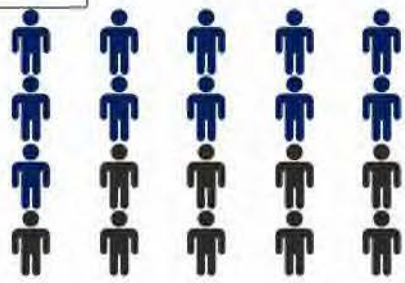
(U) 2021 DIA WES Overview

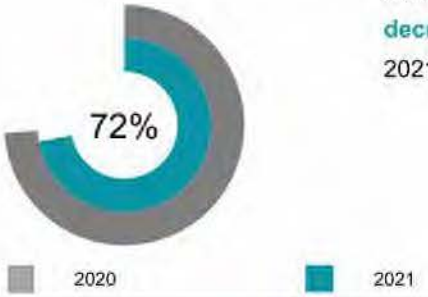
Response Rate

53% of the DIA workforce completed the 2021 WES, a(n) 11% **increase** from 2020.



Inclusion Quotient

DIA's Inclusion Quotient **decreased** 2% from 2020 to 2021



Key Indices

0 DIA Index Scores **increased** between 2021 and 2022. Largest increases:

Global Satisfaction Scores

0 DIA key item scores **increased** between 2021 and 2022

ORGANIZATIONAL SATISFACTION

Considering everything, how satisfied are you with your organization?

-8%

2021 - 2022

RECOMMENDING DIA

I recommend my organization as a good place to work.

-8%

2021 - 2022

PAY SATISFACTION

Considering everything, how satisfied are you with your pay?

-5%

2021 - 2022

JOB SATISFACTION

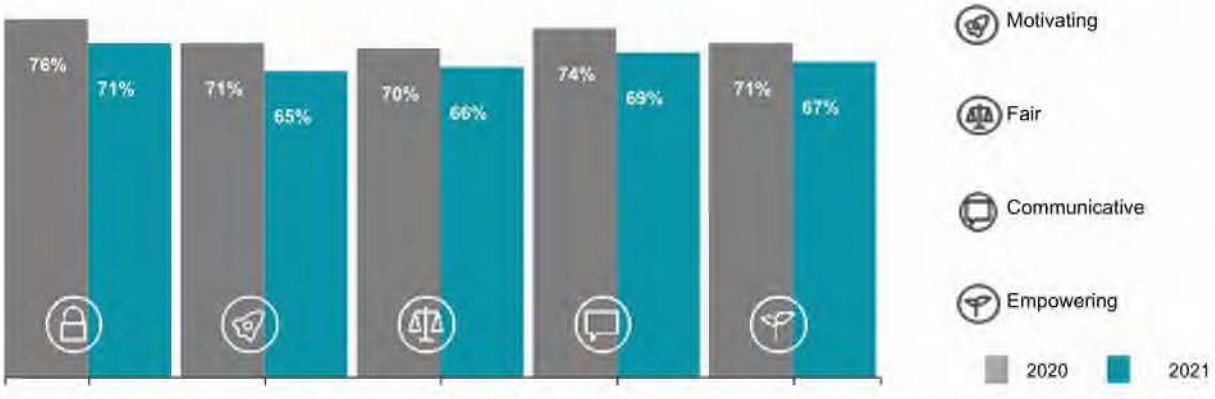
Considering everything, how satisfied are you with your job?

-5%

2021 - 2022

Leadership Characteristics

0 DIA Leadership Characteristics scores **increased** from the 2020 Workforce Engagement Survey



(U) Index Score Comparison

DIA Index Score Trends Over Time: 2020-2021

- DIA scores for 13 indices decreased between 2020 and 2021. Index scores with the largest decreases included:

11%
Effective Leadership – Senior Leaders

5%
Effective Leadership – Empowerment

5% Pay

Scores for Key Indices and Selected Items by Directorate/CCMD

Workforce Engagement Survey Items (% Positive)	DIA	CS	DD	DI	DO	DR	J2	MS	ST	AFR	CEN	CYB	EUC	NOR	PAC	SOC	SOU	SPA	STR	TRA	KOR
Key Indices																					
Employee Skills/Mission Match	80%	88%	80%	82%	79%	82%	79%	84%	83%	75%	74%	82%	74%	73%	79%	73%	85%	80%	77%	75%	64%
Teamwork	80%	81%	81%	83%	76%	78%	78%	80%	84%	76%	81%	83%	78%	79%	83%	71%	82%	74%	76%	75%	64%
Effective Leadership – Supervisors	77%	82%	82%	79%	74%	77%	78%	79%	81%	74%	70%	79%	72%	83%	75%	71%	74%	65%	77%	75%	58%
Work Life Balance	70%	77%	72%	70%	69%	68%	68%	72%	74%	68%	71%	73%	58%	68%	67%	67%	70%	52%	61%	71%	46%
Support for Diversity	74%	76%	78%	74%	71%	74%	75%	76%	79%	71%	74%	78%	64%	68%	77%	69%	72%	69%	71%	75%	52%
Pay	73%	77%	72%	72%	71%	70%	80%	79%	72%	81%	77%	80%	78%	67%	53%	73%	75%	74%	80%	80%	74%
Innovation	78%	83%	80%	80%	77%	78%	81%	80%	83%	75%	73%	86%	73%	72%	79%	69%	79%	73%	76%	76%	66%
Training & Development	64%	69%	69%	65%	61%	67%	63%	69%	66%	59%	67%	68%	52%	59%	60%	63%	63%	52%	66%	63%	39%
Effective Leadership – Senior Leaders	60%	66%	71%	56%	54%	65%	63%	66%	71%	52%	56%	69%	54%	54%	67%	53%	66%	60%	67%	65%	33%
Effective Leadership – Fairness	65%	66%	69%	64%	62%	65%	70%	64%	72%	62%	56%	73%	65%	56%	71%	61%	65%	62%	60%	70%	48%
Strategic Management	63%	70%	65%	63%	60%	65%	62%	69%	70%	61%	62%	60%	57%	50%	60%	55%	64%	46%	56%	55%	44%
Performance Based Rewards & Adv.	62%	68%	64%	64%	59%	61%	63%	64%	66%	62%	55%	72%	57%	55%	59%	52%	60%	50%	64%	61%	45%
Effective Leadership – Empowerment	59%	66%	64%	59%	56%	60%	56%	65%	69%	53%	56%	71%	47%	48%	62%	45%	59%	47%	60%	61%	35%
Selected Items																					
Considering everything, how satisfied are you with your job?	70%	80%	71%	71%	69%	71%	68%	76%	75%	69%	65%	76%	69%	57%	72%	66%	82%	59%	72%	62%	50%
Considering everything, how satisfied are you with your organization?	63%	73%	71%	63%	58%	69%	59%	72%	70%	55%	57%	73%	54%	36%	64%	54%	67%	50%	59%	60%	48%
I am proud to work within the DIA enterprise.	74%	81%	85%	71%	68%	81%	73%	83%	82%	71%	61%	77%	71%	59%	68%	65%	80%	65%	72%	71%	50%
I believe the results of this survey will be used to make my agency a better place to work.	47%	52%	56%	42%	41%	54%	50%	56%	54%	43%	39%	56%	38%	26%	48%	40%	44%	44%	40%	42%	29%
I recommend my organization as a good place to work.	67%	75%	75%	68%	60%	68%	64%	74%	74%	64%	65%	74%	65%	56%	69%	63%	74%	53%	71%	64%	40%

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

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

Note: To protect respondent confidentiality, offices with fewer than 10 respondents are not included.

(U) Inclusion Quotient (IQ)

About the Inclusion Quotient

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

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

Inclusion Quotient

5 Habits of Inclusion: DIA Scores

Supportive

Perceptions of supervisors support for work life balance and career development

83%

Open

Perception of management support for diversity

73%

Empowering

Perception of the availability of resources and support to excel

70%

Cooperative

Perception that management encourages communication and collaboration

71%

Fair

Perceptions of equitable treatment

62%

IQ Score Trends: DIA 2020-2021

Scores for Inclusion Habits by Directorate/CCMD

Workforce Engagement Survey (% Positive)	DIA	CS	DD	DI	DO	DR	J2	MS	ST	AFR	CEN	CYB	EUC	NOR	PAC	SOC	SOU	SPA	STR	TRA	KOR
Habits of Inclusion																					
Supportive	83%	86%	86%	85%	80%	82%	83%	83%	86%	83%	77%	85%	75%	84%	83%	78%	81%	69%	80%	83%	63%
Open	73%	76%	78%	75%	71%	72%	76%	75%	79%	70%	71%	81%	64%	65%	75%	64%	73%	65%	70%	73%	52%
Empowering	70%	77%	72%	71%	67%	71%	71%	75%	76%	65%	68%	74%	62%	65%	71%	59%	71%	58%	69%	68%	50%
Cooperative	71%	72%	75%	75%	65%	68%	69%	73%	79%	64%	72%	80%	67%	65%	73%	52%	75%	66%	69%	64%	50%
Fair	63%	67%	68%	65%	59%	64%	65%	63%	69%	58%	53%	70%	58%	56%	61%	51%	64%	54%	56%	64%	45%
IQ Score	72%	76%	76%	74%	68%	71%	73%	74%	78%	68%	68%	78%	65%	67%	72%	61%	73%	62%	69%	70%	52%

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

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

Note: To protect respondent confidentiality, offices with fewer than 10 respondents are not included.

