

2012 Annual Human Capital Survey: National Intelligence University Report



Directorate for Human Capital

Prepared by

(b)(3):10 USC 424

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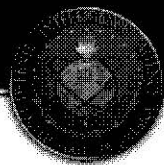


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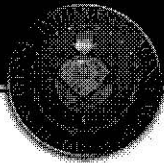
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Executive Summary

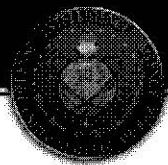
- DIA's 2012 Annual Human Capital Survey was administered on JWICS and SIPRNet between 10 April and 18 May, 2012.
- 51% of NIU's workforce completed the survey. This was a 5% decrease from NIU's 56% participation rate in 2011 and 6% below the DIA agency-wide response rate of 57%.
- Survey respondents were representative of DIA's workforce and the NIU directorate.
- The top three key dimensions NIU respondents are most satisfied with are:
 - Pay
 - Compensation
 - Supervisor
- For NIU respondents, the most important key dimensions with regard to overall satisfaction with DIA are:
 - Leadership
 - Communication
 - Involvement in Decisions
 - Job
- Statistical analyses revealed low scoring, high importance areas that should serve as the priority areas for NIU action planning. These areas are:
 - Leadership
 - Communication
 - Involvement in Decisions
 - Opportunities to Get a Better Job
- Satisfaction with 7 of the 15 key dimensions increased between 2011 and 2012. NIU's largest increase was for **Compensation**, which increased 16% from 67% satisfied in 2011 to 83% satisfied in 2012.

- Overall Satisfaction for NIU decreased from 80% satisfied in 2011 to 76% satisfied in 2012. However, overall satisfaction among NIU respondent is still above the Agency score.

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
% Positive			
Key Dimensions			
Overall Satisfaction	80%	76%	63%
Mission Accomplishment	80%	76%	71%
Recognition	51%	59%	54%
Performance Feedback	58%	72%	60%
Involvement in Decisions	56%	57%	53%
Organizational Culture	58%	53%	45%
Facilities and Resources	73%	69%	66%
Training	73%	64%	58%
Opportunities to Get a Better Job	38%	45%	37%
Leadership	60%	60%	50%
Communication	65%	60%	53%
Supervisor	69%	79%	74%
Workgroup	78%	72%	80%
Pay	78%	86%	69%
Compensation	67%	83%	67%
Job	82%	78%	70%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

Only 50% of NIU respondents believe that the results of this survey will be used to make DIA a better place to work.



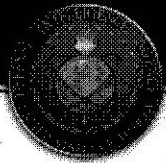
Executive Summary

Best Places to Work Index Items % Positive	NIU 2012	DIA 2012
I recommend my organization as a good place to work.	66%	63%
Considering everything, how satisfied are you with your job?	78%	70%
Considering everything, how satisfied are you with your organization?	76%	63%

- Among the three items that make up the Best Places to Work Index, NIU scores above DIA.
- NIU index scores are higher than DIA for all but one of the OPM, ODNI, and Best Places to Work indices: Teamwork.
- NIU index scores increased by more than 5 percentage points on the Pay Index (+8% from 2011) and the Support for Diversity Index (+7% from 2011).
- The most common comment themes for NIU respondents were **Leadership**, **Career Opportunities**, **Organizational Culture**, and **Career Development**.

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
% Positive			
OPM and ODNI Index Scores			
Job Satisfaction Index	75%	78%	68%
Leadership & Knowledge Management Index	70%	69%	65%
Results-Oriented Performance Culture Index	61%	62%	58%
Talent Management Index	73%	72%	64%
Conditions for Employee Engagement Index	N/A	76%	71%
IC Collaboration Index	N/A	74%	70%
Best Places to Work Sub-Index Scores			
Effective Leadership - Empowerment Index	55%	51%	50%
Effective Leadership - Fairness Index	N/A	63%	62%
Effective Leadership - Senior Leaders Index	66%	68%	58%
Effective Leadership - Supervisors Index	N/A	80%	73%
Employee Skills/Mission Match Index	86%	87%	80%
Pay Index	78%	86%	69%
Performance Based Awards & Advancement Index	54%	57%	52%
Strategic Management Index	67%	67%	63%
Support for Diversity Index	68%	75%	71%
Teamwork Index	N/A	73%	75%
Training and Development Index	75%	73%	63%
Work Life Balance Index	N/A	75%	71%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.



Agency Respondent Profile

The survey respondent population is representative of the DIA onboard population by key demographics.

	Survey Respondents		Onboard Population	
<i>Employee Status</i>	Civilian	Military	Civilian	Military
	83%	17%	81%	19%
<i>Gender</i>	Male	Female	Male	Female
	68%	32%	68%	31%
<i>Race/Ethnicity</i>	Minority	Non-Minority	Minority	Non-Minority
	28%	72%	29%	70%
<i>Work Location</i>	DIAC	Other	DIAC	Other
	34%	66%	32%	68%

		Survey Respondents	Onboard Population
<i>Civilian Pay Band and Military Rank</i>			
Civilian	Pay Grades 1 - 13	51%	51%
	Pay Grades 14 and 15	30%	28%
	DISES/DISL	2%	2%
Military	Military Enlisted & Warrant Officers	8%	11%
	Military Officer	9%	9%

Notes: Tables displaying eZHR data are bordered in green.
Onboard population data was pulled from eZHR on 4 April, 2012.
Race and gender information were not available for a small number of employees (<1%).

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	Survey Respondents	Onboard Population
<i>Directorate/CQCOM</i>		
Command Element	0.8%	1.0%
AE	1.3%	0.9%
CP	0.5%	0.4%
EO	0.4%	0.2%
FE	1.7%	2.1%
GC	0.4%	0.2%
IE	0.7%	0.7%
IG	0.7%	0.5%
MM	0.5%	0.4%
DA	6.4%	6.4%
DC	1.8%	1.6%
DI	21.4%	22.0%
DS	8.9%	9.6%
DT	2.6%	2.7%
DX	26.8%	25.4%
HC	4.4%	4.4%
J2	3.4%	3.2%
NIU	0.8%	0.9%
JFMPO	0.2%	0.2%
US AFRICOM	1.6%	1.9%
US CENTCOM	3.0%	3.9%
US CYBERCOM	1.1%	1.0%
US EUCOM	1.0%	1.8%
US NORTHCOM	0.7%	0.9%
US PACOM	2.7%	1.7%
US SOCOM	2.2%	2.3%
US SOUTHCOM	1.1%	1.2%
US STRATCOM	1.2%	1.2%
US TRANSCOM	0.8%	0.6%
USFJ and USFK	0.7%	0.5%

