

2009 DIA Annual Human Capital Survey MC Directorate Report



Directorate for Human Capital

Prepared by

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(b)(3):10 USC 424

This Briefing is UNCLASSIFIED



2009 Annual Human Capital Survey MC Directorate Report

Survey Methodology

About the Survey

DIA fulfilled the Office of the Director of National Intelligence (ODNI) requirement to participate in the 2009 Intelligence Community Survey by incorporating survey items from the Intelligence Community Survey into the AHCS.

Administration

The 2009 AHCS was open to all military and civilian DIA employees between October 9th and December 4th, 2009. Surveys were administered via a web-based technology; employees received an email notification that included a link to the survey on JWICS or SIPRNet.

Response Rate

The survey response rate is 64%. Based on this response rate the confidence level is 99% +/- 1%.

Data Analysis and Reporting

(b)(3):10 USC 424 Data were collected and analyzed by DIA's Analysis of DIA's Annual Human Capital Survey included means testing for statistical significance, trend analysis, sub-group analysis,

regression analysis to identify key satisfaction drivers, and comparison with the 2008 IC Survey, and 2008 Federal Human Capital Survey.

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

Significance Testing

Statistically significant differences between DIA's annual scores are highlighted. Green cells indicate a significant increase from the previous year while red cells indicate a significant decrease from the previous year. Statistically significant differences between sub-groups are also highlighted; green cells indicate a significantly higher score.

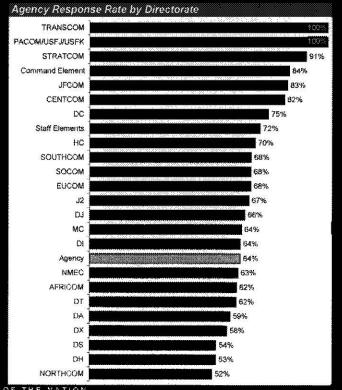
Statistical significance testing is conducted on mean scores, rather than percent positive scores. This data analysis method is utilized to account for changes in the full distribution of scores; conducting significant testing on percent positive scores limit analysis to the upper end of the distribution.

Given the selected analysis method, some small percent differences are statistically significant differences, This occurs when a considerable movement in scores at the lower end of the distribution causes a statistically significant mean difference but only a small difference in the percent positive score, which encompasses only the upper end of the distribution.

Similarly, some larger percent differences are not statistically significant. This occurs when considerable movement in scores on both ends of the distribution causes a large percent positive difference and a relatively stable mean score.

MC Respondent Profile	MC Survey Respondents			
Employee Status	Civilian	Military	Civilian	Military
	82%	18%	83%	17%
Gender	Male	Female	Male	Female
	63%	38%	64%	36%
Race/Ethnicity	Mirrority	and Material		nem Minorin
	34%	66%	28%	72%
Work Location	OlaC	Other	DIAC	Other
	100%	0%	99%	1%

Civilian Payhand and Military Rank	MC Resp	MC Pop
Band 1 - 3	21%	25%
Band 4	45%	42%
Band 5	14%	14%
DISES/ DISL	2%	2%
Military Enlisted and Warrant Officers	5%	4%
Military Officer	13%	14%



^{*}Staff Elements include: AE, CP, EO, FE, GC, IE, IG, and NMMO



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Comparing MC Directorate Respondents to All Other DIA Respondents

MC Directorate employees make up 1% of all DIA survey respondents.

MC survey respondents are significantly more likely than respondents from other directorates to report satisfaction with the following dimensions:

Involvement in Decisions, Organizational Culture, Senior Leadership, Office Leadership, and Division Leadership

	% Positiv	
	MC	All Others
Considering everything, how satisfied are you with DIA?	73%	65%
How satisfied are you with DIA's ability to accomplish its mission?	79%	71%
How satisfied are you with the recognition you receive for doing a good job?	59%	51%
How satisfied are you with the performance feedback you receive at DIA?	63%	51%
How satisfied are you with your involvement in decisions that affect your work?	739	51%
How satisfied are you with DIA's organizational culture?	1. 63% 1.	43%
How satisfied are you with the facilities and resources available to you at your primary work location?	71%	64%
How satisfied are you with the training you receive for your present job at DIA?	71%	56%
How satisfied are you with your career advancement opportunities at DIA?	48%	45%
How satisfied are you with your opportunity to get a better job in your organization?	41%	39%
How satisfied are you with the policies and practices of DIA's senior leaders?	H784	46%
How satisfied are you with the policies and practices of management in your office?	, , , , , , , , , , , , , , , , , , ,	54%
How satisfied are you with the policies and practices of management in your division?	737	56%
How satisfied are you with the information you receive from management on what's going on in your organization?	68%	52%
How satisfied are you with your supervisor?	77%	71%
How satisfied are you with your workgroup?	80%	79%
Considering everything, how satisfied are you with your pay?	64%	65%
Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	61%	61%
Considering everything, how satisfied are you with your job?	80%	69%



