

# 2015 Workforce Engagement Survey: Agency Report

Office of Human Resources

15 July 2015



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

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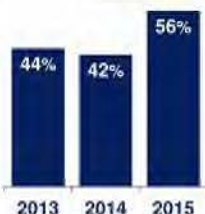
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# Overview

## Key Findings and Recommended Focus Areas

### Key Findings



56% of DIA's eligible workforce completed the 2015 WES, a 14% increase over 2014.

**DIA's 2015 response rate exceeds the IC-wide response rate.**



DIA scores have **increased** between 2014 and 2015, but have **not rebounded to 2012 levels**

Between 2014 and 2015, **86%** of scores increased

Between 2012 and 2015, **15%** of scores increased

All index scores except **Fairness** increased between 2014 and 2015. Largest increases:



**Pay**

**Effective Leadership – Senior Leaders**



Over **1 in 4** civilians plan to leave in the next year. Most cite:

**Career Progression / Promotion Opportunities**

### Recommended Focus Areas

## Continue to Focus

on the action planning areas identified in 2013 and 2014 (both low scoring and highly correlated to overall satisfaction) to maintain momentum:

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

## Target

the following low scoring groups to maximize engagement and organizational satisfaction

- **Millennials** - lowest scoring generation
- **GG13s & Below** - lowest scoring groups by rank or grade
- **Collectors** - lowest scoring civilian mission area

Civilians in these groups are also more likely to indicate that they plan to leave DIA within the next 12 months.





# Item Trend Analysis

## Key Item Scores Over Time

### 2015 Scores



#### ORGANIZATIONAL SATISFACTION

Considering everything, how satisfied are you with your organization?



#### RECOMMENDING DIA

I recommend my organization as a good place to work.



#### ORGANIZATIONAL PRIDE

I am proud to work within the DIA Enterprise.



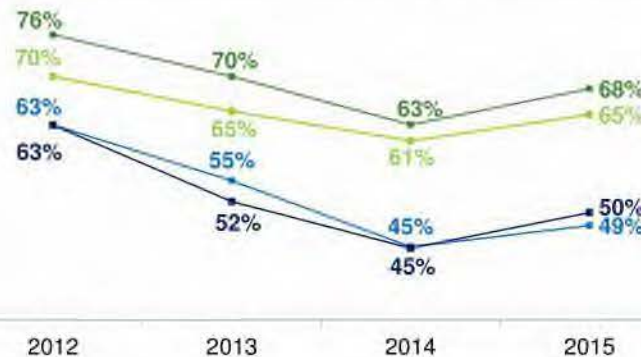
#### JOB SATISFACTION

Considering everything, how satisfied are you with your job?

### Key Item Scores Over Time

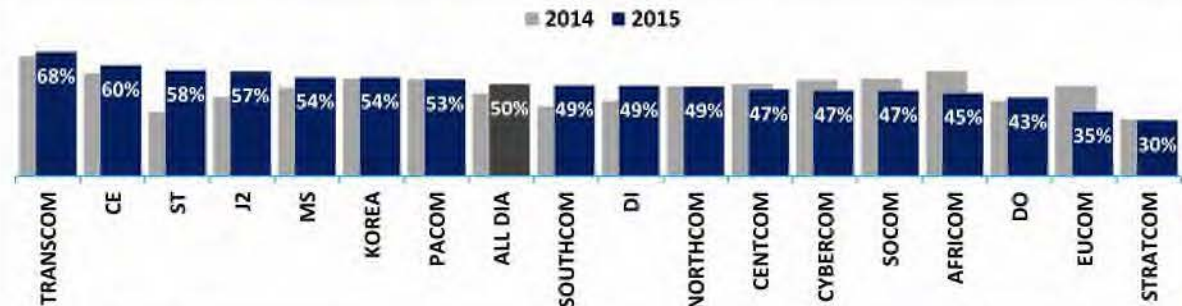


Scores for all four key items **increased** between 2014 and 2015, but none have matched 2012 scores



### Organizational Satisfaction by DIA Organization\*

**Organizational Satisfaction** increased Agency-wide from 45% to 50% between 2014 and 2015, but not all DIA organizations saw an increase in scores



\*Centers are included in the 2014 and 2015 DI Score. CE includes Leadership Offices, Special Offices, and (b)(3); 10 USC 424





# Item Trend Analysis

## Item Score Changes between 2014 and 2015

### Changes in Item Scores for all Trended Survey Items, 2014 to 2015



### Items with the Largest Increases and Decreases, 2014 to 2015

+13%	Managers promote <b>communication</b> among different work units.
+10%	My work unit is able to <b>recruit</b> people with the right skills.
+9%	I believe the results of this <b>survey</b> will be used to make my agency a better place to work.
+8%	Considering everything, how satisfied are you with your <b>pay</b> ?
+8%	<b>Promotions</b> in my work unit are based on merit.
+7%	In my organization, <b>senior leaders</b> generate high levels of motivation and commitment in the workforce.
+7%	My organization's <b>senior leaders</b> maintain high standards of honesty and integrity.
+7%	<b>Awards</b> in my work unit depend on how well employees perform their jobs.
-2%	<b>Supervisors</b> work well with employees of different backgrounds.
-2%	I know what is <b>expected</b> of me on the job.
-2%	Arbitrary action, <b>personal favoritism</b> , and coercion for partisan political purposes are not tolerated.
-2%	DIA's <b>senior leaders</b> listen to employees' concerns.



# Index Trend Analysis

## Key Index Scores Over Time

### 1 Year Trend Overview

**8%****Pay**

Increased from 65% to 73%

**6%****Effective Leadership - Senior Leaders**

Increased from 40% to 46%

**5%****Teamwork**

Increased from 69% to 74%

**5%****Strategic Management**

Increased from 47% to 52%



11 out of 12 key index scores

***increased***

between 2014 and 2015

Only one index score did not increase:

**Effective Leadership - Fairness**

### 4 Year Trend Overview, 2012 - 2015

■ 2012 ■ 2013 ■ 2014 ■ 2015



Although scores increased between 2014 and 2015,  
only 2 indices match or exceed 2012 scores: **Teamwork & Pay**

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



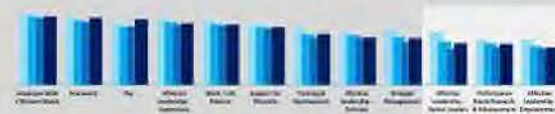


# 2015 Recommended Focus Areas

## Continue to Focus on These Three Areas to Maintain Momentum

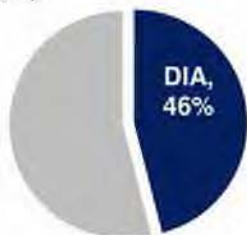


To identify focus areas, the correlation between each key index and organizational satisfaction was examined. These three recommended focus areas are both highly correlated to satisfaction and low-scoring among the indices. They were also focus areas in 2013 and 2014.



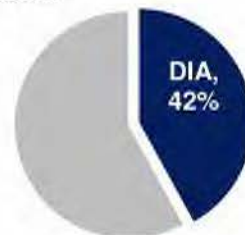
### Effective Leadership – Senior Leaders

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



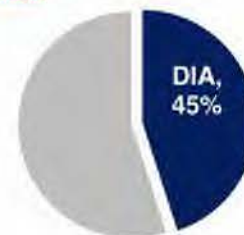
### Effective Leadership – Empowerment

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



### Performance Based Rewards & Advancement

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



Note: 2015 Federal survey results will be released in Fall 2015





# 2015 Recommended Focus Areas

## By Grade and Rank

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### Perceptions by Rank and Grade

Across grade and rank, there were increases in index scores for Senior Leaders and Performance Based Rewards & Advancement. However, as in 2014,

### Civilian GG13s & Below

continue to be the lowest scoring groups by rank or grade. While the Empowerment scores increased for civilians between 2014 and 2015, it decreased for Military.

### DIA Onboard Population by Rank and Grade

Source: eZHR, 20 April 2015

About half of DIA's civilian and military workforce is  
**Up to GG12 or GG13**



### Focus Area Scores by Rank and Grade, 2014 & 2015

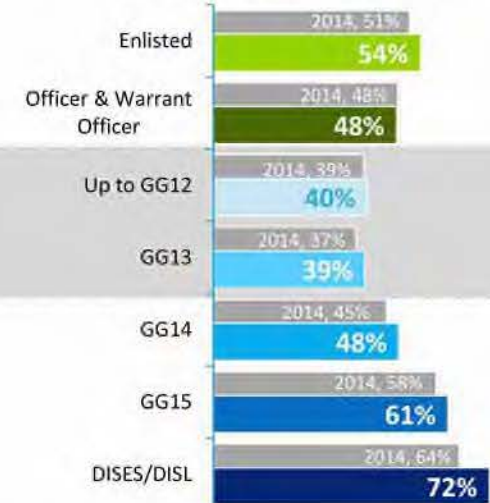
#### Effective Leadership – Senior Leaders



#### Effective Leadership – Empowerment



#### Performance Based Rewards & Advancement



Lowest Scoring



# 2015 Recommended Focus Areas

## By Generation

### Perceptions by Generation

All 3 focus areas show similar trends by generation; the following generation continues to have the lowest index scores:

**Millennials**  
(born after 1980)

Millennial scores have shown considerable improvement since 2014; perceptions of Senior Leaders increased by 9 percentage points in just one year.

### DIA Onboard Population by Generation

Source: eZHR, 20 April 2015

**Millennials**  
make up one fifth of  
DIA's military and  
civilian workforce.



- Millennials  
(Born after 1980)
- Generation X  
(Born 1965 - 1980)
- Baby Boomers  
(Born 1946 - 1964)

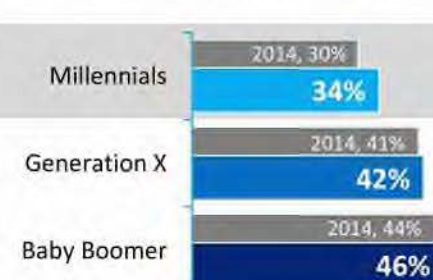
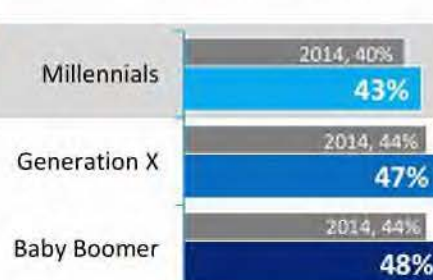
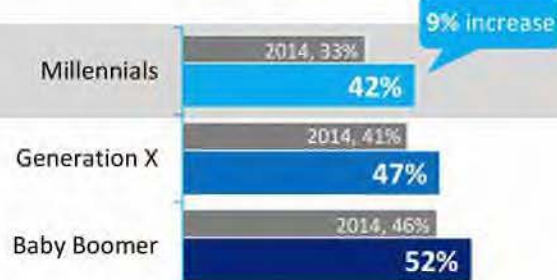
### Focus Area Scores by Generation, 2014 & 2015

#### Effective Leadership – Senior Leaders

#### Effective Leadership – Empowerment

#### Performance Based Rewards & Advancement

Lowest  
Scoring



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





# 2015 Recommended Focus Areas

## By Civilian Mission Area

### Perceptions by Mission Area\*

All 3 focus areas show similar trends by civilian mission area. In all cases, **Mission Enablers** have the highest index scores and the following mission area has the lowest index scores:

## Collectors

Consider focusing action plans on this mission area.