(U) Perceptions of Leadership Effectiveness

Leadership Score Trends: DIA 2020-2021

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

	2020	2021
Trustworthy I have trust and confidence in _____.	76% agree	71% agree
Communicative I am satisfied with the information I received from _____.	74% agree	69% agree
Motivating _____ generates a high level of motivation and commitment in the workforce.	71% agree	65% agree
Empowering I feel empowered by _____.	71% agree	67% agree
Fair Personal favoritism is not tolerated by _____.	70% agree	66% agree
Leadership Satisfaction Overall I'm satisfied with _____.	75% agree	70% agree

Scores by Leadership Level

Scores for Leadership Characteristics by Directorate/CCMD

Category	DIA	CS	DD	DI	DO	DR	J2	MS	ST	AFR	CEN	CYB	EUC	NOR	PAC	SOC	SOU	SPA	STR	TRA	KOR
Key Characteristics																					
Trustworthy	71%	75%	79%	69%	67%	73%	69%	75%	79%	60%	66%	76%	67%	71%	74%	63%	76%	64%	76%	77%	53%
Motivating	65%	69%	72%	64%	62%	69%	63%	70%	74%	55%	60%	75%	56%	64%	68%	53%	66%	58%	70%	72%	57%
Fair	66%	70%	73%	65%	61%	69%	69%	66%	74%	60%	65%	76%	64%	72%	68%	58%	72%	56%	69%	73%	55%
Communicative	69%	73%	75%	70%	66%	73%	68%	73%	75%	56%	65%	76%	61%	65%	71%	54%	70%	60%	68%	75%	50%
Empowering	67%	71%	73%	65%	64%	69%	67%	69%	73%	57%	64%	76%	60%	68%	70%	54%	76%	51%	68%	77%	55%
Leadership Satisfaction	70%	74%	79%	69%	67%	72%	70%	74%	75%	62%	66%	77%	61%	70%	72%	59%	69%	59%	76%	75%	57%

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

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

Note: To protect respondent confidentiality, offices with fewer than 10 respondents are not included.

(U) 2021 DIA WES Supervisor & Non-Supervisor Comparison

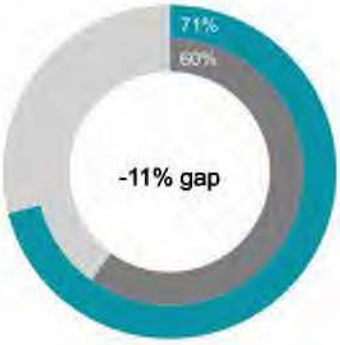
Respondents by Supervisory Status

Supervisor: 27%

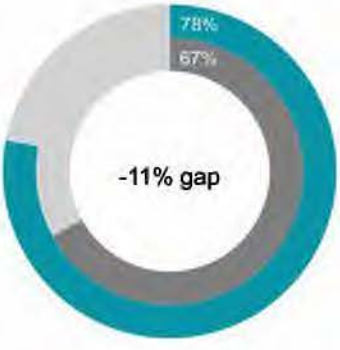
Non-Supervisor: 73%

Global Satisfaction Scores

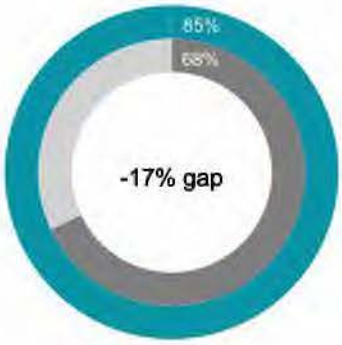
Organizational Satisfaction



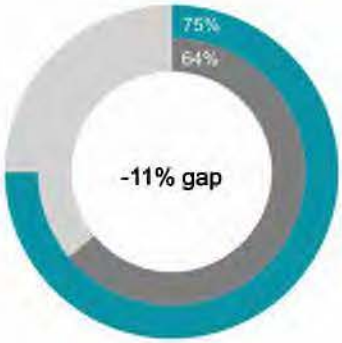
Job Satisfaction



Pay



Recommending DIA



Supervisor (agree)

Non-Supervisor (agree)

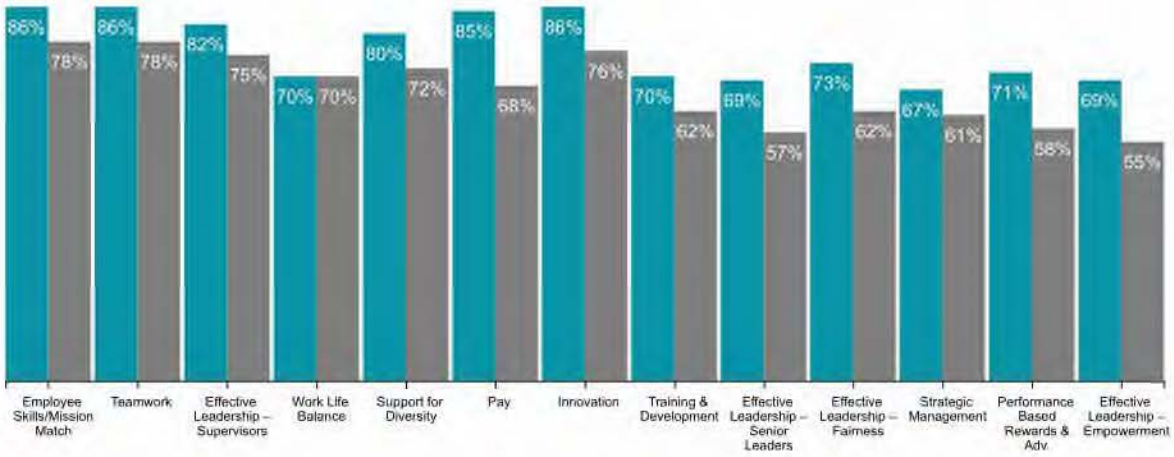
Intent to Leave

Supervisor: 24%

Non-Supervisor: 30%

Perceptions of Leadership Effectiveness

Subgroup Index Comparison



Supervisor

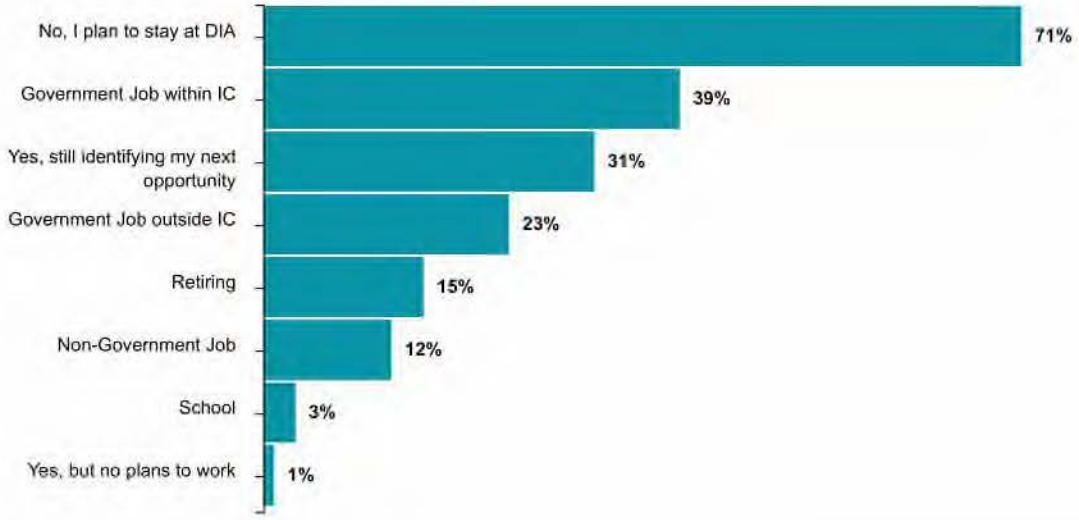
Non-Supervisor

	DIA Supervisors	DIA Non-Supervisors	DIA
Supervisor Metrics			
I am satisfied with the information I receive about what's going on in my workgroup.	81% ↑	73% ↓	75%
I have trust and confidence in my supervisor.	82% ↑	75% ↓	77%
In the last six months, my supervisor has talked with me about my performance.	81% ↑	80% →	80%
My supervisor has the skills and experience needed to perform his or her job.	87% ↑	81% ↓	82%
My supervisor is committed to a workforce representative of all segments of society.	87% ↑	83% ↓	84%
My supervisor listens to what I have to say.	87% ↑	84% ↓	85%
My supervisor maintains high standards of honesty and integrity.	88% ↑	85% ↓	86%
My supervisor provides me with constructive suggestions to improve my job performance.	78% ↑	72% ↓	73%
My supervisor provides me with opportunities to demonstrate my leadership skills.	88% ↑	78% ↓	81%
My supervisor supports my need to balance work and other life issues.	87% ↑	85% →	85%
My supervisor treats me with respect.	90% ↑	89% →	89%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	75% ↑	69% ↓	71%
Overall, how good a job do you feel is being done by your immediate supervisor?	84% ↑	79% ↓	80%