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Overall Satisfaction with Key Workforce Dimensions

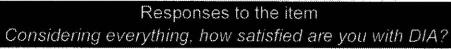
The overall satisfaction section of the survey captures satisfaction with key workforce dimensions. In MC, between 2008 and 2009, satisfaction with the dimension Office Leadership showed a statistically significant increase.

There were no statistically significant decreases in satisfaction with key workforce dimensions for MC respondents between 2008 and 2009.

	% Positive		ve
	2007	2008	2009
Considering everything, how satisfied are you with DIA?	67%	70%	73%
How satisfied are you with DIA's ability to accomplish its mission?	78%	78%	79%
How satisfied are you with the recognition you receive for doing a good job?	47%	54%	59%
How satisfied are you with the performance feedback you receive at DIA?	49%	54%	63%
How satisfied are you with your involvement in decisions that affect your work?	44%	63%	73%
How satisfied are you with DIA's organizational culture?	53%	48%	63%
How satisfied are you with the facilities and resources available to you at your primary work location?	64%	70%	71%
How satisfied are you with the training you receive for your present job at DIA?	58%	61%	71%
How satisfied are you with your career advancement opportunities at DIA?	47%	37%	48%
How satisfied are you with your opportunity to get a better job in your organization?	38%	43%	41%
How satisfied are you with the policies and practices of DIA's senior leaders?	64%	54%	57%
How satisfied are you with the policies and practices of management in your office?	-	52%	754
How satisfied are you with the policies and practices of management in your division?	47%	59%	73%
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	65%	68%
How satisfied are you with your supervisor?	76%	70%	77%
How satisfied are you with your workgroup?	82%	83%	80%
Considering everything, how satisfied are you with your pay?	64%	-	64%
Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	-	70%	61%
Considering everything, how satisfied are you with your job?	76%	76%	80%



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Overall satisfaction levels of MC respondents increased between 2008 and 2009. Seventy-three percent of MC respondents were satisfied or very satisfied with DIA in 2009, compared to 70% in 2008. Seven percent of MC respondents were dissatisfied or very dissatisfied with DIA in 2009, compared to 11% in 2008.



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Trends and Notable Items

Ninety-six items in the 2009 AHCS were also included in the 2008 AHCS. Among items asked both years:

Scores for 10 items show a statistically significant increase

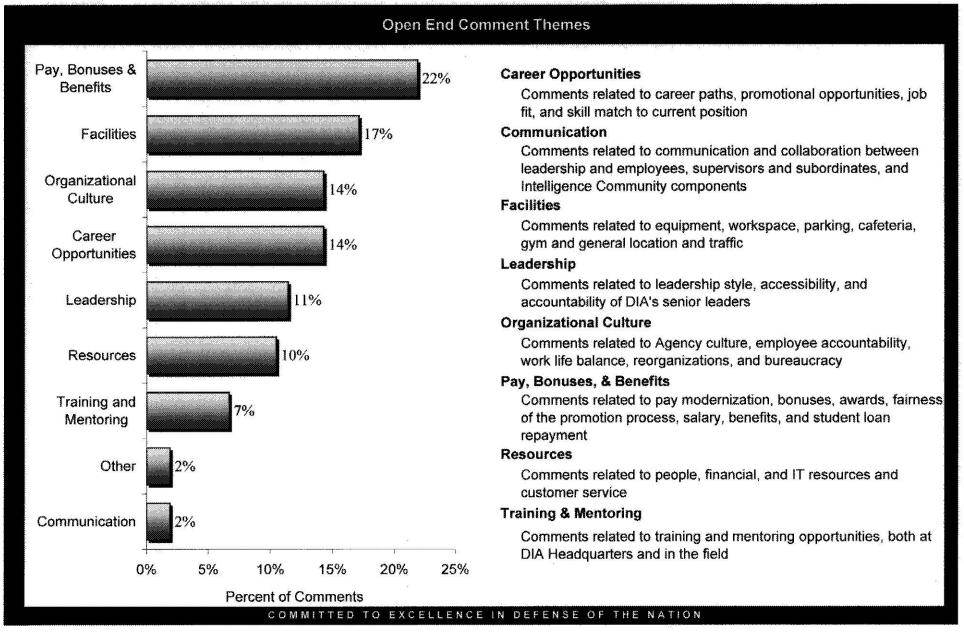
No item scores show a statistically significant decrease

