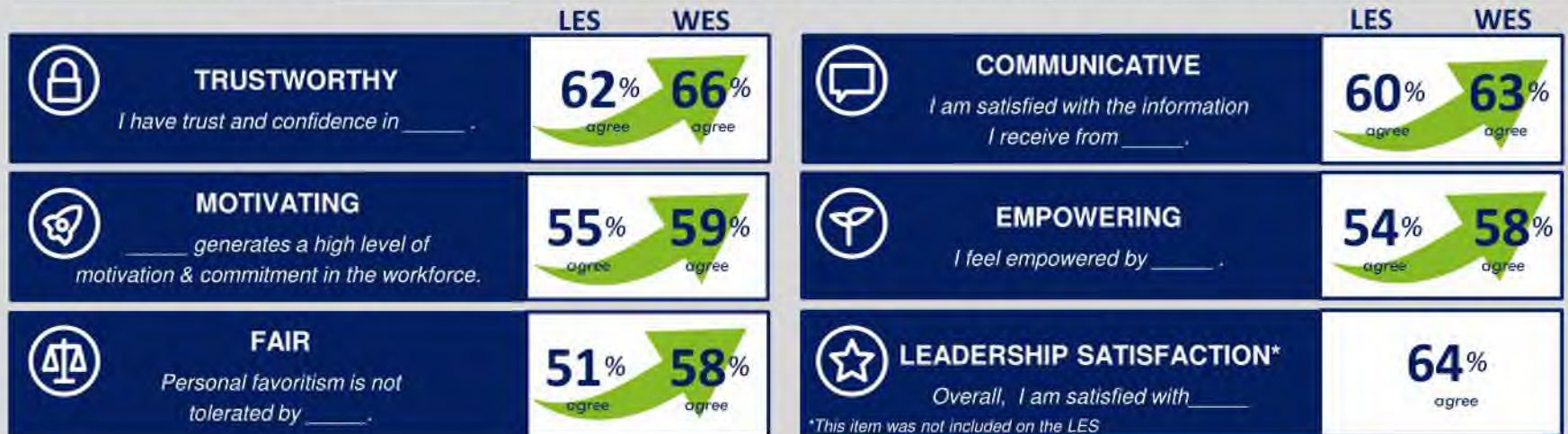
Perceptions of Leadership Effectiveness

Comparing the Leadership Effectiveness Survey (LES) to the WES

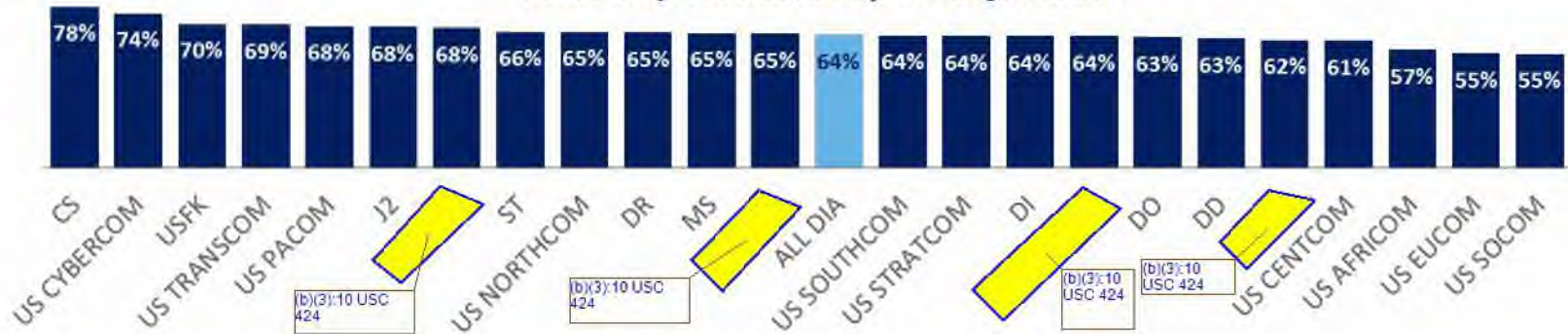
DIA launched a **Leadership Effectiveness Survey (LES)** in February 2016 in order to measure employee perceptions of leaders in their chain of command. Respondents were asked to rate their leaders on 5 Leadership Characteristics:

Trustworthy, Motivating, Fair, Communicative, and Empowering.

The 5 Leadership Characteristics were added to the **WES** in 2016, and scores for all characteristics increased.



Leadership Satisfaction by DIA Organization



Note: DR includes (b)(3):10 USC 424 DD scores include Centers per the April 2016 DIA Organizational Chart.



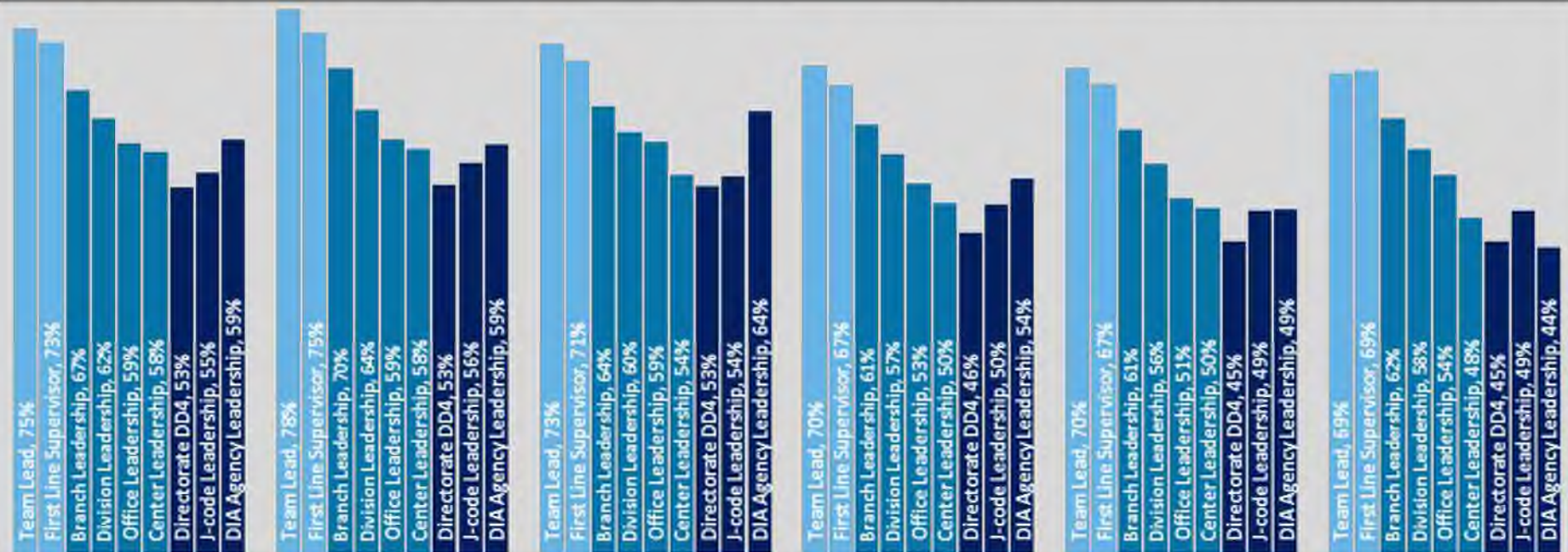
Perceptions of Leadership Effectiveness

Scores for each Leadership Level

For all Leadership Characteristics, **Team Leads** and **First Line Supervisors** received the most positive scores.
 For five of the six leadership characteristics, **Directorate DD4s** 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.



■ 2016 WES (Spring 2016) ■ 2016 LES (Winter 2016)



Perceptions of Leadership Effectiveness

GG13s Perceptions by Characteristic and Level in their Chain of Command

Across all Leadership Characteristics and for all Leadership Levels in the respondent's chain of command, **GG13s have the least positive perceptions of their Leadership.**

The largest differences between GG-13s and all DIA respondents:
Leadership Characteristic - Fair
Leadership Level - Center Leadership

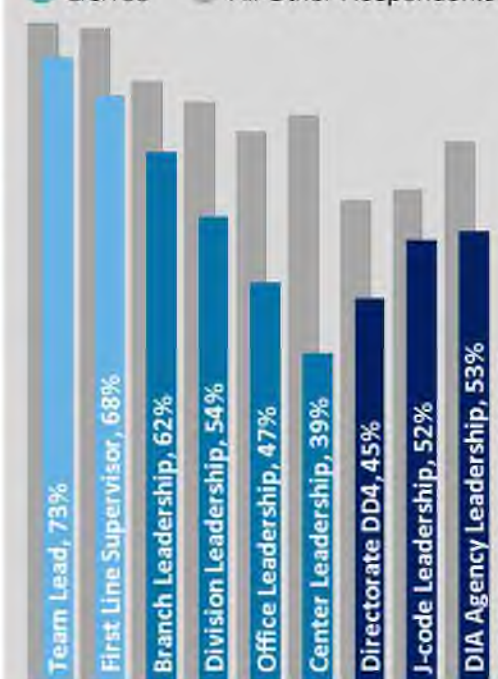
Leadership Characteristic Scores
by the Respondent's Grade & Rank Category

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



Leadership Satisfaction Scores
at all levels in the Chain of Command

● GG13s ● All Other Respondents





Military Perceptions

Perceptions of DIA Assignment

Military Perceptions 2012 - 2016

Scores for all four Military perception items **increased** over the last two years, and all **exceed** 2012 scores



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

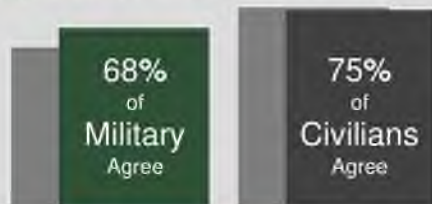
My supervisor understands what I need to succeed in my career as a member of the U.S. military.

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



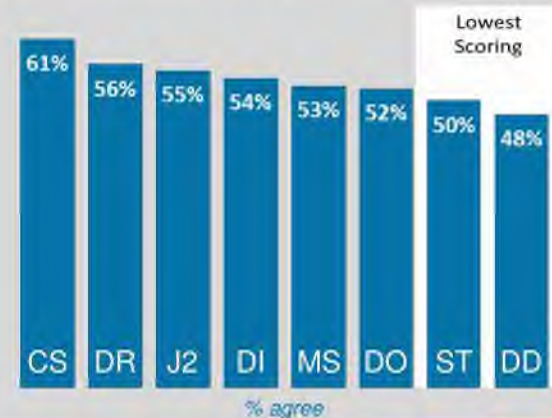
7% gap between military & civilian responses in 2016, compared to a 15% gap in 2015.

Perceptions of Assignment by Rank Category & Organization

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



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





Military Perceptions

Military Element Analysis



- US Marine Corps
- US Navy
- US Air Force
- US Army

Source: eZHR, 18 April 2016
 Note: US Coast Guard personnel represented 0% of the onboard population as of 18 April 2016

Among all Military assigned to DIA, **US Navy** personnel assigned to DIA have the least positive perceptions of their assignment, placement, supervisor support and ability to meet training requirements.

Almost one quarter of Military assigned to DIA are **US Navy** Personnel

Military Perceptions by Element

- US Marine Corps
- US Army
- US Air Force
- US Navy





Civilian Intent to Leave

Overview

Planning to Leave

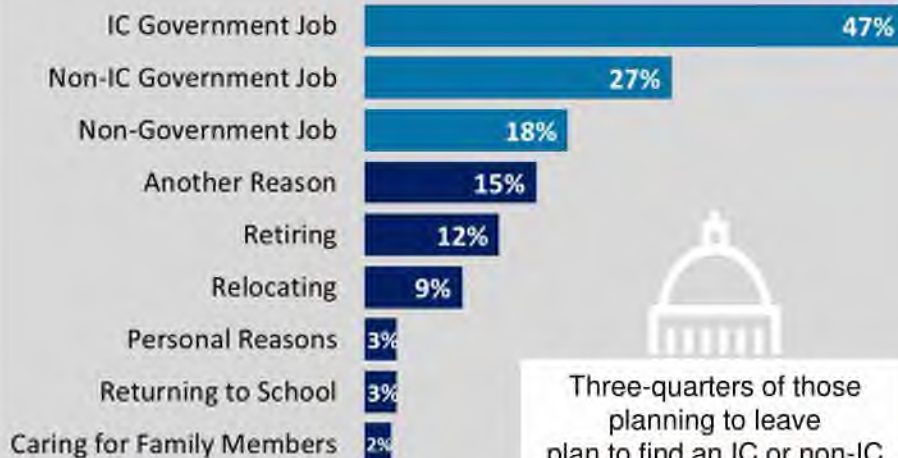
31%

31% 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



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



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



Civilian Intent to Leave

High Risk and Low Risk Demographic Groups

High Risk Groups

Most Likely to Plan to leave in the next 12 months

31% of civilian respondents indicated that they plan to leave DIA within the next 12 months. These groups are most likely to plan to leave DIA:

- **Millennials** (41%)
- **1-3 Years DIA Tenure** (38%)
- **GG13 & Below** (34%)

