

DLA Culture Survey FAQs

Survey Logistics

What is the purpose of the survey?

The purpose of the survey is to provide a confidential mechanism for employees to share their feedback on their work environment. As a result, it will provide an opportunity to engage DLA employees and leaders in thoughtful, data driven discussions that will lead to informed action and improve our collective performance.

How is the survey being distributed?

The survey is primarily web-based. Employees are invited to participate via an e-mail message, sent by the survey contractor (Denison Consulting), with a link to the survey. There is a paper option for those without convenient web access; about 7,000 employees across DLA will receive a paper copy.

When is the survey being distributed?

Employees should begin receiving the email invitation on May 29, 2012. Sites administering the paper copy will begin 1-2 weeks prior.

Who is receiving the survey?

All DLA civilian and military employees, reservists, and local nationals in CONUS and OCONUS locations will receive the 2012 culture survey.

Are the unions aware of this survey?

DLA union representatives have been informed of the survey and are encouraged to support their members' participation.

Who do I contact if I never receive the survey, or if I deleted the email invitation?

Contact Denison Consulting (Whitney Herline) at 734.302.4002 or wherline@denisonculture.com. Or, contact the DLA Culture Team at culture@dla.mil or 703.767.7130, and they will provide your information to Denison.



Can I forward my email to my co-worker who didn't receive the survey email?

No. Do not share this link with anyone, as the link contains a unique, personal passcode meant only for you to use to access the survey. Contact Denison Consulting (Whitney Herline) at 734.302.4002 or wherline@denisonculture.com. Or, contact the DLA Culture Team at culture@dla.mil or 703.767.7130.

How long will it take to complete the survey?

The survey should take approximately 30 minutes to complete the survey. Supervisors have been instructed to allow employees time to complete the survey during the workday.

Can I start the survey, and finish it later on?

With this link, you can exit and re-enter the survey as needed until you have completed the survey; it will also protect any data you have entered if you experience any computer disruptions. Each time you re-enter the survey, it will direct you to the introduction pages, and then route you to where you left off. However, once you have clicked “finish” after the last question, you will not be able to re-enter the survey.

The survey told me I timed out after I walked away from my desk. What do I do? What is the time limit?

The Denison link is a unique link for the individual. If the individual for some reason experiences a time out or has to leave the survey, they simply click back on the link and it will take them back into the survey. The "timing out" of the survey occurs around 320 minutes or 5.333 hours.

I have a disability and will need special accommodations to take the survey. What can I do?

If you have a disability that requires accommodation in order to take the survey, please contact your EEO office directly. The EEO offices at each DLA location are aware of the dates of survey launch and are ready to provide support—if requested. The online survey is 508 compliant.

I noticed there is privacy act information requested, how is my personal information safeguarded?

Your information will be safeguarded. As personal identifying information (age, sex, etc.) is asked on the survey, the contractors are performing under a contract in which the Federal laws safeguarding Privacy Act data apply. As the contractor is provided access to personal identifying information, the laws governing Privacy Act data apply to contract personnel the same as it applies to government personnel.



Is this survey really confidential?

J-1 considers the privacy and confidentiality of survey participants of the utmost importance. As in previous years, DLA has hired an experienced contractor to administer the survey so that DLA employees' privacy is safeguarded. Denison Consulting administers the survey. DLA management, including the J-1 Culture Survey team, does not and will not have access to any employees' names along with their responses. Denison will NOT provide that information to anyone in DLA. In the previous survey administrations, the culture team has never received employees' names or provided "responses" with "identifying characteristics" to anyone in DLA. In addition, Denison will track overall response rates, but will never provide information to DLA if particular employees completed the survey or not.

The Denison Culture Model reports show the overall benchmarked score for each attribute and index and the overall number of respondents. No information on participants is provided. A report may be run for all of DLA, or for groups in the different J-codes. Reports will never be run when there are less than 10 respondents in any given group. There will never be a report run for the "one or two" people in a job series, or the "one or two" people of a particular ethnicity, race, gender, disability status, or other identifying information.

