



TTI
SUCCESS
INSIGHTS®

DIFFERENTIAL EFFECTS 2019 STUDY

Adverse Impact

July 1st, 2019



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TTI SUCCESS INSIGHTS on ADVERSE IMPACT

What is Adverse Impact and/or Disparate Impact?

Under the U.S. Disparate Impact doctrine, an employer may not use an employment practice (e.g., a pre-employment aptitude test) that, even though neutral on its face and applied to all applicants or employees, disproportionately excludes members of a protected category.

Purpose

The purpose of this study is to provide effects to support a business' internal review of adverse impact for use in hiring, promoting, and other employee benefits. This study, in particular, will highlight the differential effect among non-member and protected groups.

Governing Bodies

The Equal Employment Opportunity Commission (EEOC) has in the past advocated the “80 percent” rule to assess when a particular employment practice has an unlawful disparate impact.

Essentially, the EEOC has determined that if the selection rate of a particular employment practice for a protected category is less than 80 percent of the selection rate for the relevant comparison group, that employment practice has a disparate impact. While the administrative 80 percent rule has not been incorporated into statute, the EEOC and the courts have looked to the rule as a guide in determining disparate impact challenges.

In addition to the EEOC, the Office of Federal Contract Compliance Programs (OFCCP) enforces regulations within companies that have secured government contracts. The purpose of the OFCCP is to enforce, for the benefit of job seekers and wage earners, the contractual promise of affirmative action and equal employment opportunity required of those who do business with the federal government.

How TTI Success Insights Assessments Are Different

TTI Success Insights assessments are not pass / fail. While on the surface some of the assessments appear to have one hundred as the best “score,” this is not the case. Each factor of measurement can be a strength on either end of the scale (zero all the way to one hundred). This is because of our job-related process, which is referred to as job benchmarking. The job benchmarking process is designed to provide clarity as to the position requirements, key accountabilities, skills, behaviors, motivators and acumen for each position within an organization.



Differential Effects as a Tool for Analyzing Potential Adverse Impact

The goal of an adverse impact type study is to determine whether a process results in differential treatment of the various groups under consideration. To be specific, we consider whether varying protected classes of individuals (race, gender, age, veteran status, disability status) differ significantly from the population with the protected class of individuals removed. In mathematical terms, we are looking to determine whether significant differential effects are present when we consider how the various groups score on the assessments when compared to the population with those groups removed (labeled as Non-Member in this report).

One of the most common, and most easily understood, ways of determining whether groups are different is to compare their mean values on the individual scales of the assessment. However, as noted by Cohen in "Statistical Power Analysis for the Behavioral Sciences" it is desirable to have a measure of any differential effect that is useful across any mean comparison one may choose to make. In other words, it would not make sense to require that we create separate measures for the data from the Behavior and Motivator assessments.

The common measure defined by Cohen in the aforementioned work is called an effect size. There are many possible ways of measuring effect size that have been used over the years. However, there are generally few, if any, differences in the various effect size approaches to justify additional computational complexity. In light of this fact, we use Cohen's d, which is the difference in z-scores of the corresponding means rather than the difference in the means themselves. In essence, we create a dimensionless scale to measure effect size.

Mathematically we write

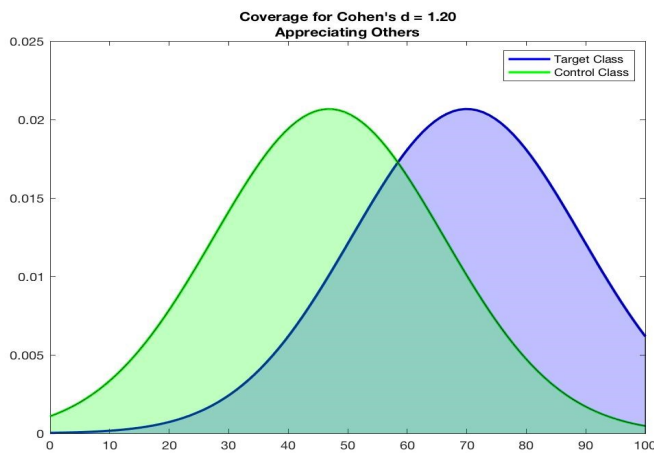
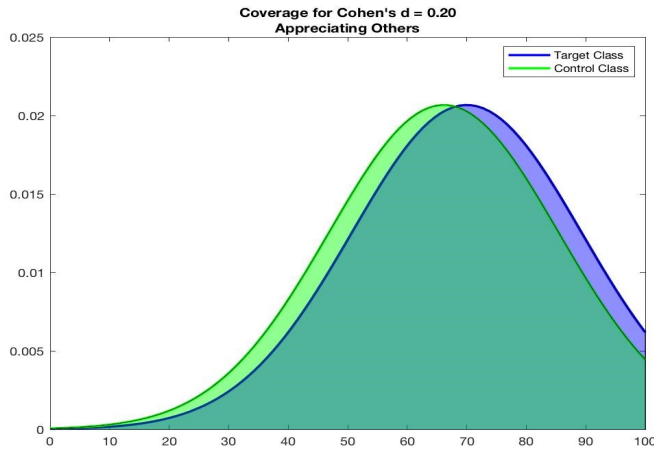
$$d = \frac{\mu_1 - \mu_2}{\sigma}$$

where μ_1 and μ_2 are the group means and σ is the population standard deviation. The following table presents a collection of interpretations regarding effects sizes as provided by Cohen in the aforementioned work, although Cohen presents the values in a slightly different manner.

| Effect Size | Interpretation |
|------------------------|------------------------|
| $ d < 0.20$ | Very small effect size |
| $0.20 \leq d < 0.50$ | Small effect size |
| $0.50 \leq d < 0.80$ | Medium effect Size |
| $ d \geq 0.80$ | Large effect size |



It may be useful for comparison purposes to see what this all means visually. Consider the following graphics.



Cohen's d gives us an idea of the amount of overlap between the two distributions representing any difference between the groups under consideration. The smaller the value of d , the more overlap between the two distributions implying lower levels of differential effects. This is represented by the common shaded areas in the above two figures.

Business Use

Businesses can leverage a complete adverse impact study in order to minimize risks associated with applicants for employment, promotion, or other employee benefits. A complete and comprehensive adverse impact study within a business is one way to secure the use of assessments within each business' employment practices. While not required for all entities, the data in this report can be used to supplement internal studies and reports and understand the effects, if any, that TTI Success Insights assessments introduce to the employment process.



Behavioral/DISC - Gender

Date Range: 4/17/2010 - 5/8/2019

Male N=81,927 (57.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------|-------|--------------------|------------------------|
| Dominance | 49.97 | 21.39 | 0.42 |
| Influence | 65.12 | 18.67 | -0.15 |
| Steadiness | 51.45 | 22.94 | -0.43 |
| Compliance | 46.00 | 19.77 | 0.09 |

Female N=60,195 (42.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 40.99 | 20.40 | -0.42 | -0.42 |
| Influence | 67.94 | 17.60 | 0.15 | 0.15 |
| Steadiness | 61.08 | 20.82 | 0.43 | 0.43 |
| Compliance | 44.30 | 19.89 | -0.09 | -0.09 |



Behavioral/DISC - Ethnicity

Date Range: 4/17/2010 - 5/8/2019

Caucasian N=66,873 (70.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------|-------|--------------------|------------------------|
| Dominance | 48.94 | 22.71 | 0.21 |
| Influence | 68.11 | 18.89 | 0.21 |
| Steadiness | 52.91 | 24.01 | -0.19 |
| Compliance | 42.66 | 20.50 | -0.26 |

African American N=11,669 (12.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 42.64 | 18.78 | -0.25 | -0.29 |
| Influence | 63.48 | 15.77 | -0.21 | -0.25 |
| Steadiness | 59.32 | 20.45 | 0.25 | 0.27 |
| Compliance | 48.77 | 17.53 | 0.26 | 0.30 |

American Indian/Alaskan Native N=719 (0.8%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 43.56 | 20.01 | -0.18 | -0.24 |
| Influence | 63.48 | 18.67 | -0.19 | -0.25 |
| Steadiness | 60.27 | 21.33 | 0.26 | 0.32 |
| Compliance | 46.60 | 19.49 | 0.12 | 0.20 |

Asian N=4,357 (4.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 45.19 | 20.63 | -0.11 | -0.17 |
| Influence | 61.91 | 18.79 | -0.29 | -0.34 |
| Steadiness | 56.31 | 22.38 | 0.09 | 0.15 |
| Compliance | 50.28 | 19.53 | 0.32 | 0.38 |



Behavioral/DISC - Ethnicity

Hispanic or Latino N=7,858 (8.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 45.30 | 19.79 | -0.11 | -0.17 |
| Influence | 65.26 | 17.31 | -0.10 | -0.15 |
| Steadiness | 56.40 | 21.53 | 0.10 | 0.15 |
| Compliance | 46.55 | 18.67 | 0.13 | 0.19 |

Pacific Islander N=373 (0.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 43.76 | 19.56 | -0.17 | -0.24 |
| Influence | 63.71 | 16.80 | -0.18 | -0.24 |
| Steadiness | 60.55 | 21.23 | 0.27 | 0.33 |
| Compliance | 45.63 | 18.34 | 0.07 | 0.15 |

Two or More Races N=3,673 (3.8%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 47.09 | 21.36 | -0.02 | -0.08 |
| Influence | 67.68 | 17.42 | 0.04 | -0.02 |
| Steadiness | 52.94 | 22.82 | -0.06 | 0.00 |
| Compliance | 45.18 | 19.36 | 0.05 | 0.13 |



Behavioral/DISC - Disability Status

Date Range: 4/17/2010 - 5/8/2019

Non-Disabled N=81,930 (85.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------|-------|--------------------|------------------------|
| Dominance | 47.87 | 22.09 | 0.09 |
| Influence | 66.88 | 18.48 | -0.02 |
| Steadiness | 53.73 | 23.50 | -0.13 |
| Compliance | 44.44 | 20.22 | 0.07 |

Disabled N=13,929 (14.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 45.85 | 21.28 | -0.08 | -0.09 |
| Influence | 67.28 | 18.36 | 0.01 | 0.02 |
| Steadiness | 56.84 | 22.43 | 0.12 | 0.13 |
| Compliance | 43.06 | 19.21 | -0.06 | -0.07 |