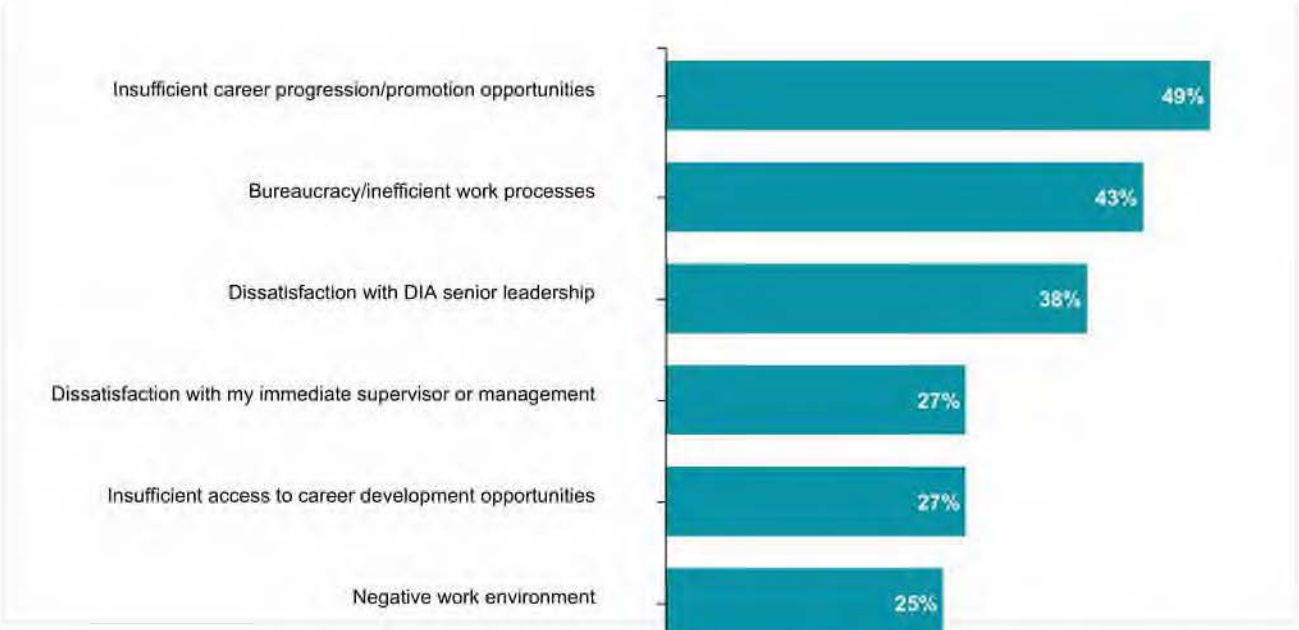
(U) Civilian Intent to Leave & Future Plans

Intent to Leave of DIA Civilians*

Destination of Civilians Planning to Leave**



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

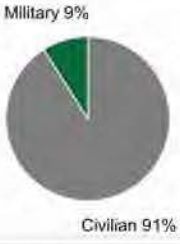


*The percentage of employees intending to leave often exceeds the percentage of employees that depart the agency.
Respondents could select more than one destination and more than one reason to leave.

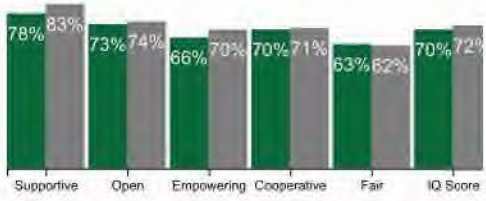
(U) Subgroup Index Score Comparison

Military and Civilian

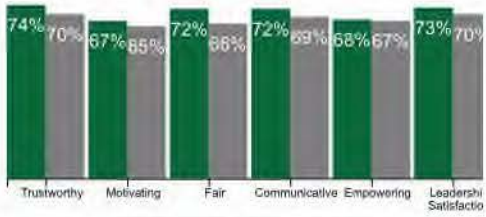
Respondents by Military/Civilian



Inclusion Quotient Scores by Military/Civilian

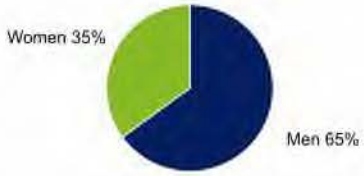


Leadership Scores by Military/Civilian

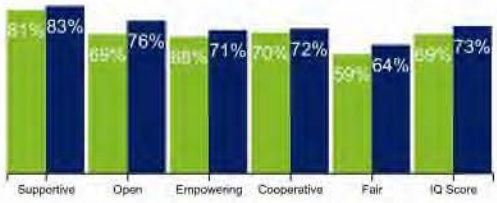


Gender

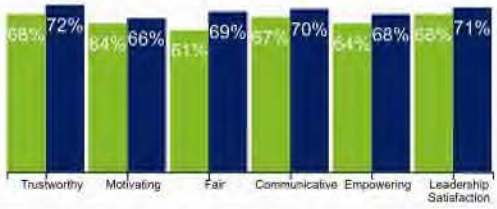
Respondents by Gender



Inclusion Quotient Scores by Gender

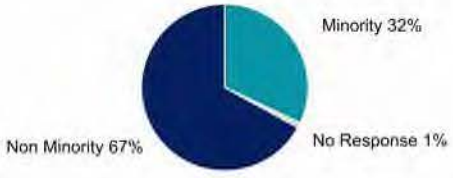


Leadership Scores by Gender

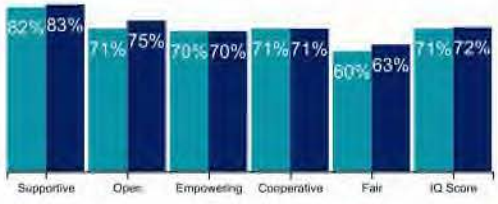


Race, National Origin Minority Status

Respondents by Minority Status



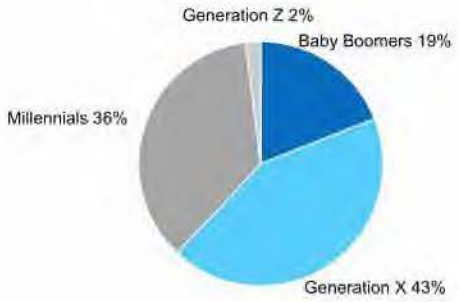
Inclusion Quotient Scores by Minority Status

