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Defense Logistics Agency Culture/Climate Survey

Dear DLA Colleague:

DLA's success depends on its greatest resource...you! The DLA Strategic Plan 2018-2026 highlights People and Culture as foundational, critical elements of everything we do. Our workforce must possess the skills, tools, and supporting culture to meet DLA's ever changing and challenging mission demands.

The DLA People and Culture Plan (P&CP) is a supplement to our strategic plan and establishes the DLA Culture/Climate Survey as our instrument to measure workforce mission-readiness, leadership engagement, and the supportive organizational culture to build and sustain the elements of the DLA Strategic Plan.

The DLA Culture/Climate Survey provides a private mechanism for employees to share feedback on their work environment, resulting in opportunities for DLA employees and leaders to engage in thoughtful, data-driven discussions that lead to informed action and improve our collective performance.

I ask that you set aside time to participate in the 2018 DLA Culture/Climate Survey as part of DLA's effort to maintain a high performance culture. This is an opportunity for you to share your views of DLA's organizational culture and climate. Your responses will help us understand where we need to improve our organizational culture and management practices in DLA. Your opinion counts!

Your participation in this survey is voluntary. Whether you receive the survey electronically or by paper, your privacy is guaranteed throughout this process. Our survey contractor, Denison Consulting, will not provide DLA with your name or any other individually identifying information.

On average, the survey will take about 30-45 minutes to complete and you will be provided duty time for its completion. If you have any questions about the nature of this survey, please contact the DLA Culture Team at culture@dla.mil. If you need technical assistance with the survey or other questions, please contact: DLA2018@denisonculture.com.

Your input is extremely valuable, and input from previous surveys has led to positive steps toward improving DLA's organizational culture. Thank you for your participation and honest feedback.

Your Voice is Our Future!

Sincerely,

Brad Bunn
Director
DLA Human Resources

L: English

SECTION A: Work Units

Please indicate your work unit. ***The term “work unit” refers to your immediate work unit, specifically, the unit that includes your first-line supervisor and the employees reporting to your first-line supervisor.*** This work unit will be your perspective for completing Section B. Please mark only one.

SECTION B: Organizational Culture

This section of the survey presents a set of statements that describe different aspects of an organization's culture. ***Organizational culture is the shared values, beliefs, assumptions, and practices learned and reinforced over time...or the way things are done around here.*** As you respond to the survey items, think about the ways in which you see work getting done in your work unit. ***Work unit refers to your immediate work unit, specifically, the unit that includes your first-line supervisor and the employees reporting to your first-line supervisor.*** We are looking to receive your perspective on your day-to-day work life.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5) or N/A (6) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B1	Most employees are highly involved in their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B2	Decisions are usually made at the level where the best information is available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B3	Information is widely shared so that everyone can get the information he or she needs when it's needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B4	Everyone believes that he or she can have a positive impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B5	Business planning is ongoing and involves everyone in the process to some degree.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B6	Cooperation across different parts of the organization is actively encouraged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B7	People work like they are part of a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B8	Teamwork is used to get work done, rather than hierarchy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B9	Teams are our primary building blocks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B10	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B11	Authority is delegated so that people can act on their own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B12	The "bench strength" (capability of people) is constantly improving.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B13	There is continuous investment in the skills of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B14	The capabilities of people are viewed as an important source of competitive advantage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B15	Problems often arise because we do not have the skills necessary to do the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B16	Leaders and managers "practice what they preach."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B17	There is a characteristic management style and a distinct set of management practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B18	There is a clear and consistent set of values that governs the way we do business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B19	Ignoring core values will get you in trouble.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B20	There is an ethical code that guides our behavior and tells us right from wrong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B21	When disagreements occur, we work hard to achieve "win-win" solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B22	There is a "strong" culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B23	It is easy to reach consensus, even on difficult issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B24	We often have trouble reaching agreement on key issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B25	There is a clear agreement about the right way and the wrong way to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B26	Our approach to doing business is very consistent and predictable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B27	People from different parts of the organization share a common perspective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B28	It is easy to coordinate projects across different parts of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B29	Working with someone from another part of this organization is like working with someone from a different organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B30	There is good alignment of goals across levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B31	The way things are done is very flexible and easy to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B32	We respond well to competitors and other changes in the business environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B33	New and improved ways to do work are continually adopted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B34	Attempts to create change are usually met with resistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B35	Different parts of the organization often cooperate to create change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B36	Customer comments and recommendations often lead to changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B37	Customer input directly influences our decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B38	All members have a deep understanding of customer wants and needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B39	The interests of the customer often get ignored in our decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B40	We encourage direct contact with customers by our people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B41	We view failure as an opportunity for learning and improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B42	Innovation and risk taking are encouraged and rewarded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B43	Lots of things "fall between the cracks."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B44	Learning is an important objective in our day-to-day work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B45	We make certain that the "right hand knows what the left hand is doing."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B46	There is a long-term purpose and direction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B47	Our strategy leads other agencies to change the way they compete in the industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B48	There is a clear mission that gives meaning and direction to our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B49	There is a clear strategy for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B50	Our strategic direction is unclear to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B51	There is widespread agreement about goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B52	Leaders set goals that are ambitious, but realistic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B53	The leadership has "gone on record" about the objectives we are trying to meet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B54	We continuously track our progress against our stated goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B55	People understand what needs to be done for us to succeed in the long run.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B56	We have a shared vision of what the organization will be like in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B57	Leaders have a long-term viewpoint.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B58	Short-term thinking often compromises our long-term vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B59	Our vision creates excitement and motivation for our employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B60	We are able to meet short-term demands without compromising our long-term vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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SECTION C: DLA Climate