Low Risk Groups

Least Likely to Plan to Leave in the next 12 months

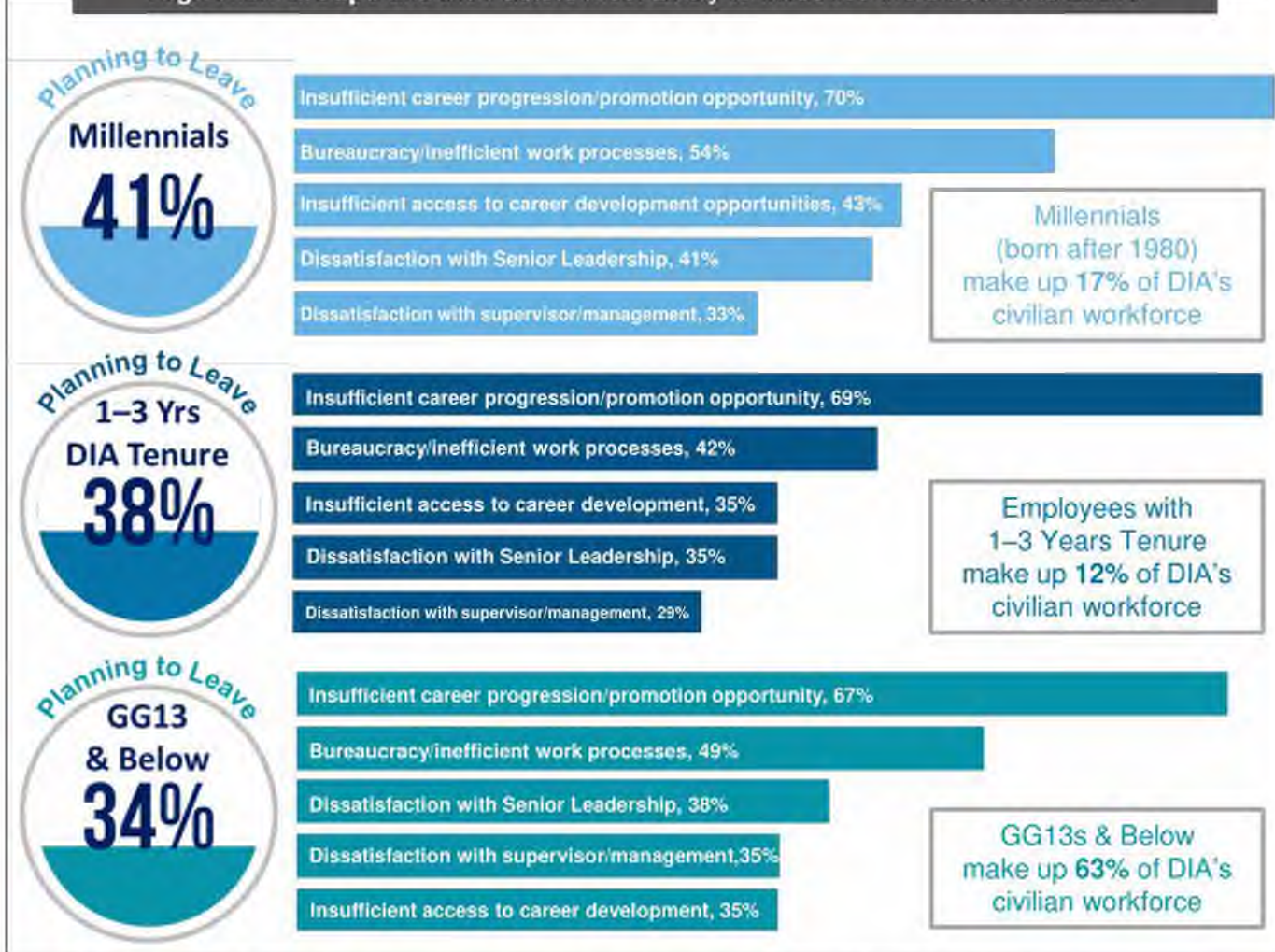
- **DISES/DISL** (20%)
- **Less than 1 year DIA Tenure** (22%)
- **Baby Boomers** (26%)

Top Destination

All 3 high risk groups are most likely to plan to leave DIA for **another IC Agency**.



High Risk Groups and the Factors Most Likely to Influence the Decision to Leave



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.

Note: Demographic workforce data source: eZHR, 18 April 2016



Civilian Intent to Leave

How Intent to Leave Impacts Perceptions

Planning to Leave

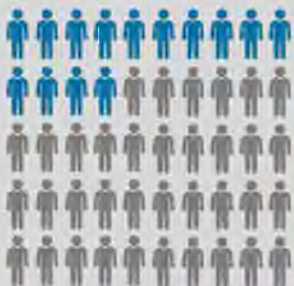
31%

The 31% 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.**

Largest Gap: Organizational Satisfaction



28%

of those who are planning to leave are satisfied with their organization.

68%

of those who are not planning to leave are satisfied with their organization.



Lowest Scoring Items: Intending to Leave

■ Intending to Stay ■ Intending to Leave





2016 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 calculate an **Inclusion Quotient**.

DIA's Inclusion Quotient **increased** from 60% in 2015 to 62% in 2016.



5 Habits of Inclusion: DIA Scores

Supportive

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



Open

Perception of management support for diversity.



Empowering

Perception of the availability of resources & support to excel.



Cooperative

Perception that management encourages communication & collaboration.



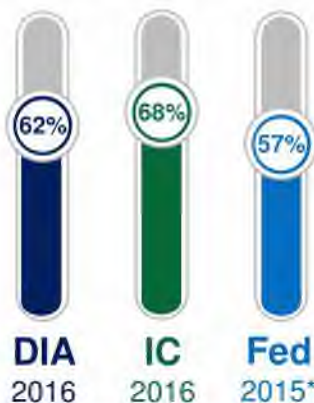
Fair

Perception of equitable treatment.

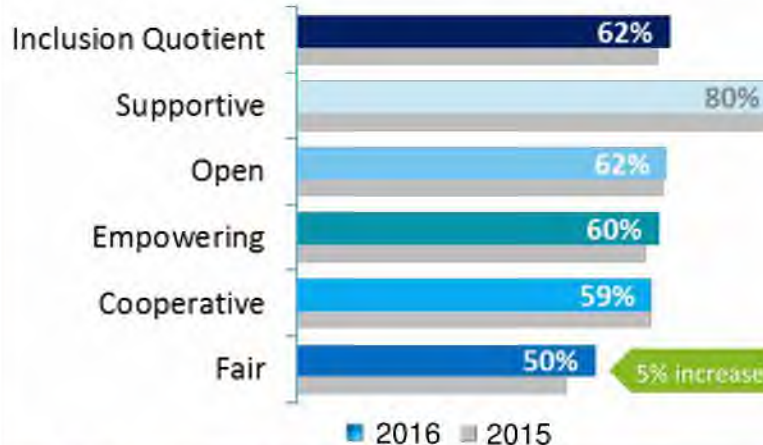


Comparing DIA to the IC and Federal Government Scores

DIA's 2016 Inclusion Quotient is 5 percentage points higher than the **Federal 2015** Inclusion Quotient, and 6 percentage points lower than the **IC-wide 2016** Inclusion Quotient.



Comparing DIA's 2015 and 2016 Scores



Scores for all 5 Habits increased or remained the same between 2015 and 2016. The largest increase was for **Fair**.

* 2016 Federal survey results will be released in late Summer / Fall 2016



Next Steps

Forums for Releasing Annual Survey Results



DIA Annual Workforce Engagement Survey

Agency Level

- Brief Leadership 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:
 - Glenda Houston: (202) 231-6944
 - The survey team mailbox: Surveys@coe.ic.gov



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 2016
- **Partnership for Public Service** publishes the *Best Places to Work in Government* rankings in Fall 2016

2016 Workforce Engagement Survey: Agency Report

Appendix A: Survey Methodology, Definitions, and Respondent Profile



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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 2016 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 2016 WES was open to all DIA-funded military¹ and civilian employees between 10 May and 10 June 2016. Surveys were administered via a web-based technology; employees received an email notification that included a unique link to the survey on JWICS or SIPRNet.

Response Rate: The **Agency response rate is 66%**, a ten percentage point increase over last year's 56% response rate. Based on this response rate, the confidence level is 99% +/- 0.83.

Data Analysis and Reporting: Data was collected and analyzed by DIA's Workforce Analytics Team (b)(7)(F) 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 agencies². 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 profitability³.

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 employee's feelings of motivation and competency relate to their role in the workplace.
New Inclusion Quotient (IQ)	This index was developed by OPM in 2014 and is being 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	<p>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:</p> <ul style="list-style-type: none"> • 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? <p>The <i>IC Best Places to Work</i> index scores are aggregated across the Intelligence Community. Individual IC agency scores are not released to the public.</p>
OPM/ODNI Indices	<p>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:</p> <ul style="list-style-type: none"> • 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.



Appendix A:

Respondent Profile

Demographic	Categories	Survey Respondents (2016 WES)	Survey Population (eZHR data)	Variance
Employee Status	Civilian	84%	79%	5%
	Military	16%	21%	-5%
Gender	Male	69%	70%	-1%
	Female	31%	30%	1%
Race/Ethnicity	Minority	31%	32%	-1%
	Non-Minority	69%	68%	1%
Work Location	CONUS	86%	81%	5%
	OCONUS	14%	19%	-5%
Civilian Pay Band	Pay Grades 12 & Under	18%	19%	-1%
	Pay Grade 13	41%	43%	-2%
	Pay Grade 14	25%	24%	1%
	Pay Grade 15	13%	11%	2%
	DISES/DISL	3%	2%	1%
Military Rank	Enlisted	43%	52%	-9%
	Warrant Officer	6%	5%	1%
	Officer	51%	42%	9%
Generation	Millennial (born after 1980)	20%	22%	-2%
	Generation X (born between 1965 and 1980)	49%	50%	-1%
	Baby Boomer (born between 1946 and 1964)	31%	29%	2%

2016 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 eZHR on 18 April 2016.

Employees born before 1946 make up less than 1% of the survey population and are not included in this analysis.

2016 Workforce Engagement Survey: Agency Report

Appendix B: Key Levers Driving Engagement



One Mission. One Team. One Agency.
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Appendix B:

Key Levers Driving Engagement*

To create an organization in today's work environment that is magnetic and attractive, creates a high level of performance and passion, and continuously monitors problems that need to be fixed, organizations should focus on six major elements and 24 underlying strategies that combine to form a unified system of engagement.



 **56%** of DIA civilians selected **Insufficient career progression / promotion opportunities** as their top factor influencing their intention to leave DIA .



Growth Opportunities

Measures the extent to which employees are given developmental opportunities within the organization.



Trust in Leadership

Measures the extent to which organizations develop and communicate a strong sense of purpose to employees and encourage transparency.



Cross Collaboration & Communication

Measures the extent to which employees are encouraged to communicate among different work units.



Positive Work Environment

Measures the extent to which employees are provided with a flexible, inclusive, and supportive work environment.



Meaningful Work

Measures the extent to which employees are given the autonomy to complete tasks in their own unique ways.



Supportive Management

Measures the extent to which management encourages the development of simple, clear goals for each employee, and provides opportunities for leadership development and mechanisms for continuous feedback



Growth Opportunities scored the lowest of all Key Levers driving Engagement at DIA. To improve Growth Opportunities focus on: Training and Support on the Job, Facilitated Talent Mobility, Self-Directed/Dynamic Learning, High-Impact Learning Culture

*Simply Irresistible Organization Model Copyright 2016 Deloitte Development LLC. All rights reserved™



Appendix B:

Definitions of Key Engagement Levers

Definition of Key Levers					
Meaningful Work	Measures the extent to which employees are given the autonomy to complete tasks in their own unique ways.				
Supportive Management	Measures the extent to which management encourages the development of simple, clear goals for each employee, and provides opportunities for leadership development and mechanisms for continuous feedback.				
Trust in Leadership	Measures the extent to which organizations develop and communicate a strong sense of purpose to employees and encourage transparency.				
Growth Opportunity	Measures the extent to which employees are given developmental opportunities within the organization.				
Positive Work Environment	Measures the extent to which employees are provided with a flexible, inclusive, and supportive work environment.				
Cross-organization Collaboration & Communication	Measures the extent to which employees are encouraged to communicate among different work units.				
Key Levers and Underlying Attributes					
Meaningful Work	Supportive Management	Trust in Leadership	Growth Opportunity	Positive Work Environment	Cross-organization Collaboration & Communication
Autonomy	Clear and Transparent Goals	Mission and Purpose	Training and Support on the Job	Flexible Work Environment	Promote Communication
Select-to-Fit	Coaching	Continuous Investment in People	Facilitated Talent Mobility	Humanistic Workplace	Sufficient Resources
Small, Empowered Teams	Investment in Development of Managers	Transparency and Honesty	Self-Directed, Dynamic Learning	Culture of Recognition	Sharing Information
Time for Slack	Agile Performance Management	Inspiration	High-Impact Learning Culture	Fair, Inclusive, Diverse Work Environment	Colleague Collaboration

*Simply Irresistible Organization Model Copyright 2016 Deloitte Development LLC. All rights reserved



Appendix B:

Key Engagement Lever Items

Workforce Engagement Survey Items - Key Engagement Levers	ALL DIA
	% Positive
Meaningful Work	71%
Employees have a feeling of personal empowerment with respect to work processes.	38%
I trust the people in my workgroup.	80%
The people I work with cooperate to get the job done.	87%
The work I do is important.	89%
I like the kind of work I do.	83%
My work gives me a feeling of personal accomplishment.	78%
My talents are used well in the workplace.	69%
How satisfied are you with your involvement in decisions that effect your work?	54%
I feel empowered by___ (All Leadership Levels)	58%
Supportive Management	74%
Supervisors in my work unit support employee development.	73%
My supervisor provides me with constructive suggestions to improve my job performance.	67%
In the last six months, my supervisor has talked with me about my performance.	81%
I know what is expected of me on the job.	82%
Discussions with my supervisor about my performance are worthwhile.	66%
Positive Work Environment	68%
I am treated respectfully without regard to race, gender, age, disability status, sexual orientation or cultural background.	76%
Policies and programs promote diversity in the workplace.	61%
My supervisor supports my needs to balance work and other life issues.	85%
My supervisor treats me with respect.	85%
In my work unit, differences in performance are recognized in a meaningful way.	44%
How satisfied are you with the recognition you receive for doing a good job?	55%



Appendix B:

Key Engagement Levers Items

Workforce Engagement Survey Items - Key Engagement Levers	ALL DIA
	% <i>Positive</i>
Growth Opportunity	50%
I am given a real opportunity to improve my skills in my organization.	62%
My training needs are assessed.	51%
How satisfied are you with the training you receive for your present job?	53%
How satisfied are you with your opportunity to get a better job in your organization?	33%
Trust in Leadership	63%
DIA's mission is clearly defined.	81%
I know how my work relates to the agency's goals and priorities.	81%
I feel inspired by DIA's mission and goals.	63%
My organization's senior leaders maintain high standards of honesty and integrity.	66%
I have a high level of respect for my organization's senior leaders.	60%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	45%
Senior leaders listen to employee's concerns.	50%
I have trust and confidence in ___ (All Leadership Levels)	66%
(All Leadership Levels) ___ generate a high level of motivation and commitment in the workforce.	59%
Cross-organization Collaboration and Communication	64%
Managers promote communication among different work units.	54%
Managers support collaboration across work units to accomplish work objectives.	64%
I am satisfied with the information I receive about what's going on in my workgroup.	70%
Military and civilians work well together within the DIA enterprise.	74%
I have enough information to do my job well.	75%
I have sufficient resources (for example, people, materials, budget) to get my job done.	52%
I am satisfied with the information I receive from ___ (All Leadership Levels)	63%

2016 Workforce Engagement Survey: Agency Report

Appendix C: Key Index Analysis



One Mission. One Team. One Agency.
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Appendix C:

2016 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.