### DIA Onboard Population by Mission Area\*

Source: eZHR, 20 April 2015

Collectors  
make up  
one fifth of  
DIA Civilians

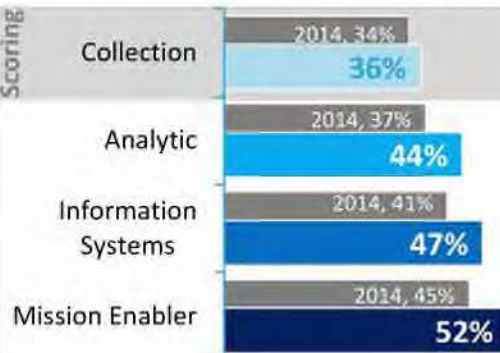


- Collection
- Analytic
- Information Systems
- Mission Enabler
- DISES/DISL

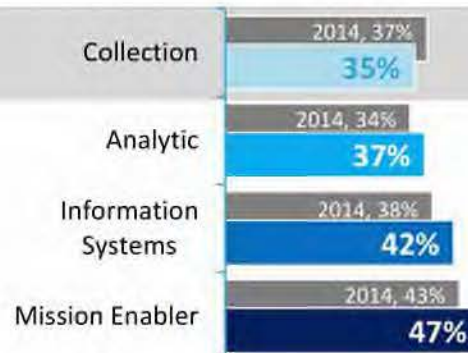
### Focus Area Scores by Mission Area

#### Effective Leadership – Senior Leaders

Lowest Scoring



#### Effective Leadership – Empowerment



#### Performance Based Rewards & Advancement



\*Mission Area is derived from an employee's occupational group and series.  
Note: DISES/DISL and military populations are not included in this analysis.





# Comparing DIA and IC Scores

## Items and Key Indices

### Key Item Comparison

**DIA scores below the IC for key items.**

The largest gap is for "Recommending DIA" (19%).



### Item Comparison Overview

**DIA scored below the IC for 85% of survey items.**

**5 items had DIA/IC gaps of 15 percentage points or more:**

- *I recommend my organization as a good place to work. (19% lower)*
- *Employees have a feeling of personal empowerment with respect to work processes. (17% lower)*
- *How satisfied are you with your opportunity to get a better job in your organization? (17% lower)*
- *Managers communicate the goals and priorities of the organization. (15% lower)*
- *I have a high level of respect for my organization's senior leaders. (15% lower)*

### Key Index Comparison

**DIA index scores were below the IC index scores for 11 of 12 indices, all except Pay.**





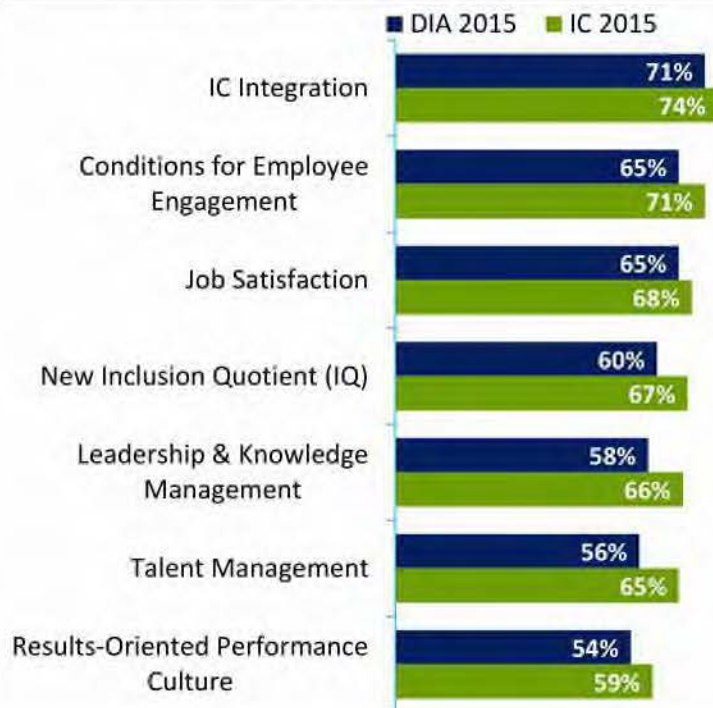
# Comparing DIA and IC Scores

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## OPM and ODNI Indices

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

### 2015 Scores for OPM and ODNI Indices



### DIA Scores for OPM and ODNI Indices, 2012 - 2015



↓ DIA scored lower than the IC-wide score for all indices. The greatest difference was for **Talent Management** (9% gap).

↑ Scores for all indices increased by at least three percentage points between 2014 and 2015. The greatest increase was for: **Talent Management** (+5%)

\* 2015 Federal survey results will be released in late Fall 2015  
Note: See Appendix B for detail on each OPM and ODNI Index





# Military Snapshot

## 2015 Military Perceptions

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44%

of military respondents agree that their assignment at DIA is a *Career Advancing Opportunity*

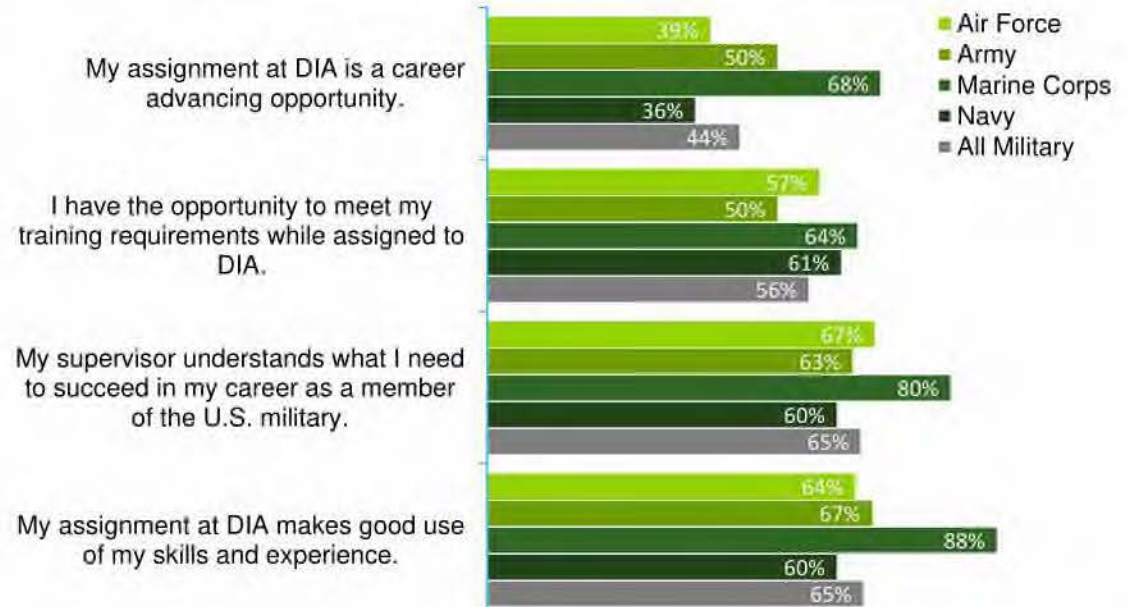
15% Gap

76%  
of  
Civilians  
Agree

61%  
of  
Military  
Agree

Military and Civilians  
*work well together*  
within the DIA enterprise

### Military Perceptions by Branch



### Military Perceptions by Rank Group

Enlisted: 58%

Warrant Officer:  
65%

Officer: 72%

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





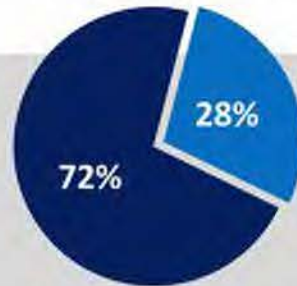
# Future Plans of Civilians

## Overview of Respondents Considering Leaving in the Next 12 Months

**28%**

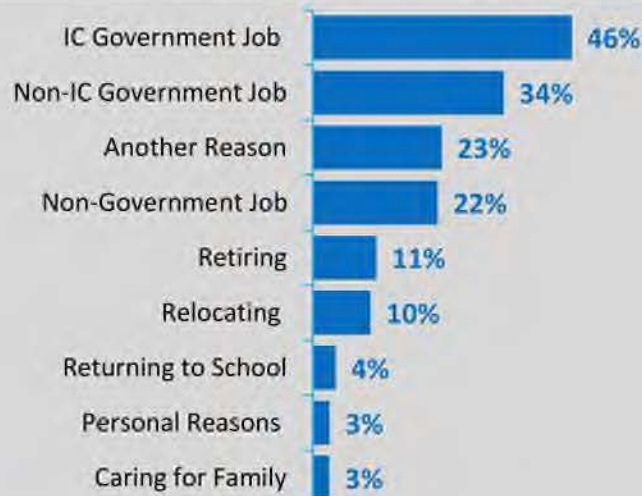
of civilian respondents  
**plan to leave DIA**  
within the next 12 months.

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



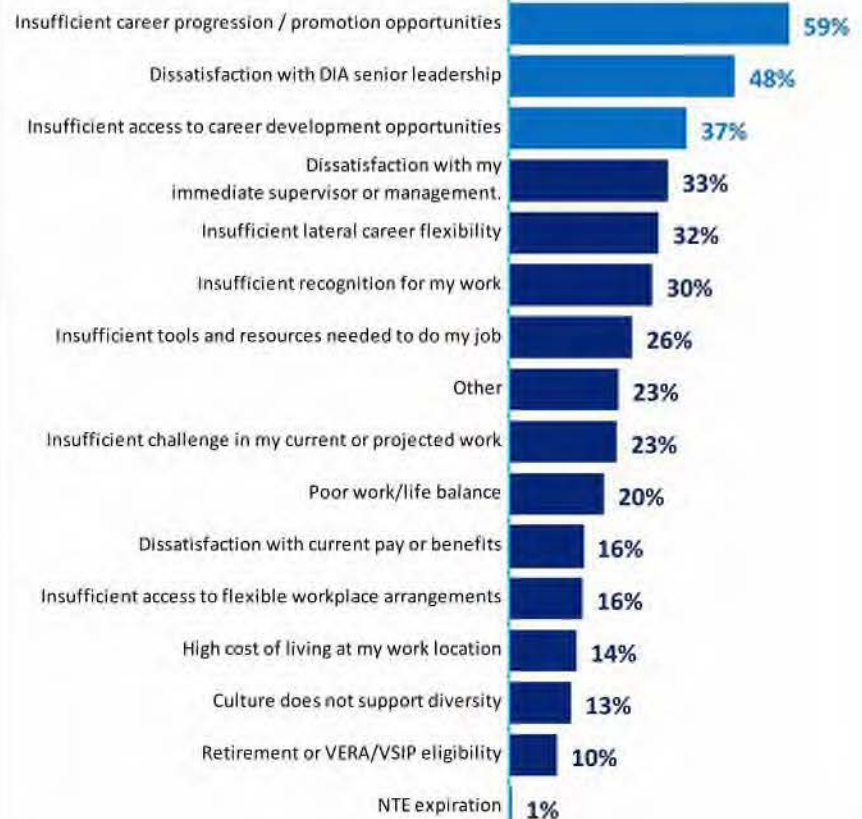
### Destination of Civilians Planning to Leave