This section of the survey presents a set of statements that describe different aspects of the DLA climate. ***Organizational climate is the work environment perceived directly and indirectly by employees that shapes the organizational culture.*** The following provides definitions of some commonly used terms in the climate section of the survey.

Survey Term Definitions

MSC – Major Subordinate Command. DLA field organizations executing the core supply chain and materiel logistics functions of DLA, providing direct support to the Services, Combatant Commands, and other supported organizations. MSCs are located CONUS and OCONUS. The MSCs are:

- DLA Aviation
- DLA Energy
- DLA Land and Maritime
- DLA Troop Support
- DLA Disposition Services
- DLA Distribution (includes all depots)

J Code – DLA staff and mission support organizations performing policy, oversight, and common support services to the DLA enterprise and other organizations. J codes are located CONUS and OCONUS. The J codes are:

- J-1: DLA Human Resources [Includes DLA Human Resources Services (DHRS)]
- J-3: DLA Logistics Operations (includes DLA Central, DLA Europe and Africa, and DLA Pacific)
- J-6: DLA Information Operations
- J-7: DLA Acquisition [includes DLA Contracting Services Office (DCSO) and DLA Strategic Materials]
- J-8: DLA Finance
- J-9: DLA Joint Reserve Force

D Code – DLA Headquarters organizations performing staff and certain operational functions in support of the DLA enterprise. D codes are located CONUS and OCONUS. The D codes are:

- DLA Director's Immediate Staff
- DB: DLA Small Business Programs
- DG: DLA General Counsel
- DH: DLA Office of the Chaplain
- DI: DLA Intelligence
- DL: DLA Legislative Affairs
- DO: DLA Equal Employment Opportunity
- DP: DLA Public Affairs
- DT: DLA Transformation
- OIG: DLA Office of the Inspector General
- DF: DLA Installation Operations
- DM: DLA Installation Management
- CoS BMO: DLA Chief of Staff Business Management Office

DLA Strategic Plan 2018-2026

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C1	I am aware of the DLA Strategic Plan 2018-2026.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C2	I have read the DLA Strategic Plan 2018-2026.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C3	The DLA Strategic Plan 2018-2026 identifies the most critical DLA priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C4	My supervisor aligns my work unit's mission to the DLA Strategic Plan 2018-2026.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C5	I know how my work relates to DLA's goals and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

People and Culture

Attract and hire mission-focused people, further develop their competencies and resilience, and cultivate and retain the next generation of diverse leaders and workforce to meet current and future mission demands.

DLA Culture/Climate Survey

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C6	I believe the DLA Culture/Climate Survey makes a difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C7	Actions are taken to continuously improve our culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Resiliency

Resiliency - dealing effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remaining optimistic and persistent, even under adversity or uncertainty; recovering quickly from setbacks.

Resiliency Resources – examples include the Employee Assistance Program (EAP), Fitness & Wellness Program, Alternative Dispute Resolution (ADR), fitness centers, flexible work schedules, etc.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C8	I know how to access DLA resiliency resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C9	A wide range of resiliency resources are available at my location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C10	DLA resiliency resources meet my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C11	I consider myself to be resilient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DLA Fitness and Wellness Program

C12 I take part in fitness and/or wellness activities under the DLA Fitness and Wellness Program.