Behavioral/DISC - Veteran Status

Date Range: 4/17/2010 - 5/8/2019

Non-Veteran N=88,891 (92.7%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------|-------|--------------------|------------------------|
| Dominance | 47.32 | 21.99 | -0.17 |
| Influence | 67.21 | 18.40 | 0.19 |
| Steadiness | 54.40 | 23.39 | 0.13 |
| Compliance | 44.05 | 20.11 | -0.13 |

Disabled-Veteran N=870 (0.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 50.15 | 21.38 | 0.12 | 0.13 |
| Influence | 63.70 | 18.81 | -0.18 | -0.19 |
| Steadiness | 51.92 | 22.68 | -0.10 | -0.11 |
| Compliance | 47.08 | 18.82 | 0.14 | 0.15 |

Other Veteran N=5,239 (5.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 51.17 | 21.83 | 0.17 | 0.18 |
| Influence | 63.80 | 19.23 | -0.18 | -0.18 |
| Steadiness | 51.00 | 23.18 | -0.14 | -0.15 |
| Compliance | 46.50 | 19.94 | 0.12 | 0.12 |

Vietnam Veteran N=841 (0.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------|-------|--------------------|------------------------|---------------------------|
| Dominance | 50.80 | 21.54 | 0.15 | 0.16 |
| Influence | 62.53 | 18.47 | -0.24 | -0.25 |
| Steadiness | 52.00 | 22.03 | -0.09 | -0.10 |
| Compliance | 47.22 | 19.04 | 0.15 | 0.16 |



Motivators - Gender

Date Range: 1/16/2015 - 5/9/2019

Male N=41,091 (55.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-----------------|-------|--------------------|------------------------|
| Theoretical | 61.15 | 16.60 | -0.02 |
| Utilitarian | 55.22 | 17.80 | 0.55 |
| Aesthetic | 38.15 | 15.93 | -0.36 |
| Social | 42.68 | 19.67 | -0.54 |
| Individualistic | 62.77 | 17.00 | 0.50 |
| Traditional | 40.00 | 16.77 | -0.08 |

Female N=33,157 (44.7%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 61.55 | 15.98 | 0.02 | 0.02 |
| Utilitarian | 45.20 | 16.78 | -0.55 | -0.55 |
| Aesthetic | 44.23 | 17.12 | 0.36 | 0.36 |
| Social | 53.90 | 20.03 | 0.54 | 0.54 |
| Individualistic | 53.78 | 18.18 | -0.50 | -0.50 |
| Traditional | 41.35 | 17.12 | 0.08 | 0.08 |



Motivators - Ethnicity

Date Range: 1/16/2015 - 5/9/2019

Caucasian N=26,846 (66.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-----------------|-------|--------------------|------------------------|
| Theoretical | 59.48 | 17.08 | -0.14 |
| Utilitarian | 52.92 | 19.37 | 0.23 |
| Aesthetic | 41.07 | 17.73 | 0.04 |
| Social | 44.98 | 21.42 | -0.32 |
| Individualistic | 60.33 | 19.07 | 0.13 |
| Traditional | 41.22 | 17.73 | 0.10 |

African American N=5,767 (14.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 61.65 | 14.40 | 0.10 | 0.13 |
| Utilitarian | 47.07 | 17.00 | -0.27 | -0.31 |
| Aesthetic | 38.77 | 14.92 | -0.14 | -0.13 |
| Social | 56.05 | 20.10 | 0.47 | 0.52 |
| Individualistic | 56.28 | 16.67 | -0.20 | -0.22 |
| Traditional | 40.18 | 15.58 | -0.03 | -0.06 |

American Indian/Alaskan Native N=235 (0.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 61.10 | 16.27 | 0.05 | 0.10 |
| Utilitarian | 46.85 | 19.07 | -0.24 | -0.32 |
| Aesthetic | 42.82 | 16.22 | 0.12 | 0.10 |
| Social | 50.20 | 21.32 | 0.13 | 0.24 |
| Individualistic | 56.90 | 17.58 | -0.14 | -0.19 |
| Traditional | 42.15 | 17.32 | 0.09 | 0.05 |



Motivators - Ethnicity

Asian N=1,842 (4.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 63.53 | 16.08 | 0.21 | 0.24 |
| Utilitarian | 51.52 | 18.78 | 0.01 | -0.07 |
| Aesthetic | 41.47 | 15.60 | 0.04 | 0.02 |
| Social | 46.52 | 20.35 | -0.04 | 0.07 |
| Individualistic | 60.18 | 18.22 | 0.04 | -0.01 |
| Traditional | 36.78 | 15.87 | -0.23 | -0.26 |

Hispanic or Latino N=3,868 (9.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 61.00 | 15.65 | 0.05 | 0.09 |
| Utilitarian | 48.30 | 17.42 | -0.18 | -0.24 |
| Aesthetic | 41.20 | 15.78 | 0.02 | 0.01 |
| Social | 49.85 | 20.50 | 0.13 | 0.23 |
| Individualistic | 59.25 | 17.40 | -0.01 | -0.06 |
| Traditional | 40.40 | 16.02 | -0.01 | -0.05 |

Pacific Islander N=127 (0.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 58.67 | 15.88 | -0.10 | -0.05 |
| Utilitarian | 49.40 | 19.12 | -0.11 | -0.19 |
| Aesthetic | 42.20 | 17.55 | 0.08 | 0.07 |
| Social | 50.97 | 21.88 | 0.17 | 0.28 |
| Individualistic | 58.67 | 18.02 | -0.04 | -0.09 |
| Traditional | 40.10 | 16.48 | -0.03 | -0.07 |



Motivators - Ethnicity

Two or More Races N=1,844 (4.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 62.23 | 16.40 | 0.12 | 0.17 |
| Utilitarian | 50.75 | 18.85 | -0.04 | -0.11 |
| Aesthetic | 42.27 | 16.70 | 0.09 | 0.07 |
| Social | 49.67 | 21.60 | 0.11 | 0.22 |
| Individualistic | 57.53 | 18.03 | -0.11 | -0.15 |
| Traditional | 37.55 | 16.07 | -0.19 | -0.21 |



Motivators - Disability Status

Date Range: 1/16/2015 - 5/9/2019

Non-Disabled N=39,787 (98.1%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-----------------|-------|--------------------|------------------------|
| Theoretical | 60.23 | 16.55 | -0.15 |
| Utilitarian | 51.58 | 18.95 | 0.33 |
| Aesthetic | 40.85 | 17.07 | -0.01 |
| Social | 47.23 | 21.45 | -0.27 |
| Individualistic | 59.55 | 18.55 | 0.23 |
| Traditional | 40.55 | 17.18 | -0.12 |

Disabled N=780 (1.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 62.70 | 16.58 | 0.15 | 0.15 |
| Utilitarian | 45.42 | 18.78 | -0.33 | -0.33 |
| Aesthetic | 41.03 | 16.87 | 0.01 | 0.01 |
| Social | 52.95 | 21.50 | 0.27 | 0.27 |
| Individualistic | 55.33 | 17.98 | -0.23 | -0.23 |
| Traditional | 42.55 | 17.13 | 0.12 | 0.12 |



Motivators - Veteran Status

Date Range: 1/16/2015 - 5/9/2019

Non-Veteran N=38,440 (94.7%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-----------------|-------|--------------------|------------------------|
| Theoretical | 60.28 | 16.57 | -0.01 |
| Utilitarian | 51.43 | 19.00 | -0.02 |
| Aesthetic | 41.05 | 17.10 | 0.22 |
| Social | 47.50 | 21.47 | 0.12 |
| Individualistic | 59.38 | 18.62 | -0.09 |
| Traditional | 40.37 | 17.15 | -0.24 |

Disabled-Veteran N=354 (0.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 60.88 | 16.35 | 0.04 | 0.04 |
| Utilitarian | 48.28 | 18.03 | -0.17 | -0.17 |
| Aesthetic | 36.35 | 15.48 | -0.27 | -0.28 |
| Social | 48.20 | 21.45 | 0.04 | 0.03 |
| Individualistic | 59.97 | 17.23 | 0.03 | 0.03 |
| Traditional | 46.32 | 16.73 | 0.34 | 0.35 |

Other Veteran N=1,714 (4.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 60.72 | 16.33 | 0.03 | 0.03 |
| Utilitarian | 52.57 | 17.98 | 0.06 | 0.06 |
| Aesthetic | 37.38 | 16.47 | -0.21 | -0.21 |
| Social | 43.90 | 20.93 | -0.17 | -0.17 |
| Individualistic | 61.42 | 17.42 | 0.11 | 0.11 |
| Traditional | 44.00 | 17.55 | 0.21 | 0.21 |



Motivators - Veteran Status

Vietnam Veteran N=89 (0.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-----------------|-------|--------------------|------------------------|---------------------------|
| Theoretical | 55.28 | 15.57 | -0.30 | -0.30 |
| Utilitarian | 49.73 | 16.43 | -0.09 | -0.09 |
| Aesthetic | 39.45 | 16.52 | -0.08 | -0.09 |
| Social | 49.00 | 20.63 | 0.08 | 0.07 |
| Individualistic | 60.22 | 19.25 | 0.04 | 0.04 |
| Traditional | 46.30 | 14.80 | 0.33 | 0.35 |



Hartman/Acumen - Gender

Date Range: 4/17/2010 - 5/13/2019

Male N=57,230 (60.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|----------------------|-------|--------------------|------------------------|
| Understanding Others | 81.20 | 10.60 | 0.01 |
| Practical Thinking | 79.40 | 12.20 | 0.12 |
| Systems Judgment | 76.30 | 11.80 | -0.02 |
| Sense of Self | 74.90 | 11.50 | -0.04 |
| Role Awareness | 70.50 | 12.60 | 0.01 |
| Self Direction | 71.50 | 10.90 | -0.16 |

Female N=38,129 (40.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 81.10 | 10.70 | -0.01 | -0.01 |
| Practical Thinking | 77.90 | 13.80 | -0.12 | -0.12 |
| Systems Judgment | 76.60 | 12.40 | 0.02 | 0.02 |
| Sense of Self | 75.30 | 11.20 | 0.04 | 0.04 |
| Role Awareness | 70.40 | 12.70 | -0.01 | -0.01 |
| Self Direction | 73.20 | 10.60 | 0.16 | 0.16 |