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Key Dimension Analysis

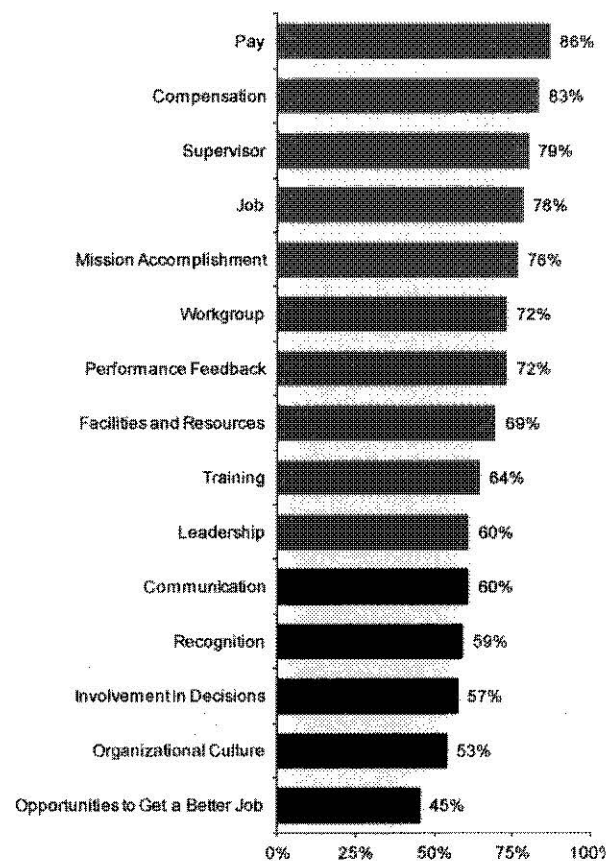
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NIU Satisfaction with Key Dimensions

- Respondents are *most likely* to report satisfaction with their **Pay and Compensation**, and *least likely* to report satisfaction with **Opportunities to Get a Better Job** and **Organizational Culture**.
- Pearson's correlation coefficient measures the strength of the relationship between each key dimension and overall satisfaction.
- **Leadership and Communication** have the *strongest* correlation with overall satisfaction, while **Compensation** and **Facilities and Resources** have the *least strong* correlation with overall satisfaction.

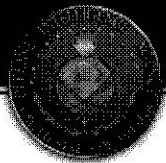
Satisfaction Scores
(by Key Dimension)



Importance Value by Key Dimension
(Pearson's Correlation Coefficient)

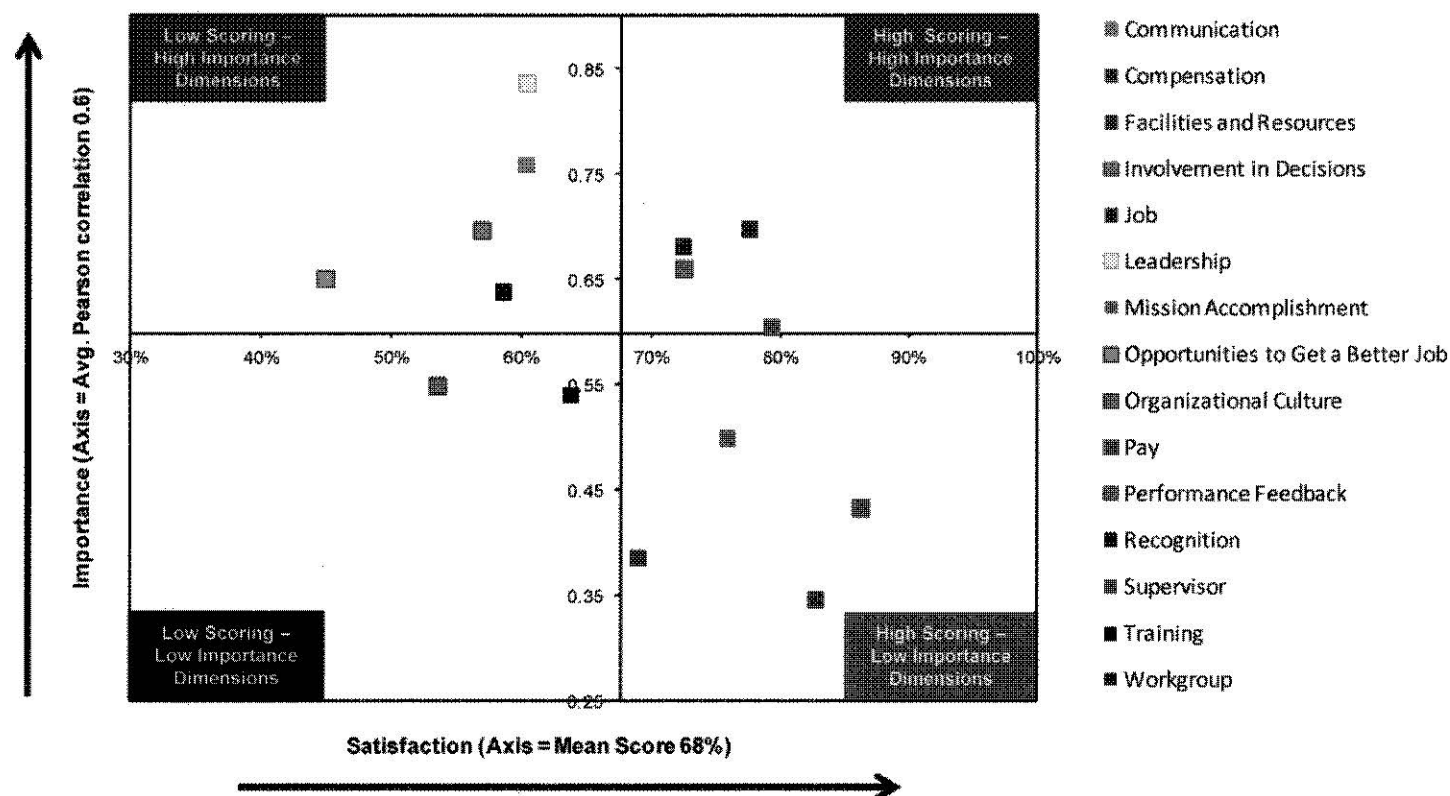


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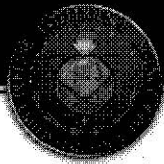


2012 AHCS Satisfaction-Importance Matrix for NIU

The Satisfaction-Importance Matrix plots the satisfaction scores to the key workplace dimensions against its Pearson's correlation coefficient. This matrix provides a framework for identifying areas of success and areas of future focus.



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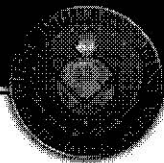
2012 AHCS Performance-Importance Matrix for NIU

Low Scoring - High Importance Dimensions	High Scoring - High Importance Dimensions
<p>Low scoring – high importance dimensions are those that employees rate relatively unfavorably and are important to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none">• Leadership• Communication• Involvement in Decisions• Opportunities to Get a Better Job• Recognition <p>For the greatest impact on overall satisfaction, focus actions on these key dimensions</p>	<p>High scoring – high importance dimensions are those that employees rate relatively favorably and are important to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none">• Job• Workgroup• Performance Feedback• Supervisor <p>Celebrate these key strengths</p>
Low Scoring - Low Importance Dimensions	High Scoring - Low Importance Dimensions
<p>Low scoring – low importance dimensions are those that employees rate relatively unfavorably but are not critical to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none">• Training• Organizational Culture	<p>High scoring – low importance dimensions are those that employees rate relatively favorably but are not critical to overall satisfaction with DIA as an employer.</p> <ul style="list-style-type: none">• Mission Accomplishment• Pay• Compensation• Facilities and Resources

Note: Importance values are derived by determining the level of correlation between the specific dimension to the employee's overall level of satisfaction.