*Note: Chart does not add up to 100% because respondents could select multiple categories*



### Factors Influencing Intention to Leave

*Note: Respondents could select multiple responses*



The most commonly selected factor is  
**insufficient career progression / promotion opportunities**



# Future Plans of Civilians

## Overview of High Risk Demographic Groups

### High Risk Demographic Groups

*Most Likely to Plan to Leave in the next 12 months*

**28%** of civilian respondents indicated that they plan to leave DIA within the next 12 months. These 3 groups are most likely to plan to leave DIA:



#### Millennials

Planning to Leave: **40%**



#### Grades GG13 & Below

Planning to Leave: **31%**



#### Collectors

Planning to Leave: **32%**

The following are least likely to indicate that they plan to leave within the next 12 months:

- GG15s (planning to leave: 19%)
- Information System Professionals (20%)
- Baby Boomers (23%)

### Top Destination for all 3 High Risk Groups

Rather than planning to leave the IC or federal service, all 3 high risk demographic groups are most likely to plan to leave DIA for **Another IC Agency.**

### Factors Most Likely to Influence High Risk Groups

*Note: Respondents could select multiple responses*

#### Millennials

Insufficient career progression / promotion opportunity, 75%

Dissatisfaction with Senior Leadership, 56%

Insufficient access to career development opportunities, 50%

Insufficient lateral career flexibility, 40%

Dissatisfaction with supervisor / management, 35%

#### GG13 & Below

Insufficient career progression / promotion opportunity, 69%

Dissatisfaction with Senior Leadership, 49%

Insufficient lateral career flexibility, 44%

Insufficient access to career development opp., 36%

Dissatisfaction with supervisor / management, 36%

#### Collectors

Insufficient career progression / promotion opportunity, 58%

Dissatisfaction with Senior Leadership, 58%

Insufficient access to career development opportunities, 46%

Dissatisfaction with supervisor / management, 41%

Insufficient lateral career flexibility, 38%

Note: This survey item provides insight into which types of civilian employees are considering leaving DIA and key factors driving their intent to leave. The percentage of employees *intending* to leave often exceeds the percentage of employees that *actually* depart the agency.  
Note: Demographic groups included in this analysis: Gender, RNO, Mission Area, Grade Category, and Generation.





# Comment Analysis

## Comment Themes and Keywords



**68%** of survey respondents provided comments in response to the question  
*If you could tell DIA leadership one thing, what would it be?*

### Comment Themes

The top comment themes are  
**Leadership and Career Opportunities**



Less than 5% of all comments related to each of the following topics:

Pay & Benefits, Communication, Performance Based Rewards & Recognition,  
Your Current Job, Empowerment, Workgroup & Teamwork.

### Comment Key Words



This word cloud displays survey respondents'  
**50 most commonly used words**





# Next Steps

## Forums for Releasing Annual Survey Results



### DIA Annual Workforce Engagement Survey

#### Agency Level

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

#### Directorate Level

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

#### Next Steps

- ✓ Conduct additional analysis of survey data or comments by request:

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



### Annual IC Climate Survey Results

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



### FedView Annual Survey Results

- ✓ **OPM** releases FedView Annual Survey results in Fall 2015
- ✓ **Partnership for Public Service** publishes the *Best Places to Work in Government* rankings in Fall 2015

# 2015 Workforce Engagement Survey: Agency Report

## Appendix A: Survey Methodology, Definitions, and Respondent Profile



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# Appendix A: Methodology and Importance

## Survey Overview

**About the Survey:** DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2015 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 2015 WES was open to all full-time, paid, DIA-funded military<sup>1</sup> and civilian employees between 4 May and 29 May 2015. Surveys were administered via a web-based technology; employees received an email notification that included a unique link to the survey on JWICS or SIPRNet.

**Response Rate:** The **Agency response rate is 56%**, a 14 percentage point increase over last year's 42% response rate. Based on this response rate, the confidence level is 99% +/- 1.25.

**Data Analysis and Reporting:** Data was collected and analyzed by DIA's Workforce Analytics Team (b)(3)-10 USC 424. Analysis of DIA's Workforce Engagement Survey included index calculations; sub-group analysis; regression analysis to identify focus areas and comparison with the Intelligence Community Climate Survey (ICCS) and OPM's Federal Employee Viewpoint Survey (FedView).

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

## Why are Employee Perceptions Important?

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

The US Merit Systems Protection Board (MSPB) found a significant relationship between employee engagement and mission accomplishment in federal agencies<sup>2</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>3</sup>.

<sup>1</sup> CCMD military were not included

<sup>2</sup> U.S. Merit Systems Protection Board. *The Power of Federal Employee Engagement*. Washington DC, 2008.

<sup>3</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.





## Appendix A: Methodology – Answers to WES FAQs

### WES Inclusion Criteria: Who is Eligible to Take the WES?

*Data collection is governed by several legal and contractual authorities, which means that not every person associated with DIA is eligible to participate in the Workforce Engagement Survey. Specifically, we distribute the WES to active, full-time, paid, DIA-funded civilian and military employees based on information in eZHR.*

*DIA does not distribute the WES to affiliates or employees on rotation, students, foreign nationals, part-time reservists, contractors, suspended employees or those on leave without pay. Military members assigned to a combatant command JIOC also do not receive it, as they are managed by their CCMD; they do participate in their CCMD Climate Survey—which is similar to the DIA WES. Inbound JDA employees can participate in the overarching IC Climate Survey as part of their parent agency, which avoids duplicative reporting at the IC level (WES results are included in this IC survey, so DIA employees don't have to do it twice). [...]*

*For those of you clearly part of the DIA team but not currently authorized to take the survey, I'm working on ways to close this "survey gap" to make sure your voices are heard loud and clear here at HQ.*

*-Chief of Staff Update, 22 May 2015*

### WES Confidentiality: Are responses tied back to an employee?

Comments or scores are never tied to an individual respondent. Workforce Engagement Survey responses are confidential, meaning that respondents' names and identifying information are not tied to individual responses. Confidentiality is not the same as anonymity; the respondent's email address is linked to their survey record, which includes their survey response, so that the survey software can track participation. However,

*"Survey responses are analyzed by an independent third-party contractor and reported in aggregate form only. The individual link ensures that no one takes the survey more than once and keeps you from being reminded to take it if you already have."*

*-Chief of Staff Update, 7 May 2015*

To protect WES respondent confidentiality, OHR2D does not report scores made up of less than ten respondents; any time there are less than 10 respondents in a subgroup, data is not reported. For example, if there are less than ten women in your organization, scores by gender will not be reported. Comments are also only reported when there are ten or more respondents in a group.





## Appendix A: Definitions of 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>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.





## Appendix A: Definitions of ODNI and OPM Indices

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





# Appendix A: Index Sources

Index Sources	
Best Places to Work Indices	<p>The Partnership for Public Service ranks Federal Agencies annually based on their survey results. DIA participates in this ranking as part of the aggregate IC score. The Partnership measures 12 sub-indices and the Best Places to Work (BPTW) ranking. ODNI also calculates BPTW sub-indices overall for the IC and by IC Agency. Whereas the other indices are calculated via an average of the composite items, the Best Places to Work ranking calculation is proprietary to the Partnership, based on the three items below:</p> <ul style="list-style-type: none"><li>• I recommend my organization as a good place to work</li><li>• Considering everything, how satisfied are you with your job?</li><li>• Considering everything, how satisfied are you with your organization?</li></ul> <p>The <i>IC Best Places to Work</i> index scores are aggregated across the Intelligence Community. Individual IC agency scores are not released to the public.</p>
OPM/ODNI Indices	<p>Seven OPM and ODNI indices were calculated to aggregate related individual items together into one easy to understand score. Each index score is calculated by taking an average of all its individual component item scores:</p> <ul style="list-style-type: none"><li>• OPM calculates four Human Capital Assessment and Accountability Framework (HCAAF) indices to track progress towards HCAAF objectives and the Conditions of Employee Engagement index to measure workforce engagement.</li><li>• OPM calculates the New Inclusion Quotient (New IQ), which was built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment.</li><li>• ODNI calculates an IC Collaboration index to track levels of collaboration across the Intelligence Community.</li></ul>



# Appendix A: Definitions of Comment Topics

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





## Appendix A: Respondent Profile

Demographic	Categories	Survey Respondents (2015 WES)	Survey Population (eZHR data)	Variance
Employee Status	Civilian	89%	80%	<b>9%</b>
	Military	11%	20%	<b>-9%</b>
Gender *	Male	69%	69%	0%
	Female	31%	30%	1%
Race/Ethnicity *	Minority	29%	31%	-2%
	Non-Minority	68%	69%	-1%
Work Location	CONUS	88%	82%	<b>6%</b>
	OCONUS	12%	18%	<b>-6%</b>
Civilian Pay Band	Pay Grades 12 & Under	16%	17%	-1%
	Pay Grade 13	43%	45%	-2%
	Pay Grade 14	25%	24%	1%
	Pay Grade 15	13%	11%	2%
	DISES/DISL	3%	2%	1%
Military Rank	Enlisted	46%	51%	<b>-5%</b>
	Warrant Officer	6%	5%	1%
	Officer	48%	44%	4%
Generation	Millennial (born after 1980)	19%	21%	-2%
	Generation X (born between 1965 and 1980)	47%	50%	-3%
	Baby Boomer (born between 1946 and 1964)	33%	28%	<b>5%</b>
	Silent Generation (born between 1928 and 1945)	1%	0.3%	1%
Civilian Mission Area	Collection	18%	20%	-2%
	Analysis	38%	40%	-2%
	Information Systems	9%	8%	1%
	Mission Enabler	32%	32%	0%

2015 survey respondents are widely representative of the survey population by key demographics.

Civilians, Baby Boomers, and CONUS respondents are slightly over-represented and military, OCONUS, and military Enlisted are slightly under-represented.

Note: Onboard population data was pulled from eZHR on 20 April 2015.