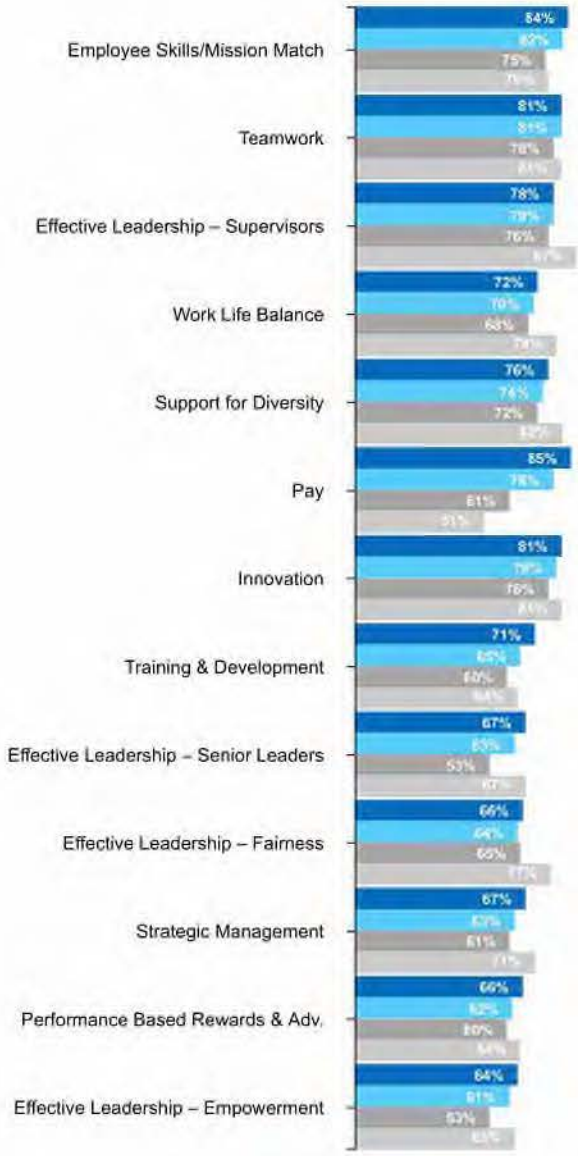


Leadership Scores by Minority Status

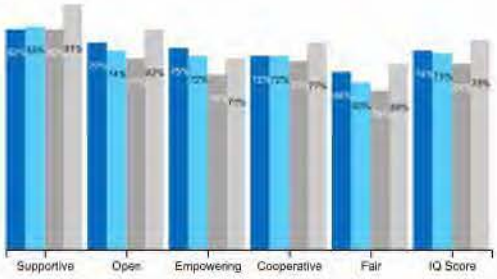
Generation

Respondents by Generation

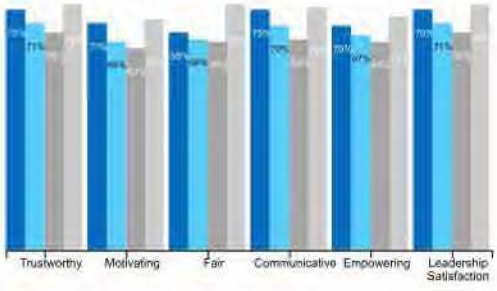




Inclusion Quotient Scores by Generation

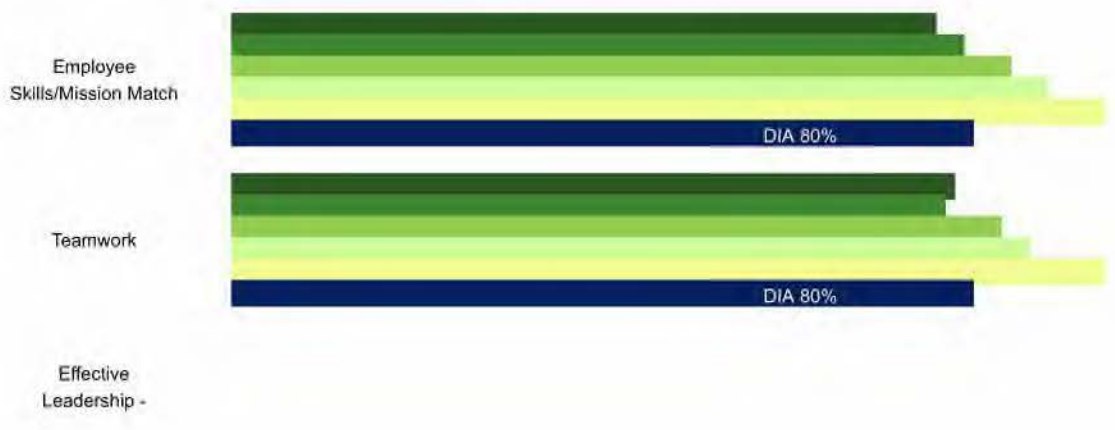


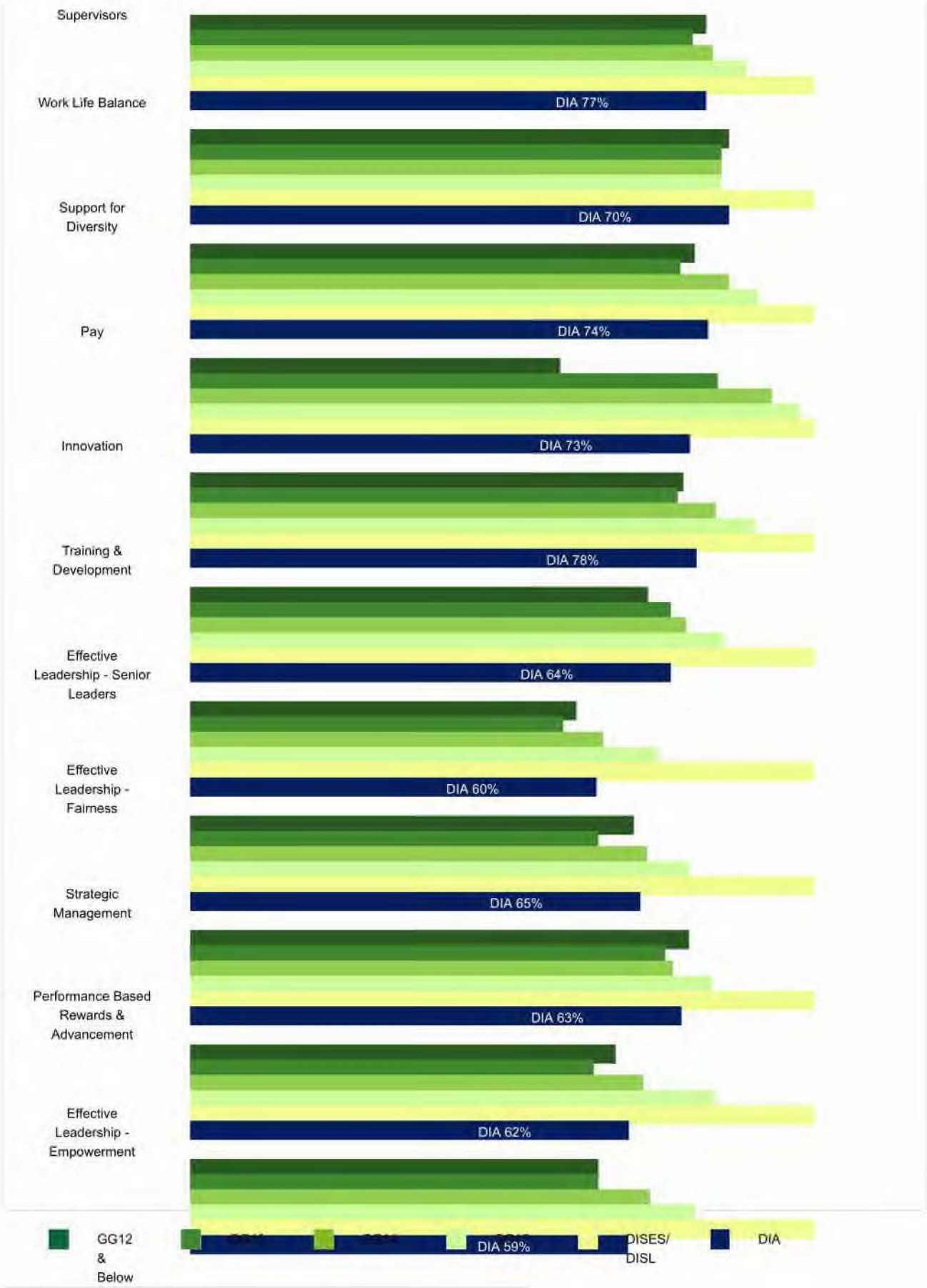
Leadership Scores by Generation

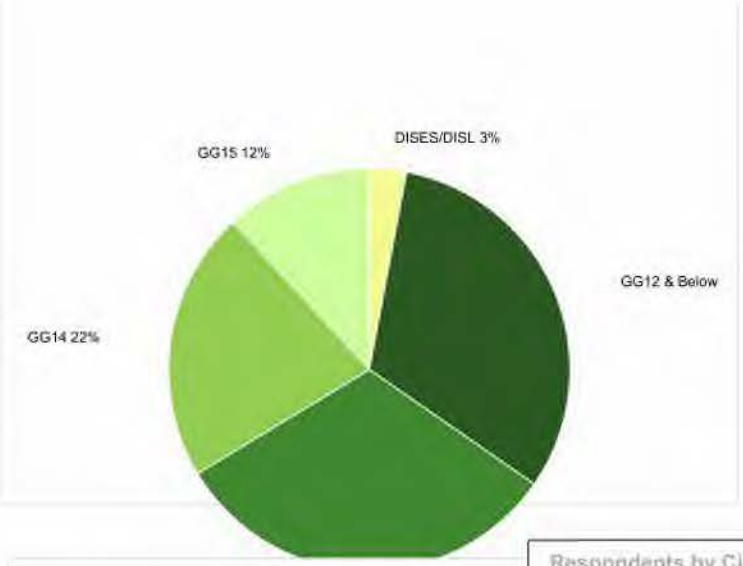


Baby Boomers | Generation X | Millennials | Generation Z

Civilian Grade




Supervisors
Work Life Balance
DIA 77%
Support for Diversity
DIA 70%
Pay
DIA 74%
Innovation
DIA 73%
Training & Development
DIA 78%
Effective Leadership - Senior Leaders
DIA 64%
Effective Leadership - Fairness
DIA 60%
Strategic Management
DIA 65%
Performance Based Rewards & Advancement
DIA 63%
Effective Leadership - Empowerment
DIA 62%
DIA 59%
GG12 & Below
DISES/ DISL
DIA