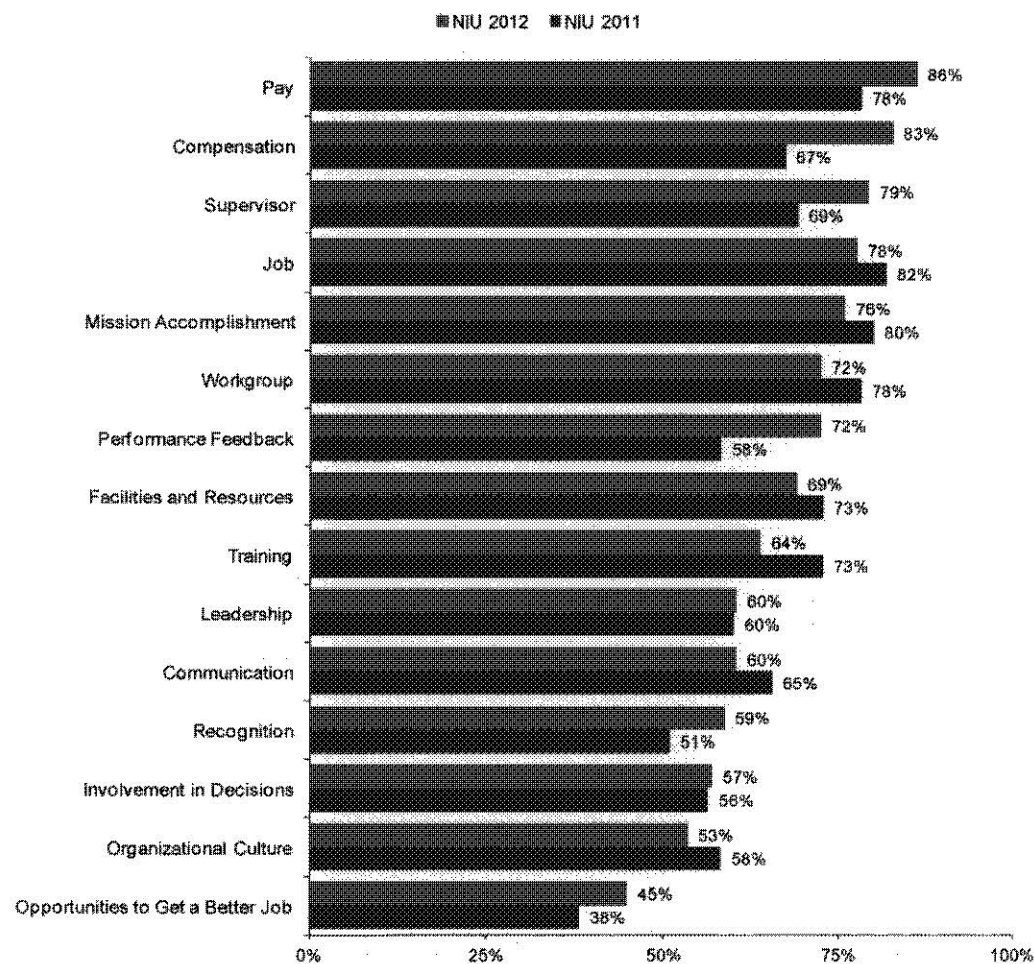
Note: Grey font indicates borderline dimensions that may not merit focus compared to the other dimensions in this quadrant.

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NIU Satisfaction with Key Dimensions Over Time

NIU Satisfaction Scores by Key Dimensions, 2011 - 2012



NIU satisfaction with 8 of 15 key dimensions increased between 2011 and 2012.

The largest increases in satisfaction were in the following key dimensions:

- Compensation (+16%)
- Performance Feedback (+14%)
- Supervisor (+10%)

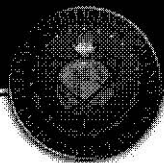
The largest decreases in satisfaction was in Training (-9%)

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Index Analysis

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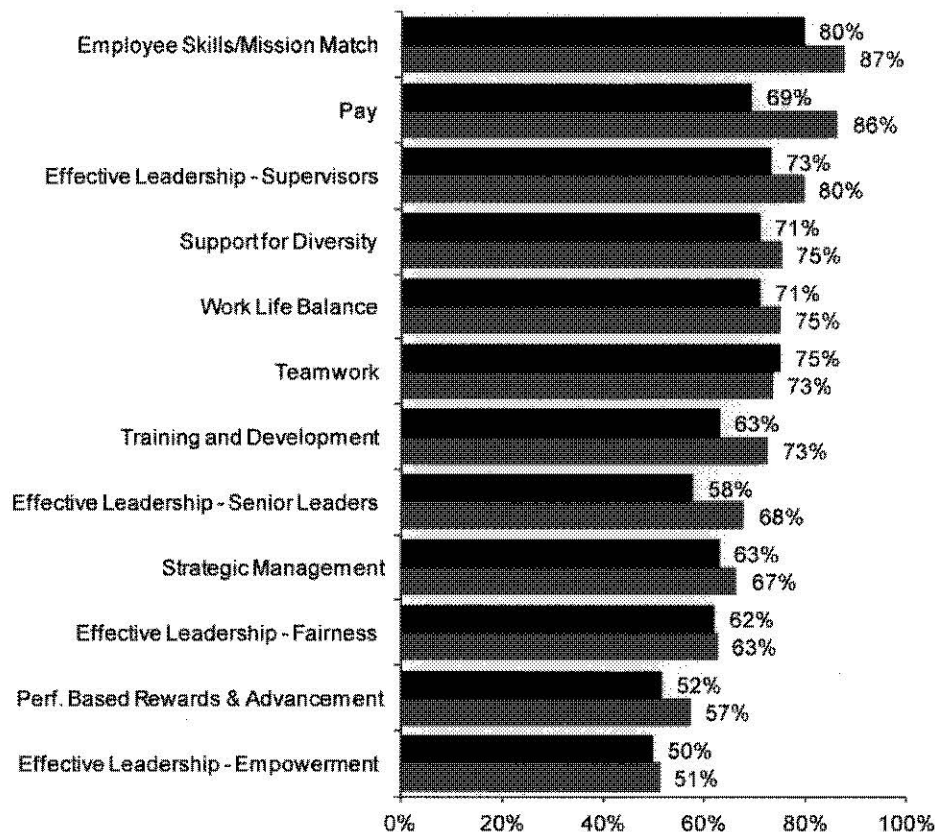
Best Places to Work Indices

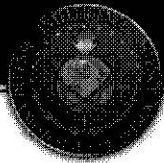
Description

Each year, the Partnership for Public Service (PPS) ranks Federal Agencies based on their survey results. DIA participates in this ranking as part of the aggregate IC score. The Partnership for Public Service measure 10 indices, including the Best Places to Work ranking. Whereas the other indices are calculated via an average of the composite items, the Best Places to Work ranking calculation, based on the three items below, is proprietary to the Partnership for Public Service.

Best Places to Work Index Items % Positive	NIU 2012	DIA 2012
I recommend my organization as a good place to work.	66%	63%
Considering everything, how satisfied are you with your job?	78%	70%
Considering everything, how satisfied are you with your organization?	76%	63%

