

# 2018 Workforce Engagement Survey (WES) Agency Report

Office of Human Resources

September 2018



Committed to Excellence in Defense of the Nation

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# (U) About the Workforce Engagement Survey (WES)

## Survey Overview

**About the Survey:** DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2018 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 2018 WES was open to all DIA-funded military, civilian and JDA employees between 07 May and 03 June 2018. Contractors and Interns were invited to leave a comment. Surveys were administered via a web-based technology; employees received an email that included a link to the survey on JWICS or SIPRNet.

**Response Rate:** The Agency response rate was 54%, a 4% decrease from last year's 58% response rate. Based on this response rate, the confidence level is 99% +/- 1.07.

**Data Analysis and Reporting:** Data was collected and analyzed by DIA's Workforce Analytics Team (b)(3) 10 USC 424. Analysis of DIA's Workforce Engagement Survey included an examination of mean level differences and subgroup analysis.

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

Due to the restructuring of data into the dashboard, some historical data may differ by a few percentage points from what was previously reported.

## Why are Employee Perceptions Important?

Employee satisfaction and commitment are critical to maintaining high performing organizations and attracting and retaining top talent.

The US Merit Systems Protection Board (MSPB) found a significant relationship between employee engagement and mission accomplishment in federal agencies.<sup>1</sup> MSPB found that higher levels of employee engagement are correlated with:

- Higher scores on the program results/accountability portion of OMB's Program Assessment Rating Tool (PART)
- An employee's intent to leave the agency
- An agency's average sick leave use
- Levels of equal employment opportunity (EEO) complaint activity

Numerous studies of private and public sector organizations have demonstrated a positive relationship between employee satisfaction and engagement and desired organizational outcomes, including: customer satisfaction, productivity, and profitability.<sup>2</sup>

<sup>1</sup> U.S. Merit Systems Protection Board. *The Power of Federal Employee Engagement*. Washington DC, 2008.

<sup>2</sup> J. K. Harter, F. L. Schmidt, and T. L. Hayes, *Business - Unit Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-analysis*, *Journal of Applied Psychology*, 87, 2002.; *Corporate Leadership Council, Driving Employee Performance and Retention through Engagement: A Quantitative Analysis of the Effectiveness of Employee Engagement Strategies*, Corporate Executive Board, Washington DC, 2004; T. E. Becker, R. S. Billings, D. M. Eveleth, and N. L. Gilbert, *Foci and Bases of Employee Commitment: Implications for Job Performance*, *Academy of Management Journal*, 39, 1996.



# (U) 2018 Agency WES Overview

## Response Rate

54% of the DIA workforce completed the 2018 WES, a 4% **decrease** from 2017.



## Key Indices >

12 DIA Index Scores **increased** between 2017 and 2018. Largest increases:



Training & Development

## Inclusion Quotient >

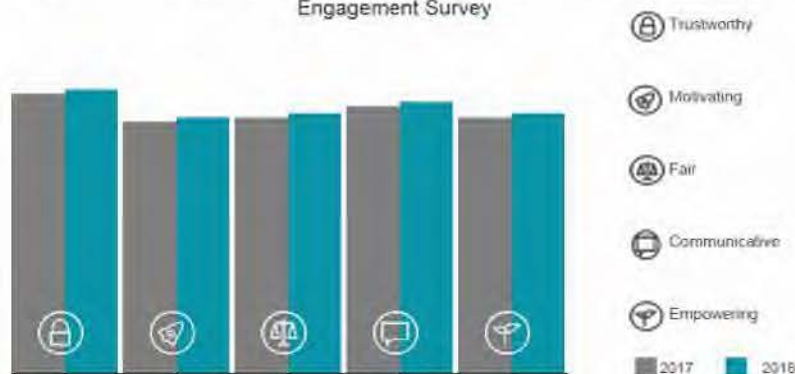
DIA's Inclusion Quotient **increased** 2% from 2017 to 2018



2017 2018

## Leadership Characteristics >

5 DIA Leadership Characteristics scores **increased** from the 2017 Workforce Engagement Survey



## Global Satisfaction Scores

3 DIA key item scores **increased** between 2017 and 2018

### ORGANIZATIONAL SATISFACTION

Considering everything, how satisfied are you with your organization?



3%



2017 - 2018

### RECOMMENDING DIA

I recommend my organization as a good place to work.



3%



2017 - 2018

### PAY SATISFACTION

Considering everything, how satisfied are you with your pay?



-1%



2017 - 2018

### JOB SATISFACTION

Considering everything, how satisfied are you with your job?



2%



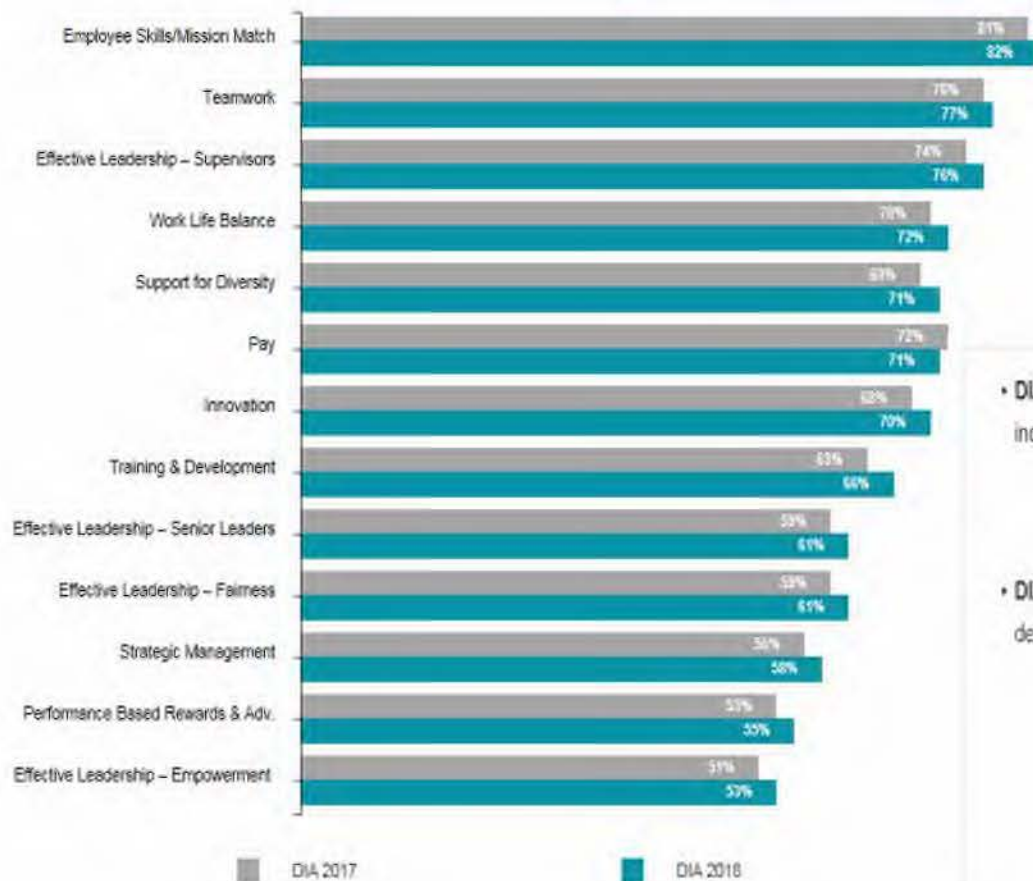
2017 - 2018





# (U) Index Score Comparison

DIA Index Score Trends Over Time: 2017-2018 >>



- DIA scores for **12 indices increased** between 2017 and 2018. Index scores with the largest increases included:

**3% Training & Development**

- DIA scores for **1 index decreased** between 2017 and 2018. Index scores with the largest decreases included:

**1% Pay**



# (U) Inclusion Quotient (IQ)

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

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

Inclusion Quotient



About the Inclusion Quotient

## Supportive

Perceptions of supervisors support for work life balance and career development



83%

## Open

Perception of management support for diversity



68%

## Empowering

Perception of the availability of resources and support to excel



65%

## Cooperative

Perception that management encourages communication and collaboration



65%

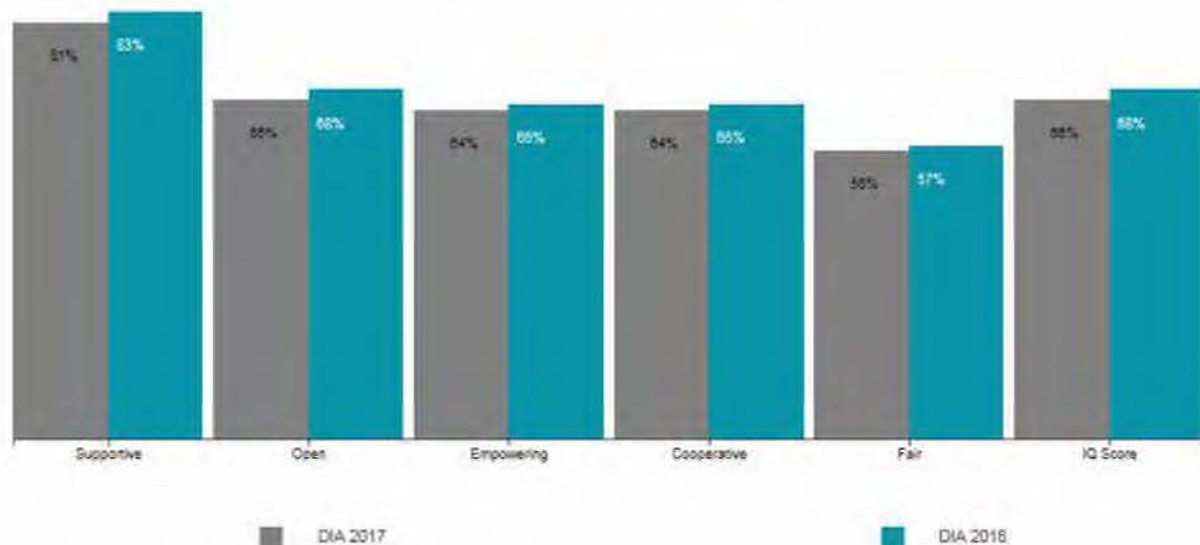
## Fair

Perceptions of equitable treatment



57%

IQ Score Trends: DIA 2017-2018 >





# (U) Perceptions of Leadership Effectiveness

Leadership Score Trends: DIA 2017-2018 >

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



Scores by Leadership Level





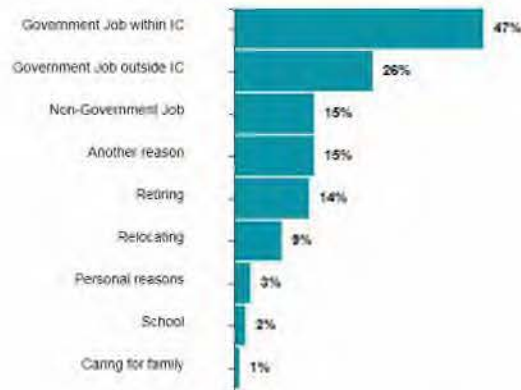
# (U) Civilian Intent to Leave & Future Plans