Respondents by Civilian Grade

Workforce Engagement Survey Items (% Positive)	DIA	DIA: GG12 & Below	DIA: GG13	DIA: GG14	DIA: GG15	DIA: DISES/DISL
Key Indices						
Employee Skills/Mission Match	80%	76%	79%	84%	88%	94%
Teamwork	80%	78%	77%	83%	86%	94%
Effective Leadership – Supervisors	77%	77%	75%	78%	83%	93%
Work Life Balance	70%	70%	69%	69%	69%	81%
Support for Diversity	74%	72%	70%	77%	81%	89%
Pay	73%	54%	77%	85%	89%	91%
Innovation	78%	76%	75%	81%	87%	96%
Training & Development	64%	61%	64%	66%	71%	83%
Effective Leadership – Senior Leaders	60%	57%	55%	61%	69%	92%
Effective Leadership – Fairness	65%	64%	59%	66%	72%	90%
Strategic Management	63%	64%	61%	62%	67%	80%
Performance Based Rewards & Adv.	62%	60%	57%	64%	74%	88%
Effective Leadership – Empowerment	59%	55%	55%	62%	68%	84%

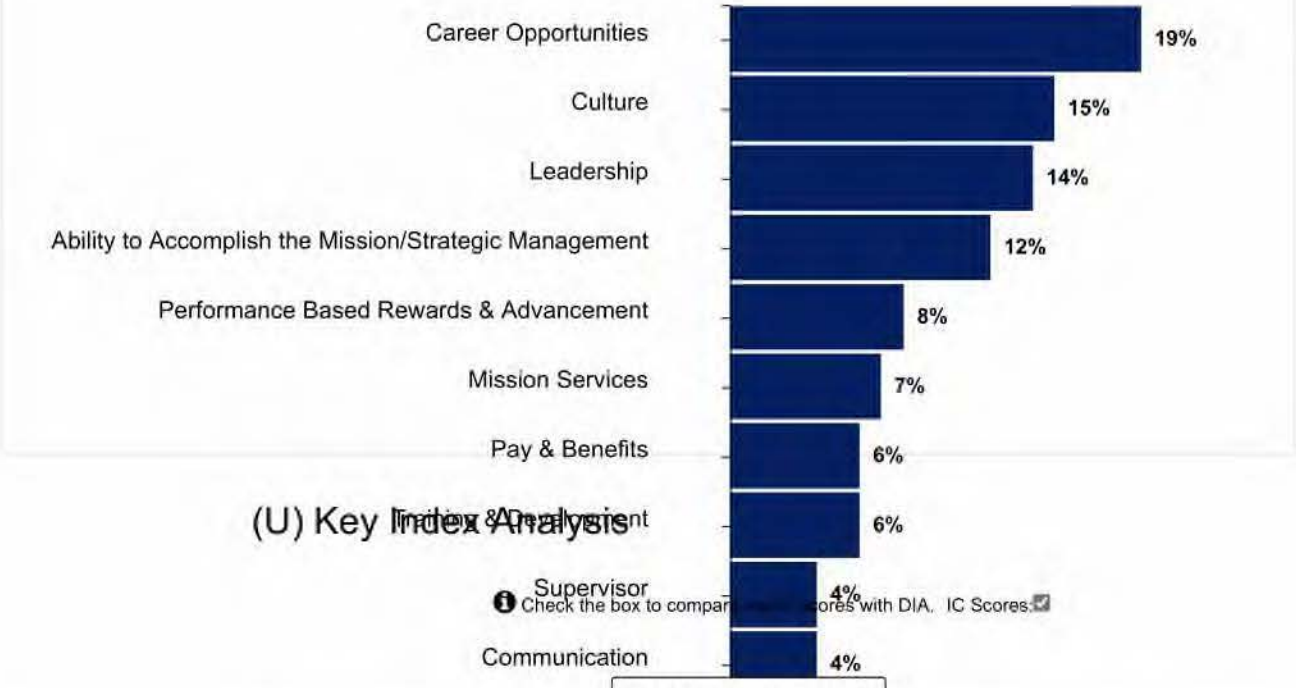
Note: GREEN figures indicate a score that is 5 or more percentage points higher than the average score across DIA respondents.

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

(U) Comment Analysis

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

Respondents by Civilian Grade

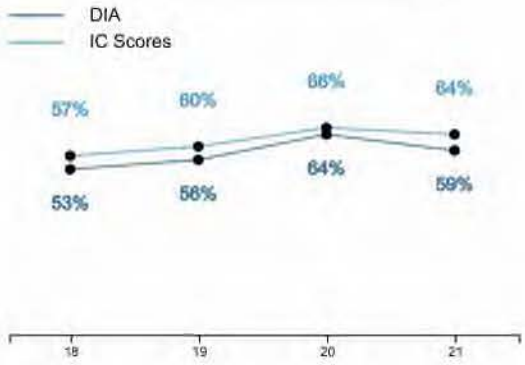


(U) Key Index Analysis

Check the box to compar ores with DIA. IC Scores:

Top Comment Themes

DIA Trend Over Time



About the Index

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

Effective Leadership - Empowerment Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Employees have a feeling of personal empowerment with respect to the work processes.	51%	62%	57%	↓
How satisfied are you with your involvement in decisions that affect your work?	62%	67%	62%	↓

Effective Leadership - Fairness Index

DIA Trend Over Time

About the Index

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

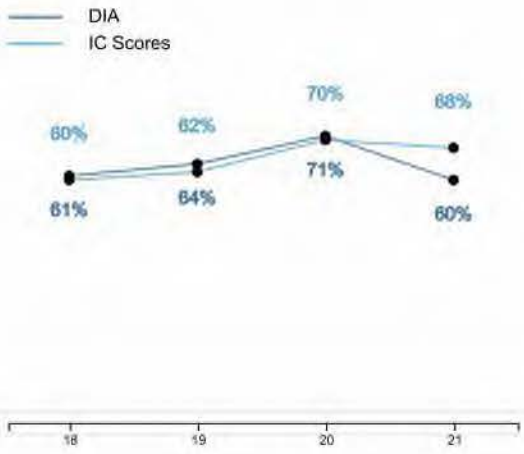
Effective Leadership - Fairness Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	59%	65%	61%	↓
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	73%	75%	73%	↓

Effective Leadership - Senior Leaders Index

DIA Trend Over Time

About the Index

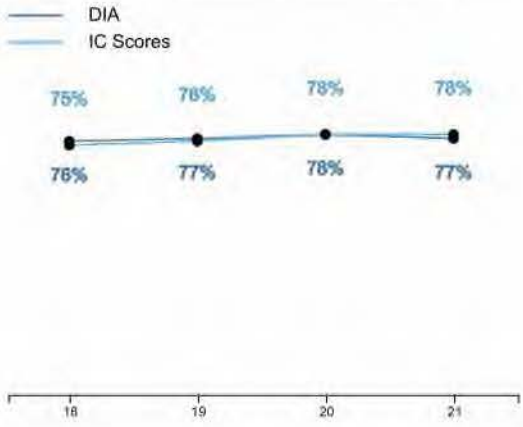
The **Effective Leadership - Senior Leaders Index** is composed of 4 items. This index measures the level of respect employees have for senior leaders, satisfaction with the amount of information provided by management, and perceptions about senior leaders' honesty, integrity and ability to motivate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



Effective Leadership – Senior Leaders Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
How satisfied are you with the information you receive from management on what's going on in your organization?	59%	67%	58%	↓
I have a high level of respect for my organization's senior leaders.	69%	74%	64%	↓
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	57%	65%	52%	↓
My organization's senior leaders maintain high standards of honesty and integrity.	75%	81%	71%	↓