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

\*Gender and RNO numbers may not add up to 100% due to missing data or survey respondents choosing not to provide this information

# 2015 Workforce Engagement Survey: Agency Report

## Appendix B: Key Index Analysis



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

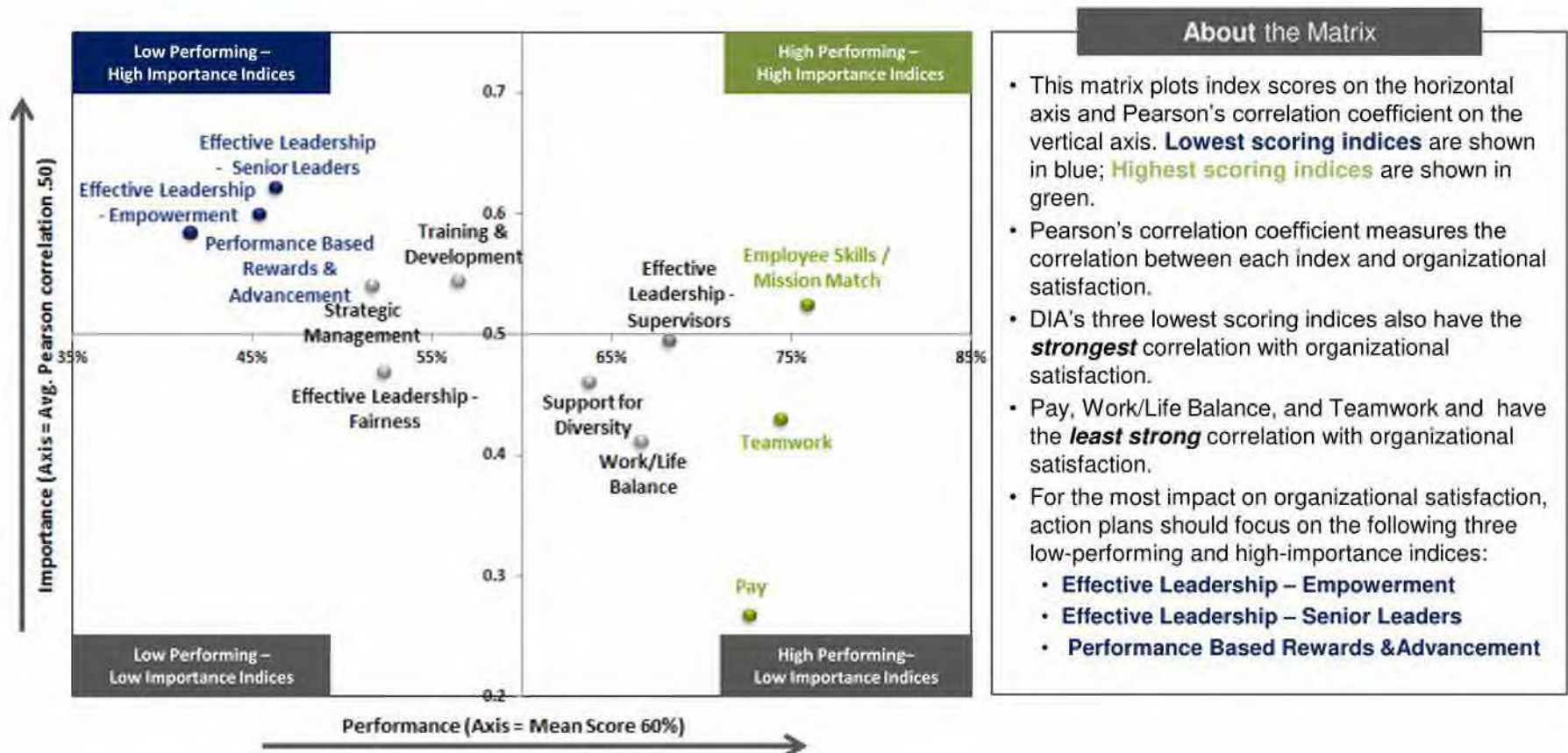




## Appendix B:

### 2015 WES Performance-Importance Matrix

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





# Appendix B:

## Effective Leadership - Empowerment Index

### About the Index

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

This index measures the extent to which employees feel empowered with respect to work processes and how satisfied they are with their involvement with the decisions that affect their work.

Effective Leadership: Empowerment Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015
Employees have a feeling of personal empowerment with respect to the work processes.	47%	↓ 41%	↓ 37%	↓ 36%
How satisfied are you with your involvement in decisions that affect your work?	53%	↓ 47%	↓ 44%	↑ 47%

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

### DIA Index Score – 2015



### Effective Leadership – Empowerment Index Scores: 2012 – 2015\*



DIA's index score increased by **2 percentage points** between 2014 and 2015

This index remains **below** 2012 – 2013 scores

\* 2015 Federal survey results will be released in Fall 2015





# Appendix B:

## Effective Leadership - Fairness Index

### About the Index

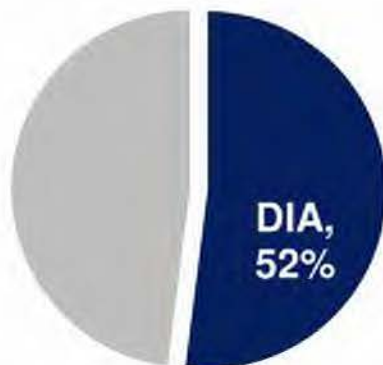
The **Effective Leadership - Fairness Index** is composed of two items.

This index measures the extent to which employees believe disputes are resolved fairly in their work unit, whether or not employees believe arbitrary action and personal favoritism is tolerated, and if employees feel comfortable reporting illegal activities without fear of reprisal.

Effective Leadership: Fairness Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	68%	↓ 66%	↓ 64%	→ 64%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	57%	↓ 51%	↓ 48%	↓ 46%

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

### DIA Index Score – 2015



### Effective Leadership – Fairness Index Scores: 2012 – 2015\*



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

This is DIA's only index that **did not increase** between 2014 and 2015

\* 2015 Federal survey results will be released in Fall 2015



# Appendix B:

## Effective Leadership - Senior Leaders Index

### About the Index

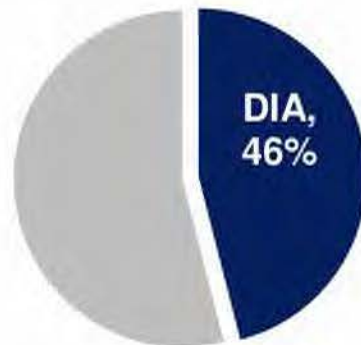
The **Effective Leadership - Senior Leaders Index\*** is composed of four items.

This index measures the level of respect employees have for senior leaders, satisfaction with the amount of information provided by management, and perceptions about senior leaders' honesty, integrity, and ability to motivate employees.

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

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

### DIA Index Score – 2015



### Effective Leadership – Senior Leaders Index Scores: 2012 – 2015\*\*



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

This index remains **below** DIA's 2012 - 2013 levels

\* The definition of "Senior Leaders" provided to survey respondents was the following:

"Senior Leaders include the heads of the department/agency, CCMDs, agency Directorates, and their immediate leadership team.

Senior Leaders may hold either a political or career appointment, and are typically members of the Senior Executive Service or equivalent."

\*\* 2015 Federal survey results will be released in Fall 2015





# Appendix B:

## Effective Leadership - Supervisors Index

### About the Index

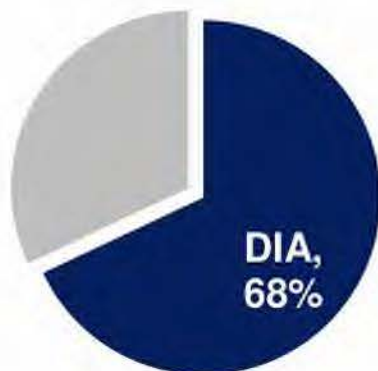
The **Effective Leadership - Supervisors Index** is composed of four items.

This index measures employees' opinions about their immediate supervisor's job performance, how well supervisors give employees the opportunity to demonstrate leadership skills, and the extent to which employees feel supervisors support employee development and provide worthwhile feedback about job performance.

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

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

### DIA Index Score – 2015



### Effective Leadership – Supervisors Index Scores: 2012 – 2015\*



DIA's index score increased by **2 percentage points** between 2014 and 2015

This index remains **below** DIA's 2012 - 2013 levels

\* 2015 Federal survey results will be released in Fall 2015



# Appendix B:

## Employee Skills Mission Match Index

### About the Index

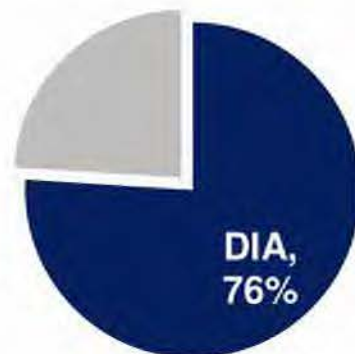
The **Employee Skills / Mission Match Index** is composed of 5 items.

This index measures the extent to which employees feel that their skills and talents are used effectively. Furthermore, it assesses the extent to which employees get satisfaction from their work and understand how their jobs are relevant to the organization's mission.

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

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

### DIA Index Score – 2015



### Employee Skills Mission Match Index Scores: 2012 – 2015\*



DIA's index score increased by  
**2**  
percentage points  
between  
2014 and 2015

This score remains  
**below**  
DIA's 2012 levels.

\* 2015 Federal survey results will be released in Fall 2015





# Appendix B:

## Pay Index

### About the Index

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

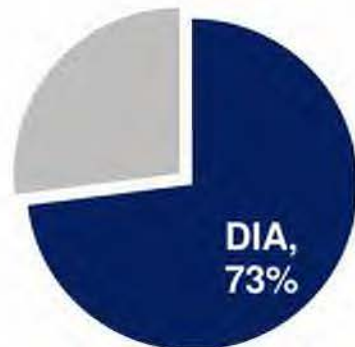
*Considering everything, how satisfied are you with your pay?*

This index measures how satisfied employees are with their pay.

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

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

### DIA Index Score – 2015



### Pay Index Scores: 2012 – 2015\*



DIA's index score increased by **8 percentage points** between 2014 and 2015

This score **surpasses** DIA's 2012 -2014 scores and the IC 2015 score

\* 2015 Federal survey results will be released in Fall 2015



# Appendix B:

## Performance Based Rewards and Advancement Index

### About the Index

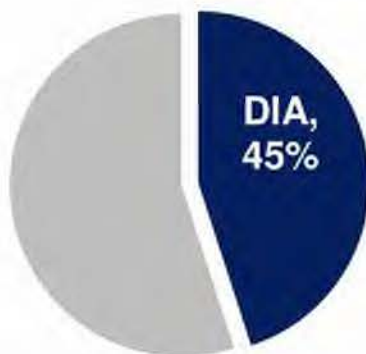
The **Performance Based Rewards and Advancement Index** is composed of 6 items.

This index measures the extent to which employees feel they are rewarded and promoted in a fair and timely manner for their performance and innovative contributions to the workforce.

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

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

### DIA Index Score – 2015



### Performance Based Rewards & Advancement Index Scores: 2012 – 2015\*



DIA's index score increased by **3 percentage points** between 2014 and 2015

This index remains **below** DIA's 2012 - 2013 levels

\* 2015 Federal survey results will be released in Fall 2015





# Appendix B:

## Strategic Management Index

### About the Index

The **Strategic Management Index** is composed of four items.

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

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

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

### DIA Index Score – 2015



### Strategic Management Index Scores: 2012 – 2015\*



DIA's index score increased by **5 percentage points** between 2014 and 2015

This score remains **below** DIA's 2012- 2013 levels

\* 2015 Federal survey results will be released in Fall 2015



# Appendix B: Support for Diversity Index

## About the Index

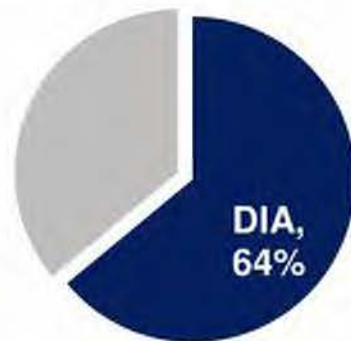
The **Support for Diversity Index** is composed of three items.