- ① Yes; [Please answer questions C13 – C18]
- ② No; I was not aware of this Program. [Please skip questions C13 – C18]
- ③ No; I was approved for the Program, but have not used it yet. [Please skip questions C13 – C18]
- ④ No; I was not approved to participate in the Program. [Please skip questions C13 – C18]
- ⑤ No; I do not want to participate in the Program. [Please skip questions C13 – C18]

C13 How frequently do you participate in the DLA Fitness and Wellness Program?

- ① Three hours per week
- ② Two hours per week
- ③ One hour per week
- ④ Varies based on workload

C14 I have used fewer sick leave hours as a result of taking part in the DLA Fitness and Wellness Program.

- ① Yes
- ② No

C15 I believe taking part in the DLA Fitness and Wellness Program has improved my performance at work.

- ① Yes
- ② No

C16 I would factor my participation in the DLA Fitness and Wellness Program into a decision to remain employed by DLA.

- ① Yes
- ② No

DLA Fitness and Wellness Program Questions for Supervisors

C17 Please select the option that best describes your supervisory view of the DLA Fitness and Wellness Program's impact on your employees' performance as a whole.

- ① N/A; I am not a supervisor.
- ② I do not supervise any employees that participate in the Fitness and Wellness Program.

- ③ My participating employees' performance has generally improved.
- ④ There has been no overall change in my participating employees' performance.
- ⑤ My participating employees' performance has generally declined.

C18 Please select the option that best describes your supervisory view of the DLA Fitness and Wellness Program's impact on your work unit's mission.

- ① N/A; I am not a supervisor.
- ② I do not supervise any employees that participate in the Fitness and Wellness Program.
- ③ Very positive impact on the work unit's mission
- ④ Somewhat positive impact on the work unit's mission
- ⑤ No impact on the work unit's mission.
- ⑥ Somewhat negative impact on the work unit's mission.
- ⑦ Very negative impact on the work unit's mission

Telework

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C19	My MSC, J code, or D code promotes telework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C20	I am prepared to use telework to maintain productivity in the event of an emergency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C21	I communicate with virtual co-workers (team members not physically located at my work location) as much as co-workers in the office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C22 Have you teleworked during the past year?

- ① Yes [Please answer questions C23 – C26]
- ② No; Must be physically present - **My position is not eligible for telework because one or more of the following is required: face-to-face contact with co-workers or customers; access to material or equipment that cannot be moved from the office or worksite; and/or access to classified or sensitive information or facilities.** [Please skip questions C23 – C26]
- ③ No; Technical issues - **My work requires access to information systems that are unavailable, unreliable, or perform too slowly in a telework environment to effectively accomplish the mission.** [Please skip questions C23 – C26]
- ④ No; Choose not to telework - **My position is eligible for telework, but I choose not to telework.** [Please skip questions C23 – C26]
- ⑤ No; Not allowed to telework - **My position is eligible for telework, but I am not allowed to telework even on a situational basis.** [Please skip questions C23 – C26]

C23 How frequently do you telework?

- ① I telework on a situational basis.
- ② I regularly telework 1 day per week.
- ③ I regularly telework 2 days per week.
- ④ I regularly telework 3 days per week.
- ⑤ I regularly telework 4 or more days per week.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C24	DLA technology allows me to telework effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C25	When teleworking, I am at least as productive as I am when working in the office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C26	The availability of telework contributes to my decision to remain employed by DLA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sexual Assault Prevention and Response (SAPR)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C27	I feel safe from inappropriate sexual behavior in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C28	DLA publicizes resources for SAPR.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C29	I was provided training on SAPR.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C30	My supervisor creates a supportive environment for reporting an incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C31	I know how to contact my Sexual Assault Response Coordinator (SARC).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C32	I know the difference between sexual harassment and sexual assault.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mission Ready Workforce

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5
C33	My work unit is able to recruit people with the right skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C34	The skill level in my work unit has improved in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C35	My work unit has the relevant knowledge and skills necessary to accomplish its mission and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Immediate Supervisor (Work Unit)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5
C36	I have trust and confidence in my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C37	My supervisor interacts with me regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C38	My supervisor asks for feedback about his or her performance from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C39	My supervisor has the knowledge, skills, and ability to be an effective supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Defense Performance Management and Appraisal Program (DPMAP)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5
C40	I know what is expected of me on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C41	I am held accountable for achieving results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C42	Employees are recognized for providing high quality products and services to customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C43	Performance awards in my work unit depend upon how well employees perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C44	My supervisor has talked to me about my performance plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C45	I understand the DPMAP performance rating levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C46	DPMAP contributes to a performance-based culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate your level of satisfaction with the feedback (both formal and informal) that you receive from your immediate supervisor.