Effective Leadership - Supervisors Index

DIA Trend Over Time



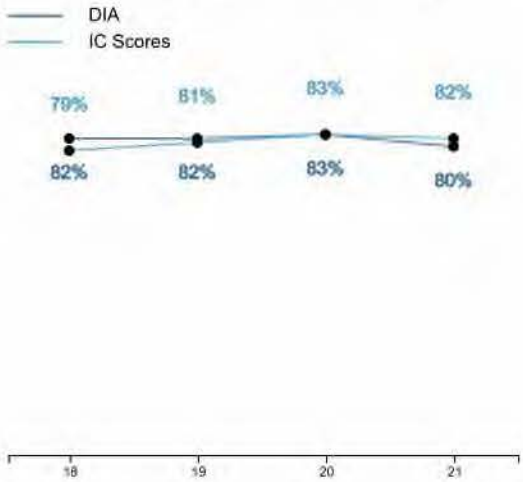
About the Index

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

Effective Leadership - Supervisors Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Discussions with my supervisor about my performance are worthwhile.	71%	71%	70%	↓
My supervisor provides me with opportunities to demonstrate my leadership skills.	79%	82%	81%	↓
Overall, how good a job do you feel is being done by your immediate supervisor?	79%	81%	80%	↓
Supervisors in my work unit support employee development.	80%	82%	80%	↓

Employee Skills/Mission Match

DIA Trend Over Time



About the Index

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

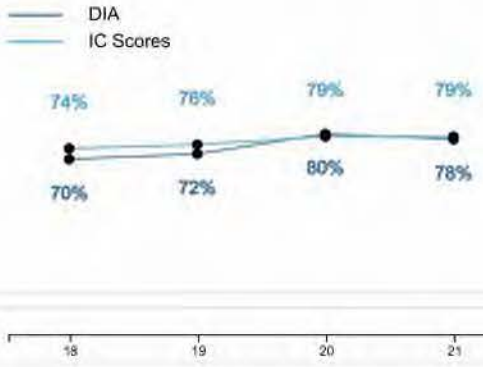
Employee Skills/Mission Match	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
I know how my work relates to the agency's goals and priorities.	85%	88%	84%	↓
I like the kind of work I do.	84%	84%	81%	↓
My talents are used well in the workplace.	70%	72%	70%	↓
My work gives me a feeling of personal accomplishment.	80%	82%	79%	↓
The work I do is important.	90%	89%	87%	↓

Innovation Index

DIA Trend Over Time

About the Index

The **Innovation Index** is composed of 3 items. This index measures employee perceptions of DIA's efforts to improve the way work is done,

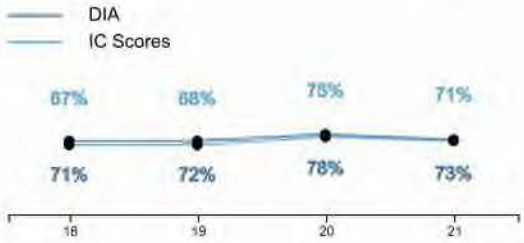


including their own personal motivation to promote change and the support

Innovation Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Creativity and innovation are rewarded.	53%	67%	65%	↓
I am constantly looking for ways to do my job better.	94%	97%	96%	↓
I feel encouraged to come up with new and better ways of doing things.	68%	79%	77%	↓

Pay Index

DIA Trend Over Time



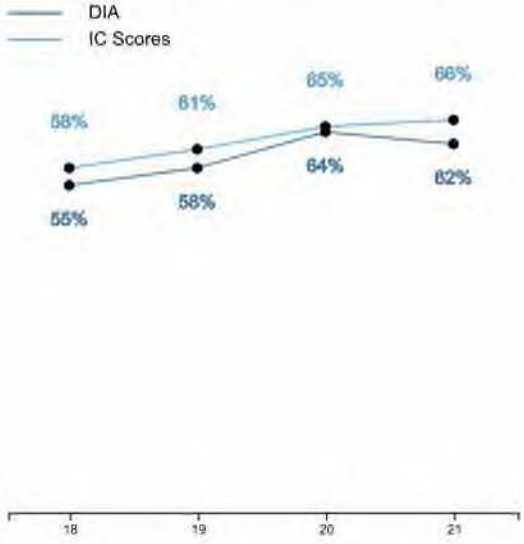
About the Index

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

Pay Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Considering everything, how satisfied are you with your pay?	72%	78%	73%	↓

Performance Based Rewards and Advancement Index

DIA Trend Over Time



About the Index

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

Performance Based Rewards and Advancement Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Creativity and innovation are rewarded.	53%	67%	65%	↓
Employees are recognized for providing high quality products and services.	71%	77%	75%	↓
How satisfied are you with the recognition you receive for doing a good job?	64%	69%	68%	↓
How satisfied are you with your opportunity to get a better job in your organization?	43%	49%	45%	↓
My performance appraisal/evaluation is a fair reflection of my performance.	77%	78%	80%	↑
Promotions in my work unit are based on merit.	48%	56%	52%	↓

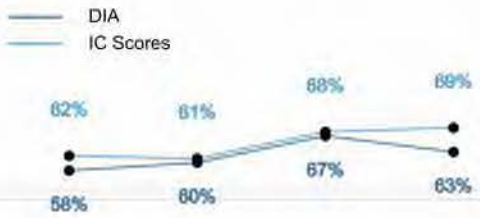
Strategic Management Index

DIA Trend Over Time

About the Index

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

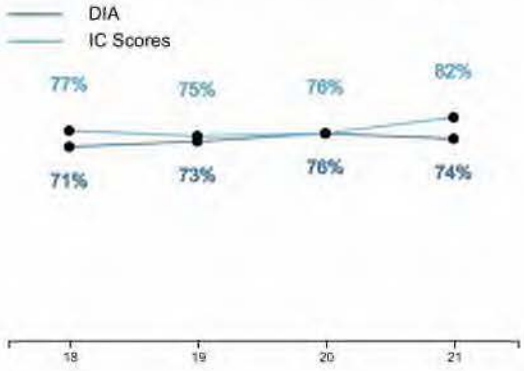
Strategic Management Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	65%	75%	71%	↓



My work unit is able to recruit people with the right skills.	51%	60%	55%	↓
The agency's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	70%	81%	78%	↓
The skill level in my work group has improved in the past year.	58%	59%	54%	↓

Support for Diversity Index

DIA Trend Over Time



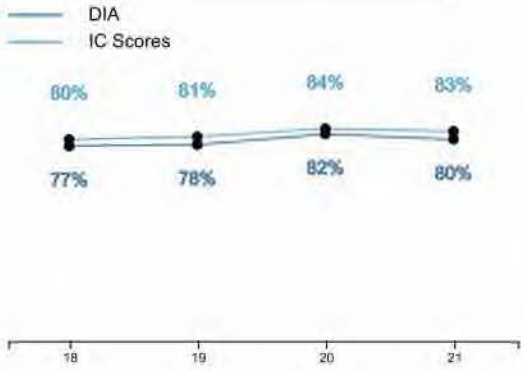
About the Index

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

Support for Diversity Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
My supervisor is committed to a workforce representative of all segments of society.	84%	85%	84%	↓
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	71%	72%	71%	↓
Supervisors work well with employees of different backgrounds.	72%	77%	74%	↓

Teamwork Index

DIA Trend Over Time



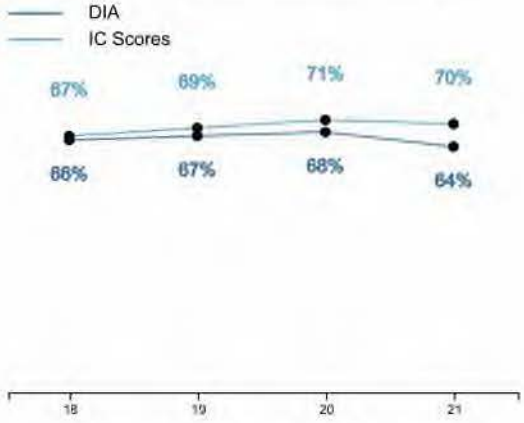
About the Index

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

Teamwork Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
Employees in my work unit share job knowledge with each other.	84%	86%	84%	↓
Managers promote communication among different work units (for example, about projects, goals, needed resources).	64%	71%	67%	↓
The people I work with cooperate to get the job done.	88%	90%	89%	↓

Training and Development Index

DIA Trend Over Time



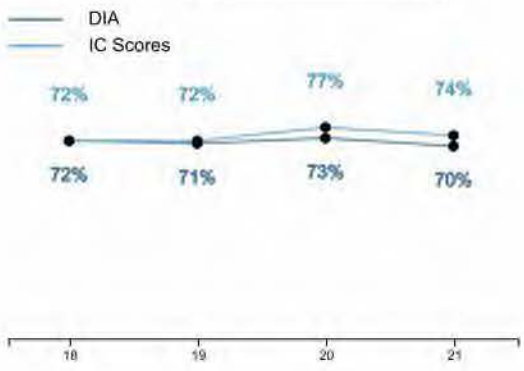
About the Index

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

Training and Development Index	DIA 2019	DIA 2020	DIA 2021	2020 to 2021 Change
How satisfied are you with the training you receive for your present job?	60%	62%	55%	↓
I am given a real opportunity to improve my skills in my organization.	71%	74%	71%	↓
I have enough information to do my job well.	76%	78%	76%	↓
My training needs are assessed.	60%	60%	55%	↓