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

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

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

## DIA Index Score – 2015



## Support for Diversity Index Scores: 2012 – 2015\*



DIA's index score increased by **2 percentage point** between 2014 and 2015

This score remains **below** DIA's 2012 levels.

\* 2015 Federal survey results will be released in Fall 2015





## Appendix B: Teamwork Index

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### About the Index

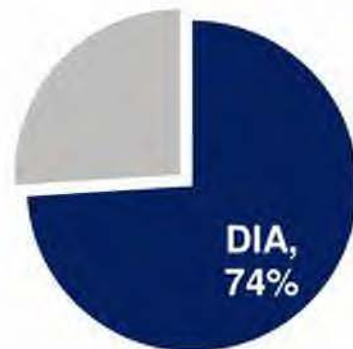
The **Teamwork Index** is composed of three items.

This index measures the extent to which employees believe employees communicate effectively both inside and outside of their team organizations, creating a friendly work atmosphere and producing high quality work products.

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

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

### DIA Index Score – 2015



### Teamwork Index Scores: 2012 – 2015\*



DIA's index score increased by **5 percentage points** between 2014 and 2015

This score **matches** DIA's 2012 levels.

\* 2015 Federal survey results will be released in Fall 2015



# Appendix B:

## Training and Development Index

### About the Index

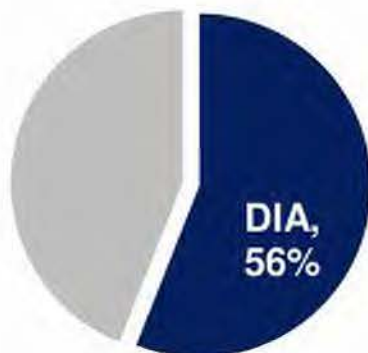
The **Training and Development Index** is composed of four items.

This index measures the extent to which employees believe their development needs are assessed and appropriate training is offered, allowing them to do their jobs effectively and improve their skills.

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

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

### DIA Index Score – 2015



### Training and Development Index Scores: 2012 – 2015\*



DIA's index score increased by **4 percentage points** between 2014 and 2015

This score remains **below** DIA's 2012 levels.

\* 2015 Federal survey results will be released in Fall 2015





# Appendix B:

## Work Life Balance Index

### About the Index

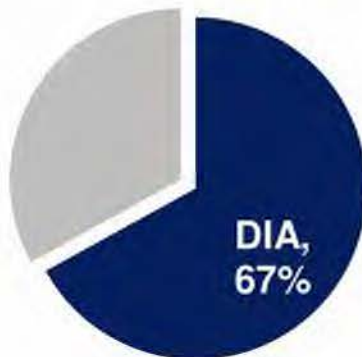
The **Work Life Balance Index** is composed of three items.

This index measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.

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

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

### DIA Index Score – 2015



### Work Life Balance Index Scores: 2012 – 2015\*



DIA's index score increased by **2 percentage points** between 2014 and 2015

This score remains **below** DIA's 2012 levels.

\* 2015 Federal survey results will be released in Fall 2015



# Appendix B:

## IC Integration Index

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### About the Index

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

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

IC Integration Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015
Our mission depends on IC agencies and components sharing knowledge and collaborating.	84%	➡ 84%	⬇ 81%	⬆ 82%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	83%	➡ 83%	⬇ 81%	⬆ 83%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	72%	⬆ 73%	⬇ 72%	⬆ 73%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	60%	⬇ 57%	⬇ 54%	⬆ 59%
How easy or difficult is it to share knowledge and collaborate on work-related matters with members of the IC who are outside of your own agency or IC component?	51%	⬆ 54%	⬇ 53%	⬆ 55%

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

### 2014 Scores by IC Agency

Classified  
information  
removed

### IC Integration Index Scores: 2012 - 2015







# Appendix B:

## OPM Job Satisfaction Index

### About the Index

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

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

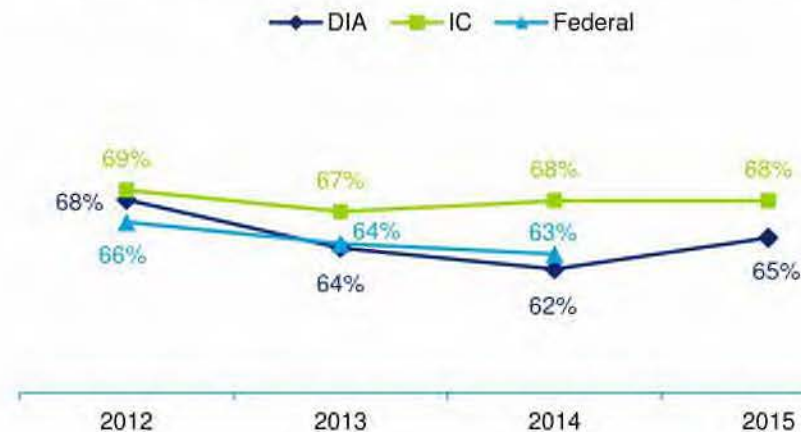
OPM Job Satisfaction Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015
The work I do is important.	87%	↓ 85%	↓ 83%	↑ 84%
I like the kind of work I do.	83%	↓ 82%	↓ 80%	↑ 81%
My work gives me a feeling of personal accomplishment.	78%	↓ 74%	→ 73%	→ 73%
Considering everything, how satisfied are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

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

### 2014 Scores by IC Agency

Classified  
information  
removed

### Job Satisfaction Index Scores: 2012 – 2015\*



\* 2015 Federal survey results will be released in Fall 2015



# Appendix B:

## OPM Leadership & Knowledge Management Index

### About the Index

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

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

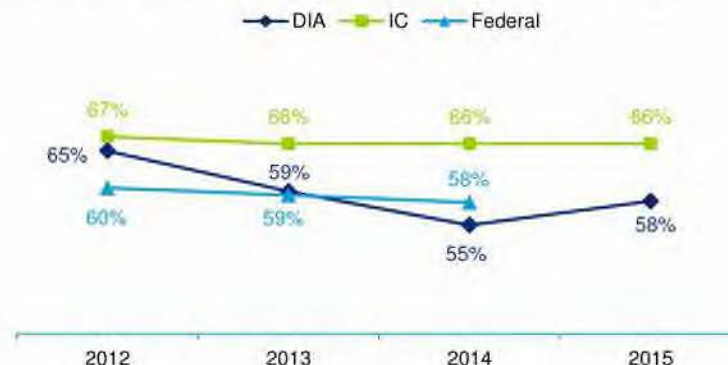
OPM Leadership & Knowledge Management Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015
Employees are protected from health and safety hazards on the job.	79%	↓ 78%	→ 78%	↑ 79%
Overall, how good a job do you feel is being done by your immediate supervisor?	77%	↓ 73%	↓ 72%	↑ 73%
My organization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

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

### 2014 Scores by IC Agency

Classified  
information  
removed

### Leadership & Knowledge Management Index Scores: 2012 – 2015\*



\* 2015 Federal survey results will be released in Fall 2015





# Appendix B:

## OPM Talent Management Index

### About the Index

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

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

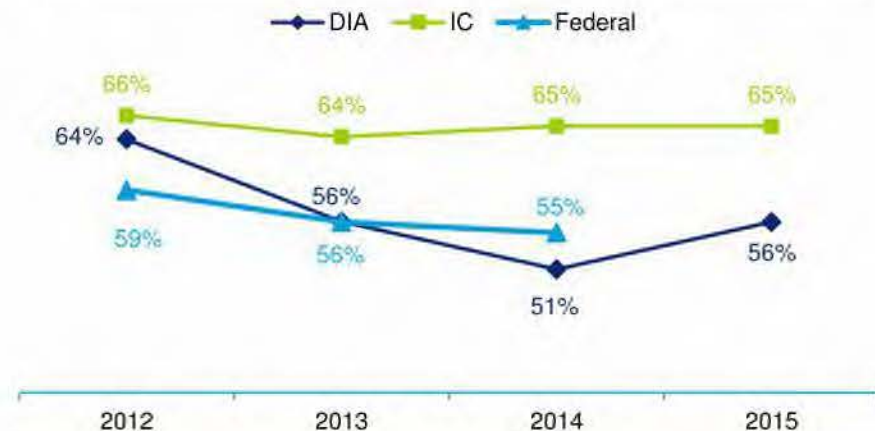
OPM Talent Management Index Items <i>% Positive</i>	DIA 2012	DIA 2013	DIA 2014	DIA 2015
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73%	↓ 68%	↓ 63%	↑ 65%
Supervisors in my work unit support employee development.	73%	↓ 69%	↓ 66%	↑ 68%
My talents are used well in the workplace.	67%	↓ 61%	↓ 59%	↑ 62%
I am given a real opportunity to improve my skills in my organization.	64%	↓ 57%	↓ 51%	↑ 57%
How satisfied are you with the training you receive for your present job?	58%	↓ 48%	↓ 44%	↑ 48%
My work unit is able to recruit people with the right skills.	57%	↓ 44%	↓ 37%	↑ 47%
My training needs are assessed.	54%	↓ 45%	↓ 40%	↑ 45%

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

### 2014 Scores by IC Agency

Classified  
information  
removed

### Talent Management Index Scores: 2012 – 2015\*



\* 2015 IC and Federal survey results will be released in Fall 2015



# Appendix B:

## OPM Results-Oriented Performance Culture Index

### About the Index

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

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

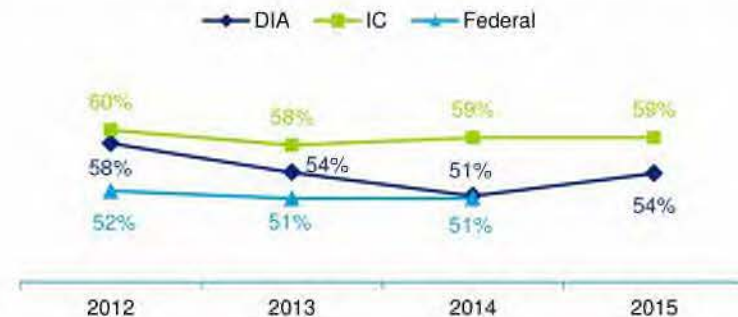
OPM Results-Oriented Performance Culture Index Items % Positive	DIA 2012	DIA 2013	DIA 2014	DIA 2015
The people I work with cooperate to get the job done.	88%	↓ 86%	↑ 87%	↑ 88%
My supervisor supports my need to balance work and other life issues.	85%	↓ 84%	→ 84%	↑ 85%
I know how my work relates to the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

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

### 2014 Scores by IC Agency

Classified  
information  
removed

### Results-Oriented Performance Culture Index Scores: 2012 – 2015\*



\* 2015 IC and Federal survey results will be released in Fall 2015





# Appendix B:

## OPM Conditions for Employee Engagement Index

### About the Index

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

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

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

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

### 2014 Scores by IC Agency

Classified  
information  
removed

### Conditions for Employee Engagement Index Scores: 2012 – 2015\*



\* 2015 IC and Federal survey results will be released in Fall 2015



# Appendix B:

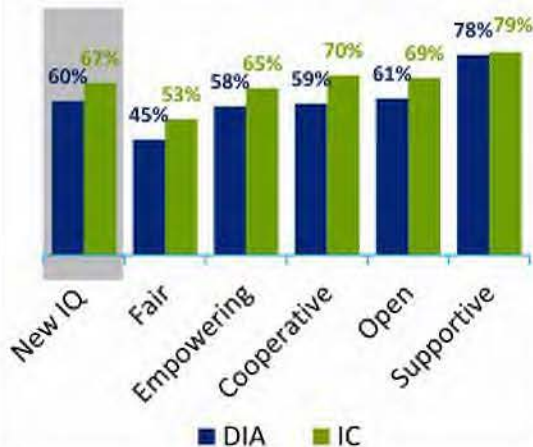
## OPM New Inclusion Quotient (The New IQ)

### About the Index

The **New IQ** was developed by OPM in 2014 and is being calculated by IC agencies for the first time in 2015. The index is composed of 20 items that are related to inclusive environments. These 20 items are grouped into 5 **Habits of Inclusion** – **Cooperative, Empowering, Fair, Open, and Supportive**.