Intent to Leave of DIA Civilians\*

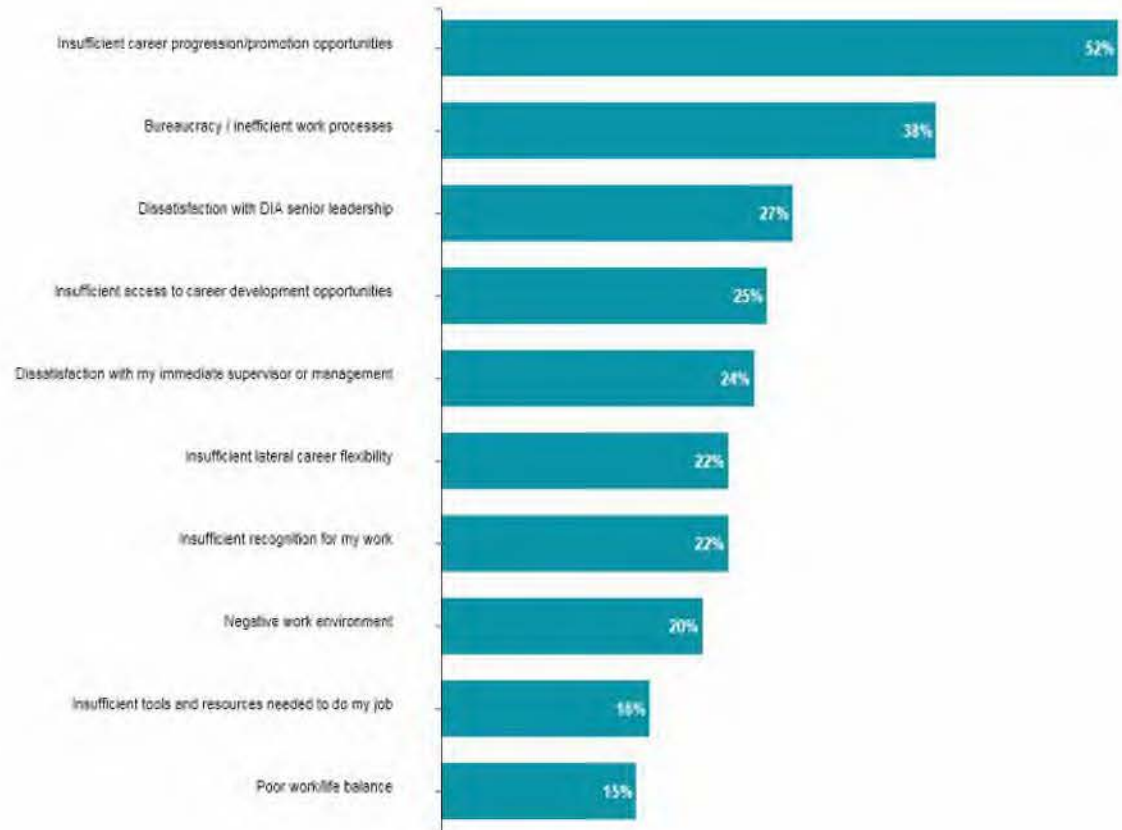
## Planning to Leave



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.