Hartman/Acumen - Ethnicity

Date Range: 4/17/2010 - 5/13/2019

Caucasian N=49,875 (70.7%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|----------------------|-------|--------------------|------------------------|
| Understanding Others | 82.10 | 9.90 | 0.33 |
| Practical Thinking | 79.90 | 12.00 | 0.31 |
| Systems Judgment | 77.20 | 11.40 | 0.25 |
| Sense of Self | 75.40 | 11.10 | 0.06 |
| Role Awareness | 70.70 | 12.60 | 0.00 |
| Self Direction | 72.40 | 10.60 | 0.05 |

African American N=8,428 (11.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 78.00 | 12.10 | -0.33 | -0.39 |
| Practical Thinking | 74.10 | 15.60 | -0.40 | -0.45 |
| Systems Judgment | 73.40 | 13.90 | -0.27 | -0.31 |
| Sense of Self | 75.50 | 11.50 | 0.04 | 0.01 |
| Role Awareness | 71.20 | 12.20 | 0.05 | 0.04 |
| Self Direction | 72.30 | 11.10 | 0.00 | -0.01 |

American Indian/Alaskan Native N=561 (0.8%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 79.60 | 11.20 | -0.14 | -0.24 |
| Practical Thinking | 78.20 | 13.20 | -0.04 | -0.13 |
| Systems Judgment | 75.10 | 12.40 | -0.10 | -0.17 |
| Sense of Self | 75.10 | 11.00 | -0.01 | -0.03 |
| Role Awareness | 71.60 | 10.30 | 0.07 | 0.07 |
| Self Direction | 72.80 | 9.90 | 0.05 | 0.04 |



Hartman/Acumen - Ethnicity

Asian N=3,089 (4.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 76.40 | 12.50 | -0.46 | -0.54 |
| Practical Thinking | 77.00 | 13.30 | -0.14 | -0.22 |
| Systems Judgment | 73.70 | 12.90 | -0.22 | -0.29 |
| Sense of Self | 71.20 | 13.00 | -0.37 | -0.37 |
| Role Awareness | 70.20 | 11.90 | -0.04 | -0.04 |
| Self Direction | 70.60 | 11.10 | -0.16 | -0.17 |

Hispanic or Latino N=5,641 (8.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 79.10 | 11.60 | -0.20 | -0.28 |
| Practical Thinking | 76.70 | 13.70 | -0.17 | -0.25 |
| Systems Judgment | 74.60 | 13.20 | -0.16 | -0.21 |
| Sense of Self | 75.10 | 11.60 | -0.01 | -0.03 |
| Role Awareness | 70.80 | 12.40 | 0.01 | 0.01 |
| Self Direction | 72.10 | 10.80 | -0.02 | -0.03 |

Pacific Islander N=290 (0.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 79.40 | 12.20 | -0.16 | -0.25 |
| Practical Thinking | 75.10 | 15.50 | -0.28 | -0.37 |
| Systems Judgment | 73.30 | 13.20 | -0.25 | -0.32 |
| Sense of Self | 74.00 | 11.10 | -0.11 | -0.12 |
| Role Awareness | 71.20 | 12.40 | 0.04 | 0.04 |
| Self Direction | 70.90 | 10.90 | -0.13 | -0.14 |



Hartman/Acumen - Ethnicity

Two or More Races N=2,709 (3.8%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 80.80 | 10.90 | -0.03 | -0.12 |
| Practical Thinking | 78.10 | 13.70 | -0.05 | -0.14 |
| Systems Judgment | 76.40 | 12.40 | 0.01 | -0.07 |
| Sense of Self | 75.30 | 11.40 | 0.01 | -0.01 |
| Role Awareness | 70.00 | 12.80 | -0.06 | -0.06 |
| Self Direction | 71.80 | 11.00 | -0.05 | -0.06 |



Hartman/Acumen - Disability Status

Date Range: 4/17/2010 - 5/13/2019

Non-Disabled N=56,420 (79.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|----------------------|-------|--------------------|------------------------|
| Understanding Others | 81.20 | 10.50 | 0.08 |
| Practical Thinking | 79.00 | 12.70 | 0.12 |
| Systems Judgment | 76.60 | 12.00 | 0.10 |
| Sense of Self | 75.30 | 11.30 | 0.05 |
| Role Awareness | 70.80 | 12.40 | 0.05 |
| Self Direction | 72.50 | 10.60 | 0.09 |

Disabled N=14,451 (20.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 80.40 | 11.10 | -0.07 | -0.08 |
| Practical Thinking | 77.50 | 14.00 | -0.09 | -0.12 |
| Systems Judgment | 75.40 | 12.50 | -0.07 | -0.10 |
| Sense of Self | 74.70 | 11.50 | -0.04 | -0.05 |
| Role Awareness | 70.20 | 12.70 | -0.04 | -0.05 |
| Self Direction | 71.50 | 11.00 | -0.07 | -0.09 |



Hartman/Acumen - Veteran Status

Date Range: 4/17/2010 - 5/13/2019

Non-Veteran N=65,310 (92.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|----------------------|-------|--------------------|------------------------|
| Understanding Others | 81.10 | 10.60 | -0.03 |
| Practical Thinking | 78.70 | 13.00 | -0.02 |
| Systems Judgment | 76.40 | 12.10 | 0.07 |
| Sense of Self | 75.20 | 11.30 | 0.01 |
| Role Awareness | 70.70 | 12.50 | -0.04 |
| Self Direction | 72.40 | 10.70 | 0.10 |

Disabled-Veteran N=613 (0.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 81.60 | 9.70 | 0.05 | 0.05 |
| Practical Thinking | 79.40 | 12.60 | 0.05 | 0.05 |
| Systems Judgment | 76.00 | 11.60 | -0.02 | -0.03 |
| Sense of Self | 74.70 | 11.50 | -0.04 | -0.04 |
| Role Awareness | 70.30 | 12.80 | -0.03 | -0.03 |
| Self Direction | 71.30 | 10.70 | -0.09 | -0.10 |

Other Veteran N=4,106 (5.8%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 81.50 | 10.30 | 0.04 | 0.04 |
| Practical Thinking | 79.10 | 12.40 | 0.03 | 0.03 |
| Systems Judgment | 75.70 | 11.80 | -0.06 | -0.06 |
| Sense of Self | 75.20 | 11.30 | 0.00 | 0.00 |
| Role Awareness | 71.10 | 12.40 | 0.03 | 0.03 |
| Self Direction | 71.50 | 10.80 | -0.07 | -0.08 |



Hartman/Acumen - Veteran Status

Vietnam Veteran N=788 (1.1%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|----------------------|-------|--------------------|------------------------|---------------------------|
| Understanding Others | 80.60 | 10.00 | -0.05 | -0.05 |
| Practical Thinking | 77.80 | 12.20 | -0.08 | -0.07 |
| Systems Judgment | 74.80 | 12.20 | -0.13 | -0.13 |
| Sense of Self | 74.40 | 10.00 | -0.07 | -0.07 |
| Role Awareness | 72.40 | 10.30 | 0.14 | 0.14 |
| Self Direction | 70.50 | 10.50 | -0.17 | -0.18 |



DNA 23 Competencies - Gender

Date Range: 4/17/2010 - 5/9/2019

Male N=17,096 (58.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Analytical Problem Solving | 58.03 | 17.63 | 0.12 |
| Conflict Management | 56.70 | 20.30 | 0.24 |
| Continuous Learning | 68.97 | 19.93 | 0.02 |
| Creativity/Innovation | 49.73 | 23.40 | 0.07 |
| Customer Service | 76.27 | 18.50 | -0.11 |
| Decision Making | 51.20 | 22.03 | 0.18 |
| Diplomacy | 61.80 | 20.73 | -0.02 |
| Empathy | 39.53 | 24.70 | -0.26 |
| Employee Development/Coaching | 69.20 | 20.80 | 0.08 |
| Flexibility | 50.30 | 20.07 | -0.03 |
| Futuristic Thinking | 25.90 | 22.63 | 0.12 |
| Goal Orientation | 77.17 | 18.37 | 0.07 |
| Interpersonal Skills | 78.43 | 23.20 | -0.04 |
| Leadership | 71.00 | 22.77 | 0.27 |
| Management | 57.77 | 17.50 | 0.38 |
| Negotiation | 57.27 | 27.03 | 0.41 |
| Personal Effectiveness | 65.67 | 18.67 | 0.36 |
| Persuasion | 66.63 | 26.43 | 0.32 |
| Planning/Organizing | 53.73 | 18.20 | -0.21 |
| Presenting | 66.23 | 27.23 | 0.33 |
| Self Management | 66.27 | 24.67 | 0.02 |
| Teamwork | 71.33 | 19.43 | 0.11 |
| Written Communication | 59.03 | 21.93 | -0.14 |



DNA 23 Competencies - Gender

Female N=12,229 (41.7%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 55.93 | 18.93 | -0.12 | -0.12 |
| Conflict Management | 51.90 | 20.20 | -0.24 | -0.24 |
| Continuous Learning | 68.60 | 20.60 | -0.02 | -0.02 |
| Creativity/Innovation | 48.07 | 23.77 | -0.07 | -0.07 |
| Customer Service | 78.30 | 18.27 | 0.11 | 0.11 |
| Decision Making | 47.13 | 23.13 | -0.18 | -0.18 |
| Diplomacy | 62.23 | 19.67 | 0.02 | 0.02 |
| Empathy | 46.17 | 25.10 | 0.26 | 0.26 |
| Employee Development/Coaching | 67.50 | 21.00 | -0.08 | -0.08 |
| Flexibility | 50.83 | 20.47 | 0.03 | 0.03 |
| Futuristic Thinking | 23.27 | 21.63 | -0.12 | -0.12 |
| Goal Orientation | 75.83 | 18.30 | -0.07 | -0.07 |
| Interpersonal Skills | 79.30 | 23.10 | 0.04 | 0.04 |
| Leadership | 64.57 | 24.90 | -0.27 | -0.27 |
| Management | 51.00 | 17.47 | -0.38 | -0.38 |
| Negotiation | 45.70 | 28.03 | -0.41 | -0.41 |
| Personal Effectiveness | 58.77 | 19.53 | -0.36 | -0.36 |
| Persuasion | 57.77 | 28.23 | -0.32 | -0.32 |
| Planning/Organizing | 57.63 | 18.50 | 0.21 | 0.21 |
| Presenting | 56.63 | 30.13 | -0.33 | -0.33 |
| Self Management | 65.67 | 25.47 | -0.02 | -0.02 |
| Teamwork | 69.20 | 19.67 | -0.11 | -0.11 |
| Written Communication | 62.23 | 22.53 | 0.14 | 0.14 |