Workplace inclusion is a contributing factor to employee engagement and organizational performance.

### DIA and IC New IQ Scores\*



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

\* 2015 Federal results will be released in Fall 2015





## Appendix B:

### OPM New IQ Overview and by Demographic Group

#### About the New IQ

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

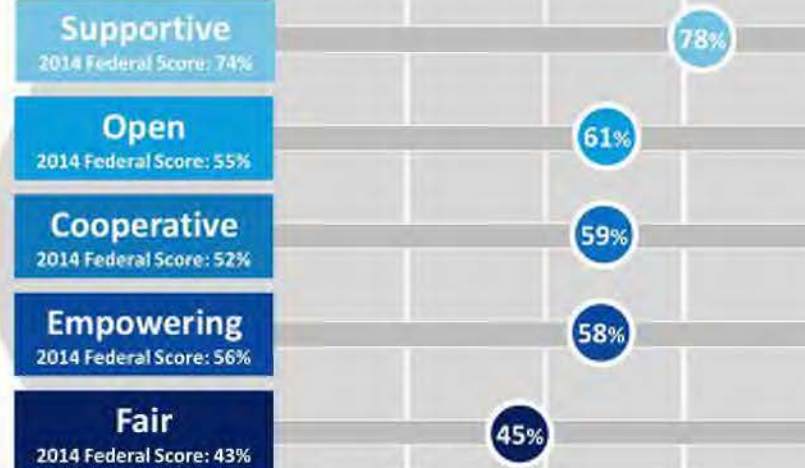
**Supportive, Open, Cooperative, Empowering, Fair.**

The largest difference in **New IQ** scores by demographic group is by **Gender**; men score 6 points higher than women.

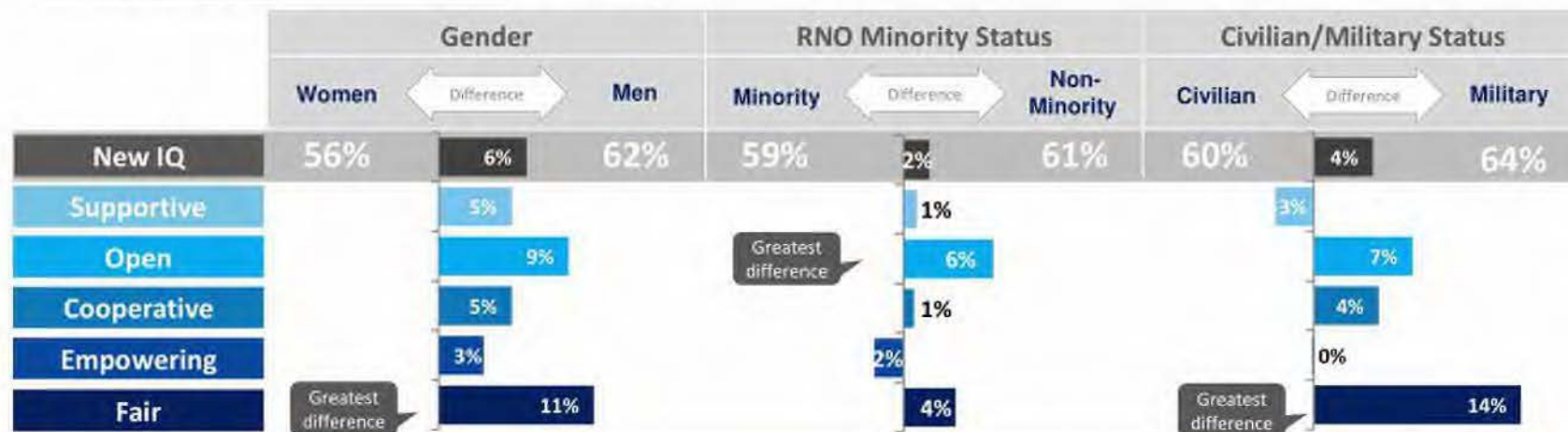
The habit **Fair** is both lowest scoring DIA-wide and shows the greatest disparities by demographic group.



#### 5 Habits of Inclusion: DIA Scores



#### Scores and Gaps By Demographic Group



# 2015 Workforce Engagement Survey: Agency Report

## Appendix C: DIA Trend Data 2013-2015



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





# Appendix C:

## DIA Index Score Trend Data 2012-2015

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

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



# Appendix C:

## DIA Trend Data 2013-2015

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

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





# Appendix C:

## DIA Trend Data 2013-2015

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

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



## Appendix C:

### DIA Trend Data 2013-2015

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Workforce Engagement Survey Items	2013	2014	2015
	% Positive		
Your Job			
The work I do is important.	85% ↓	83% ↑	84%
I like the kind of work I do.	82% ↓	80% ↑	81%
My work gives me a feeling of personal accomplishment.	74% →	73% →	73%
My talents are used well in the workplace.	61% ↓	59% ↑	62%
My workload is reasonable.	66% ↓	66% ↑	67%
I have enough information to do my job well.	75% ↓	73% ↑	76%
I have sufficient resources (for example, people, materials, budget) to get my job done.	52% ↓	46% ↑	50%
I learn a great deal in my present job.	N/A	69% ↑	71%
I know what is expected of me on the job.	82% ↓	81% ↓	79%
Considering everything, how satisfied are you with your job?	65% ↓	61% ↑	65%
Career Development			
I am given a real opportunity to improve my skills in my organization.	57% ↓	51% ↑	57%
Supervisors in my work unit support employee development.	69% ↓	66% ↑	68%
My training needs are assessed.	45% ↓	40% ↑	45%
How satisfied are you with the training you receive for your present job?	48% ↓	44% ↑	48%
How satisfied are you with your opportunity to get a better job in your organization?	29% ↓	25% ↑	28%

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





# Appendix C:

## DIA Trend Data 2013-2015

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

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



# Appendix C:

## DIA Trend Data 2013-2015

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

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





## Appendix C:

### DIA Trend Data 2013-2015

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

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



## Appendix C:

### DIA Trend Data 2013-2015

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

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





# Appendix C:

## DIA Trend Data 2013-2015

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Workforce Engagement Survey Items	2013	2014	2015
	% Selected		
Career Plans [Asked to civilian respondents only]			
Are you considering leaving DIA within the next year, and if so, why? (Respondents could select multiple responses)			
No, I plan to stay at DIA	70%	↓ 69%	↑ 72%
Yes, to retire	2%	⇒ 2%	↑ 3%
Yes, to take another government job within the Intelligence Community	10%	↑ 11%	↑ 13%
Yes, to take another job outside of the IC and within the Federal Government	5%	↑ 5%	↑ 10%
Yes, to take another job outside the Federal Government	4%	⇒ 4%	↑ 6%
Yes, to return to school	N/A	N/A	1%
Yes, to relocate away from my work location	N/A	N/A	3%
Yes, to care for family members	N/A	N/A	1%
Yes, for personal reasons (not job-related)	N/A	N/A	1%
Yes, for another reason	9%	⇒ 8%	↓ 6%

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



## Appendix C:

### DIA Trend Data 2013-2015

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Workforce Engagement Survey Items	2013	2014	2015
% Selected			
<b>Career Plans</b> <i>[Asked only to civilian respondents who indicated that they planned to leave DIA within the next year]</i>			
Please select the factors that have caused you to consider leaving DIA (select all that apply)			
Insufficient career progression/promotion opportunities	N/A	N/A	59%
Insufficient access to career development opportunities (training, travel, rotations, etc.)	N/A	N/A	37%
Insufficient lateral career flexibility (e.g., changing series or changing jobs within series)	N/A	N/A	32%
Insufficient access to flexible workplace arrangements (i.e., Telework, Alternative Work Schedules, Part time work)	N/A	N/A	16%
Insufficient recognition for my work	N/A	N/A	30%
Insufficient challenge in my current or projected work	N/A	N/A	23%
Insufficient tools and resources needed to do my job	N/A	N/A	26%
Poor work/life balance	N/A	N/A	20%
Culture does not support diversity	N/A	N/A	13%
Dissatisfaction with DIA senior leadership	N/A	N/A	48%
Dissatisfaction with my immediate supervisor or management.	N/A	N/A	33%
Dissatisfaction with current pay or benefits	N/A	N/A	16%
High cost of living at my work location	N/A	N/A	14%
Retirement or VERA/VSIP eligibility	N/A	N/A	10%
NTE expiration	N/A	N/A	1%
Other	N/A	N/A	23%
I prefer not to share	N/A	N/A	3%



# 2015 Workforce Engagement Survey: Agency Report

## Appendix D: Subgroup Analysis



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



# Appendix D

## Sub-group Comparison

### Sub-groups included in Appendix D

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

- Civilian or Military Status
- Gender
- Race/National Origin (RNO) Minority Status
- Civilian Grade Category
- Military Rank Category
- Civilian Mission Area Category
- Work Location
- Generation

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

- Gender
- Race/National Origin (RNO) Minority Status
- Civilian Grade Category
- Civilian Mission Area Category
- Generation





# Appendix D: Sub-Group Comparison

## Civilian and Military Comparison

### Respondents by Civilian/Military

Civilian: **89%** Military: **11%**

### 2015 New Inclusion Quotient

	Civilian	Gap	Military
<b>New IQ</b>	<b>60%</b>	<b>4%</b>	<b>64%</b>
<b>Supportive</b>	<b>79%</b>	<b>-3%</b>	<b>76%</b>
<b>Open</b>	<b>60%</b>	<b>7%</b>	<b>67%</b>
<b>Cooperative</b>	<b>59%</b>	<b>4%</b>	<b>63%</b>
<b>Empowering</b>	<b>58%</b>	<b>0%</b>	<b>58%</b>
<b>Fair</b>	<b>44%</b>	<b>14%</b>	<b>58%</b>

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

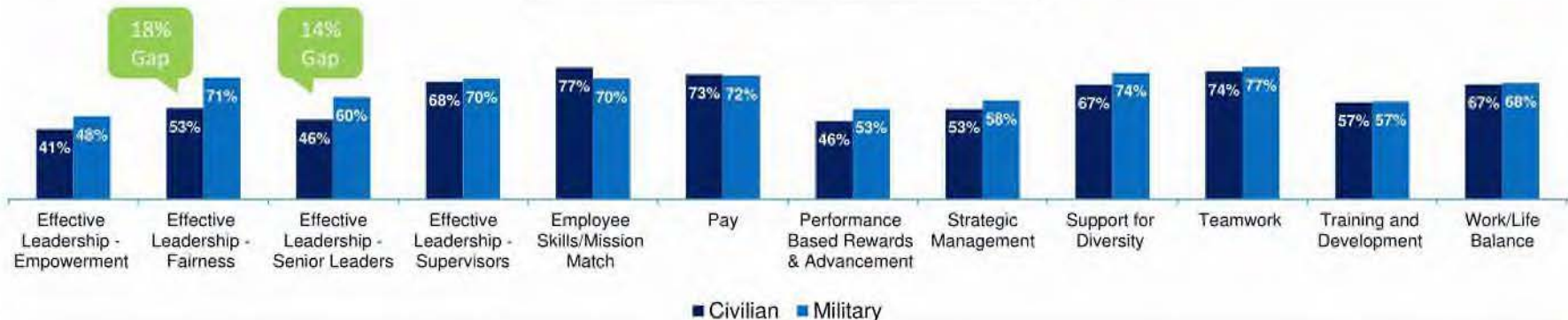
#### RECOMMENDING DIA



I recommend my organization as a good place to work.