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 C:

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 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
Employees have a feeling of personal empowerment with respect to the work processes.	47%	41%	37%	36%	38%
How satisfied are you with your involvement in decisions that affect your work?	53%	47%	44%	47%	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 – 2016



Effective Leadership – Empowerment Index Scores: 2012 – 2016*



DIA's index score increased by **6 percentage points** between 2014 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	68%	↓ 66%	↓ 64%	↔ 64%	↔ 64%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	57%	↓ 51%	↓ 48%	↓ 46%	↑ 47%

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 – 2016



Effective Leadership – Fairness Index Scores: 2012 – 2016*



DIA's index score increased by **2 percentage points** between 2015 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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	DIA	DIA	DIA	DIA	DIA
% Positive	2012	2013	2014	2015	2016
I have a high level of respect for my organizations senior leaders.	59%	↓ 50%	↓ 42%	↑ 48%	↑ 60%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	48%	↓ 40%	↓ 32%	↑ 40%	↑ 45%
My organization's leaders maintain high standards of honesty and integrity.	71%	↓ 60%	↓ 51%	↑ 58%	↑ 66%
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	↓ 47%	↓ 40%	↑ 46%	↑ 53%

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 – 2016



Effective Leadership – Senior Leaders Index Scores: 2012 – 2016**



DIA's index score increased by **14 percentage points** between 2014 and 2016

* 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."

** 2016 Federal survey results will be released in Fall 2016



Appendix C:

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.

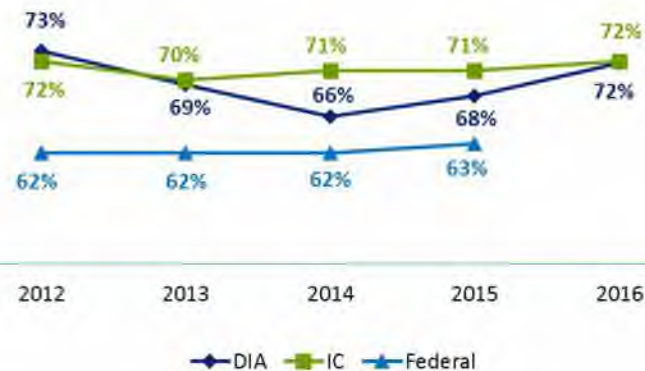
Effective Leadership: Supervisors Index Items	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
Overall, how good a job do you feel is being done by your immediate supervisor?	77%	73%	72%	73%	76%
Supervisors in my work unit support employee development.	73%	69%	66%	68%	73%
Discussions with my supervisor about my performance are worthwhile.	68%	65%	60%	62%	66%
My supervisors provides me with opportunities to demonstrate my leadership skills.	75%	72%	69%	71%	74%

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 – 2016



Effective Leadership – Supervisors Index Scores: 2012 – 2016*



DIA's index score increased by **6 percentage points** between 2014 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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.

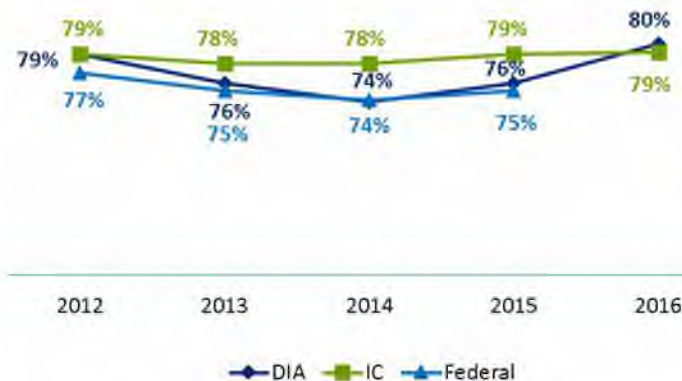
Employee Skills/Mission Match Index Items	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
My work gives me a feeling of personal accomplishment.	78%	74%	73%	73%	78%
I like the kind of work I do.	83%	82%	80%	81%	83%
My talents are used well in the workplace.	67%	61%	59%	62%	69%
I know how my work relates to the agency's goals and priorities.	84%	78%	74%	79%	81%
The work I do is important.	87%	85%	83%	84%	89%

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 – 2016



Employee Skills Mission Match Index Scores: 2012 – 2016*



DIA's index score increased by **6 percentage points** between 2014 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

Innovation Index

About the Index

The **Innovation Index** is composed of three items and is being 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 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
I am constantly looking for ways to do my job better.	NA	NA	NA	NA	93%
Creativity and innovation are rewarded.	48%	↓ 42%	↓ 37%	↑ 40%	↔ 40%
I feel encouraged to come up with new and better ways of doing things.	NA	58%	↓ 55%	↑ 58%	↑ 59%

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 – 2016



Innovation Index Scores: 2012 – 2016*



DIA's index score is **7** percentage points lower than the 2016 IC score

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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.

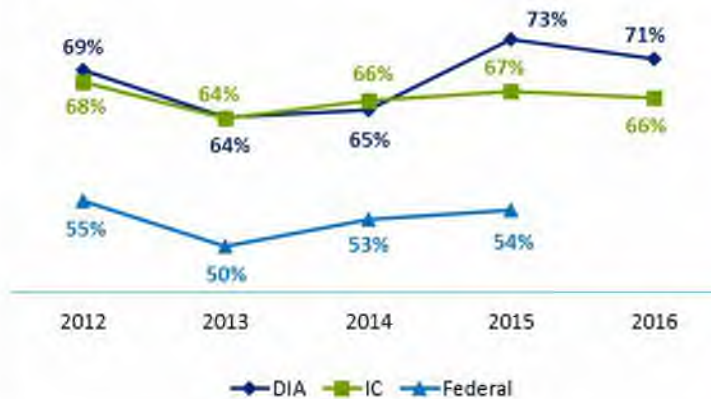
Pay Index Item % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
Considering everything, how satisfied are you with your pay?	69% ↓	64% ↑	65% ↑	73% ↓	71%

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 – 2016



Pay Index Scores: 2012 – 2016*



DIA's index score decreased by **2 percentage points** between 2015 and 2016, but remains **higher than** 2012 - 2014

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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.

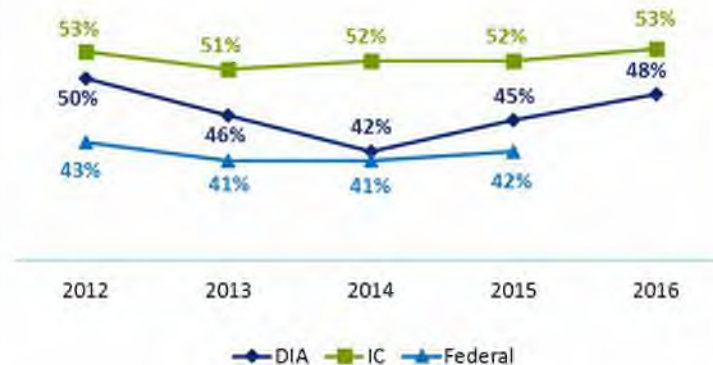
Performance Based Rewards & Advancement Index Items <i>% Positive</i>	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
Promotions in my work unit are based on merit.	42% ↓	37% ↓	28% ↑	36% ↑	41%
Employees are recognized for providing high quality products and services.	59% ↓	56% ↓	54% ↑	55% ↑	61%
Creativity and innovation are rewarded.	48% ↓	42% ↓	37% ↑	40% ↗	40%
My performance appraisal/evaluation is a fair reflection of my performance.	71% ↓	68% ↓	66% ↑	67% ↑	69%
How satisfied are you with the recognition you receive for doing a good job?	54% ↓	51% ↓	50% ↑	52% ↑	55%
How satisfied are you with your opportunity to get a better job in your organization?	37% ↓	29% ↓	25% ↑	28% ↑	33%

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 – 2016



Performance Based Rewards & Advancement Index Scores: 2012 – 2016*



DIA's index score increased by **6 percentage points** between 2014 and 2015

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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 <i>% Positive</i>	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
The agency's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73% ↓	68% ↓	63% ↑	65% ↑	67%
My work unit is able to recruit people with the right skills.	57% ↓	44% ↓	37% ↑	47% ↓	45%
The skill level in my work group has improved in the past year.	59% ↓	52% ↓	47% ↑	51% ↓	49%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63% ↓	54% ↓	47% ↑	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 – 2016



Strategic Management Index Scores: 2012 – 2016*



DIA's index score increased by **6 percentage points** between 2014 and 2015

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

Support for Diversity Index

About the 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.

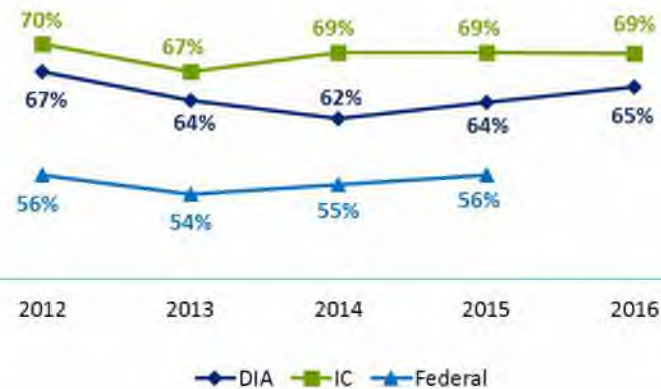
Support for Diversity Index Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
My supervisor is committed to a workforce representative of all segments of society.	80%	77%	77%	79%	80%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	62%	59%	55%	60%	61%
Managers/supervisors/team leaders work well with employees of different backgrounds.	72%	70%	66%	64%	64%

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 – 2016



Support for Diversity Index Scores: 2012 – 2016*



DIA's index score increased by **3 percentage points** between 2014 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C: 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.

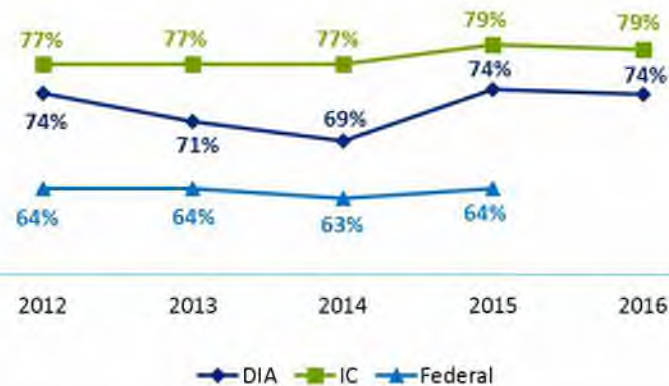
Teamwork Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
The people I work with cooperate to get the job done.	88%	↓ 86%	↑ 87%	↑ 88%	↓ 87%
Employees in my work unit share job knowledge with each other.	81%	↓ 79%	↔ 79%	↑ 81%	↔ 81%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	56%	↓ 50%	↓ 43%	↑ 56%	↓ 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 – 2016



Teamwork Index Scores: 2012 – 2016*



DIA's index score **remained the same** between 2014 and 2015, and matches DIA's 2012 score

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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 <i>% Positive</i>	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
I am given a real opportunity to improve my skills in my organization.	64% ↓	57% ↓	51% ↑	57% ↑	62%
I have enough information to do my job well.	76% ↓	75% ↓	73% ↑	76% ↓	75%
My training needs are assessed.	54% ↓	45% ↓	40% ↑	45% ↑	51%
How satisfied are you with the training you receive for your present job?	58% ↓	48% ↓	44% ↑	48% ↑	53%

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 – 2016



Training and Development Index Scores: 2012 – 2016*



DIA's index score increased by **8 percentage points** between 2014 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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.

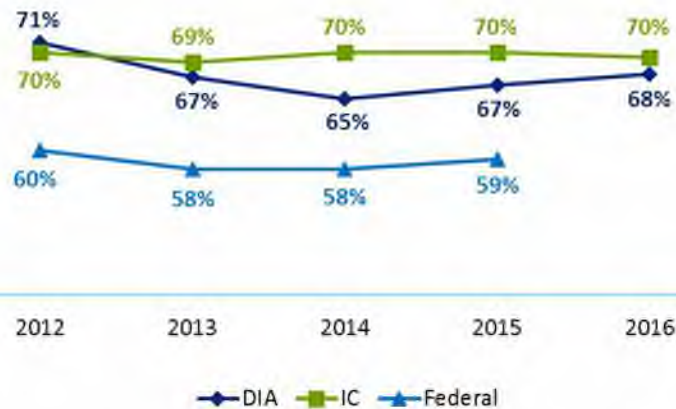
Work/Life Balance Index Items <i>% Positive</i>	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
My supervisor supports my need to balance work and other life issues.	85% ↓	84% →	84% ↑	85% →	85%
My workload is reasonable.	70% ↓	66% ↓	66% ↑	67% →	67%
I have sufficient resources (for example, people, materials, budget) to get my job done.	58% ↓	52% ↓	46% ↑	50% ↑	52%

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 – 2016



Work Life Balance Index Scores: 2012 – 2016*



DIA's index score increased by **3 percentage points** between 2014 and 2016

* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
Our mission depends on IC agencies and components sharing knowledge and collaborating.	84%	84%	81%	82%	87%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	83%	83%	81%	83%	85%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	72%	73%	72%	73%	75%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	60%	57%	54%	59%	67%
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?	51%	54%	53%	55%	59%

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 – 2016



IC Integration Index Scores: 2012 - 2016





Appendix C: 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.