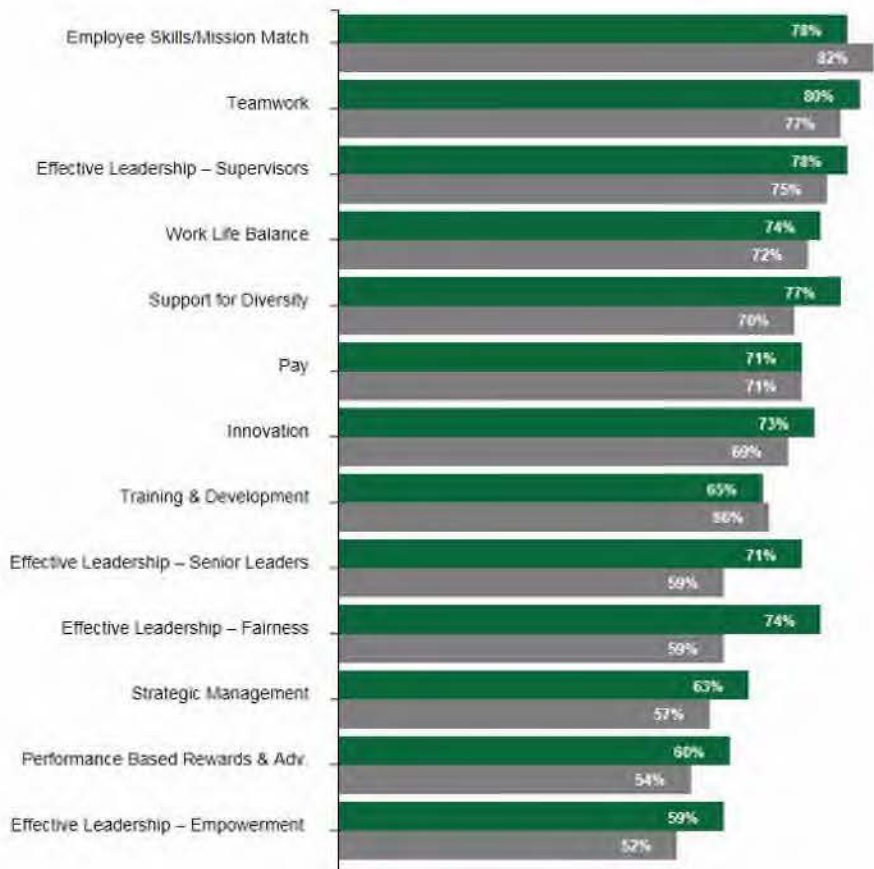




# (U) Subgroup Index Score Comparison

## Military and Civilian Comparison

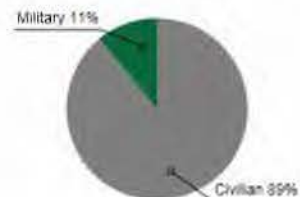
Military and Civilian



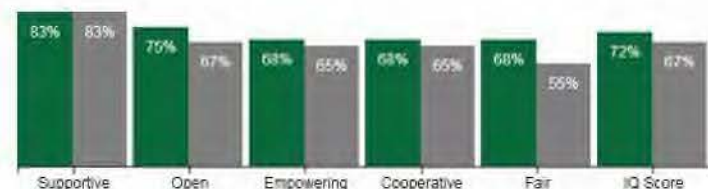
Military

Civilian

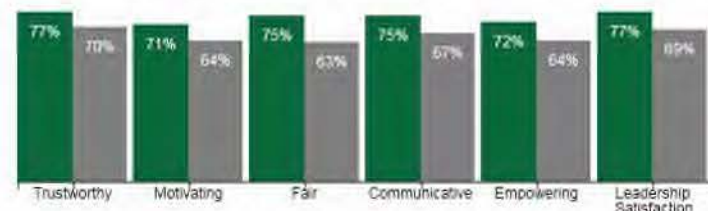
Respondents by Military/Civilian



Inclusion Quotient Scores by Military/Civilian



Leadership Scores by Military/Civilian

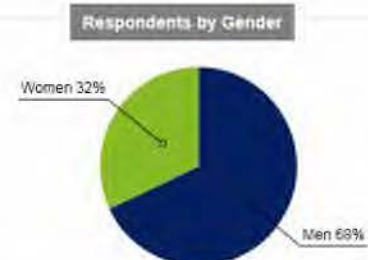
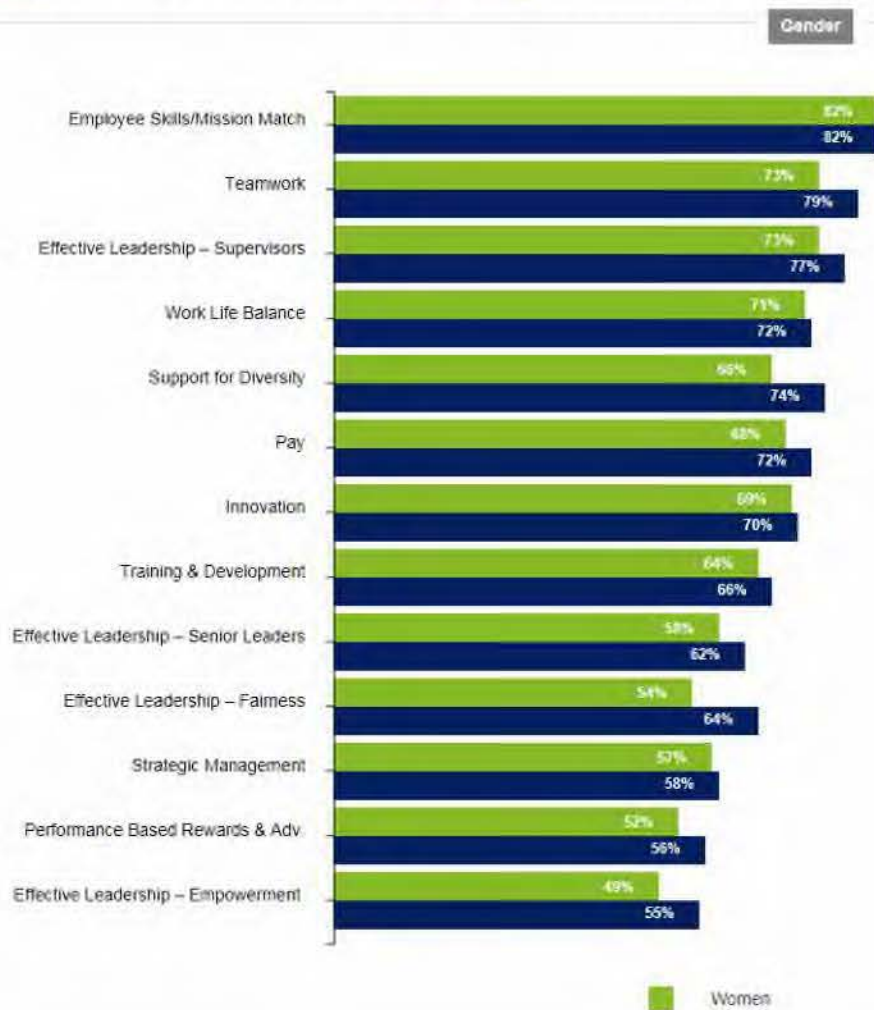