Fill in the circle to indicate if you are Very Dissatisfied (1), Dissatisfied (2), Neither Satisfied nor Dissatisfied (3), Satisfied (4), Very Satisfied (5), or Received No Feedback from Supervisor (6).

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C47	Frequency of feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C48	Constructive feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C49	Candid feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C50	Timely feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Senior Leaders (MSC, J code, or D code)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C51	Senior leaders communicate the goals and objectives of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C52	Senior leaders communicate regularly with the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C53	Senior leaders maintain high standards of honesty and integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C54	Senior leaders promote collaboration across work units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C55	Senior leaders generate high levels of motivation and commitment in the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Diversity & Inclusion

Diversity - individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

Inclusion - set of behaviors that encourages employees to feel valued for their unique qualities and experience a sense of belonging.

Reasonable Accommodation - any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities. Examples of reasonable accommodations include providing interpreters, readers, or other personal assistance; modifying job duties; restructuring work sites; providing flexible work schedules or telework, and providing accessible technology or other workplace adaptive equipment.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C56	DLA values workforce diversity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C57	My supervisor works well with employees of different backgrounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C58	Efforts are made to make everyone feel like a part of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C59	I know how to request a reasonable accomodation if needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C60	DLA fosters a supportive environment for individuals with disabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ethics

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C61	I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C62	I know how to contact an ethics official for assistance in applying the government ethics rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Information Technology (IT)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C63	I have the skills to use IT systems effectively and efficiently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C64	My MSC, J code, or D code supports IT training to improve my capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Safety

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C65	Employees are protected from health and safety hazards on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C66	My supervisor promotes safety in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication

C67 Please select the option that best describes your primary source of information for agency-wide news, initiatives, and other DLA information.

- ① DLA Today (intranet website)
- ② DLA.mil (public website)
- ③ DLA Facebook
- ④ DLA Twitter
- ⑤ DLA YouTube
- ⑥ DLA Loglines
- ⑦ Supervisors (town halls, all hands, staff meetings, etc.)
- ⑧ Co-workers
- ⑨ Email
- ⑩ Other

General Satisfaction

Fill in the circle to indicate if you are Very Dissatisfied (1), Dissatisfied (2), Neither Satisfied nor Dissatisfied (3), Satisfied (4), Very Satisfied (5)

		1	2	3	4	5
C68	I am proud to work for DLA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C69	I would recommend DLA as a great place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C70	Considering everything, how satisfied are you with your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C71	Considering everything, how satisfied are you with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Global Posture

Prepared for Immediate Action

Performance Based Logistics

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C72	I understand the concept of Performance Based Logistics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C73	My MSC, J code, or D code encourages the use of Performance Based Logistics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Always Accountable

Assured Supply Chain, Financial and Process Excellence

Audit Advancement - *shift from audit sustainment to maintaining ongoing clean financial statement audit opinions.*

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C74	I understand how I support Audit Advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C75	I am aware of the DLA strategy to receive clean financial statement audit opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C76	I understand how operational improvements help DLA achieve clean financial statement audit opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Process Excellence - *encourages simplification, improves performance, and helps DLA better achieve the outcomes Warfighters expect.*

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C77	I am aware of the steps I can take to initiate a process change in DLA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C78	I am aware of my work unit's efforts to implement Enterprise Process Management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C79	My supervisor encourages me to find continuous process improvement opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C80	I know which end-to-end processes my work impacts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION D: Write-In Comments

Please note write-in comments are limited to 1500 characters including spaces and punctuation. Please do not include Personally Identifying Information (PII) in your comments.

D1 The single thing we do best is:

D2 The single thing we could most improve is:

SECTION E: Demographic Information

E1 Please select the category that best describes your status:

- ① Supervisor or Manager
- ② Team Leader
- ③ Team Member (non-supervisor/non-manager/non-team leader)

E2 How long have you been with DLA?

- ① Less than 1 year
- ② 1 to 3 years
- ③ 4 to 5 years
- ④ 6 to 10 years
- ⑤ 11 to 14 years
- ⑥ 15 to 20 years
- ⑦ 21 to 25 years
- ⑧ 26 to 30 years
- ⑨ 31 years or more

E3 Are you considering leaving DLA within the next year, and if so, why?

- ① No
- ② Yes, to retire
- ③ Yes, to take another job within the Federal Government
- ④ Yes, to take another job outside the Federal Government
- ⑤ Yes, other

E4 I am planning to retire.