DNA 23 Competencies - Ethnicity

Date Range: 4/17/2010 - 5/9/2019

Caucasian N=17,871 (66.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Analytical Problem Solving | 56.43 | 17.47 | -0.12 |
| Conflict Management | 56.97 | 19.90 | 0.30 |
| Continuous Learning | 68.23 | 19.60 | -0.09 |
| Creativity/Innovation | 50.97 | 23.60 | 0.23 |
| Customer Service | 76.23 | 18.00 | -0.18 |
| Decision Making | 49.40 | 22.07 | -0.06 |
| Diplomacy | 62.93 | 20.23 | 0.14 |
| Empathy | 41.40 | 24.50 | -0.11 |
| Employee Development/Coaching | 69.53 | 20.17 | 0.13 |
| Flexibility | 51.43 | 20.47 | 0.10 |
| Futuristic Thinking | 25.07 | 22.03 | 0.03 |
| Goal Orientation | 76.93 | 17.87 | 0.03 |
| Interpersonal Skills | 78.40 | 23.23 | -0.07 |
| Leadership | 68.87 | 23.30 | 0.03 |
| Management | 54.97 | 17.50 | -0.03 |
| Negotiation | 53.43 | 28.20 | 0.08 |
| Personal Effectiveness | 62.13 | 19.27 | -0.12 |
| Persuasion | 63.53 | 27.07 | 0.03 |
| Planning/Organizing | 54.80 | 18.63 | -0.08 |
| Presenting | 62.13 | 29.20 | -0.03 |
| Self Management | 65.07 | 24.83 | -0.13 |
| Teamwork | 70.50 | 19.03 | -0.02 |
| Written Communication | 60.87 | 22.07 | 0.06 |



DNA 23 Competencies - Ethnicity

African American N=3,574 (13.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 60.03 | 19.57 | 0.18 | 0.20 |
| Conflict Management | 49.23 | 20.40 | -0.32 | -0.38 |
| Continuous Learning | 70.63 | 21.07 | 0.10 | 0.12 |
| Creativity/Innovation | 44.57 | 22.27 | -0.22 | -0.27 |
| Customer Service | 81.70 | 17.93 | 0.27 | 0.30 |
| Decision Making | 53.40 | 22.80 | 0.18 | 0.18 |
| Diplomacy | 60.77 | 19.80 | -0.07 | -0.11 |
| Empathy | 47.93 | 26.13 | 0.26 | 0.26 |
| Employee Development/Coaching | 68.30 | 21.93 | -0.02 | -0.06 |
| Flexibility | 49.00 | 19.03 | -0.10 | -0.12 |
| Futuristic Thinking | 25.70 | 23.37 | 0.04 | 0.03 |
| Goal Orientation | 76.67 | 18.97 | -0.01 | -0.01 |
| Interpersonal Skills | 81.57 | 21.07 | 0.13 | 0.14 |
| Leadership | 70.63 | 23.37 | 0.10 | 0.07 |
| Management | 54.93 | 18.07 | -0.01 | 0.00 |
| Negotiation | 50.90 | 26.97 | -0.07 | -0.09 |
| Personal Effectiveness | 65.97 | 18.23 | 0.18 | 0.20 |
| Persuasion | 64.83 | 27.80 | 0.07 | 0.05 |
| Planning/Organizing | 56.23 | 17.47 | 0.06 | 0.08 |
| Presenting | 65.57 | 27.47 | 0.12 | 0.12 |
| Self Management | 71.47 | 23.90 | 0.24 | 0.26 |
| Teamwork | 70.77 | 20.37 | 0.01 | 0.01 |
| Written Communication | 60.77 | 22.03 | 0.02 | 0.00 |



DNA 23 Competencies - Ethnicity

American Indian/Alaskan Native N=172 (0.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 56.43 | 18.80 | -0.04 | 0.00 |
| Conflict Management | 55.90 | 21.20 | 0.05 | -0.05 |
| Continuous Learning | 68.73 | 21.50 | -0.01 | 0.02 |
| Creativity/Innovation | 49.37 | 24.73 | 0.01 | -0.07 |
| Customer Service | 78.07 | 18.67 | 0.04 | 0.10 |
| Decision Making | 47.53 | 22.23 | -0.10 | -0.08 |
| Diplomacy | 59.10 | 20.80 | -0.14 | -0.19 |
| Empathy | 42.10 | 24.33 | -0.01 | 0.03 |
| Employee Development/Coaching | 65.93 | 22.73 | -0.13 | -0.17 |
| Flexibility | 47.13 | 18.37 | -0.18 | -0.21 |
| Futuristic Thinking | 24.33 | 23.70 | -0.02 | -0.03 |
| Goal Orientation | 74.90 | 18.87 | -0.10 | -0.11 |
| Interpersonal Skills | 78.17 | 23.10 | -0.04 | -0.01 |
| Leadership | 66.17 | 23.07 | -0.10 | -0.11 |
| Management | 56.20 | 19.43 | 0.06 | 0.07 |
| Negotiation | 46.93 | 28.33 | -0.21 | -0.23 |
| Personal Effectiveness | 63.43 | 19.40 | 0.02 | 0.07 |
| Persuasion | 56.70 | 27.70 | -0.24 | -0.25 |
| Planning/Organizing | 54.37 | 16.40 | -0.05 | -0.02 |
| Presenting | 56.97 | 31.60 | -0.19 | -0.18 |
| Self Management | 64.80 | 24.40 | -0.06 | -0.01 |
| Teamwork | 68.40 | 18.80 | -0.11 | -0.11 |
| Written Communication | 58.50 | 23.43 | -0.09 | -0.11 |



DNA 23 Competencies - Ethnicity

Asian N=1,381 (5.1%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 60.50 | 19.27 | 0.19 | 0.22 |
| Conflict Management | 51.10 | 21.13 | -0.20 | -0.29 |
| Continuous Learning | 70.20 | 20.97 | 0.07 | 0.10 |
| Creativity/Innovation | 46.47 | 23.47 | -0.12 | -0.19 |
| Customer Service | 75.83 | 19.97 | -0.09 | -0.02 |
| Decision Making | 46.30 | 23.73 | -0.17 | -0.14 |
| Diplomacy | 60.27 | 21.13 | -0.09 | -0.13 |
| Empathy | 39.73 | 25.73 | -0.11 | -0.07 |
| Employee Development/Coaching | 64.13 | 22.60 | -0.23 | -0.26 |
| Flexibility | 48.93 | 20.33 | -0.09 | -0.12 |
| Futuristic Thinking | 22.37 | 21.97 | -0.12 | -0.12 |
| Goal Orientation | 75.63 | 18.87 | -0.07 | -0.07 |
| Interpersonal Skills | 76.87 | 24.07 | -0.10 | -0.07 |
| Leadership | 61.97 | 26.60 | -0.29 | -0.29 |
| Management | 54.07 | 18.53 | -0.06 | -0.05 |
| Negotiation | 49.30 | 28.20 | -0.13 | -0.15 |
| Personal Effectiveness | 60.73 | 20.67 | -0.12 | -0.07 |
| Persuasion | 58.30 | 29.17 | -0.19 | -0.19 |
| Planning/Organizing | 57.27 | 17.53 | 0.11 | 0.13 |
| Presenting | 62.13 | 28.50 | -0.01 | 0.00 |
| Self Management | 62.13 | 25.03 | -0.17 | -0.12 |
| Teamwork | 73.40 | 19.87 | 0.15 | 0.15 |
| Written Communication | 59.93 | 22.20 | -0.02 | -0.04 |



DNA 23 Competencies - Ethnicity

Hispanic or Latino N=2,856 (10.5%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 56.33 | 19.13 | -0.05 | -0.01 |
| Conflict Management | 50.53 | 20.10 | -0.24 | -0.32 |
| Continuous Learning | 68.43 | 21.50 | -0.02 | 0.01 |
| Creativity/Innovation | 44.83 | 22.57 | -0.20 | -0.26 |
| Customer Service | 79.13 | 18.43 | 0.11 | 0.16 |
| Decision Making | 50.27 | 22.93 | 0.02 | 0.04 |
| Diplomacy | 58.53 | 20.07 | -0.19 | -0.22 |
| Empathy | 41.10 | 25.50 | -0.06 | -0.01 |
| Employee Development/Coaching | 65.33 | 21.63 | -0.17 | -0.20 |
| Flexibility | 49.17 | 19.30 | -0.09 | -0.11 |
| Futuristic Thinking | 23.27 | 21.73 | -0.08 | -0.08 |
| Goal Orientation | 75.97 | 19.10 | -0.05 | -0.05 |
| Interpersonal Skills | 79.83 | 22.97 | 0.04 | 0.06 |
| Leadership | 67.37 | 24.80 | -0.06 | -0.06 |
| Management | 56.73 | 18.40 | 0.10 | 0.10 |
| Negotiation | 51.50 | 27.63 | -0.05 | -0.07 |
| Personal Effectiveness | 64.43 | 18.83 | 0.08 | 0.12 |
| Persuasion | 61.67 | 28.20 | -0.06 | -0.07 |
| Planning/Organizing | 56.37 | 17.80 | 0.07 | 0.09 |
| Presenting | 60.50 | 28.03 | -0.08 | -0.06 |
| Self Management | 68.57 | 24.90 | 0.11 | 0.14 |
| Teamwork | 70.90 | 20.13 | 0.02 | 0.02 |
| Written Communication | 56.60 | 22.33 | -0.19 | -0.19 |