Scores for 86 items do not show a statistically significant change

	% Positive
	2009
HIGHEST SCORING ITEMS	
DIA's mission is important.	98%
The work I do is important.	89%
DIA's mission is clearly defined.	88%
I know how my work relates to the Agency's goals and priorities.	88%
I understand how the goals of my directorate are related to DIA's mission.	88%
LOWEST SCORING ITEMS	
Pay raises depend on how well employees perform their jobs.	23%
Promotions in my workgroup are based on merit.	38%
Awards in my work unit depend on how well employees perform their jobs.	41%
How satisfied are you with your opportunity to get a better job in your organization?	41%
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		MC		
Annual Human Capital Survey Items	2007	2008	2009	
	9/	% Positive		
Overall Satisfaction				
Considering everything, how satisfied are you with DIA?	67%	70%	73%	
How satisfied are you with DIA's ability to accomplish its mission?	78%	78%	79%	
How satisfied are you with the recognition you receive for doing a good job?	47%	54%	59%	
How satisfied are you with the performance feedback you receive at DIA?	49%	54%	63%	
How satisfied are you with your involvement in decisions that affect your work?	44%	63%	73%	
How satisfied are you with DIA's organizational culture?	53%	48%	63%	
How satisfied are you with the facilities and resources available to you at your primary work location?	64%	70%	71%	
How satisfied are you with the training you receive for your present job at DIA?	58%	61%	71%	
How satisfied are you with your career advancement opportunities at DIA?	47%	37%	48%	
How satisfied are you with your opportunity to get a better job in your organization?	38%	43%	41%	
How satisfied are you with the policies and practices of DIA's senior leaders?	64%	54%	57%	
How satisfied are you with the policies and practices of management in your office?	•	52%	1170376	
How satisfied are you with the policies and practices of management in your division?	47%	59%	73%	
How satisfied are you with the information you receive from management on what's going on in your organization?	53%	65%	68%	
How satisfied are you with your supervisor?	76%	70%	77%	
How satisfied are you with your workgroup?	82%	83%	80%	
Considering everything, how satisfied are you with your pay?	64%		64%	
Considering everything, how satisfied are you with your total compensation (salary, bonus, etc.)?	-	70%	61%	
Considering everything, how satisfied are you with your job?	76%	76%	80%	
	*****************	MC		
This item was asked of civilian employees only	2007	2008	2009	
	9/	6 Positiv	/e	
Are you considering leaving DIA within the next year, and if so, why?				
No, I plan to stay at DIA	53%	58%	72%	
Yes, to retire	alfarore reconservamento conservado	5%	0%	
Yes, to take another government job within the Intelligence Community		3%	2%	
Yes, to take another job outside of the IC and within the Federal Government	1 1 1 1	16%	9%	
Yes, to take another job outside the Federal Governmen		11%	4%	
Yes, for another reasor	4	8%	13%	

^{*}This distinction within the Federal Government was not asked prior to 2008.