- ① Within one year
- ② Between one and three years
- ③ Between three and five years
- ④ Five or more years

E5 Please indicate the highest level of education completed:

- ① Less than high school graduate
- ② High school graduate or equivalent
- ③ Some college or technical training
- ④ Associate's Degree or Equivalent
- ⑤ Bachelor's Degree
- ⑥ Advanced Degree

E6 Gender

- ① Female
- ② Male
- ③ Prefer not to answer

E7 Ethnicity – Are you Spanish/Hispanic/Latino?

- ① Yes, Mexican, Mexican-American, Chicano, Puerto Rican, Cuban, or other Spanish/Hispanic/Latino
- ② No, not Spanish/Hispanic/Latino

E8 Race – Please select the racial category or categories with which you most closely identify (please select one or more):

- ① American Indian or Alaskan Native
- ② Asian (e.g., Asian, Indian, Chinese, Filipino, Japanese, Korean, or Vietnamese)
- ③ Black or African American
- ④ Native Hawaiian or Other Pacific Islander (e.g., Samoan, Guamanian, or Chamorro)
- ⑤ White

E9 Age

- ① 25 and under
- ② 26-29
- ③ 30-39
- ④ 40-49
- ⑤ 50-59
- ⑥ 60 or older
- ⑦ Prefer not to answer

E10 Please provide your four digit occupational job series (e.g., 0343, 6901)

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E11 What is your pay category/grade:

- ① GS 1-8
- ② GS 9-11
- ③ GS/GM 12-13
- ④ GS/GM 14-15+ and SES
- ⑤ WG 1-4
- ⑥ WG 5-8
- ⑦ WG 9+
- ⑧ WS 1-9
- ⑨ WS 10+
- ⑩ E 1-9
- ⑪ O1-O3
- ⑫ O4
- ⑬ O5+
- ⑭ Other: (write-in):

E12 My position is designated as “Acquisition coded” and requires Defense Acquisition Workforce Improvement Act (DAWIA) certification. (See description below)

- ① Yes [Please answer questions E13 – E15]

② No [Please skip questions E13 – E15]

Acquisition Technology and Logistics (AT&L) positions, commonly referred to as "Acquisition coded" positions, require the performance of AT&L functions subject to the requirements of DoD Directive 5000.52, "Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," dated January 12, 2005. The AT&L Workforce or Acquisition Workforce is defined as those individuals who occupy AT&L positions in the Department of Defense. Most of AT&L Positions are located in organizations having an acquisition mission. These positions require the incumbent to be DAWIA certified in one of the AT&L career fields and at one of the three certification levels.

E13 If you are in an "Acquisition coded" position, please identify the career field for which you are required to obtain DAIWA certification.

- ① U - Auditing
- ② P - Business - Cost Estimating
- ③ K - Business - Financial Management
- ④ C - Contracting
- ⑤ F - Facilities Engineering
- ⑥ D - Industrial and/or Contract Property Management
- ⑦ R - Information Technology
- ⑧ L - Life Cycle Logistics
- ⑨ A – Program Management
- ⑩ H - Production, Quality & Manufacturing
- ⑪ E - Purchasing
- ⑫ I - Science & Technology Manager
- ⑬ S - Engineering
- ⑭ T - Test & Evaluation
- ⑮ I - International

Acquisition Workforce

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
E14	I am empowered to make decisions to minimize cost and ensure quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E15	I understand how my acquisition career field supports the DLA mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E16 I have a disability.

- ① Yes
- ② No
- ③ Prefer not to answer

E17 Is your disability categorized as a targeted disability? (See description below)

- ① Yes
- ② No

③ Prefer not to answer

TARGETED DISABILITIES include TOTAL DEAFNESS; INABILITY TO READ ORDINARY SIZE PRINT, NOT CORRECTABLE BY GLASSES; BLIND IN BOTH EYES; MISSING EXTREMITIES (one arm, one leg, both hands or arms, both feet or legs, one hand or arm and one foot or leg, one hand or arm and both feet or legs, both hands or arms and one foot or leg, both hands or arms and both feet or legs); PARTIAL PARALYSIS (both hands, both legs (any part), both arms (any part), one side of body (including one arm and one leg), three or more major parts of the body (arms and legs); COMPLETE PARALYSIS (one hand, both hands, one arm, both arms, one leg, both legs, lower half of body (including legs), one side of body (including one arm and one leg), three or more major parts of the body (arms and legs); CONVULSIVE DISORDER (e.g. epilepsy); MENTAL RETARDATION; MENTAL OR EMOTIONAL ILLNESS; SEVERE DISTORTION OF LIMBS AND/OR SPINE.

Thank you for completing the DLA Culture/Climate Survey!