DNA 23 Competencies - Ethnicity

Pacific Islander N=89 (0.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 59.40 | 18.67 | 0.12 | 0.16 |
| Conflict Management | 52.63 | 21.50 | -0.11 | -0.21 |
| Continuous Learning | 67.63 | 25.10 | -0.06 | -0.03 |
| Creativity/Innovation | 42.70 | 26.03 | -0.27 | -0.35 |
| Customer Service | 70.20 | 23.70 | -0.39 | -0.33 |
| Decision Making | 43.13 | 20.73 | -0.30 | -0.28 |
| Diplomacy | 58.77 | 19.80 | -0.16 | -0.21 |
| Empathy | 42.40 | 25.67 | 0.00 | 0.04 |
| Employee Development/Coaching | 63.67 | 23.30 | -0.24 | -0.28 |
| Flexibility | 48.80 | 20.67 | -0.10 | -0.13 |
| Futuristic Thinking | 20.20 | 20.67 | -0.21 | -0.22 |
| Goal Orientation | 77.67 | 20.97 | 0.05 | 0.04 |
| Interpersonal Skills | 75.50 | 28.80 | -0.15 | -0.13 |
| Leadership | 61.63 | 31.13 | -0.29 | -0.30 |
| Management | 55.33 | 18.73 | 0.01 | 0.02 |
| Negotiation | 46.47 | 27.63 | -0.22 | -0.25 |
| Personal Effectiveness | 67.57 | 20.70 | 0.24 | 0.28 |
| Persuasion | 54.57 | 31.73 | -0.32 | -0.33 |
| Planning/Organizing | 57.40 | 21.50 | 0.11 | 0.14 |
| Presenting | 58.10 | 31.40 | -0.15 | -0.14 |
| Self Management | 59.63 | 27.97 | -0.27 | -0.22 |
| Teamwork | 64.80 | 20.47 | -0.30 | -0.29 |
| Written Communication | 58.73 | 24.87 | -0.08 | -0.10 |



DNA 23 Competencies - Ethnicity

Two or More Races N=1,152 (4.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 58.40 | 18.40 | 0.07 | 0.11 |
| Conflict Management | 54.70 | 20.20 | -0.01 | -0.11 |
| Continuous Learning | 72.93 | 19.67 | 0.21 | 0.23 |
| Creativity/Innovation | 48.53 | 23.67 | -0.03 | -0.10 |
| Customer Service | 78.73 | 18.77 | 0.08 | 0.14 |
| Decision Making | 50.33 | 22.83 | 0.02 | 0.04 |
| Diplomacy | 62.43 | 20.40 | 0.02 | -0.02 |
| Empathy | 45.60 | 25.63 | 0.14 | 0.17 |
| Employee Development/Coaching | 68.73 | 21.47 | 0.01 | -0.04 |
| Flexibility | 51.63 | 19.17 | 0.05 | 0.01 |
| Futuristic Thinking | 25.87 | 22.90 | 0.05 | 0.04 |
| Goal Orientation | 77.93 | 18.30 | 0.07 | 0.05 |
| Interpersonal Skills | 80.97 | 22.23 | 0.09 | 0.11 |
| Leadership | 70.50 | 23.57 | 0.08 | 0.07 |
| Management | 55.53 | 18.37 | 0.02 | 0.03 |
| Negotiation | 54.03 | 27.20 | 0.05 | 0.02 |
| Personal Effectiveness | 65.27 | 18.70 | 0.12 | 0.16 |
| Persuasion | 65.87 | 26.67 | 0.10 | 0.09 |
| Planning/Organizing | 55.30 | 18.53 | 0.00 | 0.03 |
| Presenting | 64.13 | 27.77 | 0.06 | 0.07 |
| Self Management | 67.30 | 25.57 | 0.05 | 0.09 |
| Teamwork | 68.80 | 20.53 | -0.10 | -0.09 |
| Written Communication | 62.80 | 22.07 | 0.11 | 0.09 |



DNA 23 Competencies - Disability Status

Date Range: 4/17/2010 - 5/9/2019

Non-Disabled N=25,666 (94.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Analytical Problem Solving | 57.30 | 18.10 | 0.06 |
| Conflict Management | 54.87 | 20.17 | -0.02 |
| Continuous Learning | 68.87 | 20.10 | -0.05 |
| Creativity/Innovation | 49.07 | 23.37 | -0.08 |
| Customer Service | 77.43 | 18.23 | 0.08 |
| Decision Making | 50.00 | 22.33 | 0.11 |
| Diplomacy | 61.97 | 20.10 | -0.08 |
| Empathy | 42.20 | 25.03 | -0.10 |
| Employee Development/Coaching | 68.57 | 20.77 | -0.05 |
| Flexibility | 50.73 | 19.93 | -0.03 |
| Futuristic Thinking | 24.77 | 22.23 | -0.07 |
| Goal Orientation | 76.90 | 18.13 | 0.10 |
| Interpersonal Skills | 79.23 | 22.73 | 0.16 |
| Leadership | 68.93 | 23.53 | 0.20 |
| Management | 55.10 | 17.77 | 0.01 |
| Negotiation | 52.90 | 27.80 | 0.14 |
| Personal Effectiveness | 63.10 | 19.10 | 0.12 |
| Persuasion | 63.60 | 27.30 | 0.21 |
| Planning/Organizing | 55.37 | 18.30 | 0.00 |
| Presenting | 62.70 | 28.63 | 0.09 |
| Self Management | 66.50 | 24.67 | 0.19 |
| Teamwork | 70.70 | 19.37 | 0.06 |
| Written Communication | 60.57 | 21.90 | 0.05 |



DNA 23 Competencies - Disability Status

Disabled N=1,471 (5.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 56.20 | 18.87 | -0.06 | -0.06 |
| Conflict Management | 55.33 | 23.33 | 0.02 | 0.02 |
| Continuous Learning | 69.83 | 20.97 | 0.05 | 0.05 |
| Creativity/Innovation | 51.00 | 25.30 | 0.08 | 0.08 |
| Customer Service | 76.07 | 19.30 | -0.07 | -0.07 |
| Decision Making | 47.47 | 23.97 | -0.11 | -0.11 |
| Diplomacy | 63.67 | 22.43 | 0.08 | 0.08 |
| Empathy | 44.63 | 25.23 | 0.10 | 0.10 |
| Employee Development/Coaching | 69.67 | 21.97 | 0.05 | 0.05 |
| Flexibility | 51.50 | 23.07 | 0.03 | 0.04 |
| Futuristic Thinking | 26.43 | 22.77 | 0.07 | 0.07 |
| Goal Orientation | 75.13 | 19.80 | -0.10 | -0.10 |
| Interpersonal Skills | 75.63 | 26.27 | -0.16 | -0.16 |
| Leadership | 64.20 | 26.67 | -0.19 | -0.20 |
| Management | 55.00 | 18.17 | -0.01 | -0.01 |
| Negotiation | 49.13 | 30.67 | -0.13 | -0.13 |
| Personal Effectiveness | 60.73 | 20.90 | -0.12 | -0.12 |
| Persuasion | 57.90 | 29.43 | -0.20 | -0.21 |
| Planning/Organizing | 55.33 | 18.93 | 0.00 | 0.00 |
| Presenting | 60.23 | 31.27 | -0.08 | -0.09 |
| Self Management | 61.90 | 27.37 | -0.18 | -0.19 |
| Teamwork | 69.47 | 20.70 | -0.07 | -0.06 |
| Written Communication | 59.53 | 26.03 | -0.05 | -0.05 |



DNA 23 Competencies - Veteran Status

Date Range: 4/17/2010 - 5/9/2019

Non-Veteran N=24,821 (91.4%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Analytical Problem Solving | 57.10 | 18.20 | -0.08 |
| Conflict Management | 54.67 | 20.30 | -0.14 |
| Continuous Learning | 68.93 | 20.20 | 0.00 |
| Creativity/Innovation | 49.20 | 23.47 | 0.02 |
| Customer Service | 77.57 | 18.17 | 0.13 |
| Decision Making | 49.63 | 22.47 | -0.11 |
| Diplomacy | 62.03 | 20.17 | -0.02 |
| Empathy | 42.53 | 25.07 | 0.10 |
| Employee Development/Coaching | 68.37 | 20.83 | -0.16 |
| Flexibility | 50.80 | 20.13 | 0.02 |
| Futuristic Thinking | 24.97 | 22.27 | 0.05 |
| Goal Orientation | 76.80 | 18.17 | 0.01 |
| Interpersonal Skills | 79.40 | 22.73 | 0.17 |
| Leadership | 68.53 | 23.77 | -0.07 |
| Management | 54.83 | 17.80 | -0.17 |
| Negotiation | 52.60 | 28.03 | -0.05 |
| Personal Effectiveness | 62.80 | 19.27 | -0.11 |
| Persuasion | 63.30 | 27.47 | 0.01 |
| Planning/Organizing | 55.40 | 18.33 | 0.03 |
| Presenting | 62.33 | 28.87 | -0.08 |
| Self Management | 66.23 | 24.87 | -0.01 |
| Teamwork | 70.63 | 19.43 | 0.00 |
| Written Communication | 60.67 | 22.13 | 0.07 |



DNA 23 Competencies - Veteran Status

Disabled-Veteran N=358 (1.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 58.63 | 17.07 | 0.08 | 0.08 |
| Conflict Management | 57.53 | 20.37 | 0.13 | 0.14 |
| Continuous Learning | 70.77 | 20.33 | 0.09 | 0.09 |
| Creativity/Innovation | 47.47 | 23.93 | -0.07 | -0.07 |
| Customer Service | 74.97 | 19.33 | -0.13 | -0.14 |
| Decision Making | 55.03 | 20.77 | 0.23 | 0.24 |
| Diplomacy | 64.17 | 20.87 | 0.11 | 0.11 |
| Empathy | 40.83 | 25.17 | -0.06 | -0.07 |
| Employee Development/Coaching | 73.10 | 20.97 | 0.22 | 0.23 |
| Flexibility | 48.90 | 19.50 | -0.09 | -0.09 |
| Futuristic Thinking | 24.03 | 21.93 | -0.04 | -0.04 |
| Goal Orientation | 77.37 | 19.43 | 0.03 | 0.03 |
| Interpersonal Skills | 75.07 | 25.97 | -0.18 | -0.19 |
| Leadership | 70.00 | 23.50 | 0.06 | 0.06 |
| Management | 58.37 | 16.87 | 0.19 | 0.20 |
| Negotiation | 51.67 | 27.73 | -0.04 | -0.03 |
| Personal Effectiveness | 66.23 | 17.67 | 0.17 | 0.18 |
| Persuasion | 61.47 | 25.93 | -0.07 | -0.07 |
| Planning/Organizing | 55.43 | 18.23 | 0.01 | 0.00 |
| Presenting | 66.97 | 27.60 | 0.16 | 0.16 |
| Self Management | 66.83 | 25.70 | 0.02 | 0.02 |
| Teamwork | 70.57 | 19.43 | 0.00 | 0.00 |
| Written Communication | 60.27 | 23.10 | -0.01 | -0.02 |