■ Civilian ■ Military

### 2015 Key Index Scores





# Appendix D: Sub-Group Comparison

## Gender Comparison

### Respondents by Gender

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

### 2015 New Inclusion Quotient

	Men	Gap	Women
<b>New IQ</b>	<b>62%</b>	<b>6%</b>	<b>56%</b>
<b>Supportive</b>	<b>80%</b>	<b>5%</b>	<b>75%</b>
<b>Open</b>	<b>64%</b>	<b>9%</b>	<b>55%</b>
<b>Cooperative</b>	<b>61%</b>	<b>5%</b>	<b>56%</b>
<b>Empowering</b>	<b>59%</b>	<b>3%</b>	<b>56%</b>
<b>Fair</b>	<b>49%</b>	<b>11%</b>	<b>38%</b>

### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

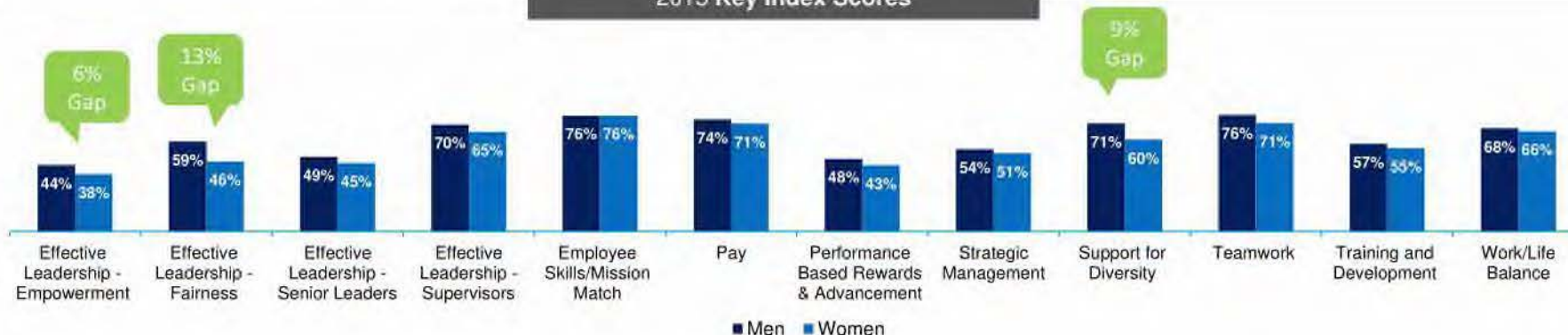
### RECOMMENDING DIA



I recommend my organization as a good place to work.

■ Men ■ Women

### 2015 Key Index Scores







# Appendix D: Sub-Group Comparison

## RNO Minority Status Comparison

### Respondents by RNO Minority Status

Minority: **30%** Non-minority: **70%**

### 2015 New Inclusion Quotient

	Minority	Gap	Non-Minority
New IQ	59%	2%	61%
Supportive	78%	1%	79%
Open	57%	6%	63%
Cooperative	59%	1%	60%
Empowering	60%	-2%	58%
Fair	43%	4%	47%

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



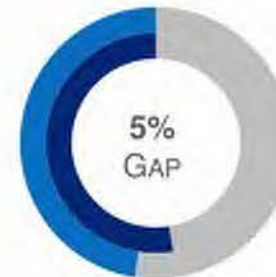
Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

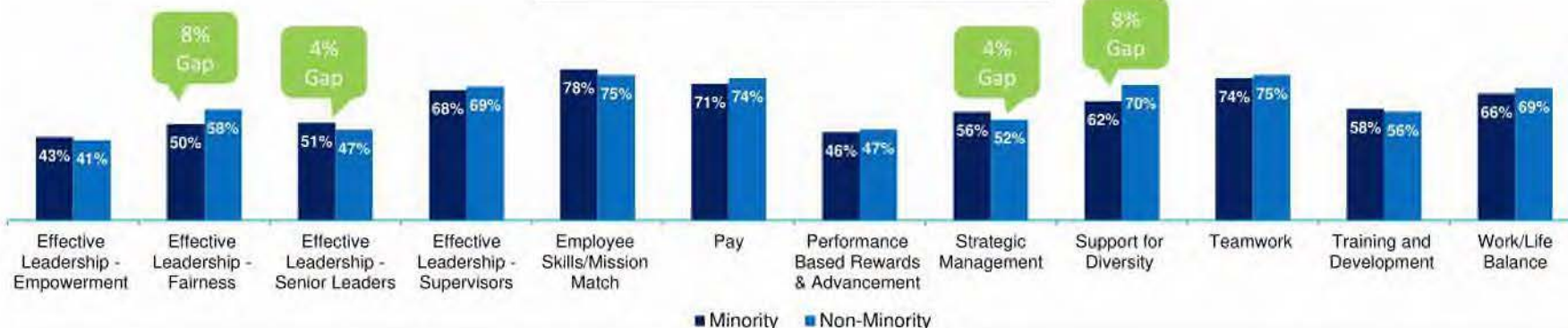
#### RECOMMENDING DIA



I recommend my organization as a good place to work.

■ Minority ■ Non-Minority

### 2015 Key Index Scores





# Appendix D: Sub-Group Comparison

## Civilian Grade Category Comparison

### Civilian Respondents by Grade Category

Up to GG12: 16% GG13: 43% GG14: 25%  
GG15: 13% DISES/DISL: 3%

### 2015 New Inclusion Quotient

Up to GG12 GG13 GG14 GG15 DISES / DISL

New IQ 58% 64% 61% 69% 78%

Supportive 78% 77% 80% 83% 85%

Open 56% 56% 62% 70% 80%

Cooperative 59% 56% 59% 66% 72%

Empowering 50% 59% 66% 75% 92%

Fair 38% 37% 47% 59% 75%

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

#### RECOMMENDING DIA



I recommend my organization as a good place to work.

Up to GG12 GG13 GG14 GG15 DISES/DISL

### 2015 Key Index Scores



Note: Each highlighted gap is the difference between the lowest and highest scoring grade category groups.





# Appendix D: Sub-Group Comparison

## Military Rank Group Comparison

### Military Respondents by Rank

Enlisted: **46%** Warrant Officer: **6%**  
Officer: **48%**

### 2015 New Inclusion Quotient

	Enlisted	Warrant Officer	Officer
New IQ	65%	64%	64%
Supportive	77%	73%	76%
Open	66%	69%	67%
Cooperative	64%	62%	63%
Empowering	78%	81%	86%
Fair	59%	53%	59%

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

#### RECOMMENDING DIA



I recommend my organization as a good place to work.

■ Enlisted ■ Warrant Officer ■ Officer

### 2015 Key Index Scores



Note: Each highlighted gap is the difference between the lowest and highest scoring grade category groups.



# Appendix D: Sub-Group Comparison

## Civilian Mission Area Comparison

### Respondents by Mission Area

Collection: 16% Analytic: 34%  
Information Systems: 8% Mission Enabler: 28%

### 2015 New Inclusion Quotient

	Collection	Analytic	Information Systems	Mission Enabler
New IQ	55%	61%	60%	60%
Supportive	75%	81%	80%	78%
Open	56%	61%	60%	59%
Cooperative	52%	63%	57%	57%
Empowering	52%	56%	56%	63%
Fair	39%	45%	45%	42%

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

#### RECOMMENDING DIA



I recommend my organization as a good place to work.

Collection

Analytic

Information Systems

Mission Enabler

### 2015 Key Index Scores



Note: For this analysis, respondents are categorized by the Mission Area listed in eZHR.

Respondents whose mission area is unassigned or listed as DISES/DISL, who make up 13% of respondents, were excluded from this analysis.





# Appendix D: Sub-Group Comparison

## Work Location Comparison

### Respondents by Work Location

CONUS: **88%** OCONUS: **12%**

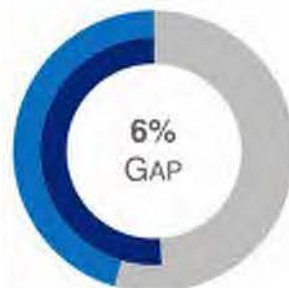
### 2015 New Inclusion Quotient

	CONUS	Gap	OCONUS
New IQ	61%	2%	59%
Supportive	79%	4%	75%
Open	61%	1%	60%
Cooperative	60%	4%	56%
Empowering	65%	-6%	71%
Fair	45%	1%	46%

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



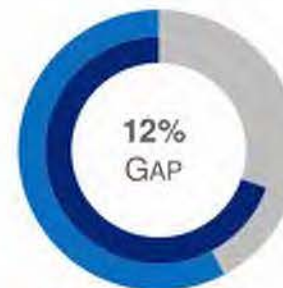
Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

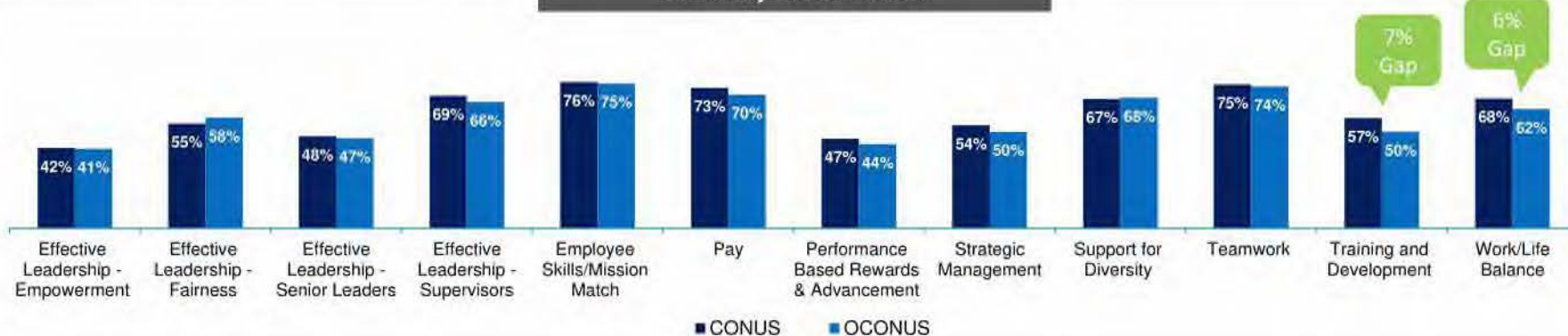
#### RECOMMENDING DIA



I recommend my organization as a good place to work.