Work Life Balance Index

DIA Trend Over Time



About the Index

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

Work Life Balance Index	DIA 2019	DIA 2020	DIA 2021	2020 t 2021 Chang
I have sufficient resources (for example, people, materials, budget) to get my job done.	56%	61%	56%	↓
My supervisor supports my need to balance work and other life issues.	89%	88%	85%	↓
My workload is reasonable.	71%	72%	69%	↓

(U) Survey DIA Trend Data

Workforce Engagement Survey Items	DIA 2020	DIA 2021 % Positive
Agency Goals and Mission Accomplishment		
DIA's mission is clearly defined.	88% ↓	83%
I feel inspired by DIA's mission and goals.	80% ↓	72%
I know how my work relates to the agency's goals and priorities.	88% ↓	84%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	75% ↓	71%
Managers communicate the goals and priorities of the organization.	73% ↓	71%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	81% ↓	78%
Career Development		
Supervisors in my work unit support employee development.	82% ↓	80%
My training needs are assessed.	60% ↓	55%
How satisfied are you with the training you receive for your present job?	62% ↓	55%
How satisfied are you with your opportunity to get a better job in your organization?	49% ↓	45%
I am given a real opportunity to improve my skills in my organization.	74% ↓	71%
Career Plans [Asked to civilian employees only]		
Are you considering leaving DIA within the next year, and if so, why? (Employees could select >1)		
No, I plan to stay at DIA	76% ↓	71%
Yes, to retire	7% ↑	15%
Yes, to return to school	1% ↑	3%
Yes, to take another government job within the Intelligence Community	20% ↑	39%
Yes, to take another job outside of the IC and within the Federal Government	12% ↑	23%
Yes, to take another job outside the Federal Government	6% ↑	12%
Please select the factors that have caused you to consider leaving DIA (select all that apply)		
NTE expiration	1% ↓	0%
Organizational Change (restructuring, reorganization)	12% ↑	15%
Poor work/life balance	16% ↑	21%
Retirement or VERA/VSIP eligibility	12% ↓	9%
Negative work environment	21% ↑	25%
High cost of living at my work location	14% ↓	13%
Inconvenient work location/long commute	13% ↓	12%
Insufficient access to career development opportunities	22% ↑	27%
Insufficient access to flexible workplace arrangements	10% ↑	18%
Insufficient career progression/promotion opportunities	47% ↑	49%
Insufficient challenge in my current or projected work	15% ↑	16%
Insufficient lateral career flexibility	21% ↑	23%
Insufficient recognition for my work	23% ↓	21%
Insufficient tools and resources needed to do my job	19% ↑	20%
Lack of spousal accommodation	2% ↑	3%
Bureaucracy/inefficient work processes	38% ↑	43%
Coworker competence	14% ↑	16%
Culture does not support diversity	10% ↑	12%
Dissatisfaction with current pay or benefits	13% →	13%
Dissatisfaction with DIA senior leadership	26% ↑	36%
Dissatisfaction with my immediate supervisor or management	28% ↓	27%
Culture		
Supervisors work well with employees of different backgrounds.	77% ↓	74%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	72% ↓	71%
Prohibited Personnel Practices (for example, illegal discrimination in personnel decisions such as hiring or pay setting, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	80% ↓	77%
How satisfied are you with your involvement in decisions that affect your work?	67% ↓	62%
Employees have a feeling of personal empowerment with respect to work processes.	62% ↓	57%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	84% ↓	81%
I believe the results of this survey will be used to make my agency a better place to work.	58% ↓	47%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	75% ↓	73%
I am proud to work within the DIA enterprise.	82% ↓	74%
I feel encouraged to come up with new and better ways of doing things.	79% ↓	77%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	65% ↓	61%
Considering everything, how satisfied are you with your organization?	71% ↓	63%
Creativity and innovation are rewarded.	67% ↓	65%
DIA appropriately considers and protects the civil liberties and privacy of DIA employees and US persons.	87% ↓	82%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	71% ↓	67%
Managers support collaboration across work units to accomplish work objectives.	78% ↓	76%
Military and civilians work well together within the DIA enterprise.	82% ↓	76%
I recommend my organization as a good place to work.	75% ↓	67%
Employee Engagement		
I understand the need for change in my organization.	87% ↓	86%
I work harder than is expected of me.	79% ↓	78%
I have a strong sense of belonging at DIA.	65% ↓	57%
I have developed friendships at work.	88% ↓	87%
My supervisor cares about me as an employee.	82% ↓	80%

Employees are able to put forth their best efforts.	82% ↓	80%
Employees are encouraged to handle new and challenging tasks.	85% ↓	83%
I am placed in a job that matches my professional interests.	75% ↓	72%
My opinions matter.	72% ↓	68%
Employees are able to put forth their best efforts.	82% ↓	80%
Employees are encouraged to handle new and challenging tasks.	85% ↓	83%
My opinions matter.	72% ↓	68%
My supervisor cares about me as an employee.	82% ↓	81%
I am placed in a job that matches my professional interests.	76% ↓	73%
I have a strong sense of belonging at DIA.	66% ↓	59%
I have developed friendships at work.	89% ↓	87%
I understand the need for change in my organization.	87% ↓	86%
I work harder than is expected of me.	79% →	79%
Someone at work encourages my development.	73% ↓	71%
Someone at work encourages my development.	73% ↓	71%
IC Integration		
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	79% ↑	91%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	91% ↓	88%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	75% ↓	70%
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?	60% ↑	52%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	86% ↑	96%
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?		
Daily	18% ↑	21%
Weekly	28% ↑	37%
Monthly	24% ↓	22%
Never	8% ↓	1%
Several times a year	22% ↓	18%
JDA Experience [asked to respondents who indicated they had joint duty credit only]		
My Joint Duty qualifying experience increased my understanding of the importance of intelligence integration.	89% →	89%
As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.	79% →	79%
Leadership		
How satisfied are you with the information you receive from management on what's going on in your organization?	67% ↓	58%
How satisfied are you with the policies and practices of your senior leaders?	60% ↓	50%
DIA's senior leaders listen to employees' concerns.	69% ↓	62%
I have a high level of respect for my organization's senior leaders.	74% ↓	64%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	65% ↓	52%
My organization's senior leaders maintain high standards of honesty and integrity.	81% ↓	71%
Military Experience at DIA [asked to Military respondents only]		
My supervisor understands what I need to succeed in my career as a member of the U.S. military.	72% ↓	67%
I have the opportunity to meet my training requirements while assigned to DIA.	72% ↓	63%
My assignment at DIA is a career advancing opportunity.	58% ↓	56%
My assignment at DIA makes good use of my skills and experience.	71% ↓	67%
Performance Feedback and Recognition		
In my work unit, differences in performance are recognized in a meaningful way.	57% →	57%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	43% →	43%
In my work unit, Time Off Awards and Impact Awards are awarded in a fair manner	66% ↑	70%
In my work unit, Time Off Awards and Impact Awards are awarded in a timely manner.	61% ↑	69%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	72% ↓	71%
Discussions with my supervisor about my performance are worthwhile.	71% ↓	70%
How satisfied are you with the recognition you receive for doing a good job?	69% ↓	68%
Awards in my work unit depend on how well employees perform their jobs.	69% ↑	71%
Considering everything, how satisfied are you with your pay?	78% ↓	73%
Employees are recognized for providing high quality products and services.	77% ↓	75%
My performance appraisal/evaluation is a fair reflection of my performance.	78% ↑	80%
Promotions in my work unit are based on merit.	56% ↓	52%
Pay raises depend on how well employees perform their jobs.	34% ↑	36%
Work Environment		
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well.	73% ↓	69%
My organization has prepared employees for potential security threats.	83% ↓	78%
Employees are protected from health and safety hazards on the job.	80% ↓	78%
Your Job		
Considering everything, how satisfied are you with your job?	75% ↓	70%
I am constantly looking for ways to do my job better.	97% ↓	96%
I have sufficient resources (for example, people, materials, budget) to get my job done.	61% ↓	56%
I know what is expected of me on the job.	87% ↓	86%
I like the kind of work I do.	84% ↓	81%
My talents are used well in the workplace.	72% ↓	70%
My work gives me a feeling of personal accomplishment.	82% ↓	79%
The work I do is important.	89% ↓	87%
My workload is reasonable.	72% ↓	69%