# (U) Subgroup Index Score Comparison

## Gender Comparison

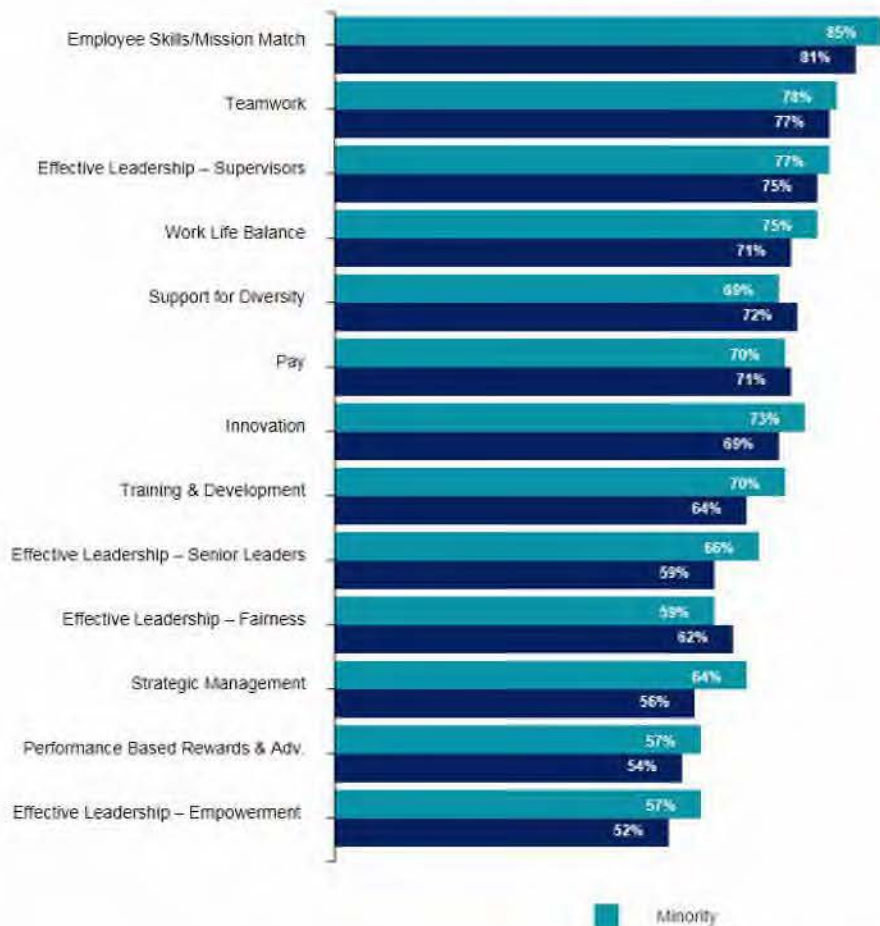




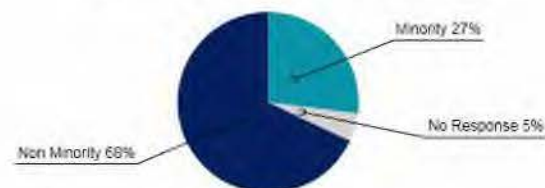
# (U) Subgroup Index Score Comparison

## RNO Minority Status Comparison

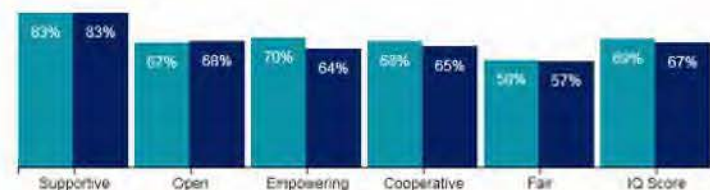
Race, National Origin Minority Status



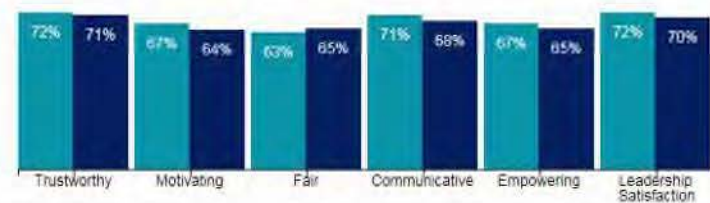
Respondents by Minority Status



Inclusion Quotient Scores by Minority Status



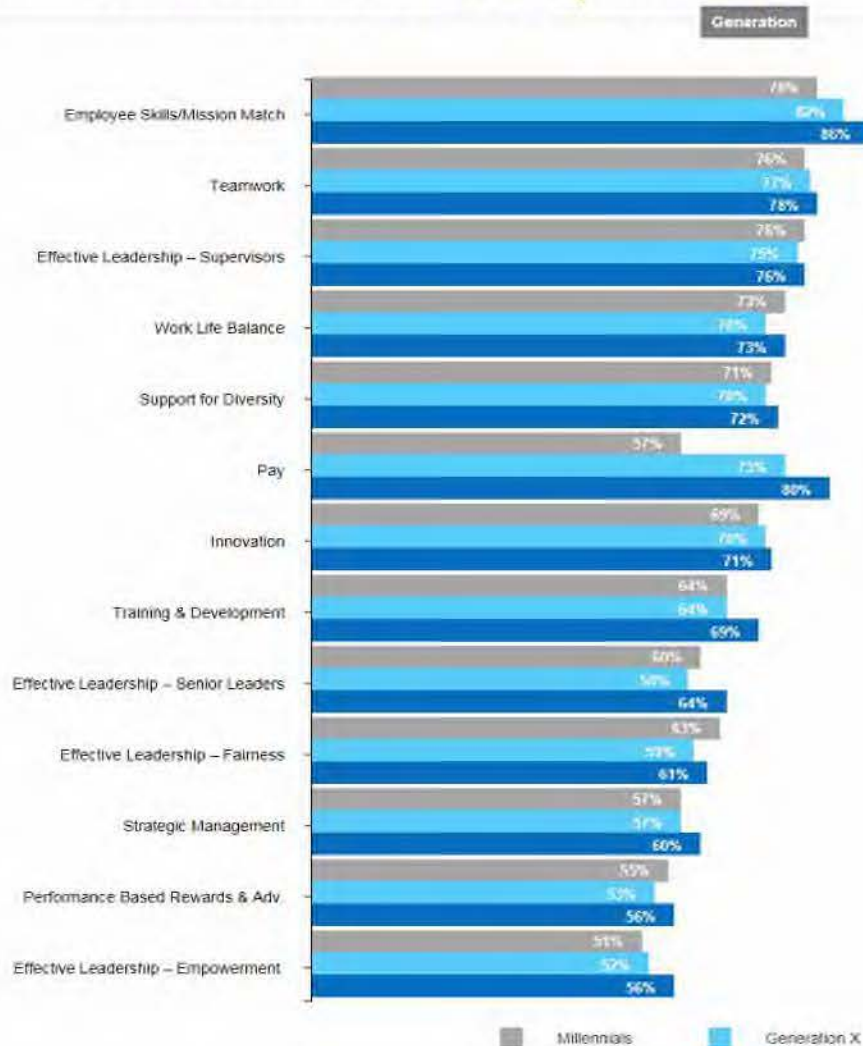
Leadership Scores by Minority Status



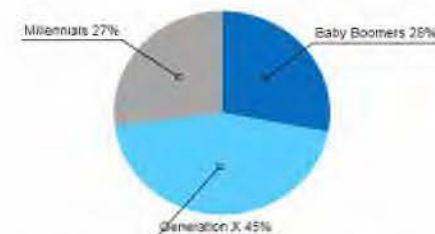


# (U) Subgroup Index Score Comparison

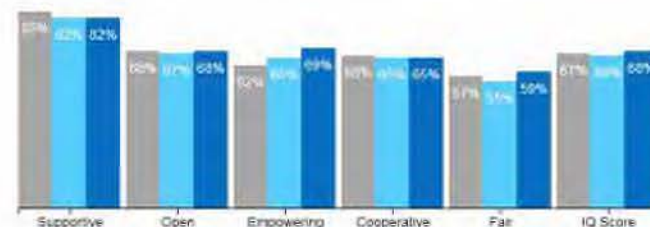
## Generation Comparison



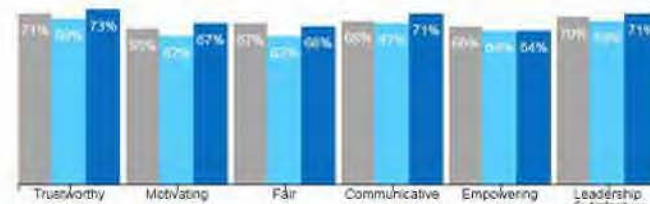
**Respondents by Generation**



**Inclusion Quotient Scores by Generation**



**Leadership Scores by Generation**



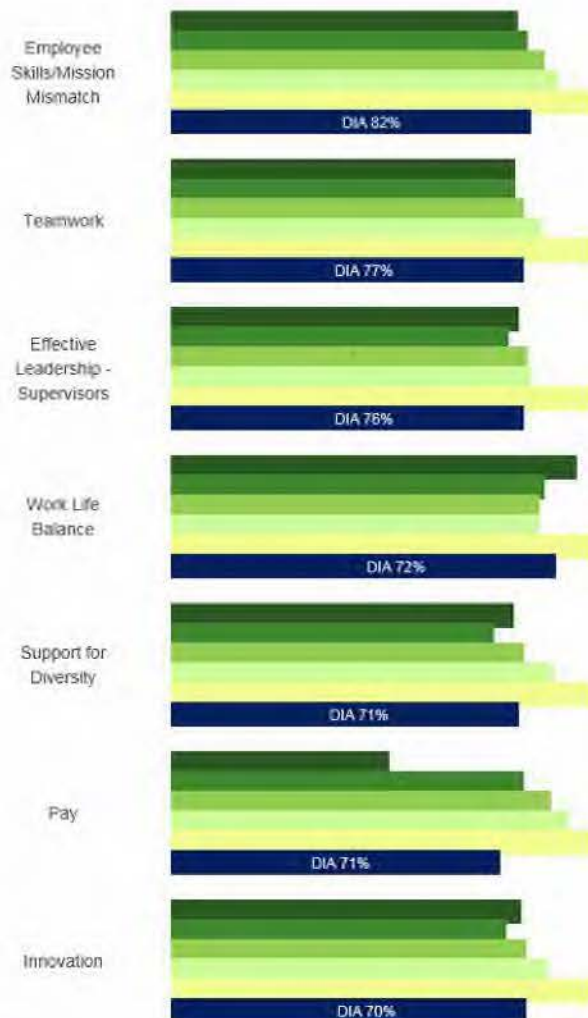




# (U) Subgroup Index Score Comparison

## Civilian Grade Category Comparison

Civilian Grade



GG12 & Below  
GG15

GG13  
DISES/DISL

GG14  
DIA



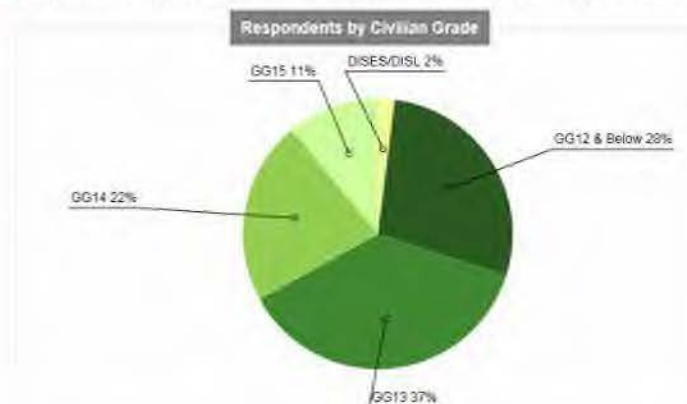
# (U) Subgroup Index Score Comparison

## Civilian Grade Category Comparison

Civilian Grade							
Workforce Engagement Survey Items (% Positive)	DIA	DIA	DIA: GG12 & Below	DIA: GG13	DIA: GG14	DIA: GG15	DIA: DISES/DISL
<b>Key Indices</b>							
Employee Skills/Mission Match	82%	82%	79%	81%	85%	88%	96%
Teamwork	77%	77%	75%	75%	77%	81%	92%
Effective Leadership – Supervisors	76%	76%	75%	73%	77%	78%	91%
Work Life Balance	72%	72%	76%	70%	69%	69%	79%
Support for Diversity	71%	71%	70%	66%	72%	78%	86%
Pay	71%	71%	47%	76%	82%	86%	91%
Innovation	70%	70%	69%	66%	70%	74%	83%
Training & Development	66%	66%	65%	63%	67%	69%	84%
Effective Leadership – Senior Leaders	61%	61%	63%	54%	58%	65%	92%
Effective Leadership – Fairness	61%	61%	61%	54%	59%	67%	87%
Strategic Management	58%	58%	61%	54%	57%	58%	74%
Performance Based Rewards & Adv.	55%	55%	54%	49%	55%	62%	78%
Effective Leadership – Empowerment	53%	53%	52%	48%	54%	58%	76%

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.



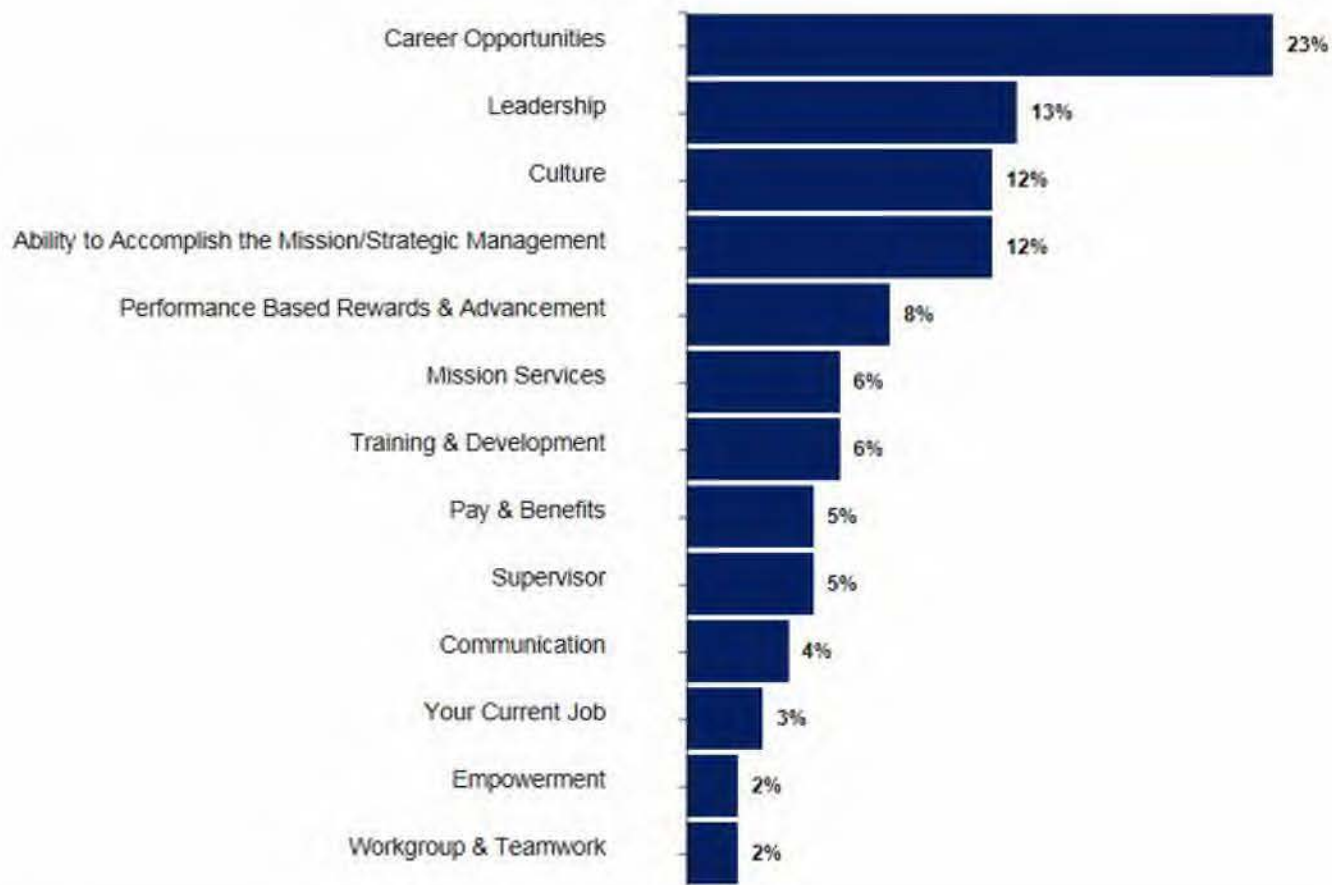


# (U) Comment Analysis



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

Top Comment Themes





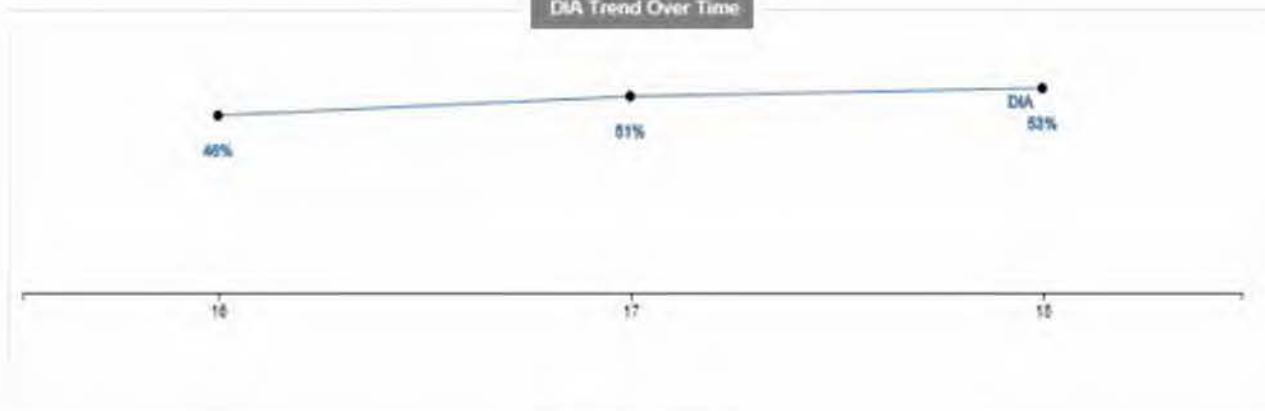


# (U) Key Index Analysis

## Effective Leadership - Empowerment Index

### Effective Leadership - Empowerment Index

#### 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 2017	DIA 2018	Change
Employees have a feeling of personal empowerment with respect to the work processes.	45%	47%	↑ 2%
How satisfied are you with your involvement in decisions that affect your work?	58%	59%	↑ 1%