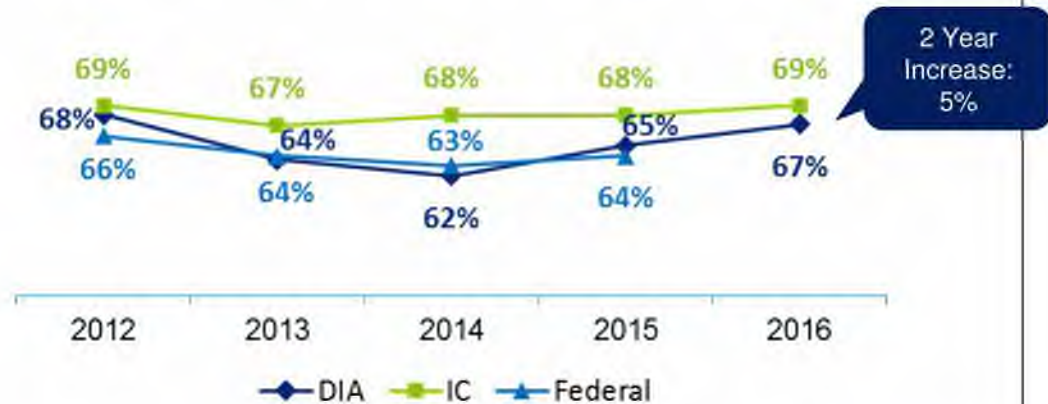
OPM Job Satisfaction Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
The work I do is important.	87%	↓ 85%	↓ 83%	↑ 84%	↑ 89%
I like the kind of work I do.	83%	↓ 82%	↓ 80%	↑ 81%	↑ 83%
My work gives me a feeling of personal accomplishment.	78%	↓ 74%	↔ 73%	↔ 73%	↑ 78%
Considering everything, how satisfied are you with your job?	70%	↓ 65%	↓ 61%	↑ 65%	↑ 67%
Considering everything, how satisfied are you with your pay?	69%	↓ 64%	↑ 65%	↑ 73%	↓ 71%
How satisfied are you with your involvement in decisions that affect your work?	53%	↓ 47%	↓ 44%	↑ 47%	↑ 54%
How satisfied are you with your opportunity to get a better job in your organization?	37%	↓ 29%	↓ 25%	↑ 28%	↑ 33%

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 – 2016



Job Satisfaction Index Scores: 2012 – 2016*



* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
Employees are protected from health and safety hazards on the job.	79%	78%	78%	79%	80%
Overall, how good a job do you feel is being done by your immediate supervisor?	77%	73%	72%	73%	76%
My organization has prepared employees for potential security threats.	77%	75%	74%	76%	77%
I have trust and confidence in my supervisor.	74%	70%	67%	69%	73%
Supervisors work well with employees of different backgrounds.	72%	70%	66%	64%	64%
My workload is reasonable.	70%	66%	66%	67%	67%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63%	54%	47%	51%	56%
Managers communicate the goals and priorities of the organization.	61%	53%	44%	50%	56%
I have a high level of respect for my organization's senior leaders.	59%	50%	42%	48%	60%
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	47%	40%	46%	53%
How satisfied are you with the policies and practices of your senior leaders?	50%	39%	31%	37%	43%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	48%	40%	32%	40%	45%

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 – 2016



Leadership & Knowledge Management Index Scores: 2012 – 2016*



* 2016 Federal survey results will be released in Fall 2016



Appendix C: 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.

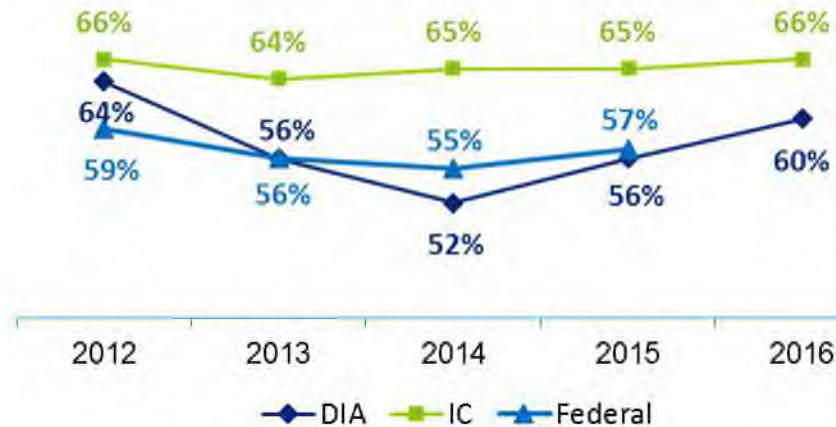
OPM Talent Management Index Items	DIA	DIA	DIA	DIA	DIA
% Positive	2012	2013	2014	2015	2016
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73%	↓ 68%	↓ 63%	↑ 65%	↑ 67%
Supervisors in my work unit support employee development.	73%	↓ 69%	↓ 66%	↑ 68%	↑ 73%
My talents are used well in the workplace.	67%	↓ 61%	↓ 59%	↑ 62%	↑ 69%
I am given a real opportunity to improve my skills in my organization.	64%	↓ 57%	↓ 51%	↑ 57%	↑ 62%
How satisfied are you with the training you receive for your present job?	58%	↓ 48%	↓ 44%	↑ 48%	↑ 53%
My work unit is able to recruit people with the right skills.	57%	↓ 44%	↓ 37%	↑ 47%	↓ 45%
My training needs are assessed.	54%	↓ 45%	↓ 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 – 2016



Talent Management Index Scores: 2012 – 2016*



* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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.

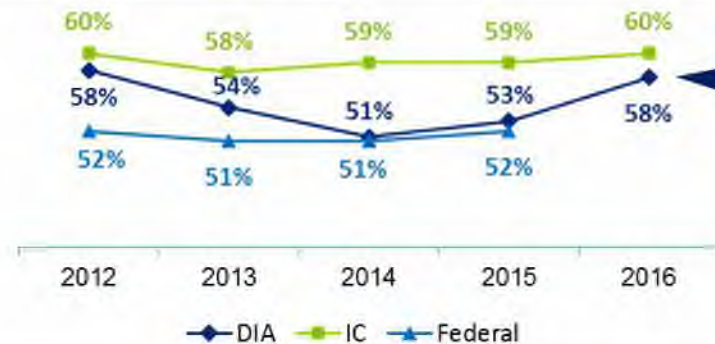
OPM Results-Oriented Performance Culture Index Items	DIA	DIA	DIA	DIA	DIA
% Positive	2012	2013	2014	2015	2016
The people I work with cooperate to get the job done.	88%	↓ 86%	↑ 87%	↑ 88%	↓ 87%
My supervisor supports my need to balance work and other life issues.	85%	↓ 84%	↔ 84%	↑ 85%	↔ 85%
I know how my work relates to the Agency's goals and priorities.	84%	↓ 78%	↓ 74%	↑ 79%	↑ 81%
My performance appraisal is a fair reflection of my performance.	71%	↓ 68%	↓ 66%	↑ 67%	↑ 69%
Discussions with my supervisor about my performance are worthwhile.	68%	↓ 65%	↓ 60%	↑ 62%	↑ 66%
Physical conditions allow employees to perform their job well.	65%	↓ 64%	↑ 66%	↑ 68%	↓ 67%
How satisfied are you with the recognition you receive for doing a good job?	54%	↓ 51%	↓ 50%	↑ 52%	↑ 55%
Creativity and Innovation are rewarded.	48%	↓ 42%	↓ 37%	↑ 40%	↔ 40%
Employees have a feeling of personal empowerment with respect to work processes.	47%	↓ 41%	↓ 37%	↔ 36%	↑ 38%
Promotions in my workgroup are based on merit.	42%	↓ 37%	↓ 28%	↑ 36%	↑ 41%
In my work unit, differences in performance are recognized in a meaningful way.	40%	↓ 36%	↓ 31%	↑ 38%	↑ 44%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	33%	↓ 28%	↓ 25%	↑ 28%	↑ 36%
Pay raises depend on how well employees perform their job.	25%	↓ 20%	↓ 15%	↑ 21%	↑ 26%

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 – 2016



Results-Oriented Performance Culture Index Scores: 2012 – 2016*



* 2016 Federal survey results will be released in Fall 2016



Appendix C:

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 2012	DIA 2013	DIA 2014	DIA 2015	DIA 2016
My supervisor treats me with respect.	85%	83%	83%	85%	85%
I know how my work relates to the Agency's goals and priorities.	84%	78%	74%	79%	81%
I know what is expected of me on the job.	81%	82%	81%	79%	82%
My supervisor listens to what I have to say.	81%	79%	78%	79%	81%
My work gives me a feeling of personal accomplishment.	78%	74%	73%	73%	78%
Overall, how good a job do you feel is being done by your immediate supervisor?	77%	73%	72%	73%	76%
I have trust and confidence in my supervisor.	74%	70%	67%	69%	73%
Supervisors in my work unit support employee development.	73%	69%	66%	68%	73%
My organization's leaders maintain high standards of honesty and integrity.	71%	60%	51%	58%	66%
My talents are used well in the workplace.	67%	61%	59%	62%	69%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	66%	61%	56%	58%	64%
I feel encouraged to come up with new and better ways of doing things.	64%	58%	55%	58%	59%
Managers communicate the goals and priorities of the organization.	61%	53%	44%	50%	56%
I have a high level of respect for my organization's senior leaders.	59%	50%	42%	48%	60%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	48%	40%	32%	40%	45%

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 – 2016



Conditions for Employee Engagement Index Scores: 2012 – 2016*



* 2016 Federal survey results will be released in Fall 2016



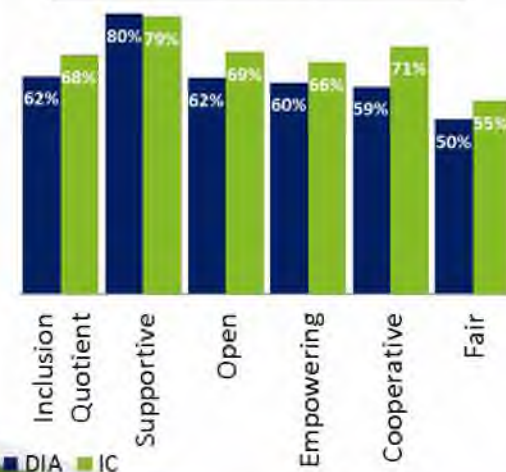
Appendix C:

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.

DIA and IC 2016
Inclusion Quotient Scores*



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

* 2016 Federal survey results will be released in Fall 2016

2016 Workforce Engagement Survey: Agency Report

Appendix D: DIA Trend Data



One Mission. One Team. One Agency.
Committed to Excellence in Defense of the Nation



Appendix D:

DIA Index Score Trend Data 2012-2016

	2012	2013	2014	2015	2016
	% Positive				
Best Places to Work Sub-Index Scores					
Effective Leadership - Empowerment Index	50% ↓	43% ↓	40% ↑	42% ↑	46%
Effective Leadership - Fairness Index	59% ↓	55% ↓	52% →	52% ↑	54%
Effective Leadership - Senior Leaders Index	58% ↓	48% ↓	40% ↑	46% ↑	54%
Effective Leadership - Supervisors Index	73% ↓	69% ↓	66% ↑	68% ↑	72%
Employee Skills/Mission Match Index	79% ↓	76% ↓	74% ↑	76% ↑	80%
Innovation Index	N/A	N/A	N/A	N/A	64%
Pay Index	69% ↓	64% ↑	65% ↑	73% ↓	71%
Performance Based Rewards & Advancement Index	50% ↓	46% ↓	42% ↑	45% ↑	48%
Strategic Management Index	61% ↓	53% ↓	47% ↑	52% ↑	53%
Support for Diversity Index	67% ↓	64% ↓	62% ↑	64% ↑	65%
Teamwork Index	74% ↓	71% ↓	69% ↑	74% →	74%
Training and Development Index	63% ↓	56% ↓	52% ↑	56% ↑	60%
Work/Life Balance Index	71% ↓	67% ↓	65% ↑	67% ↑	68%
OPM and ODNI Index Scores					
Job Satisfaction Index	68% ↓	64% ↓	62% ↑	65% ↑	68%
Leadership & Knowledge Management Index	65% ↓	59% ↓	55% ↑	58% ↑	63%
Results-Oriented Performance Culture Index	58% ↓	54% ↓	51% ↑	54% ↑	58%
Talent Management Index	64% ↓	56% ↓	52% ↑	56% ↑	60%
Conditions for Employee Engagement Index	71% ↓	66% ↓	62% ↑	65% ↑	70%
Leaders Lead	N/A	53% ↓	45% ↑	51% ↑	58%
Supervisors	N/A	75% ↓	73% ↑	75% ↑	78%
Intrinsic Work Experience	N/A	71% ↓	69% ↑	70% ↑	74%
IC Integration Index	70% →	70% ↓	68% ↑	71% ↑	74%
Inclusion Quotient Index	N/A	N/A	N/A	60% ↑	62%
Inclusion Quotient: Cooperative	N/A	N/A	N/A	59% →	59%
Inclusion Quotient: Empowering	N/A	N/A	N/A	58% ↑	60%
Inclusion Quotient: Fair	N/A	N/A	N/A	45% ↑	50%
Inclusion Quotient: Open	N/A	N/A	N/A	61% ↑	62%
Inclusion Quotient: Supportive	N/A	N/A	N/A	78% ↑	80%