DNA 23 Competencies - Veteran Status

Other Veteran N=1,690 (6.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 58.03 | 17.33 | 0.05 | 0.05 |
| Conflict Management | 57.03 | 20.33 | 0.11 | 0.12 |
| Continuous Learning | 68.63 | 19.63 | -0.01 | -0.01 |
| Creativity/Innovation | 47.93 | 23.20 | -0.06 | -0.05 |
| Customer Service | 74.90 | 19.30 | -0.14 | -0.15 |
| Decision Making | 51.60 | 22.40 | 0.08 | 0.09 |
| Diplomacy | 61.80 | 21.33 | -0.01 | -0.01 |
| Empathy | 39.67 | 24.70 | -0.11 | -0.11 |
| Employee Development/Coaching | 70.73 | 21.07 | 0.11 | 0.11 |
| Flexibility | 50.33 | 19.77 | -0.02 | -0.02 |
| Futuristic Thinking | 23.67 | 22.07 | -0.06 | -0.06 |
| Goal Orientation | 76.57 | 18.67 | -0.01 | -0.01 |
| Interpersonal Skills | 75.57 | 24.80 | -0.16 | -0.17 |
| Leadership | 70.43 | 23.57 | 0.08 | 0.08 |
| Management | 57.67 | 17.70 | 0.15 | 0.16 |
| Negotiation | 53.37 | 27.50 | 0.03 | 0.03 |
| Personal Effectiveness | 64.50 | 19.13 | 0.08 | 0.09 |
| Persuasion | 63.00 | 27.53 | -0.01 | -0.01 |
| Planning/Organizing | 54.97 | 18.53 | -0.02 | -0.02 |
| Presenting | 63.97 | 28.23 | 0.05 | 0.06 |
| Self Management | 66.40 | 25.13 | 0.01 | 0.01 |
| Teamwork | 70.20 | 19.87 | -0.02 | -0.02 |
| Written Communication | 58.47 | 22.23 | -0.10 | -0.10 |



DNA 23 Competencies - Veteran Status

Vietnam Veteran N=274 (1.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Analytical Problem Solving | 61.67 | 17.03 | 0.25 | 0.25 |
| Conflict Management | 61.07 | 20.90 | 0.31 | 0.31 |
| Continuous Learning | 67.70 | 17.87 | -0.06 | -0.06 |
| Creativity/Innovation | 55.80 | 23.50 | 0.29 | 0.28 |
| Customer Service | 77.00 | 17.87 | -0.02 | -0.03 |
| Decision Making | 51.80 | 19.33 | 0.09 | 0.10 |
| Diplomacy | 63.90 | 19.60 | 0.09 | 0.09 |
| Empathy | 41.73 | 24.13 | -0.02 | -0.03 |
| Employee Development/Coaching | 75.03 | 18.00 | 0.31 | 0.32 |
| Flexibility | 52.13 | 19.90 | 0.07 | 0.07 |
| Futuristic Thinking | 25.13 | 22.13 | 0.01 | 0.01 |
| Goal Orientation | 76.80 | 18.10 | 0.00 | 0.00 |
| Interpersonal Skills | 75.60 | 24.20 | -0.15 | -0.17 |
| Leadership | 69.97 | 20.50 | 0.05 | 0.06 |
| Management | 58.43 | 17.27 | 0.19 | 0.20 |
| Negotiation | 60.40 | 26.73 | 0.28 | 0.28 |
| Personal Effectiveness | 65.87 | 17.30 | 0.15 | 0.16 |
| Persuasion | 66.07 | 26.07 | 0.10 | 0.10 |
| Planning/Organizing | 54.20 | 17.57 | -0.06 | -0.07 |
| Presenting | 66.17 | 27.23 | 0.13 | 0.13 |
| Self Management | 65.60 | 23.17 | -0.03 | -0.03 |
| Teamwork | 73.37 | 18.57 | 0.14 | 0.14 |
| Written Communication | 61.27 | 22.30 | 0.03 | 0.03 |



DNA 25 Competencies - Gender

Date Range: 4/17/2010 - 5/13/2019

Male N=4,771 (45.2%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Appreciating Others | 73.90 | 15.40 | -0.35 |
| Conceptual Thinking | 55.70 | 12.73 | 0.01 |
| Conflict Management | 74.37 | 16.73 | 0.02 |
| Continuous Learning | 68.83 | 14.37 | 0.12 |
| Creativity/Innovation | 56.03 | 12.67 | 0.07 |
| Customer Focus | 81.47 | 15.97 | -0.24 |
| Decision Making | 57.57 | 12.70 | 0.01 |
| Diplomacy | 55.20 | 13.00 | -0.20 |
| Employee Development/Coaching | 78.27 | 15.80 | -0.12 |
| Flexibility | 70.77 | 14.87 | -0.02 |
| Futuristic Thinking | 60.67 | 13.93 | 0.01 |
| Goal Orientation | 80.63 | 15.10 | 0.03 |
| Interpersonal Skills | 87.40 | 14.20 | -0.04 |
| Influencing Others | 67.93 | 15.70 | 0.42 |
| Leadership | 69.20 | 13.97 | 0.30 |
| Negotiation | 73.67 | 17.67 | 0.33 |
| Personal Accountability | 71.33 | 13.53 | -0.05 |
| Planning/Organizing | 65.63 | 16.30 | 0.10 |
| Problem Solving | 58.67 | 14.07 | 0.08 |
| Project Management | 66.10 | 13.50 | -0.03 |
| Resiliency | 77.07 | 16.67 | -0.03 |
| Self Starting Ability | 64.27 | 13.93 | 0.14 |
| Teamwork | 64.83 | 14.83 | 0.00 |
| Time and Priority Management | 74.50 | 16.13 | -0.26 |
| Understanding Others | 78.67 | 16.40 | -0.06 |



DNA 25 Competencies - Gender

Female N=5,792 (54.8%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 79.07 | 13.67 | 0.35 | 0.35 |
| Conceptual Thinking | 55.60 | 12.20 | -0.01 | -0.01 |
| Conflict Management | 74.00 | 16.93 | -0.02 | -0.02 |
| Continuous Learning | 67.13 | 14.23 | -0.12 | -0.12 |
| Creativity/Innovation | 55.13 | 11.87 | -0.07 | -0.07 |
| Customer Focus | 85.17 | 15.10 | 0.24 | 0.24 |
| Decision Making | 57.50 | 12.90 | -0.01 | -0.01 |
| Diplomacy | 57.83 | 13.07 | 0.20 | 0.20 |
| Employee Development/Coaching | 80.17 | 15.93 | 0.12 | 0.12 |
| Flexibility | 71.00 | 15.17 | 0.02 | 0.02 |
| Futuristic Thinking | 60.57 | 14.13 | -0.01 | -0.01 |
| Goal Orientation | 80.23 | 15.23 | -0.03 | -0.03 |
| Interpersonal Skills | 87.97 | 13.87 | 0.04 | 0.04 |
| Influencing Others | 61.10 | 15.83 | -0.42 | -0.42 |
| Leadership | 65.07 | 13.73 | -0.30 | -0.30 |
| Negotiation | 67.63 | 18.17 | -0.33 | -0.33 |
| Personal Accountability | 71.97 | 13.70 | 0.05 | 0.05 |
| Planning/Organizing | 64.00 | 15.67 | -0.10 | -0.10 |
| Problem Solving | 57.53 | 14.43 | -0.08 | -0.08 |
| Project Management | 66.47 | 13.13 | 0.03 | 0.03 |
| Resiliency | 77.63 | 17.50 | 0.03 | 0.03 |
| Self Starting Ability | 62.37 | 13.37 | -0.14 | -0.14 |
| Teamwork | 64.83 | 13.93 | 0.00 | 0.00 |
| Time and Priority Management | 78.63 | 16.00 | 0.26 | 0.26 |
| Understanding Others | 79.57 | 15.93 | 0.06 | 0.06 |



DNA 25 Competencies - Ethnicity

Date Range: 4/17/2010 - 5/13/2019

Caucasian N=5,571 (60.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Appreciating Others | 75.20 | 14.63 | -0.26 |
| Conceptual Thinking | 55.43 | 12.53 | -0.05 |
| Conflict Management | 72.77 | 16.63 | -0.24 |
| Continuous Learning | 67.07 | 13.97 | -0.17 |
| Creativity/Innovation | 55.60 | 12.47 | 0.01 |
| Customer Focus | 82.47 | 15.47 | -0.22 |
| Decision Making | 56.37 | 12.27 | -0.20 |
| Diplomacy | 55.77 | 12.73 | -0.16 |
| Employee Development/Coaching | 77.27 | 15.60 | -0.33 |
| Flexibility | 70.13 | 14.70 | -0.15 |
| Futuristic Thinking | 59.63 | 13.47 | -0.17 |
| Goal Orientation | 79.67 | 14.70 | -0.21 |
| Interpersonal Skills | 87.23 | 13.87 | -0.14 |
| Influencing Others | 64.23 | 16.00 | -0.05 |
| Leadership | 67.27 | 13.80 | 0.06 |
| Negotiation | 69.97 | 17.87 | -0.07 |
| Personal Accountability | 70.50 | 13.37 | -0.22 |
| Planning/Organizing | 63.13 | 15.40 | -0.22 |
| Problem Solving | 56.60 | 13.33 | -0.23 |
| Project Management | 65.03 | 12.93 | -0.23 |
| Resiliency | 75.37 | 16.93 | -0.39 |
| Self Starting Ability | 63.70 | 13.27 | 0.07 |
| Teamwork | 64.47 | 13.83 | -0.02 |
| Time and Priority Management | 75.90 | 16.00 | -0.19 |
| Understanding Others | 78.47 | 15.97 | -0.14 |