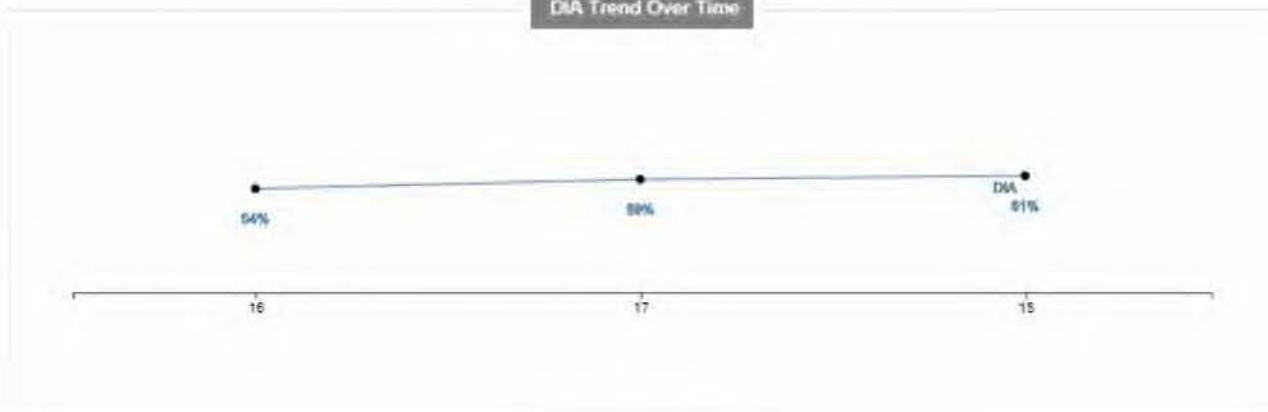


# (U) Key Index Analysis

## Effective Leadership - Fairness Index

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 2017	DIA 2018	Change
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	55%	56%	↑ 1%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	69%	71%	↑ 2%

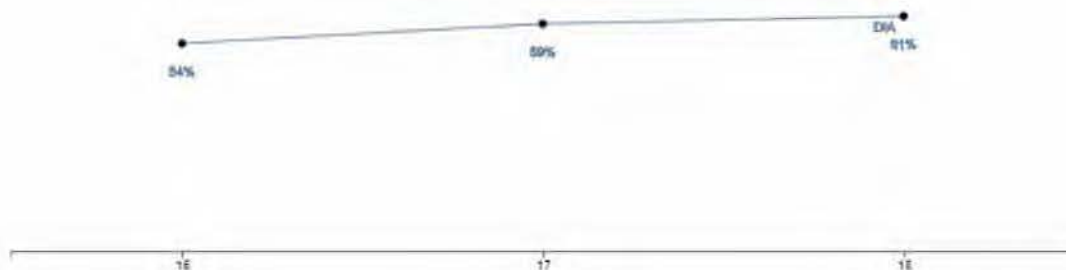


# (U) Key Index Analysis

## Effective Leadership - Senior Leaders Index

### Effective Leadership - Senior Leaders Index

#### DIA Trend Over Time



#### About the Index

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

Effective Leadership - Senior Leaders Index	DIA 2017	DIA 2018	Change
How satisfied are you with the information you receive from management on what's going on in your organization?	56%	57%	↑ 1%
I have a high level of respect for my organization's senior leaders.	64%	65%	↑ 1%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	51%	53%	↑ 2%
My organization's senior leaders maintain high standards of honesty and integrity.	71%	72%	↑ 1%



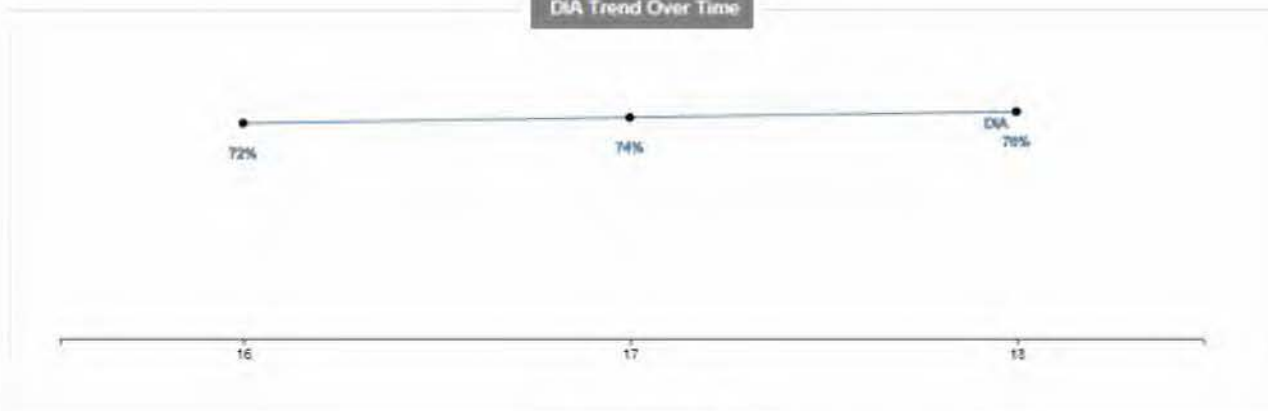


# (U) Key Index Analysis

## Effective Leadership - Supervisors Index

### 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 2017	DIA 2018		Change
Discussions with my supervisor about my performance are worthwhile.	69%	69%	↑	1%
My supervisor provides me with opportunities to demonstrate my leadership skills.	76%	79%	↑	3%
Overall, how good a job do you feel is being done by your immediate supervisor?	76%	79%	↑	1%
Supervisors in my work unit support employee development.	76%	78%	↑	2%

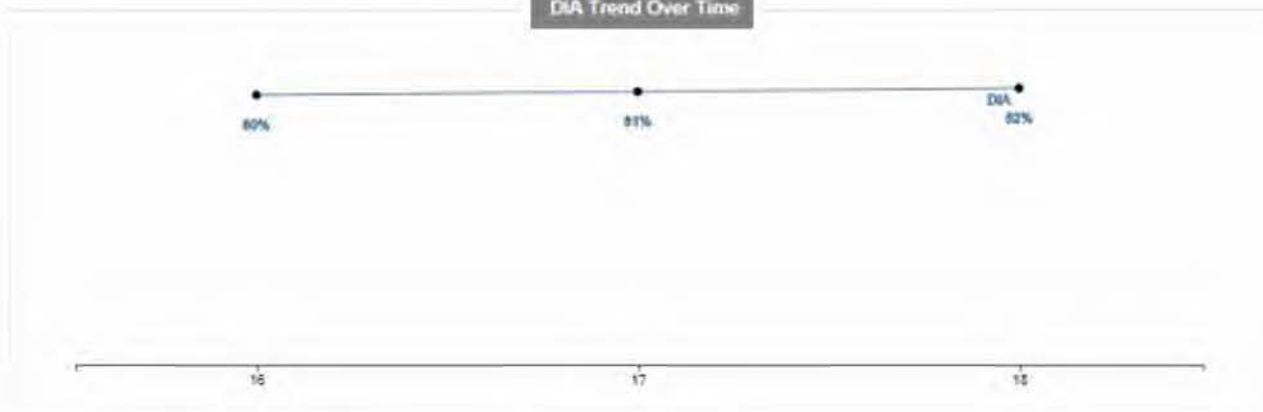


# (U) Key Index Analysis

## Employee Skills/Mission Match Index

### Employee Skills/Mission Match

#### DIA Trend Over Time



#### About the Index

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

Employee Skills/Mission Match	DIA 2017	DIA 2018	Change
I know how my work relates to the agency's goals and priorities.	84%	86%	↑ 2%
I like the kind of work I do.	84%	84%	↔ 0%
My talents are used well in the workplace.	70%	71%	↑ 1%
My work gives me a feeling of personal accomplishment.	79%	80%	↑ 1%
The work I do is important.	90%	90%	↔ 0%

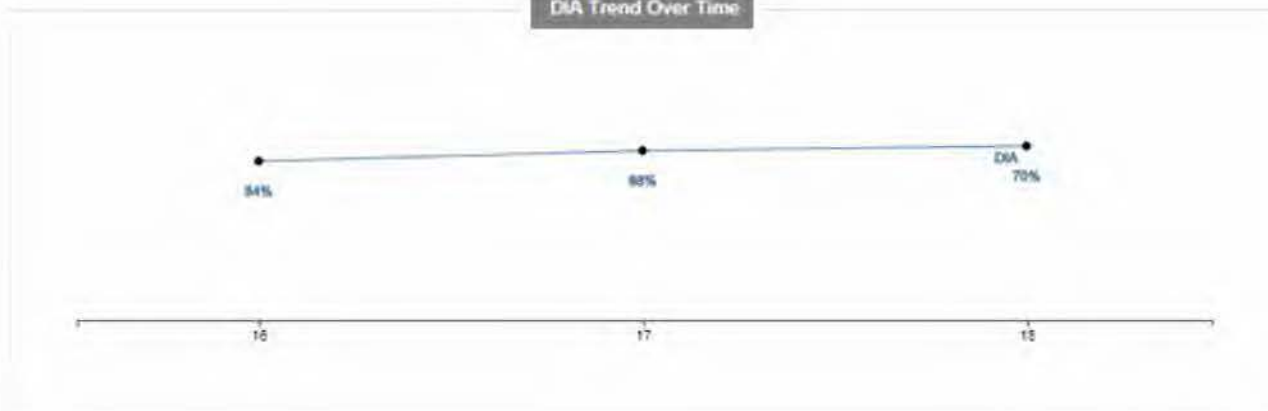


# (U) Key Index Analysis

## Innovation Index

### Innovation Index

### DIA Trend Over Time



### About the Index

The **Innovation Index** is composed of 3 items. This index measures employee perceptions of DIA's efforts to improve the way work is done, including their own personal motivation to promote change and the support and rewards they receive for promoting new ideas.