Your Supervisor		
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	73% ↓	71%
Overall, how good a job do you feel is being done by your immediate supervisor?	81% ↓	80%
I have trust and confidence in my supervisor.	78% ↓	77%
In the last six months, my supervisor has talked with me about my performance.	81% ↓	80%
My supervisor has the skills and experience needed to perform his or her job.	82% →	82%
My supervisor is committed to a workforce representative of all segments of society.	85% ↓	84%
My supervisor listens to what I have to say.	86% ↓	85%
My supervisor maintains high standards of honesty and integrity.	87% ↓	86%
My supervisor provides me with constructive suggestions to improve my job performance.	75% ↓	73%
My supervisor provides me with opportunities to demonstrate my leadership skills.	82% ↓	81%
My supervisor supports my need to balance work and other life issues.	88% ↓	85%
My supervisor treats me with respect.	90% ↓	89%
I am satisfied with the information I receive about what's going on in my workgroup.	77% ↓	75%
Your Workgroup		
Employees in my work unit share job knowledge with each other.	86% ↓	84%
I trust the people in my workgroup.	85% ↓	82%
My work unit is able to recruit people with the right skills.	60% ↓	55%
The people I work with are highly skilled.	80% ↓	78%
The people I work with cooperate to get the job done.	90% ↓	89%
The skill level in my work group has improved in the past year.	59% ↓	54%

Workforce Engagement Survey Items - IQ Index	DIA 2020	DIA 2021 % Positive
Supportive		
My supervisor supports my need to balance work and other life issues.	88% ↓	85%
My supervisor treats me with respect.	90% ↓	89%
My supervisor listens to what I have to say.	86% ↓	85%
My supervisor provides me with constructive suggestions to improve my job performance.	75% ↓	73%
In the last six months, my supervisor has talked with me about my performance.	81% ↓	80%
Open		
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	72% ↓	71%
My supervisor is committed to a workforce representative of all segments of society.	85% ↓	84%
Creativity and innovation are rewarded.	67% ↓	65%
Supervisors work well with employees of different backgrounds.	77% ↓	74%
Empowering		
Employees have a feeling of personal empowerment with respect to work processes.	62% ↓	57%
I have enough information to do my job well.	78% ↓	76%
My talents are used well in the workplace.	72% ↓	70%
I feel encouraged to come up with new and better ways of doing things.	79% ↓	77%
Cooperative		
Managers promote communication among different work units (for example, about projects, goals, needed resources).	71% ↓	67%
Managers support collaboration across work units to accomplish work objectives.	78% ↓	76%
Fair		
Awards in my work unit depend on how well employees perform their jobs.	69% ↑	71%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	65% ↓	61%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	43% →	43%
In my work unit, differences in performance are recognized in a meaningful way.	57% →	57%
Prohibited Personnel Practices (for example, illegal discrimination in personnel decisions such as hiring or pay setting, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	80% ↓	77%

Workforce Engagement Survey Items - Leadership Scores	DIA 2020	DIA 2021 % Positive
Trustworthy: I have trust and confidence in _____ .		
All Leadership Levels	76% ↓	71%
Team Lead	83% ↓	81%
First Line Supervisor	81% ↓	79%
Branch Leadership	79% ↓	78%
Division Leadership	73% ↓	70%
Office Leadership	68% ↓	62%
DIR Leadership	67% ↓	61%
DIA Agency Leadership	81% ↓	52%
Motivating: _____ generates a high level of motivation and commitment in the workforce.		
All Leadership Levels	71% ↓	65%
Team Lead	76% ↓	75%
First Line Supervisor	76% ↓	73%
Branch Leadership	74% ↓	72%
Division Leadership	69% ↓	65%
Office Leadership	66% ↓	57%
DIR Leadership	63% ↓	56%
DIA Agency Leadership	80% ↓	48%
Fair: Personal favoritism is not tolerated by _____ .		
All Leadership Levels	70% ↓	66%
Team Lead	77% ↓	76%
First Line Supervisor	77% ↓	75%
Branch Leadership	74% ↓	73%
Division Leadership	67% ↓	65%
Office Leadership	63% ↓	58%
DIR Leadership	62% ↓	56%
DIA Agency Leadership	68% ↓	50%
Communicative: I am satisfied with the information I receive from _____ .		
All Leadership Levels	74% ↓	69%
Team Lead	80% ↓	79%
First Line Supervisor	79% ↓	77%
Branch Leadership	75% →	75%
Division Leadership	69% ↓	67%
Office Leadership	68% ↓	61%
DIR Leadership	67% ↓	59%
DIA Agency Leadership	85% ↓	56%
Empowering: I feel empowered by _____ .		
All Leadership Levels	71% ↓	67%
Team Lead	77% ↓	76%
First Line Supervisor	79% ↓	75%
Branch Leadership	76% ↓	74%
Division Leadership	70% ↓	67%
Office Leadership	65% ↓	59%
DIR Leadership	60% ↓	54%
DIA Agency Leadership	70% ↓	47%
Conflict Resolution: I have confidence in the conflict resolution skills of my _____.		
All Leadership Levels	70% ↓	65%
Team Lead	75% ↓	73%
First Line Supervisor	75% ↓	72%
Branch Leadership	73% ↓	71%
Division Leadership	68% ↓	64%
Office Leadership	65% ↓	57%
DIR Leadership	60% ↓	55%
DIA Agency Leadership	69% ↓	50%
Inclusivity: _____ demonstrates inclusive behaviors with employees of different backgrounds (for example, behaviors that include listening to, consulting with, accommodating, and engaging with others).		
All Leadership Levels	80% ↓	76%
Team Lead	83% →	83%
First Line Supervisor	85% ↓	84%
Branch Leadership	82% →	82%
Division Leadership	78% ↓	77%
Office Leadership	76% ↓	73%
DIR Leadership	74% ↓	71%
DIA Agency Leadership	84% ↓	68%
Overall Satisfaction: Overall, I am satisfied with _____ .		
All Leadership Levels	75% ↓	70%
Team Lead	81% ↓	80%
First Line Supervisor	81% ↓	78%
Branch Leadership	77% →	77%
Division Leadership	72% ↓	69%

Office Leadership	68% ↓	63%
DIR Leadership	67% ↓	80%
DIA Agency Leadership	82% ↓	53%

Workforce Engagement Survey Items - COVID-19	DIA 2020	DIA 2021 % Positive
COVID		
Please select one or more than described your work hours during shift work:		
Only morning shift	N/A	26%
Only afternoon shift	N/A	16%
Only telework	N/A	8%
Some telework and some morning and/or afternoon shifts	N/A	34%
I was exempt from shift work	N/A	16%
I was on a blue/gold daily schedule (two teams that alternate between shift work and telework every other day)	N/A	5%
I was on a blue/gold weekly schedule (two teams that alternate between shift work and telework every week)	N/A	15%
I was on a blue/gold biweekly schedule (two teams that alternate between shift work and telework every two weeks)	N/A	4%
I worked onsite on the weekends and telework during the week	N/A	1%
Did your shift schedule change during the shift work period? If so, why?		
Yes, mandated by my supervisor/direct leadership	N/A	38%
Yes, per my request to help maintain work-life balance	N/A	13%
No, I maintained the same shift schedule throughout the shift work period	N/A	43%
Additional Questions		
Did you utilize Weather and Safety Leave (WSL) during the pandemic?	N/A	45%
My supervisor has provided me with maximum flexibility with regards to my personal needs during the pandemic.	N/A	81%
DIA has addressed my COVID-19 safety concerns.	N/A	70%
During the pandemic, my team is able to communicate and collaborate to meet our mission needs.	N/A	78%
My supervisor holds me accountable for accomplishing work tasks.	N/A	90%
Overall, I am satisfied with DIA's response to the COVID-19 pandemic.	N/A	63%
My leadership gave my the opportunity to change my shift (either permanently or temporarily) to address my work-life balance needs. (Yes)	N/A	78%
Agency leadership was transparent about their reasons for implementing and maintaining shift work.	N/A	68%
I trust that the decisions made by senior leaders protect the workforce during COVID-19.	N/A	63%
I am satisfied with my current work/life balance.	N/A	71%
Despite the changes to my work environment (shift work, schedule flexibilities), I am still able to meet my required deadlines.	N/A	75%
Information about the Agency's response to the COVID-19 pandemic is readily available to me.	N/A	84%
My supervisor holds others in my workgroup accountable for accomplishing work tasks.	N/A	80%
I understand what is expected of me in maintaining a healthy and safe environment at work.	N/A	90%
There is a fair and equitable division of work in my workgroup.	N/A	82%
The leadership within my chain of command has been supportive of partial or full telework.	N/A	71%
The information about the state of the workforce during COVID-19 is presented in a timely and consistent manner.	N/A	76%