DNA 25 Competencies - Ethnicity

African American N=2,075 (22.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 81.10 | 13.67 | 0.38 | 0.40 |
| Conceptual Thinking | 55.93 | 11.87 | 0.03 | 0.04 |
| Conflict Management | 77.80 | 16.23 | 0.26 | 0.30 |
| Continuous Learning | 70.00 | 14.50 | 0.18 | 0.21 |
| Creativity/Innovation | 55.40 | 11.37 | -0.02 | -0.02 |
| Customer Focus | 88.33 | 13.77 | 0.37 | 0.38 |
| Decision Making | 60.27 | 13.73 | 0.29 | 0.30 |
| Diplomacy | 58.87 | 13.13 | 0.22 | 0.24 |
| Employee Development/Coaching | 83.37 | 15.40 | 0.32 | 0.39 |
| Flexibility | 73.20 | 14.77 | 0.19 | 0.21 |
| Futuristic Thinking | 63.30 | 14.97 | 0.25 | 0.26 |
| Goal Orientation | 84.30 | 14.37 | 0.29 | 0.31 |
| Interpersonal Skills | 90.60 | 12.70 | 0.24 | 0.24 |
| Influencing Others | 64.33 | 16.23 | -0.01 | 0.01 |
| Leadership | 65.67 | 13.57 | -0.12 | -0.11 |
| Negotiation | 70.67 | 18.17 | 0.01 | 0.04 |
| Personal Accountability | 74.57 | 13.63 | 0.27 | 0.30 |
| Planning/Organizing | 66.73 | 15.73 | 0.18 | 0.23 |
| Problem Solving | 60.57 | 15.20 | 0.24 | 0.28 |
| Project Management | 69.37 | 13.17 | 0.31 | 0.33 |
| Resiliency | 84.33 | 15.40 | 0.48 | 0.53 |
| Self Starting Ability | 61.77 | 13.93 | -0.15 | -0.14 |
| Teamwork | 63.53 | 14.10 | -0.10 | -0.07 |
| Time and Priority Management | 80.77 | 15.17 | 0.30 | 0.30 |
| Understanding Others | 81.67 | 15.70 | 0.18 | 0.20 |



DNA 25 Competencies - Ethnicity

American Indian/Alaskan Native N=59 (0.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 76.77 | 16.57 | 0.00 | 0.11 |
| Conceptual Thinking | 56.60 | 11.03 | 0.08 | 0.09 |
| Conflict Management | 70.50 | 19.57 | -0.24 | -0.14 |
| Continuous Learning | 65.13 | 15.60 | -0.20 | -0.14 |
| Creativity/Innovation | 54.40 | 13.47 | -0.10 | -0.10 |
| Customer Focus | 80.07 | 20.80 | -0.24 | -0.16 |
| Decision Making | 55.83 | 14.83 | -0.12 | -0.04 |
| Diplomacy | 56.43 | 14.07 | -0.01 | 0.05 |
| Employee Development/Coaching | 78.07 | 17.20 | -0.08 | 0.05 |
| Flexibility | 68.77 | 18.37 | -0.15 | -0.09 |
| Futuristic Thinking | 61.07 | 14.37 | 0.04 | 0.10 |
| Goal Orientation | 79.73 | 18.23 | -0.08 | 0.00 |
| Interpersonal Skills | 82.93 | 20.70 | -0.37 | -0.31 |
| Influencing Others | 61.97 | 17.90 | -0.16 | -0.14 |
| Leadership | 63.60 | 12.53 | -0.24 | -0.26 |
| Negotiation | 66.77 | 19.40 | -0.21 | -0.18 |
| Personal Accountability | 70.97 | 14.23 | -0.05 | 0.03 |
| Planning/Organizing | 62.20 | 17.47 | -0.15 | -0.06 |
| Problem Solving | 55.87 | 14.77 | -0.15 | -0.05 |
| Project Management | 64.97 | 15.47 | -0.10 | -0.01 |
| Resiliency | 74.53 | 20.77 | -0.21 | -0.05 |
| Self Starting Ability | 61.97 | 13.03 | -0.10 | -0.13 |
| Teamwork | 62.20 | 14.03 | -0.17 | -0.16 |
| Time and Priority Management | 71.77 | 19.70 | -0.34 | -0.26 |
| Understanding Others | 78.07 | 17.73 | -0.08 | -0.03 |



DNA 25 Competencies - Ethnicity

Asian N=375 (4.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 75.00 | 14.63 | -0.13 | -0.01 |
| Conceptual Thinking | 56.57 | 12.17 | 0.07 | 0.09 |
| Conflict Management | 73.97 | 17.37 | -0.03 | 0.07 |
| Continuous Learning | 68.83 | 14.63 | 0.06 | 0.12 |
| Creativity/Innovation | 55.70 | 11.83 | 0.01 | 0.01 |
| Customer Focus | 78.97 | 16.87 | -0.33 | -0.23 |
| Decision Making | 58.17 | 13.33 | 0.06 | 0.14 |
| Diplomacy | 55.67 | 13.60 | -0.08 | -0.01 |
| Employee Development/Coaching | 80.23 | 15.67 | 0.06 | 0.19 |
| Flexibility | 70.80 | 14.57 | -0.01 | 0.04 |
| Futuristic Thinking | 59.00 | 14.07 | -0.12 | -0.05 |
| Goal Orientation | 78.43 | 15.90 | -0.17 | -0.08 |
| Interpersonal Skills | 85.97 | 15.47 | -0.16 | -0.09 |
| Influencing Others | 67.30 | 15.87 | 0.18 | 0.19 |
| Leadership | 68.00 | 16.30 | 0.08 | 0.05 |
| Negotiation | 73.33 | 17.63 | 0.17 | 0.19 |
| Personal Accountability | 70.10 | 13.17 | -0.12 | -0.03 |
| Planning/Organizing | 72.13 | 17.63 | 0.50 | 0.57 |
| Problem Solving | 61.47 | 15.70 | 0.26 | 0.34 |
| Project Management | 67.33 | 13.83 | 0.09 | 0.17 |
| Resiliency | 75.90 | 17.20 | -0.13 | 0.03 |
| Self Starting Ability | 63.77 | 14.67 | 0.03 | 0.00 |
| Teamwork | 68.70 | 15.87 | 0.30 | 0.30 |
| Time and Priority Management | 74.40 | 15.73 | -0.18 | -0.09 |
| Understanding Others | 78.13 | 16.20 | -0.08 | -0.02 |



DNA 25 Competencies - Ethnicity

Hispanic or Latino N=719 (7.7%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 76.40 | 15.27 | -0.02 | 0.08 |
| Conceptual Thinking | 55.40 | 12.20 | -0.02 | 0.00 |
| Conflict Management | 76.83 | 16.87 | 0.16 | 0.24 |
| Continuous Learning | 68.90 | 14.13 | 0.07 | 0.13 |
| Creativity/Innovation | 55.30 | 11.50 | -0.02 | -0.02 |
| Customer Focus | 83.83 | 16.00 | 0.00 | 0.09 |
| Decision Making | 57.10 | 13.20 | -0.03 | 0.06 |
| Diplomacy | 57.00 | 14.07 | 0.03 | 0.09 |
| Employee Development/Coaching | 83.60 | 15.23 | 0.29 | 0.40 |
| Flexibility | 71.67 | 15.70 | 0.05 | 0.10 |
| Futuristic Thinking | 60.10 | 14.73 | -0.04 | 0.03 |
| Goal Orientation | 81.47 | 15.73 | 0.04 | 0.12 |
| Interpersonal Skills | 87.53 | 14.10 | -0.04 | 0.02 |
| Influencing Others | 64.87 | 15.87 | 0.02 | 0.04 |
| Leadership | 67.37 | 14.63 | 0.03 | 0.01 |
| Negotiation | 72.37 | 18.17 | 0.11 | 0.13 |
| Personal Accountability | 73.13 | 13.60 | 0.12 | 0.19 |
| Planning/Organizing | 65.73 | 16.43 | 0.08 | 0.16 |
| Problem Solving | 58.07 | 14.43 | 0.01 | 0.10 |
| Project Management | 66.23 | 13.30 | 0.00 | 0.09 |
| Resiliency | 80.17 | 16.17 | 0.14 | 0.28 |
| Self Starting Ability | 65.27 | 14.20 | 0.15 | 0.11 |
| Teamwork | 67.40 | 15.13 | 0.21 | 0.21 |
| Time and Priority Management | 78.00 | 15.50 | 0.06 | 0.13 |
| Understanding Others | 79.27 | 16.63 | -0.01 | 0.05 |



DNA 25 Competencies - Ethnicity

Pacific Islander N=26 (0.3%)

The N for this class is under 50, therefore, not reported.



DNA 25 Competencies - Ethnicity

Two or More Races N=462 (5.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 77.63 | 14.07 | 0.06 | 0.17 |
| Conceptual Thinking | 57.17 | 11.63 | 0.13 | 0.14 |
| Conflict Management | 75.53 | 16.23 | 0.07 | 0.17 |
| Continuous Learning | 69.33 | 13.83 | 0.10 | 0.16 |
| Creativity/Innovation | 55.80 | 11.70 | 0.02 | 0.02 |
| Customer Focus | 84.50 | 15.43 | 0.05 | 0.13 |
| Decision Making | 56.80 | 12.07 | -0.05 | 0.03 |
| Diplomacy | 56.80 | 12.83 | 0.02 | 0.08 |
| Employee Development/Coaching | 79.63 | 16.10 | 0.02 | 0.15 |
| Flexibility | 71.43 | 14.93 | 0.03 | 0.09 |
| Futuristic Thinking | 61.87 | 13.47 | 0.10 | 0.16 |
| Goal Orientation | 82.80 | 15.33 | 0.13 | 0.21 |
| Interpersonal Skills | 89.07 | 13.20 | 0.08 | 0.13 |
| Influencing Others | 66.60 | 16.27 | 0.14 | 0.15 |
| Leadership | 67.53 | 13.73 | 0.05 | 0.02 |
| Negotiation | 71.00 | 17.57 | 0.03 | 0.06 |
| Personal Accountability | 72.63 | 13.13 | 0.07 | 0.16 |
| Planning/Organizing | 64.10 | 15.30 | -0.03 | 0.06 |
| Problem Solving | 58.77 | 14.90 | 0.06 | 0.15 |
| Project Management | 65.87 | 13.07 | -0.03 | 0.06 |
| Resiliency | 80.17 | 15.97 | 0.13 | 0.28 |
| Self Starting Ability | 62.57 | 14.13 | -0.06 | -0.08 |
| Teamwork | 63.30 | 13.90 | -0.10 | -0.08 |
| Time and Priority Management | 76.47 | 16.67 | -0.04 | 0.04 |
| Understanding Others | 81.30 | 15.10 | 0.13 | 0.18 |