Innovation Index	DIA 2017	DIA 2018	Change	
Creativity and innovation are rewarded.	47%	49%	↑	2%
I am constantly looking for ways to do my job better.	94%	94%	↔	0%
I feel encouraged to come up with new and better ways of doing things.	65%	67%	↑	2%



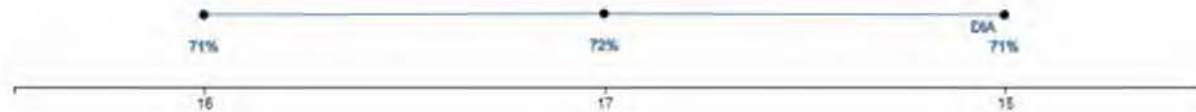


# (U) Key Index Analysis

## Pay Index

### 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 2017	DIA 2018	Change
Considering everything, how satisfied are you with your pay?	72%	71%	-1%

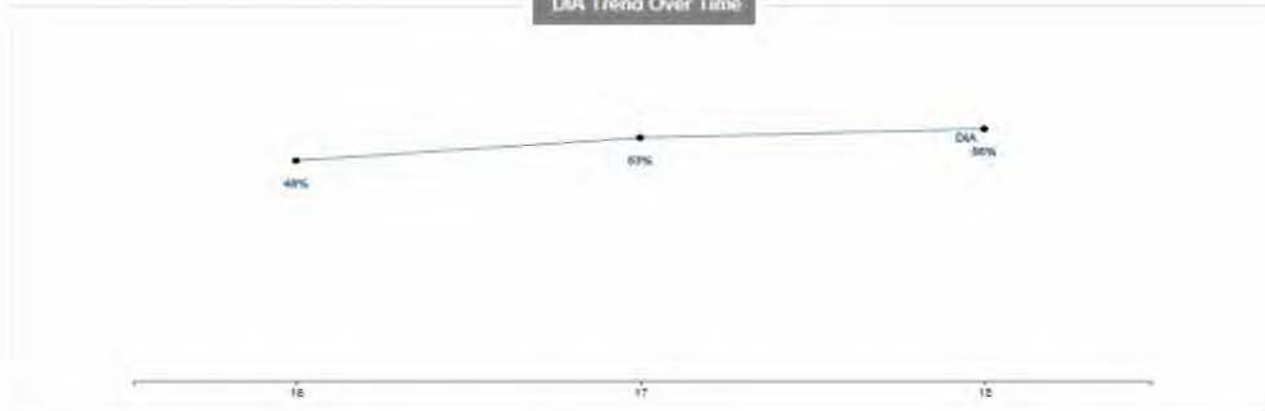


# (U) Key Index Analysis

## Performance Based Rewards and Advancement Index

### 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 2017	DIA 2018	Change
Creativity and innovation are rewarded.	47%	49%	↑ 2%
Employees are recognized for providing high quality products and services.	55%	56%	↑ 1%
How satisfied are you with the recognition you receive for doing a good job?	50%	52%	↑ 3%
How satisfied are you with your opportunity to get a better job in your organization?	35%	39%	↑ 3%
My performance appraisal/evaluation is a fair reflection of my performance.	73%	74%	↑ 1%
Promotions in my work unit are based on merit.	43%	43%	↔ 0%

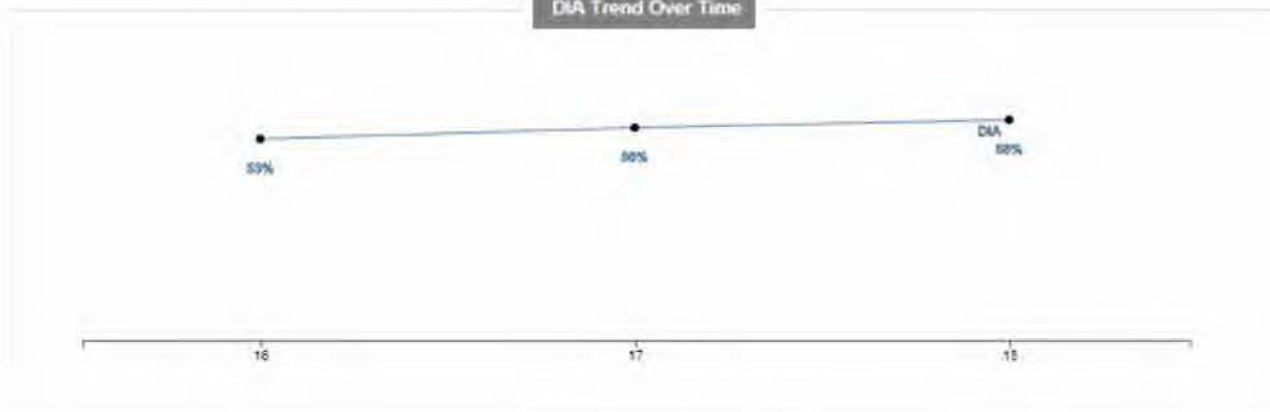


# (U) Key Index Analysis

## Strategic Management Index

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 2017	DIA 2018	Change
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	61%	64%	↑ 3%
My work unit is able to recruit people with the right skills.	47%	49%	↑ 2%
The agency's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	60%	71%	↑ 2%
The skill level in my work group has improved in the past year.	51%	55%	↑ 4%

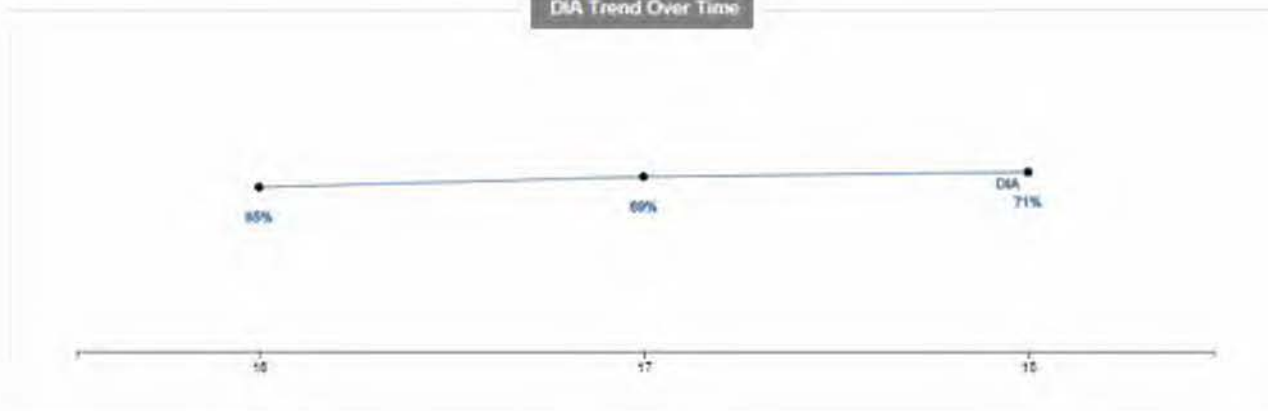


# (U) Key Index Analysis

## Support for Diversity Index

Support for Diversity Index

DIA Trend Over Time



About the Index

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

Support for Diversity Index	DIA 2017	DIA 2018	Change
My supervisor is committed to a workforce representative of all segments of society.	82%	83%	↑ 1%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	67%	68%	↑ 1%
Supervisors work well with employees of different backgrounds.	68%	71%	↑ 3%



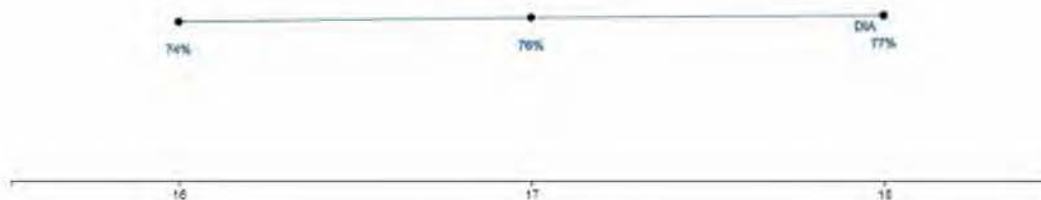


# (U) Key Index Analysis

## Teamwork Index

### 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 2017	DIA 2018	Change
Employees in my work unit share job knowledge with each other.	83%	83%	↔ 0%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	80%	81%	↑ 1%
The people I work with cooperate to get the job done.	88%	88%	↔ 0%