Note: 2012 – 2014 Index scores were recalculated to match ODNI algorithm; scores may differ slightly from prior DIA reports.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Positive			
Agency Goals and Mission Accomplishment				
DIA's mission is clearly defined.	79% ↓	71% ↑	77% ↑	81%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	68% ↓	63% ↑	65% ↑	67%
I know how my work relates to the agency's goals and priorities.	78% ↓	74% ↑	79% ↑	81%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	54% ↓	47% ↑	51% ↑	56%
Managers communicate the goals and priorities of the organization.	53% ↓	44% ↑	50% ↑	56%
I feel inspired by DIA's mission and goals.	66% ↓	60% ↑	66% ↓	63%
Leadership				
My organization's senior leaders maintain high standards of honesty and integrity.	60% ↓	51% ↑	58% ↑	66%
I have a high level of respect for my organization's senior leaders.	50% ↓	42% ↑	48% ↑	60%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	40% ↓	32% ↑	40% ↑	45%
DIA's senior leaders listen to employees' concerns.	51% ↓	44% ↓	42% ↑	50%
How satisfied are you with the policies and practices of your senior leaders?	39% ↓	31% ↑	37% ↑	43%
How satisfied are you with the information you receive from management on what's going on in your organization?	47% ↓	40% ↑	46% ↑	53%
Counterintelligence				
I have been trained to identify counterintelligence threats.	N/A	91% ↑	94% ↓	93%
I feel comfortable reporting vulnerabilities or suspicious activities to the appropriate DIA authorities.	N/A	90% ↑	92% ↓	91%
DIA leadership is committed to defending against counterintelligence threats.	N/A	85% ↑	88% ↓	87%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Positive			
Your Supervisor				
My supervisor maintains high standards of honesty and integrity.	80% ↓	79% ↑	80% ↑	81%
My supervisor has the skills and experience needed to perform his or her job.	75% ↓	72% ↑	76% ↑	78%
I am satisfied with the information I receive about what's going on in my workgroup.	66% ↓	63% ↑	66% ↑	70%
I have trust and confidence in my supervisor.	70% ↓	67% ↑	69% ↑	73%
My supervisor supports my need to balance work and other life issues.	84% →	84% ↑	85% ↑	85%
My supervisor is committed to a workforce representative of all segments of society.	77% →	77% ↑	79% ↑	80%
My supervisor listens to what I have to say.	79% ↓	78% ↑	79% ↑	81%
My supervisor provides me with opportunities to demonstrate my leadership skills.	72% ↓	69% ↑	71% ↑	74%
My supervisor provides me with constructive suggestions to improve my job performance.	N/A	N/A	65% ↑	67%
In the last six months, my supervisor has talked with me about my performance.	N/A	N/A	78% ↑	81%
My supervisor treats me with respect.	83% →	83% ↑	85% →	85%
Overall, how good a job do you feel is being done by your immediate supervisor?	73% ↓	72% ↑	73% ↑	76%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	61% ↓	56% ↑	58% ↑	64%
Your Workgroup				
The people I work with cooperate to get the job done.	86% ↑	87% ↑	88% ↓	87%
I trust the people in my workgroup.	81% ↓	80% ↑	81% ↓	80%
The people I work with are highly skilled.	79% ↓	78% ↑	79% ↓	75%
My work unit is able to recruit people with the right skills.	44% ↓	37% ↑	47% ↓	45%
The skill level in my work group has improved in the past year.	52% ↓	47% ↑	51% ↓	49%
Employees in my work unit share job knowledge with each other.	79% →	79% ↑	81% →	81%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Positive			
Your Job				
The work I do is important.	85% ↓	83% ↑	84% ↑	89%
I like the kind of work I do.	82% ↓	80% ↑	81% ↑	83%
My work gives me a feeling of personal accomplishment.	74% →	73% →	73% ↑	78%
My talents are used well in the workplace.	61% ↓	59% ↑	62% ↑	69%
My workload is reasonable.	66% ↓	66% ↑	67% →	67%
I have enough information to do my job well.	75% ↓	73% ↑	76% ↓	75%
I have sufficient resources (for example, people, materials, budget) to get my job done.	52% ↓	46% ↑	50% ↑	52%
I know what is expected of me on the job.	82% ↓	81% ↓	79% ↑	82%
I am constantly looking for ways to do my job better.	N/A	N/A	N/A	93%
Considering everything, how satisfied are you with your job?	65% ↓	61% ↑	65% ↑	67%
Career Development				
I am given a real opportunity to improve my skills in my organization.	57% ↓	51% ↑	57% ↑	62%
Supervisors in my work unit support employee development.	69% ↓	66% ↑	68% ↑	73%
My training needs are assessed.	45% ↓	40% ↑	45% ↑	51%
How satisfied are you with the training you receive for your present job?	48% ↓	44% ↑	48% ↑	53%
How satisfied are you with your opportunity to get a better job in your organization?	29% ↓	25% ↑	28% ↑	33%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Positive			
Performance Feedback and Recognition				
My performance appraisal/evaluation is a fair reflection of my performance.	68% ↓	66% ↑	67% ↑	69%
Discussions with my supervisor about my performance are worthwhile.	65% ↓	60% ↑	62% ↑	66%
Awards in my work unit depend on how well employees perform their jobs.	47% ↓	42% ↑	49% ↑	54%
Promotions in my work unit are based on merit.	37% ↓	28% ↑	36% ↑	41%
Employees are recognized for providing high quality products and services.	56% ↓	54% ↑	55% ↑	61%
In my work unit, differences in performance are recognized in a meaningful way.	36% ↓	31% ↑	38% ↑	44%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28% ↓	25% ↑	28% ↑	36%
Pay raises depend on how well employees perform their jobs.	20% ↓	15% ↑	21% ↑	26%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	64% ↓	61% ↓	60% ↑	63%
How satisfied are you with the recognition you receive for doing a good job?	51% ↓	50% ↑	52% ↑	55%
Considering everything, how satisfied are you with your pay?	64% ↑	65% ↑	73% ↑	71% ↓
Work Environment				
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well.	64% ↑	66% ↑	68% ↓	67%
Employees are protected from health and safety hazards on the job.	78% →	78% ↑	79% ↑	80%
My organization has prepared employees for potential security threats.	75% →	74% ↑	76% ↑	77%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Positive			
Culture				
Creativity and innovation are rewarded.	42% ↓	37% ↑	40% →	40%
I feel encouraged to come up with new and better ways of doing things.	58% ↓	55% ↑	58% ↑	59%
Employees have a feeling of personal empowerment with respect to work processes.	41% ↓	37% →	36% ↑	38%
I am proud to work within the DIA enterprise.	70% ↓	63% ↑	68% ↑	70%
I recommend my organization as a good place to work.	55% ↓	45% ↑	49% ↑	53%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	77% ↓	75% ↑	77% ↓	76%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	50% ↓	43% ↑	56% ↓	54%
Managers support collaboration across work units to accomplish work objectives.	N/A	N/A	63% ↑	64%
Supervisors work well with employees of different backgrounds.	70% ↓	66% ↓	64% ↑	64%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	59% ↓	55% ↑	60% ↑	61%
Military and civilians work well together within the DIA enterprise.	78% ↓	75% →	75% ↓	74%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	66% ↓	64% →	64% ↑	64%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	51% ↓	48% ↓	46% ↑	47%
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.	N/A	N/A	66% ↑	67%
I believe the results of this survey will be used to make my agency a better place to work.	37% ↓	33% ↑	42% ↑	46%
How satisfied are you with your involvement in decisions that affect your work?	47% ↓	44% ↑	47% ↑	54%
Considering everything, how satisfied are you with your organization?	52% ↓	45% ↑	50% ↑	57%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Positive			
Military Experience at DIA <i>[asked to Military respondents only]</i>				
My assignment at DIA makes good use of my skills and experience.	64% ↑	65% →	65% ↑	72%
My assignment at DIA is a career advancing opportunity.	45% ↓	42% ↑	44% ↑	53%
My supervisor understands what I need to succeed in my career as a member of the U.S. military.	68% ↓	61% ↑	65% ↑	70%
I have the opportunity to meet my training requirements while assigned to DIA.	56% →	56% ↓	56% ↑	62%
JDA Experience <i>[asked to respondents who indicated they had joint duty credit only]</i>				
My Joint Duty qualifying experience increased my understanding of the importance of intelligence integration.	2013	2013	2015	2016
	N/A	N/A	86% →	86%
As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.	N/A	N/A	77% ↓	75%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016	
	% Positive				
IC Integration					
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	57% ↓	54% ↑	59% ↑	67%	
Our mission depends on IC agencies and components sharing knowledge and collaborating.	84% ↓	81% ↑	82% ↑	87%	
I have the opportunity to work directly with members of other IC agencies or components when necessary.	83% ↓	81% ↑	83% ↑	85%	
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?	54% ↓	53% ↑	55% ↑	59%	
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	73% ↓	72% ↑	73% ↑	75%	
How often do you share knowledge and collaborate on work-related matters with members of the IC who are outside of your own agency or IC component?					
		% Selected			
At least once a day	N/A	20% ↓	19% ↑	24%	
Less than once a day, but at least once a week	N/A	30% ↓	29% →	29%	
Less than weekly, but at least monthly	N/A	22% ↑	22% ↓	20%	
Some, but less than once a month	N/A	19% ↑	21% ↓	19%	
Not at all	N/A	9% ↓	8% ↑	9%	

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Selected			
Career Plans <i>[Asked to civilian employees only]</i>				
Are you considering leaving DIA within the next year, and if so, why? <i>(Employees could select multiple responses; responses preceeded with "Yes" were only calculated for those who indicated they are considering leaving DIA in the next year)</i>				
No, I plan to stay at DIA	70% ↓	69% ↑	72% ↓	69%
Yes, to take another government job within the Intelligence Community	N/A	N/A	46% ↑	47%
Yes, to take another job outside of the IC and within the Federal Government	N/A	N/A	34% ↓	27%
Yes, to take another job outside the Federal Government	N/A	N/A	22% ↓	18%
Yes, for another reason	N/A	N/A	23% ↓	15%
Yes, to retire	N/A	N/A	11% ↑	12%
Yes, to relocate away from my work location	N/A	N/A	10% ↓	9%
Yes, for personal reasons (not job-related)	N/A	N/A	3% ↔	3%
Yes, to return to school	N/A	N/A	4% ↓	3%
Yes, to care for family members	N/A	N/A	3% ↓	2%

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.



Appendix D:

DIA Trend Data 2013-2016

Workforce Engagement Survey Items	2013	2014	2015	2016
	% Selected			
Factors Causing Plans to Leave DIA <i>[Asked only to civilian employees who indicated they are considering leaving DIA in the next year]</i>				
Please select the factors that have caused you to consider leaving DIA (select all that apply)				
Insufficient career progression/promotion opportunities	N/A	N/A	59% ↓	56%
Bureaucracy / inefficient work processes	N/A	N/A	N/A	47%
Dissatisfaction with DIA senior leadership	N/A	N/A	48% ↓	38%
Dissatisfaction with my immediate supervisor or management.	N/A	N/A	33% ↓	32%
Insufficient access to career development opportunities (training, travel, rotations, etc.)	N/A	N/A	37% ↓	29%
Insufficient recognition for my work	N/A	N/A	30% ↓	29%
Negative work environment	N/A	N/A	N/A	28%
Insufficient tools and resources needed to do my job	N/A	N/A	26% ↓	21%
Insufficient lateral career flexibility (e.g., changing series or changing jobs within series)	N/A	N/A	32% ↓	21%
Organizational Change (restructuring, reorganization)	N/A	N/A	N/A	20%
Poor work/life balance	N/A	N/A	20% ↓	19%
Inconvenient work location / long commute	N/A	N/A	N/A	18%
Insufficient challenge in my current or projected work	N/A	N/A	23% ↓	17%
Other	N/A	N/A	23% ↓	16%
Coworker competence	N/A	N/A	N/A	15%
Insufficient access to flexible workplace arrangements (i.e., Telework, Alternative Work Schedules, Part time work)	N/A	N/A	16% ↓	14%
Dissatisfaction with current pay or benefits	N/A	N/A	16% ↓	13%
High cost of living at my work location	N/A	N/A	14% ↓	12%
Retirement or VERA/VSIP eligibility	N/A	N/A	10% →	10%
Culture does not support diversity	N/A	N/A	13% ↓	10%
Lack of spousal accommodation	N/A	N/A	N/A	4%
NTE expiration	N/A	N/A	1% →	1%