The goal of the DLA Culture Team is to be transparent to DLA employees and leadership in the process used and provides DLA with meaningful data, and at the same time, ensures employees' responses are not identifiable based on the way they are reported. For further information on how your information is safeguarded, please contact the DLA Culture Team at culture@dla.mil or 703.767.7130.

How do you use the demographic data?

There are two ways that DLA uses the data. First, for large groups, Denison will run a profile of the demographics of employees, in order to provide a context for the results. Second, EEO and other groups may request results based on demographic characteristics for employees across the agency. For example, they may compare men and women, age groups, disability status, pay grade, ethnicity, etc., reports as a whole, but not by individual employees. For reports to be run, there must be a minimum of 10 employees. All requests for data will be approved through DLA Human Resources.

Who do I contact if I have overall questions about the survey?

Contact your Culture Champion, the DLA Culture Team at culture@dla.mil or 703.767.7130, or Denison Consulting (Whitney Herline) at 734.302.4002, wherline@denisonculture.com, or through the survey website.

Organizational Culture

What is organizational culture?

Organizational culture refers to the underlying beliefs, values, and assumptions held by members of an organization, and the practices and behaviors that exemplify and reinforce them....or, the way things get done around here.



How do we measure organizational culture?

DLA has adopted the use of the Denison Organizational Culture Model since 2003.

What are benchmarks/norms/percentiles and why does the Denison model use them?

Denison compares DLA's data with that of 1,000+ other organizations and provides results in the form of a percentile score. This percentile score indicates how well your organization scored in comparison to all of the other 1,000+ organizations in the database. For example, if your organization had a score of 94 in the area of customer focus, this means it scored higher than 94 percent of the companies in our database.

The use of normative data is much more meaningful than the use of raw numbers, frequencies, means, or percentages. The benefits include:

- Assessing favorability of scores. Using normative data enables you to determine the favorability of your organization's scores by comparing them with an objective, external standard of performance, rather than reaching a subjective conclusion about the value of the mean compared to the survey scale. For example, when a mean score of 3.88 corresponds to the 95th percentile, the score indicates high performance. However, when a mean score of 3.88 corresponds to the 21st percentile, this indicates relatively low performance.
- Comparing and contrasting between items. For two different survey items, it is possible that the one with the higher mean may be less favorable than the one with the lower mean. The use of norms clarifies which of the two scores is most favorable so you can accurately assess strengths and weaknesses.

Survey Reports

What happens after I submit my survey?

Web survey: All data is submitted and stored on Denison's secure servers.

Paper survey: The surveys are mailed directly to Denison's offices in Michigan; they do not go to a DLA employee. Denison employees will code the data into the overall DLA database.

All: Survey responses will be coded and analyzed, and reports prepared.

When and where will I get the results?

As there will be thousands of employees that take the survey, it takes a little while to receive all the paper copies, enter and code the data, and prepare reports. Reports for DLA as a whole, and PLFA/J-codes will be available by late July. After that, reports for various directorates, depots, work units, etc. will be provided in the weeks following.



Denison will provide the results to DLA Human Resources. DLA Human Resources will provide the results directly to each PLFA/J-code leader. From there, the results will be cascaded down throughout each PLFA/J-code within DLA. DLA Today will also run articles, linking to the results, and you will hear about the results in various other settings, including Director's Calls and other meetings. The reports will be loaded to eWorkplace, as well.

What happens with the write in comments?

Write in comments are coded into themes, so that patterns and trends can be identified. Counts of each instance of a theme occurring will be provided in the reports. Verbatim comments will be provided to the senior leader of each PLFA/J-code. In order to protect employees' privacy, demographic information or work unit identifier will not be provided. The comments will be provided to the senior leader in an excel spreadsheet, with the comment, the "code/theme" that it was categorized into, and the large J-code/PLFA/Depot/Site, but not individual work units, etc. Senior leaders will then work with the culture champion to determine how to best use the write in comments.