DNA 25 Competencies - Disability Status

Date Range: 4/17/2010 - 5/13/2019

Non-Disabled N=9,096 (98.1%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Appreciating Others | 76.70 | 14.63 | -0.15 |
| Conceptual Thinking | 55.63 | 12.30 | -0.16 |
| Conflict Management | 74.37 | 16.70 | -0.02 |
| Continuous Learning | 68.00 | 14.17 | -0.04 |
| Creativity/Innovation | 55.50 | 12.10 | -0.06 |
| Customer Focus | 83.80 | 15.47 | -0.03 |
| Decision Making | 57.37 | 12.80 | -0.09 |
| Diplomacy | 56.60 | 13.03 | -0.03 |
| Employee Development/Coaching | 79.33 | 15.80 | -0.03 |
| Flexibility | 71.00 | 14.87 | -0.02 |
| Futuristic Thinking | 60.57 | 14.03 | 0.02 |
| Goal Orientation | 80.93 | 14.97 | 0.03 |
| Interpersonal Skills | 88.07 | 13.77 | 0.15 |
| Influencing Others | 64.50 | 16.07 | 0.02 |
| Leadership | 66.93 | 13.93 | 0.04 |
| Negotiation | 70.50 | 17.93 | 0.10 |
| Personal Accountability | 71.63 | 13.50 | -0.05 |
| Planning/Organizing | 64.60 | 15.87 | 0.06 |
| Problem Solving | 57.90 | 14.13 | -0.16 |
| Project Management | 66.23 | 13.17 | -0.11 |
| Resiliency | 78.03 | 16.90 | 0.11 |
| Self Starting Ability | 63.30 | 13.63 | 0.09 |
| Teamwork | 64.60 | 14.17 | 0.06 |
| Time and Priority Management | 77.13 | 15.97 | 0.06 |
| Understanding Others | 79.30 | 16.00 | -0.11 |



DNA 25 Competencies - Disability Status

Disabled N=176 (1.9%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 78.87 | 15.13 | 0.15 | 0.15 |
| Conceptual Thinking | 57.60 | 12.70 | 0.16 | 0.16 |
| Conflict Management | 74.63 | 17.50 | 0.02 | 0.02 |
| Continuous Learning | 68.50 | 14.27 | 0.04 | 0.04 |
| Creativity/Innovation | 56.23 | 12.63 | 0.06 | 0.06 |
| Customer Focus | 84.23 | 15.40 | 0.03 | 0.03 |
| Decision Making | 58.57 | 13.97 | 0.09 | 0.09 |
| Diplomacy | 57.00 | 13.93 | 0.03 | 0.03 |
| Employee Development/Coaching | 79.73 | 16.63 | 0.03 | 0.03 |
| Flexibility | 71.33 | 14.90 | 0.02 | 0.02 |
| Futuristic Thinking | 60.23 | 13.00 | -0.02 | -0.02 |
| Goal Orientation | 80.53 | 15.27 | -0.03 | -0.03 |
| Interpersonal Skills | 85.93 | 15.33 | -0.15 | -0.15 |
| Influencing Others | 64.20 | 16.37 | -0.02 | -0.02 |
| Leadership | 66.33 | 13.97 | -0.04 | -0.04 |
| Negotiation | 68.70 | 18.57 | -0.10 | -0.10 |
| Personal Accountability | 72.27 | 15.03 | 0.05 | 0.05 |
| Planning/Organizing | 63.70 | 15.47 | -0.06 | -0.06 |
| Problem Solving | 60.20 | 15.47 | 0.16 | 0.16 |
| Project Management | 67.67 | 14.97 | 0.11 | 0.11 |
| Resiliency | 76.13 | 17.43 | -0.11 | -0.11 |
| Self Starting Ability | 62.10 | 13.53 | -0.09 | -0.09 |
| Teamwork | 63.73 | 14.80 | -0.06 | -0.06 |
| Time and Priority Management | 76.20 | 15.73 | -0.06 | -0.06 |
| Understanding Others | 81.13 | 17.20 | 0.11 | 0.11 |



DNA 25 Competencies - Veteran Status

Date Range: 4/17/2010 - 5/13/2019

Non-Veteran N=8,934 (96.3%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size |
|-------------------------------|-------|--------------------|------------------------|
| Appreciating Others | 76.73 | 14.67 | 0.04 |
| Conceptual Thinking | 55.70 | 12.30 | 0.01 |
| Conflict Management | 74.37 | 16.73 | -0.03 |
| Continuous Learning | 67.93 | 14.17 | -0.09 |
| Creativity/Innovation | 55.53 | 12.07 | 0.01 |
| Customer Focus | 83.87 | 15.43 | 0.07 |
| Decision Making | 57.33 | 12.83 | -0.14 |
| Diplomacy | 56.60 | 13.03 | -0.07 |
| Employee Development/Coaching | 79.27 | 15.83 | -0.14 |
| Flexibility | 71.00 | 14.87 | 0.01 |
| Futuristic Thinking | 60.57 | 14.00 | -0.03 |
| Goal Orientation | 80.93 | 14.93 | 0.00 |
| Interpersonal Skills | 88.03 | 13.80 | 0.00 |
| Influencing Others | 64.40 | 16.07 | -0.14 |
| Leadership | 66.87 | 13.93 | -0.17 |
| Negotiation | 70.40 | 17.97 | -0.09 |
| Personal Accountability | 71.60 | 13.50 | -0.11 |
| Planning/Organizing | 64.47 | 15.83 | -0.14 |
| Problem Solving | 57.83 | 14.17 | -0.17 |
| Project Management | 66.17 | 13.17 | -0.16 |
| Resiliency | 77.97 | 16.93 | -0.04 |
| Self Starting Ability | 63.20 | 13.60 | -0.12 |
| Teamwork | 64.60 | 14.10 | 0.05 |
| Time and Priority Management | 77.10 | 15.97 | -0.02 |
| Understanding Others | 79.33 | 15.97 | -0.02 |



DNA 25 Competencies - Veteran Status

Disabled-Veteran N=56 (0.6%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 77.43 | 14.73 | 0.05 | 0.05 |
| Conceptual Thinking | 56.90 | 11.67 | 0.10 | 0.10 |
| Conflict Management | 75.60 | 15.27 | 0.07 | 0.07 |
| Continuous Learning | 70.37 | 12.20 | 0.17 | 0.17 |
| Creativity/Innovation | 55.17 | 11.40 | -0.03 | -0.03 |
| Customer Focus | 83.70 | 15.27 | -0.01 | -0.01 |
| Decision Making | 57.80 | 12.93 | 0.03 | 0.04 |
| Diplomacy | 57.73 | 11.70 | 0.09 | 0.09 |
| Employee Development/Coaching | 80.53 | 14.63 | 0.08 | 0.08 |
| Flexibility | 71.30 | 15.83 | 0.02 | 0.02 |
| Futuristic Thinking | 61.00 | 14.53 | 0.03 | 0.03 |
| Goal Orientation | 81.50 | 16.23 | 0.04 | 0.04 |
| Interpersonal Skills | 87.13 | 14.23 | -0.07 | -0.07 |
| Influencing Others | 67.73 | 15.97 | 0.20 | 0.21 |
| Leadership | 70.13 | 12.30 | 0.23 | 0.23 |
| Negotiation | 68.70 | 18.07 | -0.10 | -0.09 |
| Personal Accountability | 74.60 | 16.90 | 0.22 | 0.22 |
| Planning/Organizing | 63.57 | 15.03 | -0.06 | -0.06 |
| Problem Solving | 60.47 | 13.13 | 0.18 | 0.19 |
| Project Management | 69.40 | 14.87 | 0.24 | 0.24 |
| Resiliency | 77.80 | 16.80 | -0.01 | -0.01 |
| Self Starting Ability | 62.73 | 12.33 | -0.04 | -0.03 |
| Teamwork | 61.50 | 13.67 | -0.22 | -0.22 |
| Time and Priority Management | 78.40 | 17.37 | 0.08 | 0.08 |
| Understanding Others | 79.70 | 17.80 | 0.02 | 0.02 |



DNA 25 Competencies - Veteran Status

Other Veteran N=281 (3.0%)

| Measurement | Mean | Standard Deviation | Non-Member Effect Size | Non-Protected Effect Size |
|-------------------------------|-------|--------------------|------------------------|---------------------------|
| Appreciating Others | 75.93 | 14.03 | -0.05 | -0.05 |
| Conceptual Thinking | 55.40 | 12.93 | -0.02 | -0.02 |
| Conflict Management | 74.87 | 16.10 | 0.03 | 0.03 |
| Continuous Learning | 69.07 | 14.80 | 0.08 | 0.08 |
| Creativity/Innovation | 55.57 | 12.97 | 0.00 | 0.00 |
| Customer Focus | 82.80 | 16.60 | -0.07 | -0.07 |
| Decision Making | 59.07 | 12.73 | 0.14 | 0.14 |
| Diplomacy | 57.53 | 13.67 | 0.07 | 0.07 |
| Employee Development/Coaching | 81.70 | 14.43 | 0.15 | 0.15 |
| Flexibility | 71.17 | 14.97 | 0.01 | 0.01 |
| Futuristic Thinking | 61.20 | 14.33 | 0.05 | 0.05 |
| Goal Orientation | 81.37 | 14.87 | 0.03 | 0.03 |
| Interpersonal Skills | 88.40 | 13.40 | 0.03 | 0.03 |
| Influencing Others | 66.87 | 16.07 | 0.15 | 0.15 |
| Leadership | 69.23 | 13.87 | 0.17 | 0.17 |
| Negotiation | 72.77 | 18.10 | 0.13 | 0.13 |
| Personal Accountability | 73.10 | 14.07 | 0.11 | 0.11 |
| Planning/Organizing | 67.10 | 14.90 | 0.17 | 0.17 |
| Problem Solving | 60.23 | 13.63 | 0.17 | 0.17 |
| Project Management | 68.07 | 13.27 | 0.14 | 0.14 |
| Resiliency | 79.20 | 16.43 | 0.07 | 0.07 |
| Self Starting Ability | 65.23 | 13.90 | 0.15 | 0.15 |
| Teamwork | 64.60 | 14.87 | 0.00 | 0.00 |
| Time and Priority Management | 77.27 | 16.03 | 0.01 | 0.01 |
| Understanding Others | 79.97 | 16.37 | 0.04 | 0.04 |



DNA 25 Competencies - Veteran Status

Vietnam Veteran N=11 (0.1%)

The N for this class is under 50, therefore, not reported.