■ CONUS ■ OCONUS

### 2015 Key Index Scores





# Appendix D: Sub-Group Comparison

## Generation Comparison

### Respondents by Generation

Millennial: 19%    Generation X: 47%    Baby Boomer: 33%

### 2015 New Inclusion Quotient

	Millennial	Generation X	Baby Boomer
New IQ	58%	60%	62%
Supportive	79%	78%	78%
Open	58%	61%	62%
Cooperative	60%	59%	60%
Empowering	53%	58%	61%
Fair	41%	45%	47%

5 Inclusive Habits

### 2015 Key Item Results

#### ORGANIZATIONAL SATISFACTION



Considering everything, how satisfied are you with your organization?

#### JOB SATISFACTION



Considering everything, how satisfied are you with your job?

#### ORGANIZATIONAL PRIDE



I am proud to work within the DIA Enterprise.

#### RECOMMENDING DIA



I recommend my organization as a good place to work.

■ Millennial ■ Generation X ■ Baby Boomer

### 2015 Key Index Scores



Note: Each highlighted gap is the difference between the lowest and highest scoring generation.





# Appendix D: Sub-Group Comparison

## Civilians Planning to Leave DIA by Gender and RNO Status

Civilian Future Plans	All DIA Civilians	Gender		RNO Status	
		Male	Female	Minorities	Non- minorities
Are you considering leaving DIA within the next year?					
No	72%	73%	69%	72%	72%
Yes (All affirmative responses)	28%	27%	31%	28%	28%
If you are considering leaving DIA within the next year, why? (Respondents could select multiple responses)					
Yes, to take another government job within the Intelligence Community	13%	13%	13%	13%	13%
Yes, to take another job outside of the IC and within the Federal Government	10%	9%	11%	11%	9%
Yes, for another reason	6%	6%	8%	6%	6%
Yes, to take another job outside the Federal Government	6%	6%	6%	6%	6%
Yes, to retire	3%	3%	3%	3%	3%
Yes, to relocate away from my work location	3%	3%	3%	3%	3%
Yes, to return to school	1%	1%	2%	1%	1%
Yes, for personal reasons (not job-related)	1%	1%	1%	1%	1%
Yes, to care for family members	1%	1%	1%	1%	1%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)					
Insufficient career progression/promotion opportunities	59%	58%	60%	60%	58%
Dissatisfaction with DIA senior leadership	48%	49%	45%	43%	49%
Insufficient access to career development opportunities	37%	37%	39%	38%	37%
Dissatisfaction with my immediate supervisor or management.	33%	32%	36%	33%	33%
Insufficient lateral career flexibility	32%	32%	30%	30%	32%
Insufficient recognition for my work	30%	30%	31%	32%	29%
Insufficient tools and resources needed to do my job	26%	27%	25%	23%	27%
Other	23%	23%	24%	19%	25%
Insufficient challenge in my current or projected work	23%	22%	24%	21%	23%
Poor work/life balance	20%	18%	23%	19%	21%
Dissatisfaction with current pay or benefits	16%	15%	17%	17%	15%
Insufficient access to flexible workplace arrangements	16%	13%	20%	17%	15%
High cost of living at my work location	14%	15%	12%	14%	14%
Culture does not support diversity	13%	10%	18%	25%	8%
Retirement or VERA/VSIP eligibility	10%	10%	10%	7%	12%
Prefer not to share	3%	3%	3%	4%	3%
NTE expiration	1%	1%	0%	0%	1%



# Appendix D: Sub-Group Comparison

## Civilians Planning to Leave DIA by Grade Category

Civillian Future Plans	Grade Category					
	All DIA Civilians	Up to GG12	GG13	GG14	GG15	DISES/ DISL
<b>Are you considering leaving DIA within the next year?</b>						
No	72%	64%	71%	73%	81%	78%
Yes (All affirmative responses)	28%	36%	29%	27%	19%	22%
<b>If you are considering leaving DIA within the next year, why? (Respondents could select multiple responses)</b>						
Yes, to take another government job within the Intelligence Community	13%	18%	14%	12%	7%	5%
Yes, to take another job outside of the IC and within the Federal Government	10%	14%	10%	10%	5%	4%
Yes, for another reason	6%	9%	7%	6%	3%	4%
Yes, to take another job outside the Federal Government	6%	10%	6%	5%	3%	7%
Yes, to retire	3%	2%	2%	4%	6%	8%
Yes, to relocate away from my work location	3%	4%	3%	2%	2%	1%
Yes, to return to school	1%	3%	1%	0%	1%	0%
Yes, for personal reasons (not job-related)	1%	0%	1%	1%	1%	1%
Yes, to care for family members	1%	1%	1%	1%	1%	2%
<b>Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)</b>						
Insufficient career progression/promotion opportunities	59%	77%	65%	51%	18%	21%
Dissatisfaction with DIA senior leadership	48%	48%	50%	46%	44%	21%
Insufficient access to career development opportunities	37%	49%	41%	32%	12%	9%
Dissatisfaction with my immediate supervisor or management.	33%	30%	39%	32%	23%	15%
Insufficient lateral career flexibility	32%	39%	35%	27%	14%	9%
Insufficient recognition for my work	30%	37%	32%	27%	17%	21%
Insufficient tools and resources needed to do my job	26%	23%	28%	29%	19%	6%
Other	23%	21%	23%	22%	28%	27%
Insufficient challenge in my current or projected work	23%	25%	25%	20%	17%	6%
Poor work/life balance	20%	14%	20%	25%	21%	24%
Dissatisfaction with current pay or benefits	16%	39%	12%	9%	2%	3%
Insufficient access to flexible workplace arrangements	16%	12%	18%	15%	12%	0%
High cost of living at my work location	14%	22%	14%	13%	3%	3%
Culture does not support diversity	13%	16%	13%	13%	9%	6%
Retirement or VERA/VSIP eligibility	10%	6%	7%	13%	25%	30%
Prefer not to share	3%	2%	3%	3%	1%	12%
NTE expiration	1%	2%	0%	0%	0%	0%





# Appendix D: Sub-Group Comparison

## Civilians Planning to Leave DIA by Civilian Mission Area

Civilian Future Plans	All DIA Civilians	Collection	Mission Area		
			Analytic	Information Systems	Mission Enabler
Are you considering leaving DIA within the next year?					
No	72%	68%	71%	80%	72%
Yes (All affirmative responses)	28%	32%	29%	20%	28%
If you are considering leaving DIA within the next year, why? (Respondents could select multiple responses)					
Yes, to take another government job within the Intelligence Community	13%	18%	15%	11%	9%
Yes, to take another job outside of the IC and within the Federal Government	10%	8%	9%	11%	12%
Yes, for another reason	6%	8%	6%	5%	7%
Yes, to take another job outside the Federal Government	6%	7%	8%	4%	4%
Yes, to retire	3%	3%	3%	2%	4%
Yes, to relocate away from my work location	3%	3%	4%	2%	2%
Yes, to return to school	1%	1%	2%	0%	1%
Yes, for personal reasons (not job-related)	1%	1%	1%	1%	1%
Yes, to care for family members	1%	1%	1%	1%	1%
Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)					
Insufficient career progression/promotion opportunities	59%	58%	66%	66%	52%
Dissatisfaction with DIA senior leadership	48%	58%	50%	45%	40%
Insufficient access to career development opportunities	37%	46%	39%	34%	33%
Dissatisfaction with my immediate supervisor or management	33%	41%	33%	34%	30%
Insufficient lateral career flexibility	32%	38%	31%	32%	30%
Insufficient recognition for my work	30%	32%	29%	29%	31%
Insufficient tools and resources needed to do my job	26%	35%	26%	29%	21%
Other	23%	26%	25%	22%	19%
Insufficient challenge in my current or projected work	23%	25%	23%	25%	22%
Poor work/life balance	20%	23%	21%	12%	18%
Dissatisfaction with current pay or benefits	16%	13%	19%	16%	14%
Insufficient access to flexible workplace arrangements	16%	16%	14%	13%	19%
High cost of living at my work location	14%	17%	15%	18%	12%
Culture does not support diversity	13%	16%	11%	10%	14%
Retirement or VERA/VSIP eligibility	10%	7%	10%	8%	11%
Prefer not to share	3%	1%	2%	3%	4%
NTE expiration	1%	0%	0%	0%	1%



# Appendix D: Sub-Group Comparison

## Civilians Planning to Leave DIA by Generation

Civilian Future Plans	All DIA Civilians	Millennials	Generation X	Baby Boomers
<b>Are you considering leaving DIA within the next year?</b>				
No	72%	60%	72%	77%
Yes (All affirmative responses)	28%	40%	28%	23%
<b>If you are considering leaving DIA within the next year, why? (Respondents could select multiple responses)</b>				
Yes, to take another government job within the Intelligence Community	13%	24%	15%	6%
Yes, to take another job outside of the IC and within the Federal Government	10%	16%	11%	5%
Yes, for another reason	6%	8%	7%	6%
Yes, to take another job outside the Federal Government	6%	13%	7%	3%
Yes, to retire	3%	0%	0%	8%
Yes, to relocate away from my work location	3%	4%	3%	2%
Yes, to return to school	1%	4%	1%	0%
Yes, for personal reasons (not job-related)	1%	1%	1%	1%
Yes, to care for family members	1%	1%	1%	1%
<b>Please select the factors that have caused you to consider leaving DIA. (Respondents could select multiple responses)</b>				
Insufficient career progression/promotion opportunities	59%	75%	62%	42%
Dissatisfaction with DIA senior leadership	48%	56%	49%	39%
Insufficient access to career development opportunities	37%	50%	40%	24%
Dissatisfaction with my immediate supervisor or management.	33%	35%	36%	29%
Insufficient lateral career flexibility	32%	40%	33%	22%
Insufficient recognition for my work	30%	32%	33%	25%
Insufficient tools and resources needed to do my job	26%	27%	30%	19%
Other	23%	21%	24%	24%
Insufficient challenge in my current or projected work	23%	28%	24%	17%
Poor work/life balance	20%	21%	23%	15%
Dissatisfaction with current pay or benefits	16%	27%	14%	10%
Insufficient access to flexible workplace arrangements	16%	17%	19%	9%
High cost of living at my work location	14%	20%	15%	8%
Culture does not support diversity	13%	18%	13%	9%
Retirement or VERA/VISIP eligibility	10%	2%	3%	27%
Prefer not to share	3%	2%	3%	4%
NTE expiration	1%	1%	0%	1%



Questions or comments? Please contact:

(b)(3);10 USC 424; (b)(6)



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Committed to Excellence in Defense of the Nation