■ DIA 2012 ■ NIU 2012



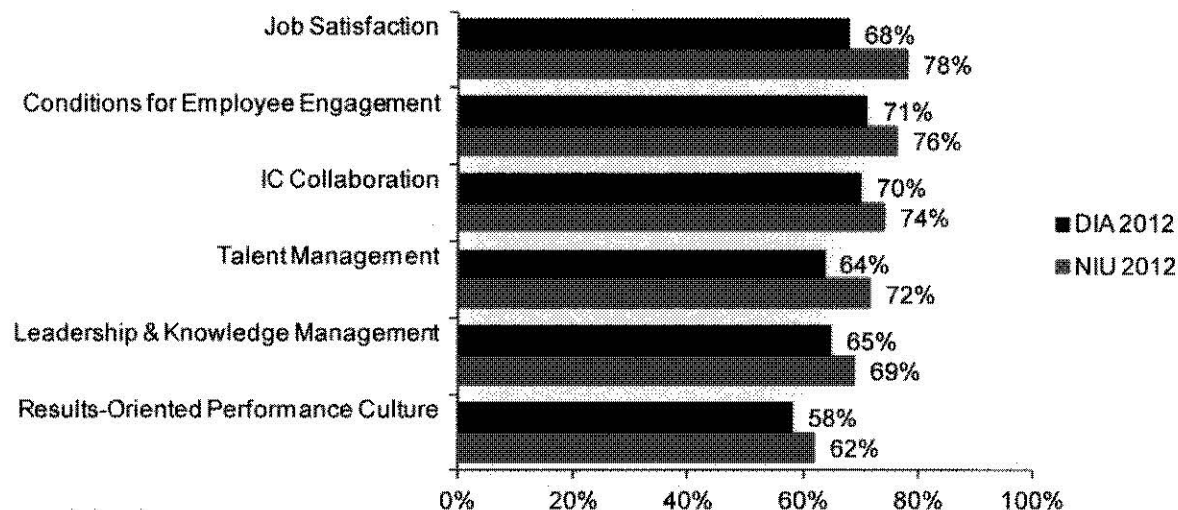


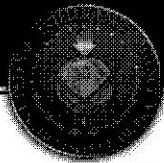
OPM & ODNI Indices

This year, six 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.

US Office of Personnel Management (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. US Office of the Director of National Intelligence (ODNI) calculates an IC Collaboration index to track levels of collaboration across the Intelligence Community.

2012 OPM & ODNI Index Scores

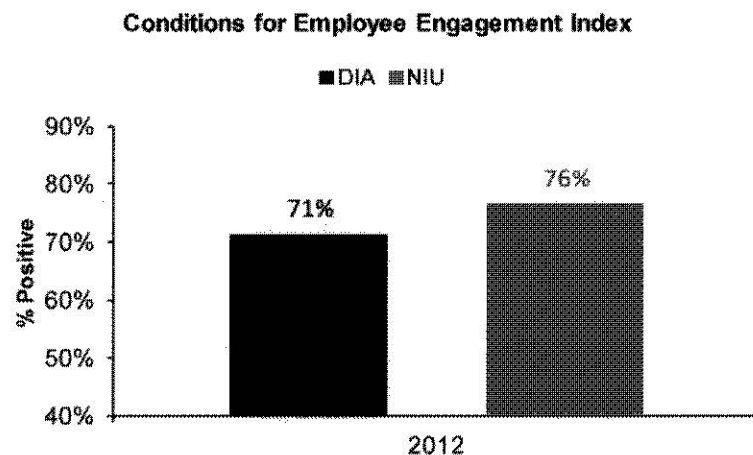




Conditions for Employee Engagement Index

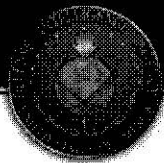
Description

The Conditions for Employee Engagement Index was developed by OPM and is composed of 15 items. This index measures the degree to which employees find meaning in their work, take pride in the work that they do and where they do it, and believes their agency values them.



Note: OPM updated this index in their 2011 analysis, so trend data is not available.

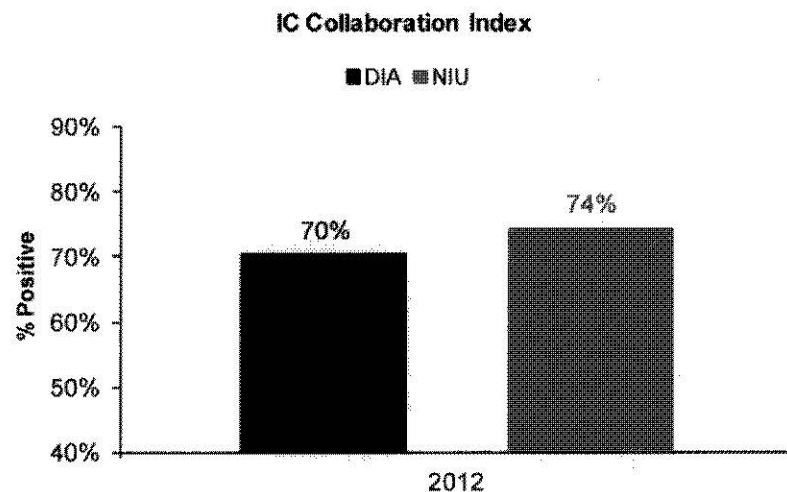
Conditions for Employee Engagement % Positive	NIU 2012	DIA 2012
My supervisor/team leader treats me with respect.	89%	85%
I know how my work relates to the Agency's goals and priorities.	83%	84%
I know what is expected of me on the job.	84%	81%
My supervisor listens to what I have to say.	77%	81%
My work gives me a feeling of personal accomplishment.	90%	78%
Overall, how good a job do you feel is being done by your immediate supervisor?	78%	77%
I have trust and confidence in my supervisor.	72%	74%
Supervisors in my work unit support employee development.	84%	73%
My organization's leaders maintain high standards of honesty and integrity.	81%	71%
My talents are used well in the workplace.	74%	67%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team lead?	76%	66%
I feel encouraged to come up with new and better ways of doing things.	64%	64%
Managers communicate the goals and priorities of the organization.	62%	61%
I have a high level of respect for my organization's senior leaders.	68%	59%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	62%	48%



IC Collaboration Index

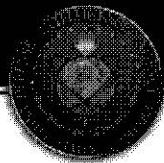
Description

The IC Collaboration Index was developed by ODNI and is composed of five items. This index measures employee perceptions related to the progress of the IC's transformation. 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 often and how easily employees are able to share knowledge and collaborate with colleagues in other agencies.



Note: ODNI dropped an item from the IC Collaboration Index this year, so trend data is not available.

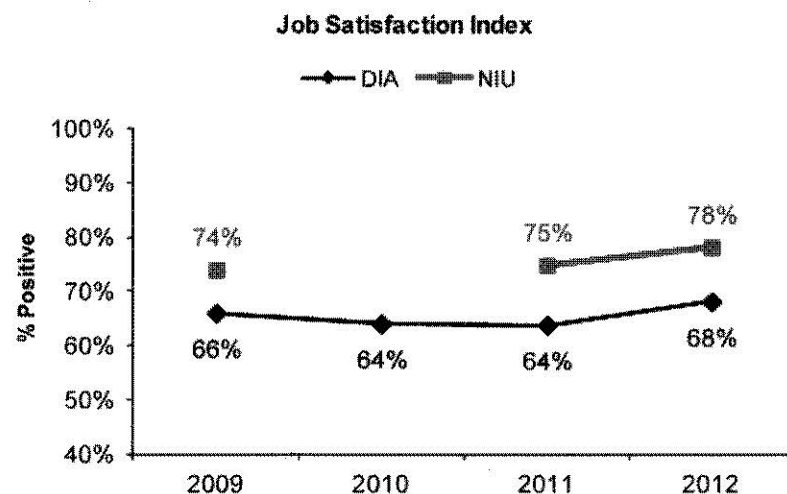
IC Collaboration Items % Positive	NIU 2012	DIA 2012
Our mission depends on IC agencies and components sharing knowledge and collaborating.	86%	84%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	89%	83%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	72%	72%
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	69%	60%
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?	55%	51%



Job Satisfaction Index

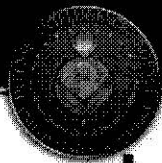
Description

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



Note: Due to the small sample size, sub-group results are not available for 2010.