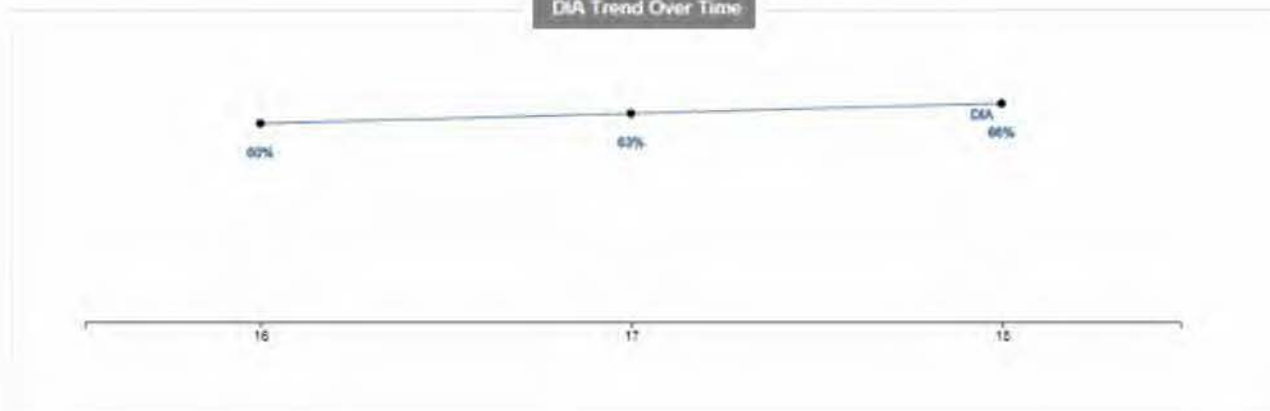


# (U) Key Index Analysis

## Training and Development Index

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 2017	DIA 2018	Change	
How satisfied are you with the training you receive for your present job?	55%	58%	↑	3%
I am given a real opportunity to improve my skills in my organization.	66%	69%	↑	3%
I have enough information to do my job well.	76%	77%	↑	1%
My training needs are assessed.	50%	53%	↑	3%



# (U) Key Index Analysis

## Work Life Balance Index

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 2017	DIA 2018	Change
I have sufficient resources (for example, people, materials, budget) to get my job done.	54%	57%	↑ 3%
My supervisor supports my need to balance work and other life issues.	87%	88%	↑ 1%
My workload is reasonable.	69%	71%	↑ 2%



# (U) Survey Trend Data

## Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
<b>Agency Goals and Mission Accomplishment</b>		
DIA's mission is clearly defined.	83%	83%
I feel inspired by DIA's mission and goals.	67%	69%
I know how my work relates to the agency's goals and priorities.	84%	86%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	61%	64%
Managers communicate the goals and priorities of the organization.	60%	61%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	69%	71%
<b>Career Development</b>		
My training needs are assessed.	56%	59%
Supervisors in my work unit support employee development.	76%	78%
How satisfied are you with the training you receive for your present job?	55%	58%
How satisfied are you with your opportunity to get a better job in your organization?	36%	39%
I am given a real opportunity to improve my skills in my organization.	66%	69%





# (U) Survey Trend Data

## Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
<b>Career Plans [Asked to civilian employees only]</b>		
<b>Are you considering leaving DIA within the next year, and if so, why? (Employees could select &gt;1)</b>		
No, I plan to stay at DIA	71% ↑	72%
Yes, to care for family members	1% →	1%
Yes, to relocate away from my work location	9% →	9%
Yes, to retire	10% ↑	14%
Yes, to return to school	2% →	2%
Yes, to take another government job within the Intelligence Community	45% ↓	47%
Yes, to take another job outside of the IC and within the Federal Government	27% ↓	26%
Yes, to take another job outside the Federal Government	17% ↓	15%
Personal reasons	3% →	3%
<b>Please select the factors that have caused you to consider leaving DIA (select all that apply)</b>		
Poor work/life balance	16% ↓	15%
Retirement or VERA/VSEP eligibility	8% ↑	9%
NTE expiration	0% →	0%
Organizational Change (restructuring, reorganization)	13% ↓	12%
Other	0% →	0%
Bureaucracy / inefficient work processes	39% ↓	38%
Colleague competence	12% ↑	13%
Culture does not support diversity	8% →	8%
Dissatisfaction with current pay or benefits	13% →	13%
Dissatisfaction with DIA senior leadership	31% ↓	27%
Dissatisfaction with my immediate supervisor or management	26% ↓	24%
High cost of living at my work location	13% →	13%
Inconvenient work location / long commute	16% ↓	14%
Insufficient access to career development opportunities	27% ↓	25%
Insufficient access to flexible workplace arrangements	13% ↓	12%
Insufficient career progression/promotion opportunities	56% ↓	52%
Insufficient challenge in my current or projected work	15% →	15%
Insufficient lateral career flexibility	23% ↓	22%
Insufficient recognition for my work	24% ↓	22%
Insufficient tools and resources needed to do my job	19% ↓	16%
Lack of spousal accommodation	3% ↓	2%
Negative work environment	23% ↓	20%



# (U) Survey Trend Data

## Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
<b>Counterintelligence</b>		
I feel comfortable reporting vulnerabilities or suspicious activities to the appropriate DIA authorities	92% ↑	93%
DIA leadership is committed to defending against counterintelligence threats	88% ↑	89%
I have been trained to identify counterintelligence threats	93% →	93%
<b>Culture</b>		
I recommend my organization as a good place to work	58% ↑	61%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	60% ↑	61%
Managers support collaboration across work units to accomplish work objectives	69% →	69%
Military and civilians work well together within the DIA enterprise	78% ↑	79%
Employees have a feeling of personal empowerment with respect to work processes	45% ↑	47%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated	55% ↑	56%
Considering everything, how satisfied are you with your organization?	60% ↑	63%
Creativity and innovation are rewarded	47% ↑	49%
DIA appropriately considers and protects the civil liberties and privacy of DIA employees and US persons	N/A	80%
I feel encouraged to come up with new and better ways of doing things	65% ↑	67%
I am proud to work within the DIA enterprise	74% ↑	76%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	79% ↑	80%
I believe the results of this survey will be used to make my agency a better place to work	51% ↓	49%
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	69% ↑	71%
How satisfied are you with your involvement in decisions that affect your work?	58% ↑	59%
Supervisors work well with employees of different backgrounds	68% ↑	71%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring)	67% ↑	68%
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	71% ↓	70%



# (U) Survey Trend Data

## Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
<b>IC Integration</b>		
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	77% ↑	78%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	88% ↑	88%
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?	61% ↑	62%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	69% ↑	72%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	86% ↑	86%
<b>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?</b>		
At least once a day	22% ↑	22%
Less than once a day, but at least once a week	30% ↑	30%
Less than weekly, but at least monthly	21% ↑	22%
Not at all	8% ↑	8%
Some, but less than once a month	19% ↑	19%
<b>JDA Experience [asked to respondents who indicated they had joint duty credit only]</b>		
My Joint Duty qualifying experience increased my understanding of the importance of intelligence integration.	86% ↓	86%
As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.	76% ↓	75%
<b>Leadership</b>		
DIA's senior leaders listen to employees' concerns.	53% ↑	55%
How satisfied are you with the information you receive from management on what's going on in your organization?	56% ↑	57%
How satisfied are you with the policies and practices of your senior leaders?	48% ↑	50%
My organization's senior leaders maintain high standards of honesty and integrity.	71% ↑	72%
I have a high level of respect for my organization's senior leaders.	64% ↑	65%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	51% ↑	53%
<b>Military Experience at DIA [asked to Military respondents only]</b>		
I have the opportunity to meet my training requirements while assigned to DIA.	66% ↑	67%
My assignment at DIA is a career advancing opportunity.	56% ↑	56%
My assignment at DIA makes good use of my skills and experience.	73% ↓	71%
My supervisor understands what I need to succeed in my career as a member of the U.S. military.	74% ↑	74%





# (U) Survey Trend Data

## Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
<b>Performance Feedback and Recognition</b>		
Promotions in my work unit are based on merit.	43% <span style="color: orange;">▲</span>	43%
SAA/OTS awards are a more motivating factor in rewarding my performance than end of year bonuses	39% <span style="color: green;">▲</span>	40%
Pay raises depend on how well employees perform their jobs	29% <span style="color: green;">▲</span>	30%
My performance appraisal/evaluation is a fair reflection of my performance.	73% <span style="color: green;">▲</span>	74%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	64% <span style="color: green;">▲</span>	66%
In my work unit, differences in performance are recognized in a meaningful way.	51% <span style="color: green;">▲</span>	52%
In my work unit, monetary awards (i.e. bonuses, On the Spot (OTS) awards, and Special Act Awards (SAAs)) are awarded in a timely manner	54% <span style="color: green;">▲</span>	56%
In my work unit, monetary awards (i.e. bonuses, On the Spot (OTS) awards, and Special Act Awards (SAAs)) are awarded in a fair manner	57% <span style="color: green;">▲</span>	61%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41% <span style="color: green;">▲</span>	42%
How satisfied are you with the recognition you receive for doing a good job?	59% <span style="color: green;">▲</span>	62%
Discussions with my supervisor about my performance are worthwhile.	68% <span style="color: green;">▲</span>	69%
Employees are recognized for providing high quality products and services.	68% <span style="color: green;">▲</span>	69%
Awards in my work unit depend on how well employees perform their jobs.	62% <span style="color: green;">▲</span>	63%
Considering everything, how satisfied are you with your pay?	72% <span style="color: red;">▼</span>	71%
<b>Work Environment</b>		
Employees are protected from health and safety hazards on the job.	80% <span style="color: red;">▼</span>	76%
My organization has prepared employees for potential security threats.	78% <span style="color: red;">▼</span>	77%
Physical conditions (for example, noise level, temperature, lighting, workplace, cleanliness in the workplace) allow employees to perform their jobs well.	67% <span style="color: red;">▼</span>	65%
<b>Your Job</b>		
My workload is reasonable.	69% <span style="color: green;">▲</span>	71%
The work I do is important.	90% <span style="color: orange;">▲</span>	90%
My talents are used well in the workplace.	70% <span style="color: green;">▲</span>	71%
My work gives me a feeling of personal accomplishment.	73% <span style="color: green;">▲</span>	80%
I have sufficient resources (for example, people, materials, budget) to get my job done.	54% <span style="color: green;">▲</span>	57%
I know what is expected of me on the job.	82% <span style="color: green;">▲</span>	83%
I like the kind of work I do.	84% <span style="color: orange;">▲</span>	84%
Considering everything, how satisfied are you with your job?	69% <span style="color: green;">▲</span>	71%
I am constantly looking for ways to do my job better.	94% <span style="color: orange;">▲</span>	94%