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		MC	
Annual Human Capital Survey Items	2007	2008	2009
	%	6 Positiv	e
Agency Goals and Mission Accomplishment			:
DIA's mission is clearly defined.	91%	93%	88%
DIA's mission is important.	100%	98%	98%
DIA's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	60%	73%	80%
I know how my work relates to DIA's goals and priorities.	89%	87%	88%
I understand how the goals of my directorate are related to DIA's mission.	82%	89%	88%
Managers review and evaluate DIA's progress toward meeting its goals and objectives.	56%	66%	66%
Managers communicate the goals and priorities of the organization.	60%	71%	79%
Performance Feedback and Recognition			
My performance appraisal/evaluation is a fair reflection of my performance.	69%	76%	52%
Discussions with my supervisor about my performance are worthwhile.	58%	58%	52 % 66%
I am held accountable for achieving results.	84%	83%	80%
Awards in my work unit depend on how well employees perform their jobs.		37%	41%
At DIA, job openings are filled by the most qualified internal or external candidates.	22%	41%	48%
Promotions in my workgroup are based on merit.	31%	28%	38%
All DIA employees have an equal opportunity to succeed independent of their age, disability, gender, race, nationality, ethnicity, religion, or sexual orientation.	60%	70%	63%
In my work unit, differences in performance are recognized in a meaningful way.	33%	33%	45%
In my workunit, steps are taken to deal with a poor performer who cannot or will not improve.	36%	26%	
Pay raises depend on how well employees perform their jobs.	22%	28%	23%
Employees are rewarded for providing high quality products and services to customers.	-	53%	45%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	53%	59%	48%
My supervisor sets and revises my performance objectives as needed during the performance cycle.	-	-	59%
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Performance Feedback and Recognition (Con't) In comparison with people in similar jobs in the private sector, I feel my total compensation is Much more Somewhat more Somewhat more Somewhat less - Somewhat less - Much	2% 43% 24% 24% 7% MC	7% 27% 23% 25% 18%
In comparison with people in similar jobs in the private sector, I feel my total compensation is Much more Somewhat more The same Somewhat less Somewhat less Much less Somewhat less Somewhat less Indicate I	43% 24% 24% 7% MC 7 2008	27% 23% 25% 18% 2009
Much more - Somewhat more - The same - Somewhat less - Somewhat less - Much less - Creativity and innovation are rewarded at DIA. 279 I am proud to work at DIA. 899 I recommend DIA as a good place to work. 629 I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background. 649 My leadership encourages and respects alternative points of view and recommendations. 429 Leaders generate high levels of motivation and commitment in the workforce. 369	43% 24% 24% 7% MC 7 2008	27% 23% 25% 18% 2009
Somewhat more The same Somewhat less Somewhat less Much less Creativity and innovation are rewarded at DIA. I am proud to work at DIA. I recommend DIA as a good place to work. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background. My leadership encourages and respects alternative points of view and recommendations. Leaders generate high levels of motivation and commitment in the workforce.	43% 24% 24% 7% MC 7 2008	27% 23% 25% 18% 2009
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I recommend DIA as a good place to work. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background. My leadership encourages and respects alternative points of view and recommendations. Leaders generate high levels of motivation and commitment in the workforce. 629 649 649	6 46%	54%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background. My leadership encourages and respects alternative points of view and recommendations. Leaders generate high levels of motivation and commitment in the workforce. 369	6 83%	82%
background. My leadership encourages and respects alternative points of view and recommendations. Leaders generate high levels of motivation and commitment in the workforce. 369	65%	70%
My leadership encourages and respects alternative points of view and recommendations.42%Leaders generate high levels of motivation and commitment in the workforce.36%	6 78%	79%
Leaders generate high levels of motivation and commitment in the workforce. 36%	6 44%	807:4770008
		54%
		70%
Employees have a feeling of personal empowerment with respect to work processes. 389	***************************************	57%
Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	, n	68%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).		64%
Morale is high at DIA. 36%	6 39%	45%
Morale is high in my workgroup. 51%	6 39%	
DIA policies allow me to balance my work and family life.		86%



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Annual Human Capital Survey Items	2007	2008	2009
		Positiv	re
Organizational Environment			
Physical conditions (for example noise level, temperature, lighting, workspace, cleanliness in the workplace) allow employees to perform their jobs well.	67%	80%	71%
Employees are protected from health and safety hazards on the job.	73%	86%	79%
DIA has prepared employees for potential security threats.	67%	87%	82%
The computer assigned to me is adequate to do my job.	56%	70%	68%
I have the IT support I need to do my job.	40%	57%	55%
Career Development			
DIA provides high quality training to employees.	62%	72%	68%
I am given a real opportunity to improve my skills in my organization.	62%	78%	80%
Supervisors in my work unit support employee development.	67%	69%	
My training needs are assessed.	31%	49%	
The next item was asked to <u>civilian</u> employees only		Basassan - Man 37	Managara (
I understand the steps I need to take to move forward in my career path.	62%	67%	65%
My Direct Supervisor			
My supervisor maintains high standards of honesty and integrity.	87%	76%	79%
My supervisor is available to me when I need direction.	82%	80%	86%
My supervisor actively supports my learning and career development.	78%	76%	88%
My supervisor has the skills and experience needed to perform his or her job.	78%	72%	75%
I am satisfied with the information I receive from my supervisor about what's going on in my workgroup.	69%	70%	71%
I have trust and confidence in my supervisor.	76%	67%	70%
My supervisor supports my need to balance work and family issues.	89%	80%	88%
Overall, how good a job do you feel is being done by your immediate supervisor/team lead?	73%	70%	77%