2016 Workforce Engagement Survey: Agency Report

Appendix E: Subgroup Analysis



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Appendix E

Sub-group Comparison

Sub-groups included in Appendix D

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

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



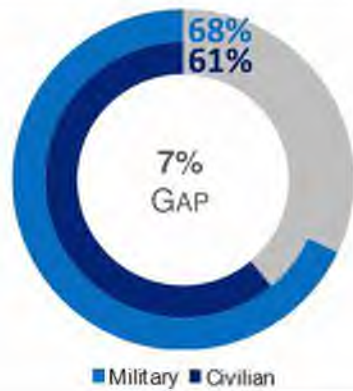
Appendix E: Sub-Group Comparison

Civilian and Military Comparison

Respondents by Civilian/Military

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

Inclusion Quotient



Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE



RECOMMENDING DIA



Perceptions of Leadership Characteristics



17% Gap

Key Index Scores





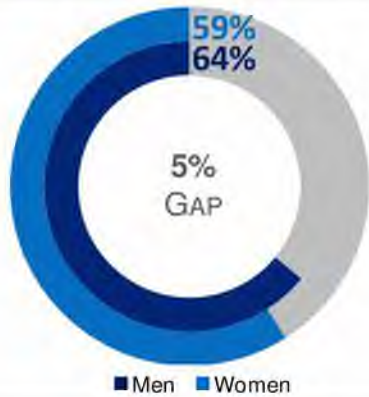
Appendix D: Sub-Group Comparison

Gender Comparison

Respondents by Gender

Men: **69%** Women: **31%**

2016 New Inclusion Quotient



Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE



RECOMMENDING DIA



Perceptions of Leadership Characteristics



2016 Key Index Scores





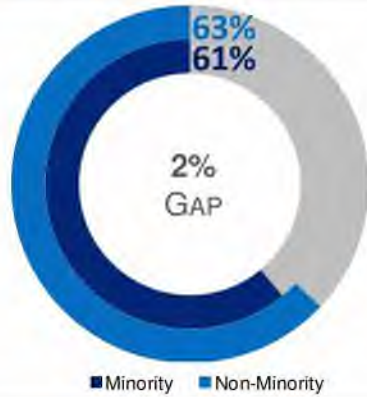
Appendix D: Sub-Group Comparison

RNO Minority Status Comparison

Respondents by RNO Minority Status

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

2016 New Inclusion Quotient



Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE



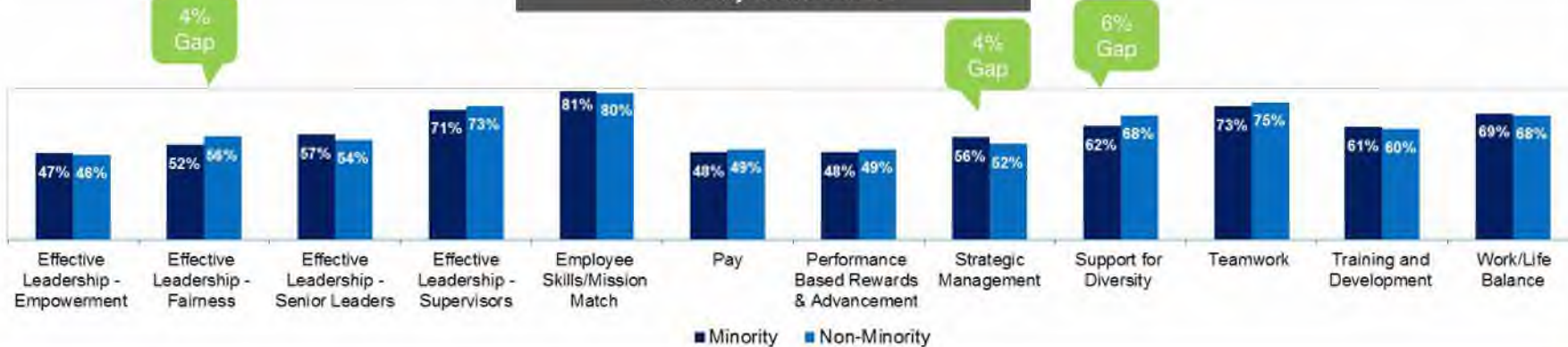
RECOMMENDING DIA



Perceptions of Leadership Characteristics



2016 Key Index Scores





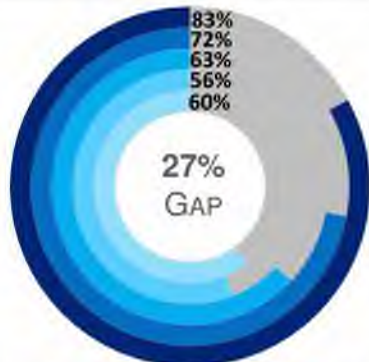
Appendix D: Sub-Group Comparison

Civilian Grade Category Comparison

Civilian Respondents by Grade Category

Up to GG12: **18%** GG13: **41%** GG14: **25%**
GG15: **13%** DISES/DISL: **3%**

2016 New Inclusion Quotient



Up to GG12 GG13 GG14 GG15 DISES/DISL

Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE



RECOMMENDING DIA



Up to GG12 GG13 GG14 GG15 DISES/DISL

Perceptions of Leadership Characteristics



2016 Key Index Scores





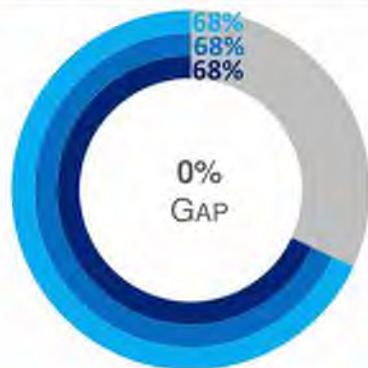
Appendix D: Sub-Group Comparison

Military Rank Group Comparison

Military Respondents by Rank

Enlisted: **43%** Warrant Officer: **6%**
Officer: **51%**

2016 New Inclusion Quotient



Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE

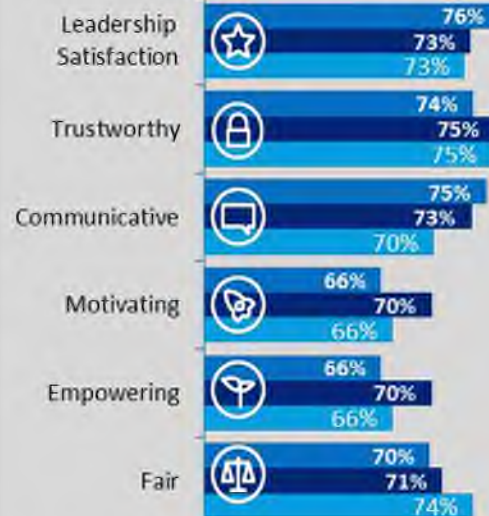


RECOMMENDING DIA



■ Enlisted ■ Warrant Officer ■ Officer

Perceptions of Leadership Characteristics



2016 Key Index Scores





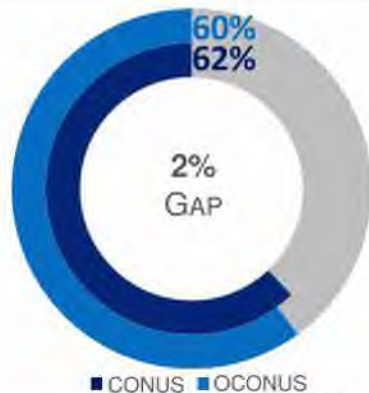
Appendix D: Sub-Group Comparison

CONUS/OCONUS Work Location Comparison

Respondents by Work Location

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

2016 New Inclusion Quotient



Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE



RECOMMENDING DIA



Perceptions of Leadership Characteristics



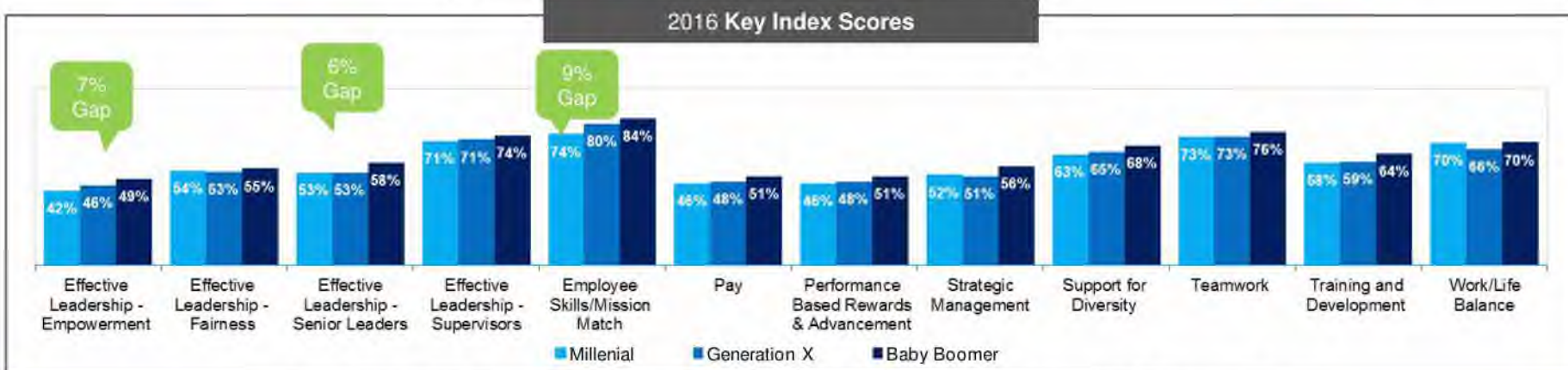
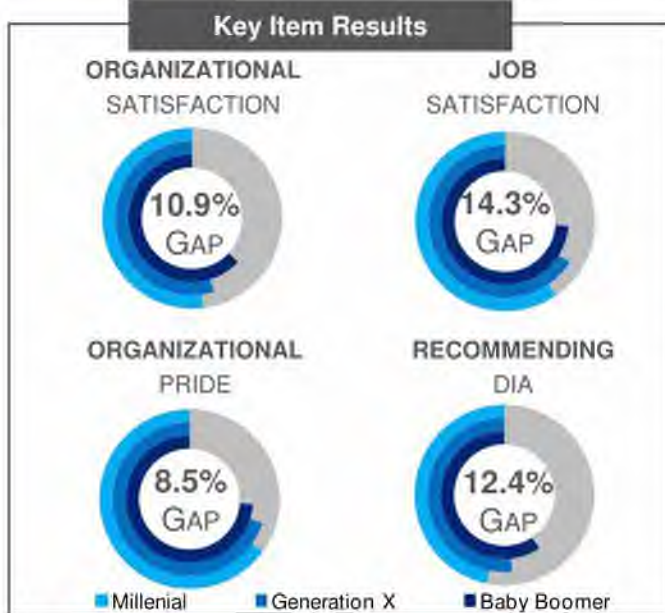
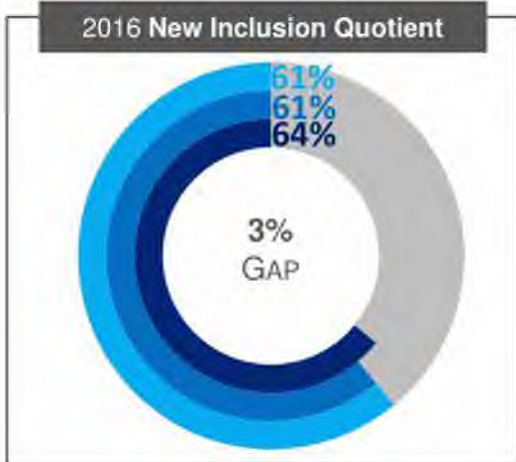
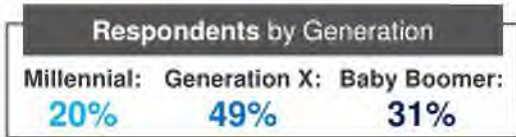
2016 Key Index Scores





Appendix D: Sub-Group Comparison

Generation Comparison



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.



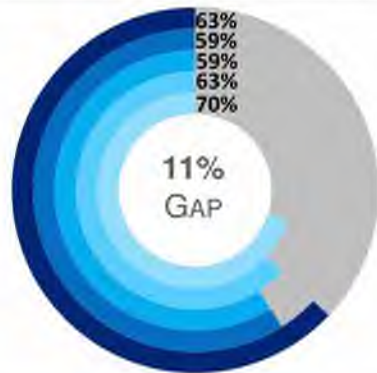
Appendix D: Sub-Group Comparison

Civilian DIA Tenure Comparison

Respondents by Tenure

<1 Year: 6% 1-3 Years: 6% 4-5 Years: 13%
6-10 Years: 42% >11 Years 25%

2016 New Inclusion Quotient



Key Item Results

ORGANIZATIONAL SATISFACTION



JOB SATISFACTION



ORGANIZATIONAL PRIDE



RECOMMENDING DIA



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

Perceptions of Leadership Characteristics



2016 Key Index Scores





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	69%	70%	68%	70%	69%
Yes (All affirmative responses)	31%	30%	32%	30%	31%
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	47%	47%	47%	47%	47%
Yes, to take another job outside of the IC and within the Federal Government	27%	26%	27%	33%	23%
Yes, to take another job outside the Federal Government	18%	19%	16%	18%	17%
Yes, for another reason	15%	15%	15%	18%	14%
Yes, to retire	12%	13%	11%	10%	13%
Yes, to relocate away from my work location	9%	9%	7%	9%	8%
Yes, for personal reasons (not job-related)	3%	3%	3%	3%	3%
Yes, to return to school	3%	2%	3%	2%	3%
Yes, to care for family members	2%	2%	3%	3%	2%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)					
Insufficient career progression/promotion opportunities	56%	54%	60%	56%	55%
Bureaucracy / inefficient work processes	47%	47%	44%	46%	47%
Dissatisfaction with DIA senior leadership	38%	39%	37%	34%	39%
Dissatisfaction with my immediate supervisor or management.	32%	30%	34%	35%	31%
Insufficient access to career development opportunities	29%	28%	31%	29%	30%
Insufficient recognition for my work	29%	28%	31%	32%	29%
Negative work environment	28%	25%	32%	29%	27%
Insufficient tools and resources needed to do my job	21%	21%	23%	23%	21%
Insufficient lateral career flexibility	21%	21%	21%	25%	20%
Organizational Change (restructuring, reorganization)	20%	21%	18%	17%	22%
Poor work/life balance	19%	18%	21%	17%	21%
Inconvenient work location / long commute	18%	17%	19%	16%	19%
Insufficient challenge in my current or projected work	17%	16%	17%	17%	17%
Other	16%	16%	15%	14%	17%
Coworker competence	15%	14%	15%	13%	16%
Insufficient access to flexible workplace arrangements	14%	11%	19%	15%	13%
Dissatisfaction with current pay or benefits	13%	13%	12%	11%	14%
High cost of living at my work location	12%	13%	11%	10%	14%
Retirement or VERA/VSIP eligibility	10%	12%	9%	8%	12%
Culture does not support diversity	10%	7%	16%	17%	7%
Lack of spousal accommodation	4%	3%	5%	4%	4%
NTE expiration	1%	1%	1%	1%	0%



Appendix D: Sub-Group Comparison

Civilians Planning to Leave DIA by Grade Category

Civilian Future Plans	Grade Category					
	All DIA Civilians	Up to GG12	GG13	GG14	GG15	DISES/ DISL
Are you considering leaving DIA within the next year?						
No	69%	65%	67%	70%	77%	80%
Yes (All affirmative responses)	31%	35%	33%	30%	23%	20%
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	47%	48%	50%	48%	33%	26%
Yes, to take another job outside of the IC and within the Federal Government	27%	29%	30%	24%	20%	6%
Yes, to take another job outside the Federal Government	18%	23%	18%	15%	13%	24%
Yes, for another reason	15%	18%	15%	14%	14%	12%
Yes, to retire	12%	5%	8%	16%	31%	35%
Yes, to relocate away from my work location	9%	9%	9%	9%	7%	0%
Yes, for personal reasons (not job-related)	3%	3%	4%	3%	1%	7%
Yes, to return to school	3%	4%	3%	2%	2%	0%
Yes, to care for family members	2%	1%	3%	2%	4%	6%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)						
Insufficient career progression/promotion opportunities	56%	71%	65%	46%	14%	15%
Bureaucracy / inefficient work processes	47%	47%	50%	46%	32%	26%
Dissatisfaction with DIA senior leadership	38%	39%	38%	40%	40%	21%
Dissatisfaction with my immediate supervisor or management.	32%	32%	36%	30%	21%	6%
Insufficient access to career development opportunities	29%	39%	32%	25%	11%	6%
Insufficient recognition for my work	29%	31%	32%	30%	17%	15%
Negative work environment	28%	26%	28%	31%	26%	15%
Insufficient tools and resources needed to do my job	21%	23%	23%	21%	15%	15%
Insufficient lateral career flexibility	21%	26%	24%	19%	11%	3%
Organizational Change (restructuring, reorganization)	20%	15%	21%	23%	23%	21%
Poor work/life balance	19%	15%	19%	21%	22%	18%
Inconvenient work location / long commute	18%	19%	19%	18%	12%	6%
Insufficient challenge in my current or projected work	17%	17%	20%	14%	12%	3%
Other	16%	15%	16%	15%	19%	21%
Coworker competence	15%	19%	17%	11%	11%	3%
Insufficient access to flexible workplace arrangements	14%	12%	15%	15%	8%	6%
Dissatisfaction with current pay or benefits	13%	35%	9%	6%	1%	9%
High cost of living at my work location	12%	21%	12%	10%	7%	0%
Retirement or VERA/VSIP eligibility	10%	4%	7%	13%	28%	35%
Culture does not support diversity	10%	12%	9%	13%	4%	3%
Lack of spousal accommodation	4%	3%	5%	2%	1%	0%
NTE expiration	1%	2%	0%	0%	1%	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	69%	59%	69%	74%
Yes (All affirmative responses)	31%	41%	31%	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	47%	58%	56%	27%
Yes, to take another job outside of the IC and within the Federal Government	27%	32%	31%	17%
Yes, to take another job outside the Federal Government	18%	28%	19%	7%
Yes, for another reason	15%	11%	17%	18%
Yes, to retire	12%	0%	0%	0%
Yes, to relocate away from my work location	9%	12%	9%	6%
Yes, for personal reasons (not job-related)	3%	3%	3%	3%
Yes, to return to school	3%	7%	2%	0%
Yes, to care for family members	2%	1%	2%	3%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)				
Insufficient career progression/promotion opportunities	56%	70%	60%	38%
Bureaucracy / inefficient work processes	47%	54%	51%	35%
Dissatisfaction with DIA senior leadership	38%	41%	42%	31%
Dissatisfaction with my immediate supervisor or management	32%	33%	36%	24%
Insufficient access to career development opportunities	29%	43%	31%	17%
Insufficient recognition for my work	29%	29%	31%	27%
Negative work environment	28%	28%	31%	24%
Insufficient tools and resources needed to do my job	21%	27%	23%	15%
Insufficient lateral career flexibility	21%	26%	23%	16%
Organizational Change (restructuring, reorganization)	20%	22%	21%	19%
Poor work/life balance	19%	19%	21%	16%
Inconvenient work location / long commute	18%	23%	19%	13%
Insufficient challenge in my current or projected work	17%	21%	17%	14%
Other	16%	15%	16%	16%
Coworker competence	15%	23%	17%	6%
Insufficient access to flexible workplace arrangements	14%	15%	15%	11%
Dissatisfaction with current pay or benefits	13%	25%	11%	6%
High cost of living at my work location	12%	20%	11%	8%
Retirement or VERA/VSIP eligibility	10%	0%	2%	30%
Culture does not support diversity	10%	13%	10%	8%
Lack of spousal accommodation	4%	5%	4%	2%
NTE expiration	1%	1%	1%	1%