Job Satisfaction Items % Positive	NIU 2012	DIA 2012
The work I do is important.	97%	87%
I like the kind of work I do.	95%	83%
My work gives me a feeling of personal accomplishment.	90%	78%
Considering everything, how satisfied are you with your job?	78%	70%
Considering everything, how satisfied are you with your pay?	86%	69%
How satisfied are you with your involvement in decisions that affect your work?	57%	53%
How satisfied are you with your opportunity to get a better job in your organization?	45%	37%

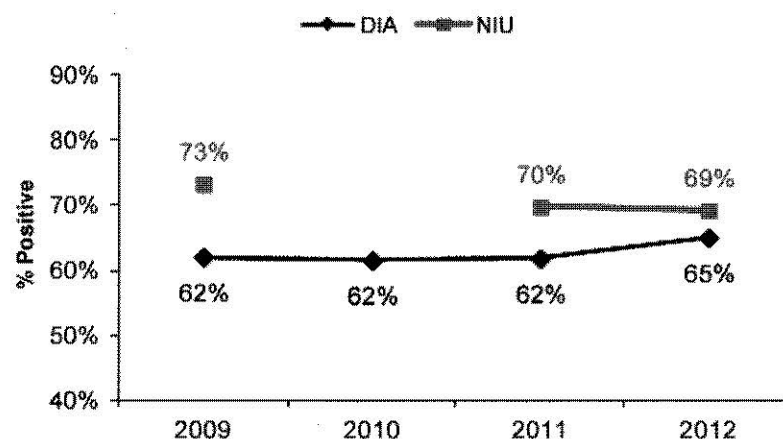


Leadership & Knowledge Management Index

Description

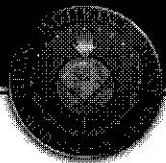
The Leadership & Knowledge Management Index is part of OPM's Human Capital Assessment and Accountability Framework and is composed of 12 items. This index measures the degree to which supervisors and senior leaders are perceived as trustworthy, respected, motivating, and effective overall.

Leadership & Knowledge Management Index



Note: Due to the small sample size, sub-group results are not available for 2010.

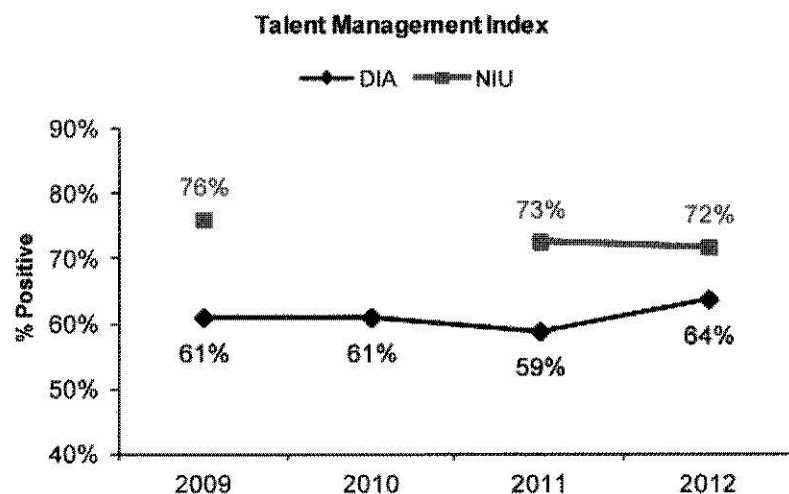
Leadership & Knowledge Management Items % Positive	NIU 2012	DIA 2012
Employees are protected from health and safety hazards on the job.	79%	79%
My organization has prepared employees for potential security threats.	79%	77%
Overall, how good a job do you feel is being done by your immediate supervisor?	78%	77%
I have trust and confidence in my supervisor.	72%	74%
Managers work well with employees of different backgrounds.	79%	72%
My workload is reasonable.	63%	70%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	67%	63%
Managers communicate the goals and priorities of the organization.	62%	61%
I have a high level of respect for my organization's senior leaders.	68%	59%
How satisfied are you with the information you receive from management on what's going on in your organization?	60%	53%
How satisfied are you with the policies and practices of your senior leaders?	60%	50%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	62%	48%



Talent Management Index

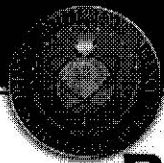
Description

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



Note: Due to the small sample size, sub-group results are not available for 2010.

Talent Management Items % Positive	NIU 2012	DIA 2012
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	69%	73%
Supervisors in my work unit support employee development.	84%	73%
My talents are used well in the workplace.	74%	67%
I am given a real opportunity to improve my skills in my organization.	79%	64%
How satisfied are you with the training you receive for your present job?	64%	58%
My work unit is able to recruit people with the right skills.	65%	57%
My training needs are assessed.	66%	54%

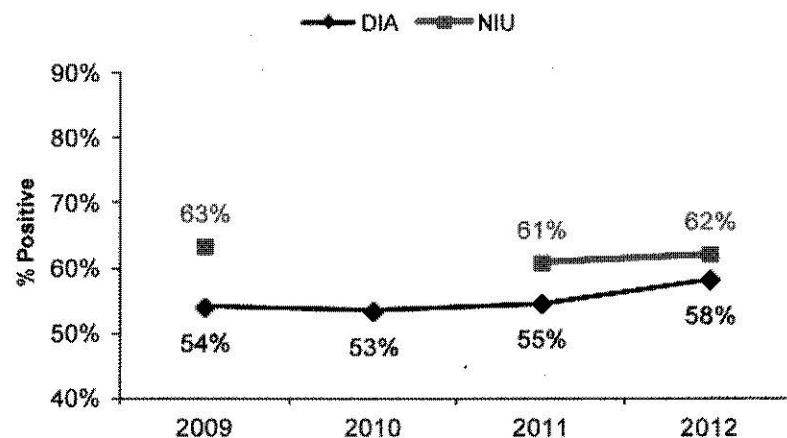


Results-Oriented Performance Culture Index

Description

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 can see a linkage between their work and the mission, goals, and performance of the agency. It also gauges whether employees believe that high performers are recognized, rewarded, and promoted, and whether the agency effectively deals with poor performance.

Results-Oriented Performance Culture Index



Note: Due to the small sample size, sub-group results are not available for 2010.

Results-Oriented Performance Culture Items % Positive	NIU 2012	DIA 2012
The people I work with cooperate to get the job done.	84%	88%
My supervisor supports my need to balance work and other life issues.	93%	85%
I know how my work relates to the Agency's goals and priorities.	83%	84%
My performance appraisal is a fair reflection of my performance.	82%	71%
Discussions with my supervisor about my performance are worthwhile.	73%	68%
Physical conditions allow employees to perform their job well.	69%	65%
How satisfied are you with the recognition you receive for doing a good job?	59%	54%
Creativity and innovation are rewarded.	55%	48%
Employees have a feeling of personal empowerment with respect to work processes.	46%	47%
Promotions in my work unit are based on merit.	43%	42%
In my work unit, differences in performance are recognized in a meaningful way.	52%	40%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31%	33%
Pay raises depend on how well employees perform their job.	27%	25%

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Office Analysis

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Office Key Dimension and Index Scores