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	2007	MC	~~~
Annual Human Capital Survey Items		2008 Positiv	2009 /e
Leadership in my Division	/4	/	
My division leadership listens to employees' concerns.*	40%	63%	50%
I have a high level of respect for leadership in my division at DIA.*	47%	53%	iii Kazaiin
In my division, leadership maintains high standards of honesty and integrity.*	47%	63%	54%
I am satisfied with the information I receive from division leadership about what's going on in my division.*	44%	50%	527
Leadership in my Office			
My office leadership listens to employees' concerns.	-	51%	65%
I have a high level of respect for leadership in my office at DIA.	-	56%	63%
In my office, leadership maintains high standards of honesty and integrity.		67%	65%
I am satisfied with the information I receive from office leadership about what's going on in my office.		62%	65%
DIA Executive Leadership			
DIA's executive leadership maintains high standards of honesty and integrity.	69%	67%	75%
I am satisfied with the information I receive from executive leadership about what's going on in the Agency.	60%	57%	11 19 50 III
Executive leadership consistently takes positive steps to create a successful organization.	53%	61%	66%
I have a high level of respect for DIA's senior leaders.	67%	75%	73%
My Workgroup			
The people I work with cooperate to get the job done.	87%	87%	86%
I trust the people in my workgroup.	76%	78%	77%
The people I work with are committed to DIA's mission.	82%	89%	84%
The people I work with are highly skilled.	73%	89%	88%
My workgroup is able to recruit people with the right skills.	53%	82%	71%
My work unit is able to retain people who are strong performers.	53%	66%	
The skill level in my work group has improved in the past year.	-	-	64%
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION			

^{*} Significance testing was not preformed on 2007 scores due to changes to the response options in 2007.