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	69%	78%	62%	64%	67%	72%	72%
Yes (All affirmative responses)	31%	22%	38%	36%	33%	28%	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	47%	47%	52%	57%	51%	42%	20%
Yes, to take another job outside of the IC and within the Federal Government	27%	24%	28%	31%	31%	23%	5%
Yes, to take another job outside the Federal Government	18%	12%	17%	24%	18%	18%	5%
Yes, for another reason	15%	33%	20%	14%	15%	13%	11%
Yes, to retire	12%	0%	1%	3%	6%	18%	62%
Yes, to relocate away from my work location	9%	8%	6%	12%	9%	8%	4%
Yes, for personal reasons (not job-related)	3%	6%	2%	3%	4%	3%	2%
Yes, to return to school	3%	4%	5%	2%	3%	2%	0%
Yes, to care for family members	2%	3%	1%	3%	2%	2%	5%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)							
Insufficient career progression/promotion opportunities	56%	47%	69%	64%	60%	48%	27%
Bureaucracy / inefficient work processes	47%	32%	42%	53%	51%	45%	28%
Dissatisfaction with DIA senior leadership	38%	12%	35%	40%	44%	38%	22%
Dissatisfaction with my immediate supervisor or management.	32%	21%	29%	38%	35%	28%	17%
Insufficient access to career development opportunities	29%	20%	35%	42%	30%	25%	11%
Insufficient recognition for my work	29%	11%	26%	29%	33%	29%	23%
Negative work environment	28%	14%	26%	30%	29%	30%	21%
Insufficient tools and resources needed to do my job	21%	9%	27%	26%	23%	19%	14%
Insufficient lateral career flexibility	21%	16%	20%	30%	21%	23%	8%
Organizational Change (restructuring, reorganization)	20%	9%	17%	18%	22%	25%	10%
Poor work/life balance	19%	16%	16%	19%	20%	20%	14%
Inconvenient work location / long commute	18%	20%	20%	20%	18%	16%	16%
Insufficient challenge in my current or projected work	17%	8%	19%	15%	19%	19%	7%
Other	16%	26%	18%	11%	16%	17%	11%
Coworker competence	15%	9%	15%	19%	18%	11%	5%
Insufficient access to flexible workplace arrangements	14%	13%	11%	15%	15%	12%	8%
Dissatisfaction with current pay or benefits	13%	29%	26%	18%	12%	6%	5%
High cost of living at my work location	12%	13%	23%	13%	13%	9%	5%
Retirement or VERA/VSIP eligibility	10%	0%	0%	2%	5%	17%	51%
Culture does not support diversity	10%	5%	13%	11%	11%	10%	4%
Lack of spousal accommodation	4%	0%	3%	3%	5%	3%	1%
NTE expiration	1%	2%	4%	1%	0%	0%	0%

2016 Workforce Engagement Survey: Agency Report

Appendix F: Sub-Group Analysis of Leadership Characteristic Items



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Appendix F:

Scores by Demographic: Trustworthy, Motivating & Fair

	ALL DIA 2016 LES	ALL DIA 2016 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	62%	66%	75%	64%	68%	61%	65%	66%	64%	65%	68%
Team Lead	74%	78%	85%	76%	82%	70%	76%	80%	80%	77%	78%
First Line Supervisor	71%	75%	82%	73%	79%	68%	71%	77%	75%	74%	76%
Branch Leadership	67%	70%	72%	69%	73%	64%	66%	71%	69%	69%	72%
Division Leadership	61%	64%	71%	63%	67%	58%	59%	66%	61%	64%	66%
Office or Center Leadership	56%	59%	71%	57%	61%	57%	59%	60%	53%	58%	64%
Directorate DD4/J-code Leadership	54%	53%	64%	52%	54%	53%	55%	53%	46%	55%	57%
DIA Agency Leadership (DR, DD, CoS)	61%	59%	68%	57%	59%	60%	66%	58%	56%	59%	63%
MOTIVATING: generates a high level of motivation and commitment in the workforce.											
All Leadership Levels	55%	59%	68%	57%	61%	55%	59%	59%	57%	58%	61%
Team Lead	65%	70%	77%	68%	74%	60%	69%	70%	73%	68%	70%
First Line Supervisor	63%	67%	74%	65%	71%	62%	65%	68%	69%	66%	68%
Branch Leadership	58%	61%	65%	61%	64%	58%	60%	62%	62%	60%	64%
Division Leadership	53%	57%	65%	56%	60%	53%	56%	59%	55%	57%	60%
Office or Center Leadership	49%	52%	67%	50%	54%	51%	52%	53%	46%	52%	56%
Directorate DD4/J-code Leadership	46%	47%	53%	46%	47%	48%	51%	46%	38%	49%	50%
DIA Agency Leadership (DR, DD, CoS)	56%	54%	58%	53%	54%	54%	61%	52%	50%	54%	59%
FAIR: Personal favoritism is not tolerated by											
All Leadership Levels	51%	58%	72%	55%	62%	50%	55%	59%	57%	57%	60%
Team Lead	67%	70%	79%	67%	74%	60%	64%	73%	74%	68%	69%
First Line Supervisor	64%	67%	77%	65%	72%	59%	63%	70%	69%	67%	66%
Branch Leadership	57%	61%	68%	60%	65%	53%	57%	63%	61%	59%	64%
Division Leadership	50%	56%	68%	54%	61%	47%	51%	58%	53%	56%	59%
Office or Center Leadership	44%	50%	73%	47%	55%	44%	48%	52%	45%	50%	56%
Directorate DD4/J-code Leadership	41%	46%	63%	44%	49%	39%	43%	47%	40%	45%	52%
DIA Agency Leadership (DR, DD, CoS)	45%	49%	67%	47%	52%	45%	51%	50%	46%	49%	54%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

Scores by Demographic: Communicative, Empowering & Satisfaction

	ALL DIA 2016 LES	ALL DIA 2016 WES	Status		Gender		RNO Category		Generation		
			Military	Civilian	Men	Women	Minorities	Non-minorities	Millennial	Generation X	Baby Boomer
COMMUNICATIVE: I am satisfied with the information I receive from											
All Leadership Levels	60%	63%	71%	62%	65%	59%	63%	63%	61%	63%	65%
Team Lead	69%	73%	80%	71%	77%	65%	70%	75%	76%	71%	73%
First Line Supervisor	68%	71%	79%	69%	74%	64%	69%	71%	72%	70%	71%
Branch Leadership	62%	64%	69%	63%	67%	60%	63%	65%	63%	64%	66%
Division Leadership	57%	60%	65%	60%	64%	56%	59%	62%	55%	61%	64%
Office or Center Leadership	52%	57%	70%	56%	59%	57%	58%	58%	51%	57%	63%
Directorate DD4/J-code Leadership	50%	53%	60%	52%	54%	52%	56%	52%	44%	55%	58%
DIA Agency Leadership (DR, DD, CoS)	63%	64%	68%	63%	63%	65%	69%	63%	59%	65%	66%
EMPOWERING: I feel empowered by											
All Leadership Levels	54%	58%	67%	57%	61%	54%	58%	59%	56%	59%	60%
Team Lead	65%	69%	75%	67%	73%	60%	65%	71%	71%	68%	68%
First Line Supervisor	65%	69%	76%	68%	73%	62%	67%	71%	69%	70%	69%
Branch Leadership	61%	62%	65%	62%	65%	57%	61%	63%	64%	61%	63%
Division Leadership	55%	58%	63%	57%	61%	53%	55%	60%	56%	58%	60%
Office or Center Leadership	49%	52%	68%	50%	54%	52%	53%	54%	44%	54%	57%
Directorate DD4/J-code Leadership	43%	44%	54%	43%	45%	44%	46%	44%	32%	47%	49%
DIA Agency Leadership (DR, DD, CoS)	46%	44%	56%	42%	44%	44%	50%	43%	38%	45%	47%
LEADERSHIP SATISFACTION: Overall, I am satisfied with											
All Leadership Levels	N/A	64%	73%	63%	67%	60%	64%	65%	63%	64%	67%
Team Lead	N/A	75%	81%	74%	80%	67%	71%	78%	78%	74%	76%
First Line Supervisor	N/A	73%	80%	72%	77%	66%	70%	75%	74%	72%	75%
Branch Leadership	N/A	67%	71%	66%	69%	62%	65%	67%	68%	65%	69%
Division Leadership	N/A	62%	69%	61%	66%	57%	60%	64%	61%	62%	64%
Office or Center Leadership	N/A	58%	72%	56%	60%	58%	58%	59%	51%	58%	65%
Directorate DD4/J-code Leadership	N/A	53%	62%	52%	53%	53%	56%	53%	46%	54%	57%
DIA Agency Leadership (DR, DD, CoS)	N/A	59%	65%	59%	60%	60%	66%	59%	55%	59%	64%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

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

			Grade Category					Rank Category		
	ALL DIA 2016 LES	ALL DIA 2016 WES	Up to GG12	GG13	GG14	GG15	DISE/DISL	Enlisted	Warrant Officer	Officer
TRUSTWORTHY: I have trust and confidence in										
All Leadership Levels	62%	66%	65%	60%	67%	75%	91%	75%	74%	75%
Team Lead	74%	78%	77%	75%	78%	85%	92%	83%	87%	88%
First Line Supervisor	71%	75%	72%	70%	79%	81%	86%	80%	79%	86%
Branch Leadership	67%	70%	71%	65%	74%	86%	88%	69%	77%	75%
Division Leadership	61%	64%	62%	56%	68%	81%	92%	69%	64%	73%
Office or Center Leadership	56%	59%	56%	46%	58%	74%	92%	69%	74%	73%
Directorate DD4/J-code Leadership	54%	53%	47%	47%	54%	62%	93%	68%	50%	61%
DIA Agency Leadership (DR, DD, CoS)	61%	59%	53%	53%	60%	66%	90%	78%	67%	64%
MOTIVATING: generates a high level of motivation and commitment in the workforce.										
All Leadership Levels	55%	59%	59%	52%	59%	67%	87%	70%	66%	66%
Team Lead	65%	70%	68%	67%	70%	75%	83%	78%	78%	77%
First Line Supervisor	63%	67%	68%	62%	69%	72%	76%	73%	64%	79%
Branch Leadership	58%	61%	64%	57%	64%	81%	87%	66%	66%	66%
Division Leadership	53%	57%	58%	49%	61%	76%	84%	66%	58%	65%
Office or Center Leadership	49%	52%	49%	40%	51%	64%	87%	67%	84%	67%
Directorate DD4/J-code Leadership	46%	47%	43%	40%	48%	55%	93%	63%	40%	47%
DIA Agency Leadership (DR, DD, CoS)	56%	54%	52%	48%	56%	60%	88%	62%	56%	55%
FAIR: Personal favoritism is not tolerated by										
All Leadership Levels	51%	58%	55%	49%	58%	71%	89%	71%	70%	74%
Team Lead	67%	70%	67%	64%	71%	85%	100%	76%	78%	84%
First Line Supervisor	64%	67%	66%	60%	71%	79%	75%	75%	69%	83%
Branch Leadership	57%	61%	60%	55%	66%	82%	87%	67%	74%	70%
Division Leadership	50%	56%	52%	47%	61%	77%	92%	66%	63%	71%
Office or Center Leadership	44%	50%	43%	36%	47%	69%	89%	72%	84%	74%
Directorate DD4/J-code Leadership	41%	46%	39%	35%	46%	60%	94%	64%	40%	63%
DIA Agency Leadership (DR, DD, CoS)	45%	49%	45%	38%	49%	63%	86%	67%	67%	66%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

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

	ALL DIA 2016 LES		Grade Category					Rank Category		
	ALL DIA 2016 LES	ALL DIA 2016 WES	Up to GG12	GG13	GG14	GG15	DISE/DISL	Enlisted	Warrant Officer	Officer
COMMUNICATIVE: I am satisfied with the information I receive from										
All Leadership Levels	60%	63%	62%	56%	66%	75%	90%	73%	75%	70%
Team Lead	69%	73%	73%	69%	75%	82%	91%	80%	78%	81%
First Line Supervisor	68%	71%	71%	64%	75%	74%	80%	79%	71%	81%
Branch Leadership	62%	64%	65%	58%	70%	84%	93%	71%	80%	67%
Division Leadership	57%	60%	58%	52%	66%	81%	100%	63%	64%	68%
Office or Center Leadership	52%	57%	52%	44%	58%	74%	90%	69%	89%	69%
Directorate DD4/J-code Leadership	50%	53%	47%	45%	57%	62%	91%	68%	70%	54%
DIA Agency Leadership (DR, DD, CoS)	63%	64%	57%	56%	69%	73%	86%	71%	78%	66%
EMPOWERING: I feel empowered by										
All Leadership Levels	54%	58%	56%	51%	60%	69%	87%	66%	66%	70%
Team Lead	65%	69%	68%	66%	69%	81%	70%	71%	78%	80%
First Line Supervisor	65%	69%	66%	64%	74%	75%	84%	74%	71%	81%
Branch Leadership	61%	62%	62%	58%	69%	79%	92%	63%	63%	69%
Division Leadership	55%	58%	55%	49%	65%	81%	90%	58%	56%	68%
Office or Center Leadership	49%	52%	44%	39%	54%	70%	86%	63%	74%	71%
Directorate DD4/J-code Leadership	43%	44%	38%	37%	44%	55%	90%	54%	50%	54%
DIA Agency Leadership (DR, DD, CoS)	46%	44%	40%	35%	45%	49%	88%	56%	56%	56%
LEADERSHIP SATISFACTION: Overall, I am satisfied with										
All Leadership Levels	N/A	64%	63%	58%	66%	74%	89%	73%	76%	73%
Team Lead	N/A	75%	73%	73%	75%	86%	91%	80%	78%	84%
First Line Supervisor	N/A	73%	72%	68%	76%	79%	80%	79%	74%	82%
Branch Leadership	N/A	67%	67%	62%	71%	83%	86%	69%	83%	72%
Division Leadership	N/A	62%	61%	54%	68%	79%	84%	67%	64%	71%
Office or Center Leadership	N/A	58%	54%	44%	58%	75%	90%	69%	89%	72%
Directorate DD4/J-code Leadership	N/A	53%	47%	47%	54%	60%	94%	63%	60%	61%
DIA Agency Leadership (DR, DD, CoS)	N/A	59%	55%	53%	62%	70%	88%	68%	89%	61%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