AHCS Items % Positive	(b)(3):10 USC 424		
NIU			
Key Dimensions			
Overall Satisfaction	76%	77%	80%
Mission Accomplishment	76%	85%	67%
Recognition	59%	46%	67%
Performance Feedback	72%	69%	73%
Involvement in Decisions	57%	54%	60%
Organizational Culture	53%	69%	53%
Facilities and Resources	69%	54%	87%
Training	64%	77%	60%
Opportunities to Get a Better Job	45%	54%	47%
Leadership	60%	46%	73%
Communication	60%	46%	67%
Supervisor	79%	69%	87%
Workgroup	72%	62%	87%
Pay	86%	92%	80%
Compensation	83%	85%	87%
Job	78%	69%	87%
I believe the results of this survey will be used to make my agency a better place to work.	47%	38%	53%

AHCS Items % Positive	(b)(3):10 USC 424		
NIU			
OPM & ODNI Index Scores			
Job Satisfaction Index	78%	79%	82%
Leadership and Knowledge Management Index	69%	61%	75%
Results-Oriented Performance Culture Index	62%	56%	68%
Talent Management Index	72%	71%	80%
Conditions for Employee Engagement Index	76%	72%	83%
IC Collaboration Index	74%	65%	76%
PPS Best Places to Work Indices			
Effective Leadership - Empowerment Index	51%	54%	59%
Effective Leadership - Fairness Index	63%	70%	70%
Effective Leadership - Senior Leaders Index	68%	56%	75%
Effective Leadership - Supervisors Index	80%	70%	93%
Employee Skills/Mission Match Index	57%	89%	93%
Pay Index	86%	92%	80%
Performance Based Awards & Advancement Index	57%	50%	63%
Strategic Management Index	67%	66%	66%
Support for Diversity Index	75%	81%	76%
Teamwork Index	73%	73%	86%
Training and Development Index	73%	71%	81%
Work Life Balance Index	75%	69%	86%

Scores are reported for offices with ten or more respondents. In NIU, only two offices had the minimum number of respondents to be reported: [redacted] and [redacted]

(b)(3):10 USC 424

Note: Offices with less than 10 respondents were not included.

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Comment Analysis

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Themes

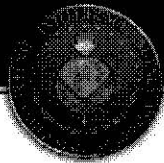


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Next Steps

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Next Steps: AHCS Action Planning Requirement

Responding to the Office of the Director of National Intelligence (ODNI) and the Office of Personnel Management's (OPM) request for formal action plans, DIA is requiring Directorate, Element, and COCOM-level action plans based on the results of the 2012 AHCS.

Required Activities

- Complete and submit Directorate/Element/COCOM - level action plans to HC by **October 5th**.
 - Refer to Slide 17 throughout this process, as it illustrates the low-scoring and high importance dimensions for your organization.
 - Leverage the AHCS Action Planning Guide, Agency level report, and additional resources available on the [HC Survey Website](#).
 - Use the Action Planning Template provided and posted on the [HC Survey Website](#); Action plans outside of this template will NOT be accepted.
- HC will submit all action plans to the DD/CS/ODNI on behalf of DIA.
- Address questions and requests for additional analysis of survey data to 6036 or email the [Surveys email box](#)

(b)(3):10 USC 424

Action Planning Resources

- 2012 DIA AHCS Report
- AHCS Action Planning Guide
- AHCS Action Planning Checklist
- AHCS Action Planning Template
- Agency Guide for the Best Place to Work in the Federal Government Rankings (Partnership for Public Service)
- 2011 Federal Employee Viewpoint Survey Report (OPM)
- Annual Employee Survey Guidance (OPM)
- Employee Viewpoint Survey Action Plan Examples:
 - Department of Transportation
 - Department of Energy
- Guide to Conducting Focus Groups

Available on the [HC Survey Website](#)

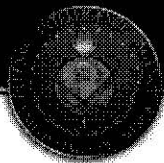
(b)(3):10 USC 424

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Appendices

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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 2012 Intelligence Community Survey by incorporating survey items from the Intelligence Community Survey into the AHCS. The AHCS measures employee perceptions across the dimensions that drive employee satisfaction and identifies trends and changes over time.

Administration: The 2012 AHCS was open to all military and civilian DIA employees between April 10th and May 18th, 2012. 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 Agency response rate is 57%, an increase over last year's 53% response rate. Based on this response rate, the confidence level is 99% +/- .99%.

Data Analysis and Reporting: Data were collected and analyzed by DIA's (b)(3):10 USC 424 Analysis of DIA's Annual Human Capital Survey included examination of mean level differences, trend analysis, sub-group analysis, regression analysis to identify key satisfaction drivers, and comparison with the 2011 Intelligence Community Survey, and OPM's Federal Employee Viewpoint Survey.

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.

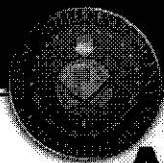
The US Merit Systems Protection Board (MSPB) found significant relationship between employee engagement and mission accomplishment in federal agencies¹. MSPB found that higher levels of employee engagement are correlated with:

- 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.

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

² 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: Key Dimensions Items and Definitions of Comment Topics

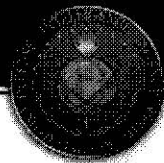
Key Dimensions Items		Definition of Comment Topics	
Overall Satisfaction	Considering everything, how satisfied are you with your organization?	Career Opportunities	Comments related to career paths, career advancement and promotional opportunities.
Mission Accomplishment	How satisfied are you with the DIA enterprise's ability to accomplish its mission?	Career Development	Comments related to training and mentoring opportunities throughout the DIA enterprise and in the field.
Recognition	How satisfied are you with the recognition you receive for doing a good job?	Communication	Comments related to communication between leadership and employees, supervisors and subordinates, and within the IC.
Performance Feedback	How satisfied are you with the performance feedback you receive?	Environment	Comments related to resources (people, financial & IT), customer service, equipment, workspace, amenities, parking, shuttles, & location.
Involvement in Decisions	How satisfied are you with your involvement in decisions that affect your work?	Leadership	Leadership Comments related to leadership style, accessibility, and accountability of DIA enterprise leaders.
Organizational Culture	How satisfied are you with the DIA enterprise's organizational culture?	Mission	Comments related to DIA's mission and ability to accomplish its mission and goals.
Facilities and Resources	How satisfied are you with the facilities and resources available to you at your primary work location?	Organizational Culture	Comments related to organizational culture, inclusiveness, fairness, empowerment, and innovation.
Training	How satisfied are you with the training you receive for your present job?	Pay, Bonuses & Benefits	Comments related to pay modernization, bonuses, awards, salary, benefits, the elimination of TLMS, and student loan repayment.
Opportunities to Get a Better Job	How satisfied are you with your opportunity to get a better job in your organization?	Performance Feedback & Recognition	Comments related to recognition for good work and the informal and formal performance feedback.
Leadership	How satisfied are you with the policies and practices of your senior leaders?	Supervisor	Comments related to your first line supervisor or supervisory issues at the DIA enterprise.
Communication	How satisfied are you with the information you receive from management on what's going on in your organization?	Workgroup	Comments related to your specific workgroup.
Supervisor	How satisfied are you with your supervisor?	Your Current Job	Comments related to the tasks you do each day, including job fit and skill match to your current position.
Workgroup	How satisfied are you with your workgroup?		
Pay	Considering everything, how satisfied are you with your pay?		
Compensation	Considering everything, how satisfied are you with your total compensation (salary, bonus, etc.)?		
Job	Considering everything, how satisfied are you with your job?		