# (U) Survey Trend Data

## Workforce Engagement Survey Items

Workforce Engagement Survey Items	DIA 2017	DIA 2018 % Positive
<b>Your Supervisor</b>		
I am satisfied with the information I receive about what's going on in my workgroup.	72% ↑	73%
I have trust and confidence in my supervisor.	75% ↑	76%
In the last six months, my supervisor has talked with me about my performance.	81% ↑	83%
My supervisor has the skills and experience needed to perform his or her job.	79% ↑	81%
My supervisor is committed to a workforce representative of all segments of society.	82% ↑	83%
My supervisor listens to what I have to say.	83% ↑	84%
My supervisor maintains high standards of honesty and integrity.	83% ↑	84%
My supervisor provides me with constructive suggestions to improve my job performance.	70% ↑	72%
My supervisor provides me with opportunities to demonstrate my leadership skills.	76% ↑	79%
My supervisor supports my need to balance work and other life issues.	87% ↑	88%
My supervisor treats me with respect.	87% ↑	88%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	68% ↑	69%
Overall, how good a job do you feel is being done by your immediate supervisor?	78% ↑	79%
<b>Your Workgroup</b>		
My work unit is able to recruit people with the right skills.	47% ↑	49%
The people I work with are highly skilled.	75% ↑	76%
The people I work with cooperate to get the job done.	88% ↑	88%
The skill level in my work group has improved in the past year.	51% ↑	55%
I trust the people in my workgroup.	81% ↑	81%
Employees in my work unit share job knowledge with each other.	83% ↑	83%



# (U) Survey Trend Data

## IQ Index

Workforce Engagement Survey Items - IQ Index	DIA 2017	DIA 2018 % Positive
<b>Supportive</b>		
My supervisor supports my need to balance work and other life issues.	87% ↑	88%
My supervisor listens to what I have to say.	83% ↑	84%
My supervisor treats me with respect.	87% ↑	88%
My supervisor provides me with constructive suggestions to improve my job performance.	70% ↑	72%
In the last six months, my supervisor has talked with me about my performance.	81% ↑	83%
<b>Open</b>		
Creativity and innovation are rewarded.	47% ↑	49%
Supervisors work well with employees of different backgrounds.	68% ↑	71%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	67% ↑	68%
My supervisor is committed to a workforce representative of all segments of society.	82% ↑	83%
<b>Empowering</b>		
I feel encouraged to come up with new and better ways of doing things.	65% ↑	67%
Employees have a feeling of personal empowerment with respect to work processes.	45% ↑	47%
My talents are used well in the workplace.	70% ↑	71%
<b>Cooperative</b>		
Managers promote communication among different work units (for example, about projects, goals, needed resources).	60% ↑	61%
Managers support collaboration across work units to accomplish work objectives.	69% ↑	69%
<b>Fair</b>		
Awards in my work unit depend on how well employees perform their jobs.	62% ↑	63%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41% ↑	42%
In my work unit, differences in performance are recognized in a meaningful way.	51% ↑	52%
Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	55% ↑	56%
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.	71% ↓	70%



# (U) Survey Trend Data

## Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2017	DIA 2018 % Positive
<b>Trustworthy: I have trust and confidence in _____.</b>		
All Leadership Levels	70% ↑	71%
Team Lead	76% ↑	81%
First Line Supervisor	77% ↑	79%
Branch Leadership	74% ↑	75%
Division Leadership	69% ↓	68%
Office Leadership	61% ↓	60%
DIR Leadership	62% ↓	61%
DIA Agency Leadership	63% ↑	64%
<b>Motivating: _____ generates a high level of motivation and commitment in the workforce.</b>		
All Leadership Levels	63% ↑	64%
Team Lead	71% ↑	74%
First Line Supervisor	69% ↑	71%
Branch Leadership	67% ↑	67%
Division Leadership	62% ↓	61%
Office Leadership	54% ↑	54%
DIR Leadership	56% ↑	58%
DIA Agency Leadership	59% ↑	63%
<b>Fair: Personal favoritism is not tolerated by _____.</b>		
All Leadership Levels	64% ↑	65%
Team Lead	73% ↑	75%
First Line Supervisor	73% ↑	73%
Branch Leadership	68% ↑	68%
Division Leadership	63% ↓	62%
Office Leadership	55% ↑	55%
DIR Leadership	54% ↑	55%
DIA Agency Leadership	54% ↑	54%



# (U) Survey Trend Data

## Leadership Scores

Workforce Engagement Survey Items - Leadership Scores	DIA 2017	DIA 2018 % Positive
<b>Communicative: I am satisfied with the information I receive from _____.</b>		
All Leadership Levels	67% ↑	68%
Team Lead	76% ↓	74%
First Line Supervisor	74% ↓	70%
Branch Leadership	71% ↓	64%
Division Leadership	65% ↓	60%
Office Leadership	59% ↑	60%
DIR Leadership	59% ↑	71%
DIA Agency Leadership	64% ↑	82%
<b>Empowering: I feel empowered by _____.</b>		
All Leadership Levels	64% ↑	65%
Team Lead	71% ↑	74%
First Line Supervisor	72% ↑	73%
Branch Leadership	69% ↑	70%
Division Leadership	64% ↑	64%
Office Leadership	58% ↓	57%
DIR Leadership	53% ↑	54%
DIA Agency Leadership	49% ↑	52%
<b>Conflict Resolution: I have confidence in the conflict resolution skills of my _____.</b>		
All Leadership Levels	N/A	64%
Team Lead	N/A	73%
First Line Supervisor	N/A	71%
Branch Leadership	N/A	67%
Division Leadership	N/A	62%
Office Leadership	N/A	56%
DIR Leadership	N/A	56%
DIA Agency Leadership	N/A	54%





# (U) Survey Trend Data

## Leadership Scores

Workforce Engagement Survey Items - Leadership Scores		DIA 2017	DIA 2018 % Positive
<b>Inclusivity:</b> _____ 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		N/A	76%
Team Lead		N/A	82%
First Line Supervisor		N/A	82%
Branch Leadership		N/A	78%
Division Leadership		N/A	74%
Office Leadership		N/A	70%
DIR Leadership		N/A	67%
DIA Agency Leadership		N/A	69%
<b>Overall Satisfaction:</b> Overall, I am satisfied with _____.			
All Leadership Levels		69% ↑	70%
Team Lead		77% ↑	80%
First Line Supervisor		75% ↑	77%
Branch Leadership		72% ↑	73%
Division Leadership		67% →	67%
Office Leadership		61% ↓	60%
DIR Leadership		62% →	62%
DIA Agency Leadership		63% ↑	65%



# (U) Definitions

## Key Indices

Definitions of Key Indices	
<b>Effective Leadership - Empowerment</b>	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.
<b>Effective Leadership - Fairness</b>	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.
<b>Effective Leadership - Senior Leaders</b>	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.
<b>Effective Leadership - Supervisors</b>	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.
<b>Employee Skills/Mission Match</b>	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.
<b>Innovation</b>	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.
<b>Pay</b>	Measures how satisfied employees are with their pay.
<b>Performance Based Rewards &amp; Advancement</b>	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.
<b>Strategic Management</b>	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.
<b>Support for Diversity</b>	Measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity.
<b>Teamwork</b>	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.
<b>Training &amp; Development</b>	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.
<b>Work/Life Balance</b>	Measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.



# (U) Definitions

## Comment Themes

Definitions of Comment Themes	
<b>Ability to Accomplish the Mission/Strategic Management</b>	Comments related to DIA's mission and ability to accomplish its mission and goals.
<b>Career Opportunities</b>	Comments related to career paths, career advancement and promotional opportunities.
<b>Culture</b>	Comments related to organizational culture, inclusiveness, fairness and innovation.
<b>Communication</b>	Comments related to communication between leadership and employees, supervisors and subordinates, and within the IC.
<b>Empowerment</b>	Comments related to being empowered with respect to work processes and involvement in decisions that affect work.
<b>Leadership</b>	Comments related to leadership style, accessibility, and accountability of DIA enterprise leaders.
<b>Mission Services</b>	Comments related to Mission Services, to include IT, Human Resources, security, facilities, and logistics.
<b>Pay, Bonuses &amp; Benefits</b>	Comments related to pay modernization, salary, benefits, the elimination of TLMS, and student loan repayment.
<b>Performance Based Rewards &amp; Advancement</b>	Comments related to being recognized and promoted in a fair and timely manner for performance and contributions to the workforce.
<b>Supervisor</b>	Comments related to your first line supervisor or supervisory issues at the DIA enterprise.
<b>Training and Development</b>	Comments related to training and mentoring opportunities throughout the DIA enterprise and in the field.
<b>Workgroup &amp; Teamwork</b>	Comments related to your specific workgroup.
<b>Your Current Job</b>	Comments related to the tasks you do each day, including job fit and skill match with your current position.

Questions or comments? Please contact:

The survey mailbox:

(b)(3) 10 USC 424



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