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Annual Human Capital Survey Items 2007 2008 Positiv Job The work I do is important. 98% 95% 95% 1 like the kind of work I do. 96% 89% 89% My work gives me a feeling of personal accomplishment. 93% 80% My work gives me a feeling of personal accomplishment. 93% 80% 1 like the kind of work I do. 78% 72% My workload is reasonable. 60% 78% 72% My workload is reasonable. 60% 78% 1 have enough information to do my job well. 60% 78% 1 have enough information to do my job well. 60% 78% 1 was placed in a division that matches my professional interests. 75% 1 was placed in a division that matches my professional interests. 75% 1 was placed in a division that matches my professional interests. 75% 1 feel a sense of community (i.e., shared mission and values) with other employees across the IC. 64% 52% Our mission depends on IC agencies and components sharing knowledge and collaborating. 87% 89% Employees in my work unit share job knowledge with each other. 1 have the opportunity to work directly with members of other IC agencies or components when necessary. 80% 81% 1 have the opportunity to work directly with members of other IC agencies or components when necessary. 80% 81% 1 have the opportunity to work directly with members of other IC agencies and components. 67% 76% My work products are improved when I can collaborate on work-related matters with members of the IC who are outside of your own agency or IC component? My work products are improved when I can collaborate with colleagues from other IC agencies and components. 67% 76% My work products are improved when I can collaborate with colleagues from other IC agencies and components. 67% 76% My work products are improved when I can collaborate with colleagues from other IC agencies and components. 67% 76% 1 My work products are improved when I can collaborate with colleagues from other IC agencies and components. 67% 76% 1 My work products are improved when I can collaborate on work-related matters with members of the IC outside of your own agency or IC component	
The work I do is important. 1 like the kind of work I do. 96% 89% My work gives me a feeling of personal accomplishment. 98% 80% My work gives me a feeling of personal accomplishment. 98% 80% My talents are used well in the workplace. 78% 72% My workload is reasonable. 60% 78% I have enough information to do my job well. The next 2 items were asked to civilian employees with one year or less tenure at DIA only Before I accepted a job at DIA, I was provided a realistic job preview. 1 was placed in a division that matches my professional interests. 1 was placed in a division that matches my professional interests. 1 feel a sense of community (i.e., shared mission and values) with other employees across the IC. 1 feel a sense of community (i.e., shared mission and values) with other employees across the IC. 1 feel a sense of community to work unit share job knowledge with each other. 1 have the opportunity to work directly with members of other IC agencies or components when necessary. 1 have the opportunity to work directly with members of other IC agencies or components when necessary. 1 have the opportunity to work directly with members of other IC agencies and components. 1 have the opportunity to work directly with members of other IC agencies and components. 1 feel a sense of community (i.e., shared mission and collaborate on work-related matters with members of the IC who are outside of your own agency or IC component? 1 have the opportunity to work directly with members of the IC agencies and components. 1 feel a sense of community (i.e., shared mission and information sharing with other IC agencies and components. 2 feel a sense of community (i.e., shared mission and information sharing with other IC agencies and components. 3 feel a sense of community (i.e., shared mission and information sharing with other IC agencies and components. 4 feel a sense of community (i.e., shared mission and information sharing with other IC agencies and components. 4 feel a sense of community (i.e., s	2009
I like the kind of work I do. My work gives me a feeling of personal accomplishment. My work gives me a feeling of personal accomplishment. My workload is reasonable. The mext 2 items were asked to civilian employees with one year or less tenure at DIA only Before I accepted a job at DIA, I was provided a realistic job preview. I was placed in a division that matches my professional interests. - 75% IC Transformation I feel a sense of community (i.e., shared mission and values) with other employees across the IC. Our mission depends on IC agencies and components sharing knowledge and collaborating. Before I accepted a job at DIA, I was provided a realistic job preview. - 75% IC Transformation I feel a sense of community (i.e., shared mission and values) with other employees across the IC. Our mission depends on IC agencies and components sharing knowledge and collaborating. Bry 88% Employees in my work unit share job knowledge with each other. I have the opportunity to work directly with members of other IC agencies or components when necessary. 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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	
My work gives me a feeling of personal accomplishment. My talents are used well in the workplace. My workload is reasonable. I have enough information to do my job well. The next 2 items were asked to civilian employees with one year or less tenure at DIA only Before I accepted a job at DIA, I was provided a realistic job preview. I was placed in a division that matches my professional interests. - 75% IC Transformation I feel a sense of community (i.e., shared mission and values) with other employees across the IC. Our mission depends on IC agencies and components sharing knowledge and collaborating. Employees in my work unit share job knowledge with each other. I have the opportunity to work directly with members of other IC agencies or components when necessary. 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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	89%
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My talents are used well in the workplace. My workload is reasonable. 1 have enough information to do my job well. The next 2 items were asked to civilian employees with one year or less tenure at DIA only Before I accepted a job at DIA, I was provided a realistic job preview. I was placed in a division that matches my professional interests. 1 feel a sense of community (i.e., shared mission and values) with other employees across the IC. Our mission depends on IC agencies and components sharing knowledge and collaborating. Employees in my work unit share job knowledge with each other. I have the opportunity to work directly with members of other IC agencies or components when necessary. 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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	82%
My workload is reasonable. 60% 78% I have enough information to do my job well	71%
Before I accepted a job at DIA, I was provided a realistic job preview. I was placed in a division that matches my professional interests. - 75% IC Transformation I feel a sense of community (i.e., shared mission and values) with other employees across the IC. Our mission depends on IC agencies and components sharing knowledge and collaborating. Employees in my work unit share job knowledge with each other. I have the opportunity to work directly with members of other IC agencies or components when necessary. 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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	84%
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I feel a sense of community (i.e., shared mission and values) with other employees across the IC. Our mission depends on IC agencies and components sharing knowledge and collaborating. Employees in my work unit share job knowledge with each other. I have the opportunity to work directly with members of other IC agencies or components when necessary. 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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. 67% 76% My supervisor emphasizes collaboration and information sharing with other IC agencies and components. - Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	80%
Our mission depends on IC agencies and components sharing knowledge and collaborating. Employees in my work unit share job knowledge with each other. I have the opportunity to work directly with members of other IC agencies or components when necessary. 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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. My supervisor emphasizes collaboration and information sharing with other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	61%
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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? My work products are improved when I can collaborate with colleagues from other IC agencies and components. My supervisor emphasizes collaboration and information sharing with other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	81%
My supervisor emphasizes collaboration and information sharing with other IC agencies and components. Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	49%
Additional Item How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	68%
How often do you share knowledge and collaborate on work-related matters with members of the IC outside of your own agency or IC components. At least once a day 18% 15%	70%
	ent?
Less than once a day, but at least once a week 22% 26%	11%
	25%
Less than weekly, but at least monthly 24% 20%	18%
Some, but less than once a month 29% 28%	30%
Not at All 7% 11%	16%