Scores by Directorate & Center: Trustworthy, Motivating & Fair

	ALL DIA 2016 LES	ALL DIA 2016 WES	Directorate								Center			
			DR	DD	CS	DI	DO	MS	ST	J2	(b)(3);10 USC 424			
TRUSTWORTHY: I have trust and confidence in														
All Leadership Levels	62%	66%	67%	63%	77%	65%	65%	66%	67%	71%	65%	63%	69%	63%
Team Lead	74%	78%	67%	73%	79%	81%	79%	78%	83%	81%	83%	80%	78%	75%
First Line Supervisor	71%	75%	72%	74%	79%	77%	77%	71%	84%	78%	87%	78%	81%	78%
Branch Leadership	67%	70%	68%	68%	70%	75%	66%	67%	78%	73%	70%	65%	76%	74%
Division Leadership	61%	64%	68%	64%	71%	67%	59%	62%	68%	69%	56%	60%	68%	68%
Office or Center Leadership	56%	59%	62%	60%	83%	58%	59%	58%	50%	69%	56%	57%	56%	62%
Directorate DD4/J-code Leadership	54%	53%	49%	44%	67%	48%	51%	55%	61%	67%	60%	48%	57%	33%
DIA Agency Leadership (DR, DD, CoS)	61%	59%	77%	58%	85%	47%	62%	66%	65%	64%	53%	54%	62%	45%
MOTIVATING: generates a high level of motivation and commitment in the workforce.														
All Leadership Levels	55%	59%	61%	57%	74%	58%	57%	61%	60%	63%	60%	58%	58%	56%
Team Lead	65%	70%	60%	67%	70%	71%	72%	71%	73%	73%	76%	69%	72%	68%
First Line Supervisor	63%	67%	62%	65%	76%	72%	66%	65%	81%	72%	81%	75%	71%	69%
Branch Leadership	58%	61%	65%	61%	65%	69%	55%	60%	71%	67%	65%	63%	64%	65%
Division Leadership	53%	57%	66%	62%	68%	60%	51%	58%	62%	59%	57%	57%	59%	57%
Office or Center Leadership	49%	52%	55%	53%	83%	49%	53%	55%	41%	56%	50%	48%	40%	60%
Directorate DD4/J-code Leadership	46%	47%	39%	41%	67%	39%	47%	49%	50%	60%	51%	38%	45%	28%
DIA Agency Leadership (DR, DD, CoS)	56%	54%	67%	50%	83%	44%	54%	65%	68%	56%	45%	56%	50%	38%
FAIR: Personal favoritism is not tolerated by														
All Leadership Levels	51%	58%	58%	56%	64%	58%	56%	56%	59%	66%	60%	54%	60%	57%
Team Lead	67%	70%	63%	72%	71%	75%	71%	65%	63%	77%	73%	69%	77%	68%
First Line Supervisor	64%	67%	61%	68%	66%	69%	70%	64%	70%	77%	81%	74%	74%	70%
Branch Leadership	57%	61%	55%	63%	55%	69%	56%	57%	66%	69%	66%	61%	63%	61%
Division Leadership	50%	56%	58%	58%	52%	59%	52%	52%	61%	61%	56%	52%	56%	59%
Office or Center Leadership	44%	50%	56%	53%	70%	50%	51%	46%	47%	59%	49%	46%	48%	54%
Directorate DD4/J-code Leadership	41%	46%	45%	38%	67%	42%	41%	43%	53%	63%	54%	34%	52%	44%
DIA Agency Leadership (DR, DD, CoS)	45%	49%	62%	48%	71%	42%	47%	54%	61%	58%	46%	42%	46%	42%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

Scores by Directorate & Center: Communicative, Empowering & Satisfaction

	ALL DIA 2016 LES	ALL DIA 2016 WES	Directorate							Center				
			DR	DD	CS	DI	DO	MS	ST	J2	(b)(3);10 USC 424			
COMMUNICATIVE: I am satisfied with the information I receive from														
All Leadership Levels	60%	63%	67%	63%	78%	63%	62%	63%	63%	66%	63%	60%	65%	63%
Team Lead	69%	73%	67%	77%	72%	76%	72%	71%	71%	81%	76%	73%	68%	68%
First Line Supervisor	68%	71%	70%	75%	79%	73%	72%	69%	75%	79%	85%	75%	74%	71%
Branch Leadership	62%	64%	67%	65%	73%	72%	60%	62%	70%	66%	65%	66%	68%	71%
Division Leadership	57%	60%	69%	64%	72%	64%	54%	59%	67%	62%	57%	56%	65%	64%
Office or Center Leadership	52%	57%	64%	56%	89%	54%	60%	59%	52%	60%	54%	47%	53%	63%
Directorate DD4/J-code Leadership	50%	53%	48%	49%	67%	48%	55%	54%	53%	59%	58%	44%	58%	44%
DIA Agency Leadership (DR, DD, CoS)	63%	64%	78%	64%	80%	55%	65%	71%	69%	67%	53%	61%	68%	55%
EMPOWERING: I feel empowered by														
All Leadership Levels	54%	58%	61%	59%	72%	56%	57%	58%	59%	65%	61%	55%	57%	56%
Team Lead	65%	69%	60%	69%	74%	72%	69%	66%	66%	78%	67%	73%	73%	65%
First Line Supervisor	65%	69%	64%	72%	67%	68%	73%	66%	77%	81%	83%	79%	77%	66%
Branch Leadership	61%	62%	62%	66%	65%	70%	58%	59%	69%	70%	66%	64%	62%	65%
Division Leadership	55%	58%	65%	66%	69%	61%	53%	56%	60%	63%	61%	54%	57%	61%
Office or Center Leadership	49%	52%	59%	56%	81%	48%	53%	52%	54%	60%	53%	44%	44%	53%
Directorate DD4/J-code Leadership	43%	44%	43%	37%	67%	33%	43%	45%	48%	58%	42%	31%	42%	35%
DIA Agency Leadership (DR, DD, CoS)	46%	44%	60%	46%	72%	34%	45%	48%	54%	40%	51%	38%	39%	36%
LEADERSHIP SATISFACTION: Overall, I am satisfied with														
All Leadership Levels	N/A	64%	65%	63%	78%	64%	63%	65%	66%	68%	65%	62%	68%	64%
Team Lead	N/A	75%	67%	73%	72%	80%	73%	74%	78%	81%	83%	74%	72%	78%
First Line Supervisor	N/A	73%	68%	73%	76%	76%	74%	71%	84%	78%	87%	75%	78%	72%
Branch Leadership	N/A	67%	66%	68%	78%	73%	63%	64%	73%	70%	66%	67%	73%	71%
Division Leadership	N/A	62%	67%	65%	72%	66%	58%	61%	65%	67%	57%	60%	69%	67%
Office or Center Leadership	N/A	58%	63%	60%	86%	55%	61%	58%	49%	62%	56%	55%	57%	61%
Directorate DD4/J-code Leadership	N/A	53%	39%	44%	58%	49%	51%	56%	59%	64%	56%	44%	56%	44%
DIA Agency Leadership (DR, DD, CoS)	N/A	59%	76%	56%	86%	49%	62%	68%	71%	54%	58%	56%	64%	47%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

Scores by CCMD: Trustworthy, Motivating & Fair

	ALL DIA 2016 LES	ALL DIA 2016 WES	US AFRICOM	US CENTCOM	US CYBERCOM	US EUCOM	USFK	US NORTHCOM	US PACOM	US SOCOM	US SOUTHCOM	US STRATCOM	US TRANSCOM
TRUSTWORTHY: I have trust and confidence in													
All Leadership Levels	62%	66%	62%	63%	76%	58%	77%	69%	69%	61%	65%	65%	69%
Team Lead	74%	78%	88%	73%	94%	87%	68%	65%	90%	86%	68%	65%	93%
First Line Supervisor	71%	75%	73%	68%	88%	72%	76%	90%	77%	74%	75%	76%	77%
Branch Leadership	67%	70%	60%	69%	68%	73%	86%	82%	69%	64%	68%	81%	75%
Division Leadership	61%	64%	56%	60%	77%	55%	92%	69%	67%	43%	57%	66%	77%
Office or Center Leadership	56%	59%	44%	58%	80%	39%	58%	38%	63%	59%	64%	38%	57%
Directorate DD4/J-code Leadership	54%	53%	53%	48%	63%	44%	78%	60%	57%	53%	59%	69%	52%
DIA Agency Leadership (DR, DD, CoS)	61%	59%	67%	56%	50%	0%	40%	40%	36%	50%	75%	22%	44%
MOTIVATING: generates a high level of motivation and commitment in the workforce.													
All Leadership Levels	55%	59%	50%	56%	69%	51%	66%	67%	61%	46%	59%	54%	61%
Team Lead	65%	70%	58%	65%	76%	93%	58%	70%	87%	64%	70%	44%	86%
First Line Supervisor	83%	67%	64%	61%	92%	55%	69%	85%	69%	62%	69%	64%	77%
Branch Leadership	58%	61%	48%	61%	63%	60%	67%	75%	60%	41%	53%	66%	67%
Division Leadership	53%	57%	46%	54%	66%	51%	79%	65%	60%	38%	55%	53%	67%
Office or Center Leadership	49%	52%	50%	45%	67%	35%	58%	38%	53%	41%	55%	29%	57%
Directorate DD4/J-code Leadership	46%	47%	46%	43%	60%	41%	67%	63%	45%	39%	56%	62%	42%
DIA Agency Leadership (DR, DD, CoS)	56%	54%	33%	50%	50%	0%	20%	40%	29%	25%	57%	22%	33%
FAIR: Personal favoritism is not tolerated by													
All Leadership Levels	51%	58%	50%	53%	64%	57%	67%	68%	66%	54%	56%	59%	67%
Team Lead	67%	70%	77%	60%	72%	86%	63%	65%	76%	82%	57%	68%	86%
First Line Supervisor	64%	67%	60%	57%	83%	66%	72%	80%	77%	71%	66%	72%	73%
Branch Leadership	57%	61%	50%	58%	60%	60%	71%	73%	63%	53%	50%	68%	70%
Division Leadership	50%	56%	47%	50%	70%	53%	71%	76%	64%	47%	57%	66%	71%
Office or Center Leadership	44%	50%	33%	45%	57%	45%	58%	57%	63%	47%	55%	42%	57%
Directorate DD4/J-code Leadership	41%	46%	42%	43%	53%	48%	59%	58%	54%	39%	50%	51%	54%
DIA Agency Leadership (DR, DD, CoS)	45%	49%	33%	40%	20%	38%	60%	50%	57%	0%	63%	22%	78%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.



Appendix F:

Scores by CCMD: Communicative, Empowering & Satisfaction

	ALL DIA 2016 LES	ALL DIA 2016 WES	US AFRICOM	US CENTCOM	US CYBERCOM	US EUCOM	USFK	US NORTHCOM	US PACOM	US SOCOM	US SOUTHCOM	US STRATCOM	US TRANSCOM
COMMUNICATIVE: I am satisfied with the information I receive from													
All Leadership Levels	60%	63%	50%	55%	72%	51%	73%	66%	60%	60%	64%	64%	68%
Team Lead	69%	73%	73%	65%	72%	93%	74%	75%	88%	79%	61%	67%	86%
First Line Supervisor	68%	71%	57%	56%	79%	62%	76%	80%	61%	74%	75%	76%	85%
Branch Leadership	62%	64%	49%	56%	64%	55%	68%	76%	60%	54%	70%	73%	73%
Division Leadership	57%	60%	49%	52%	83%	47%	83%	64%	57%	52%	55%	64%	75%
Office or Center Leadership	52%	57%	29%	42%	73%	39%	58%	29%	53%	59%	70%	42%	71%
Directorate DD4/J-code Leadership	50%	53%	43%	52%	67%	45%	67%	59%	47%	53%	59%	65%	52%
DIA Agency Leadership (DR, DD, CoS)	63%	64%	42%	60%	50%	13%	80%	60%	57%	75%	57%	33%	33%
EMPOWERING: I feel empowered by													
All Leadership Levels	54%	58%	48%	60%	61%	52%	61%	67%	62%	50%	63%	51%	73%
Team Lead	65%	69%	73%	69%	72%	79%	56%	70%	89%	64%	70%	44%	100%
First Line Supervisor	65%	69%	59%	66%	83%	59%	62%	85%	68%	71%	78%	60%	85%
Branch Leadership	61%	62%	48%	64%	54%	64%	62%	76%	59%	41%	60%	68%	78%
Division Leadership	55%	58%	47%	56%	66%	55%	79%	65%	59%	40%	62%	55%	74%
Office or Center Leadership	49%	52%	33%	48%	53%	30%	50%	29%	65%	53%	64%	29%	71%
Directorate DD4/J-code Leadership	43%	44%	37%	48%	50%	41%	56%	60%	54%	46%	52%	42%	62%
DIA Agency Leadership (DR, DD, CoS)	46%	44%	33%	50%	17%	0%	40%	40%	23%	33%	57%	11%	33%
LEADERSHIP SATISFACTION: Overall, I am satisfied with													
All Leadership Levels	N/A	64%	57%	61%	74%	55%	70%	65%	68%	55%	64%	64%	69%
Team Lead	N/A	75%	85%	72%	79%	86%	63%	70%	90%	71%	65%	78%	93%
First Line Supervisor	N/A	73%	70%	66%	96%	66%	66%	85%	75%	76%	78%	80%	77%
Branch Leadership	N/A	67%	57%	66%	68%	66%	76%	75%	67%	51%	65%	73%	69%
Division Leadership	N/A	62%	53%	59%	77%	53%	88%	65%	64%	42%	60%	64%	77%
Office or Center Leadership	N/A	58%	44%	48%	73%	39%	50%	29%	68%	59%	55%	33%	71%
Directorate DD4/J-code Leadership	N/A	53%	43%	50%	67%	49%	67%	57%	56%	48%	59%	65%	56%
DIA Agency Leadership (DR, DD, CoS)	N/A	59%	50%	63%	33%	0%	60%	40%	54%	50%	57%	22%	44%

Note: **Green** text indicates a score at least 5% higher than the ALL DIA 2016 WES score for that leadership level;
Red indicates a score 5% or more below.

Questions or comments? Please contact:

(b)(3):10 USC 424, (b)(6)



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