2012 Annual Human Capital Survey: Appendix B



National Intelligence University Trend Data 2011-2012

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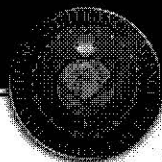


Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012 % Positive	2012
OPM and ODNI Index Scores			
Job Satisfaction Index	75%	78%	68%
Leadership & Knowledge Management Index	70%	69%	65%
Results-Oriented Performance Culture Index	61%	62%	58%
Talent Management Index	73%	72%	64%
Conditions for Employee Engagement Index	N/A	76%	71%
IC Collaboration Index	N/A	74%	70%
Best Places to Work Sub-Index Scores			
Effective Leadership - Empowerment Index	55%	51%	50%
Effective Leadership - Fairness Index	N/A	63%	62%
Effective Leadership - Senior Leaders Index	66%	68%	58%
Effective Leadership - Supervisors Index	N/A	80%	73%
Employee Skills/Mission Match Index	86%	87%	80%
Pay Index	78%	86%	69%
Performance Based Awards & Advancement Index	54%	57%	52%
Strategic Management Index	67%	67%	63%
Support for Diversity Index	68%	75%	71%
Teamwork Index	N/A	73%	75%
Training and Development Index	75%	73%	63%
Work Life Balance Index	N/A	75%	71%

Annual Human Capital Survey Items	NIU		DIA
	2011	2012 % Positive	2012
Key Dimensions			
Overall Satisfaction	80%	76%	63%
Mission Accomplishment	80%	76%	71%
Recognition	51%	59%	54%
Performance Feedback	58%	72%	60%
Involvement in Decisions	56%	57%	53%
Organizational Culture	58%	53%	45%
Facilities and Resources	73%	69%	66%
Training	73%	64%	58%
Opportunities to Get a Better Job	38%	45%	37%
Leadership	60%	60%	50%
Communication	65%	60%	53%
Supervisor	69%	79%	74%
Workgroup	78%	72%	80%
Pay	78%	86%	69%
Compensation	67%	83%	67%
Job	82%	78%	70%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

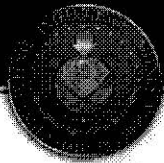


Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
Agency Goals and Mission Accomplishment			
DIA's mission is clearly defined.	93%	90%	86%
DIA's mission is important.	96%	97%	94%
I understand how the goals of my directorate/COCOM are related to DIA's mission.	91%	88%	83%
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	78%	69%	73%
I know how my work relates to the agency's goals and priorities.	91%	83%	84%
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	69%	67%	63%
Managers communicate the goals and priorities of the organization.	75%	62%	61%
Performance Feedback and Recognition			
My performance appraisal/evaluation is a fair reflection of my performance.	72%	82%	71%
Discussions with my supervisor about my performance are worthwhile.	65%	73%	68%
I am held accountable for achieving results.	85%	79%	84%
Awards in my work unit depend on how well employees perform their jobs.	50%	43%	49%
Job openings are filled by the most qualified internal or external candidates.	51%	45%	31%
Promotions in my workgroup are based on merit.	48%	43%	42%
In my work unit, differences in performance are recognized in a meaningful way.	43%	52%	40%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	35%	31%	33%
Pay raises depend on how well employees perform their jobs.	30%	27%	25%
Employees are recognized for providing high quality products and services.	57%	61%	59%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	65%	79%	65%
My supervisor sets and revises my performance objectives as needed during the performance cycle.	67%	72%	61%
In comparison with people in similar jobs in the private sector, I feel my total compensation is...	% of Total		
Much more	5%	10%	4%
Somewhat more	31%	33%	18%
The same	25%	36%	37%
Somewhat less	35%	16%	30%
Much less	4%	5%	11%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

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Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
Organizational Culture			
I feel encouraged to come up with new and better ways to doing things.	69%	64%	64%
I am proud to work within the DIA enterprise.	80%	81%	76%
I recommend my organization as a good place to work.	73%	66%	63%
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	82%	69%	81%
Leadership is committed to creating a diverse and inclusive environment.	N/A	59%	65%
Creativity and innovation are rewarded.	56%	55%	48%
My leadership encourages and respects alternative points of view and recommendations.	68%	61%	58%
Managers/supervisors/team leaders work well with employees of different backgrounds.	67%	79%	72%
Employees have a feeling of personal empowerment with respect to work processes.	55%	46%	47%
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	68%	61%	62%
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N/A	65%	68%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N/A	60%	57%
Military and civilians work well together within the DIA enterprise.	N/A	93%	79%
I believe the results of this survey will be used to make my agency a better place to work.	44%	47%	45%
DIA Leadership			
My organization's leaders maintain high standards of honest and integrity.	73%	81%	71%
I am satisfied with the information I receive from executive leadership about what's going on in the Agency.	80%	74%	57%
My organization's leadership listens to employees' concerns.	N/A	64%	59%
I have a high level of respect for my organization's senior leaders.	78%	68%	59%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	80%	60%	56%
In my organization, leaders generate high levels of motivation and commitment in the workforce.	49%	62%	48%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

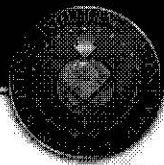
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Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
Work Life Programs			
How satisfied are you with the following programs?			
Alternate Work Schedules (AWS)	54%	76%	57%
Flexible Work Arrangements (e.g., part time, job share, telework, secure telework)	N/A	81%	40%
Please select the response below that best describes your alternative work schedule (AWS) situation:			
Currently work an AWS of 4/10s	0%	7%	1%
Currently work an AWS of 8/9s	5%	0%	7%
Currently work an AWS not listed above	11%	29%	16%
No AWS: Not allowed for my job	0%	17%	37%
No AWS: My request for an AWS was denied	36%	0%	3%
No AWS: Personal Choice	47%	47%	37%
Please select the response below that best describes your telework situation:			
Telework on a regular basis	24%	24%	1%
Telework infrequently	15%	17%	5%
No Telework: Physical presence required	22%	34%	67%
No Telework: Technical issues	5%	5%	11%
No Telework: Not allowed though OK for job	9%	3%	8%
No Telework: Personal Choice	25%	16%	7%

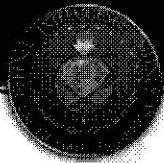
Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.



Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
Organizational Environment			
Physical conditions (for example noise level, temperature, lighting, workspace, cleanliness in the workplace) allow employees to perform their jobs well.	71%	69%	65%
Employees are protected from health and safety hazards on the job.	85%	79%	79%
The organization has prepared employees for potential security threats.	80%	79%	77%
Career Development			
I am given a real opportunity to improve my skills in my organization.	80%	79%	64%
I have the opportunity to develop my career within the DIA enterprise.	65%	66%	57%
Supervisors in my work unit support employee development.	84%	84%	73%
My training needs are assessed.	61%	66%	54%
This item was asked of civilian employees only			
I understand the steps I need to take to move forward in my career path.	70%	58%	59%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

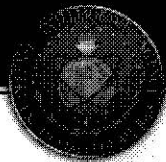


Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
My Direct Supervisor			
My supervisor maintains high standards of honesty and integrity.	80%	83%	83%
My supervisor is available to me when I need direction.	80%	91%	83%
My supervisor actively supports my learning and career development.	87%	84%	75%
My supervisor has the skills and experience needed to perform his or her job.	75%	88%	79%
I am satisfied with the information I receive from my supervisor about what's going on in my workgroup.	73%	71%	71%
I have trust and confidence in my supervisor.	71%	72%	74%
My supervisor supports my need to balance work and other life issues.	85%	93%	85%
My supervisor/team leader is committed to a workforce representative of all segments of society.	69%	86%	80%
My supervisor listens to what I have to say.	80%	77%	81%
My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	N/A	83%	75%
My supervisor/team leader treats me with respect.	N/A	89%	85%
Management			
Overall, how good a job do you feel is being done by your immediate supervisor/team lead?	73%	78%	77%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team lead?	N/A	76%	66%
<i>COCOM employees were not asked the item below.</i>			
Overall, how good a job do you feel is being done by your office (or office-equivalent) leadership?	N/A	76%	65%
<i>Items in the next section were asked to Military respondents only.</i>			
Military Experience at DIA			
My assignment at DIA makes good use of my skills and experience.	N/A	100%	70%
My assignment at DIA is a career advancing opportunity.	N/A	50%	50%
My supervisor understands what I need to succeed in my career as a member of the US military.	N/A	80%	69%
I have the opportunity to meet my training requirements while assigned to DIA.	N/A	100%	58%
In my work unit, communication flows both up and down the chain of command.	N/A	90%	67%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

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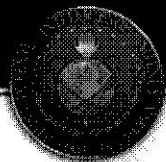


Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
My Workgroup			
The people I work with cooperate to get the job done.	84%	84%	88%
I trust the people in my workgroup.	78%	71%	83%
The people I work with are highly skilled.	80%	78%	80%
The contributions of all workgroup members are respected.	N/A	74%	78%
My workgroup is able to recruit people with the right skills.	62%	65%	57%
My work unit is able to retain people with the right skills.	63%	63%	50%
The skill level in my work group has improved in the past year.	60%	65%	59%
Employees in my work unit share job knowledge with each other.	85%	75%	81%
The Job Itself			
I like the kind of work I do.	91%	95%	83%
My work gives me a feeling of personal accomplishment.	89%	90%	78%
I have enough information to do my job well.	87%	81%	76%
I know what is expected of me on the job.	85%	84%	81%
The work I do is important.	89%	97%	87%
My talents are used well in the workplace.	69%	74%	67%
My workload is reasonable.	65%	63%	70%
I have sufficient resources (for example, people, materials, budget) to get my job done.	N/A	69%	58%
<i>The next 2 items were asked to civilian employees with one year or less tenure at DIA only</i>			
Before I accepted a job at DIA or a COCOM, I was provided a realistic job preview.	50%	43%	60%
I was placed in a division that matches my professional interests.	50%	71%	80%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

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Appendix B: NIU Trend Data 2011-2012

Annual Human Capital Survey Items	NIU		DIA
	2011	2012	2012
	% Positive		
IC Transformation			
I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	60%	69%	60%
Our mission depends on IC agencies and components sharing knowledge and collaborating.	85%	86%	84%
I have the opportunity to work directly with members of other IC agencies or components when necessary.	85%	89%	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?	51%	55%	51%
My work products are improved when I can collaborate with colleagues from other IC agencies and components.	68%	72%	72%
My supervisor emphasizes collaboration and information sharing with other IC agencies and components.	57%	77%	70%
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 component?	% Selected		
At least once a day	20%	22%	18%
Less than once a day, but at least once a week	18%	19%	27%
Less than weekly, but at least monthly	25%	21%	22%
Some, but less than once a month	16%	19%	17%
Not at all	20%	19%	16%
This item was asked of civilian employees only			
Are you considering leaving DIA within the next year, and if so, why?			
No, I plan to stay at DIA	79%	85%	74%
Yes, to retire	2%	0%	2%
Yes, to take another government job within the Intelligence Community	6%	8%	10%
Yes, to take another job outside of the IC and within the Federal Government	2%	2%	5%
Yes, to take another job outside the Federal Government	4%	0%	2%
Yes, for another reason	6%	4%	6%

Note: Green figures indicate a 5% or more increase from the previous year, while red figures indicate a 5% or more decrease from the previous year.

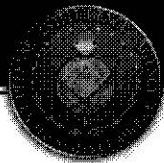
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2012 Annual Human Capital Survey: Appendix C



National Intelligence University Office Level Scores

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Appendix C: Office Level Scores

AHCS Items % Positive	NIU	(b)(3):10 USC 424
Key Dimensions		
Overall Satisfaction	76%	77%
Mission Accomplishment	76%	85%
Recognition	59%	46%
Performance Feedback	72%	69%
Involvement in Decisions	57%	54%
Organizational Culture	53%	69%
Facilities and Resources	69%	54%
Training	64%	77%
Opportunities to Get a Better Job	45%	54%
Leadership	60%	46%
Communication	60%	46%
Supervisor	79%	69%
Workgroup	72%	62%
Pay	86%	92%
Compensation	83%	85%
Job	78%	69%
I believe the results of this survey will be used to make my agency a better place to work.		
	47%	38%

AHCS Items % Positive	NIU	(b)(3):10 USC 424
OPM & ODNI Index Scores		
Job Satisfaction Index	78%	79%
Leadership and Knowledge Management Index	69%	61%
Results-Oriented Performance Culture Index	62%	56%
Talent Management Index	72%	71%
Conditions for Employee Engagement Index	76%	72%
IC Collaboration Index	74%	65%
PPS Best Places to Work Indices		
Effective Leadership - Empowerment Index	51%	54%
Effective Leadership - Fairness Index	63%	70%
Effective Leadership - Senior Leaders Index	68%	56%
Effective Leadership - Supervisors Index	80%	70%
Employee Skills/Mission Match Index	87%	89%
Pay Index	86%	92%
Performance Based Awards & Advancement Index	57%	50%
Strategic Management Index	67%	66%
Support for Diversity Index	75%	81%
Teamwork Index	73%	73%
Training and Development Index	73%	71%
Work Life Balance Index	75%	69%

Note: To protect respondent anonymity, scores for Offices with fewer than ten respondents are not reported.

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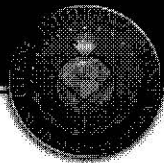
Appendix C: Office Level Scores

AHCS Items % Positive	NIU		(b)(3):10 USC 424
Key Dimensions			
Overall Satisfaction	76%	80%	
Mission Accomplishment	76%	67%	
Recognition	59%	67%	
Performance Feedback	72%	73%	
Involvement in Decisions	57%	60%	
Organizational Culture	53%	53%	
Facilities and Resources	69%	87%	
Training	64%	60%	
Opportunities to Get a Better Job	45%	47%	
Leadership	60%	73%	
Communication	60%	67%	
Supervisor	79%	87%	
Workgroup	72%	87%	
Pay	86%	80%	
Compensation	83%	87%	
Job	78%	87%	
I believe the results of this survey will be used to make my agency a better place to work.	47%	53%	

AHCS Items % Positive	NIU (b)(3):10 USC 424	
OPM & ODNI Index Scores		
Job Satisfaction Index	78%	82%
Leadership and Knowledge Management Index	69%	75%
Results-Oriented Performance Culture Index	62%	68%
Talent Management Index	72%	80%
Conditions for Employee Engagement Index	76%	83%
IC Collaboration Index	74%	76%
PPS Best Places to Work Indices		
Effective Leadership - Empowerment Index	51%	59%
Effective Leadership - Fairness Index	63%	70%
Effective Leadership - Senior Leaders Index	68%	75%
Effective Leadership - Supervisors Index	80%	93%
Employee Skills/Mission Match Index	87%	93%
Pay Index	86%	80%
Performance Based Awards & Advancement Index	57%	63%
Strategic Management Index	67%	66%
Support for Diversity Index	75%	76%
Teamwork Index	73%	86%
Training and Development Index	73%	81%
Work Life Balance Index	75%	86%

Note: To protect respondent anonymity, scores for Offices with fewer than ten respondents are not reported.

One Mission. One Team. One Agency.



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Questions or comments? Please contact

or send a message to the survey mailbox: