



DIFFERENTIAL EFFECTS 2021 STUDY

Adverse Impact

March 2021



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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

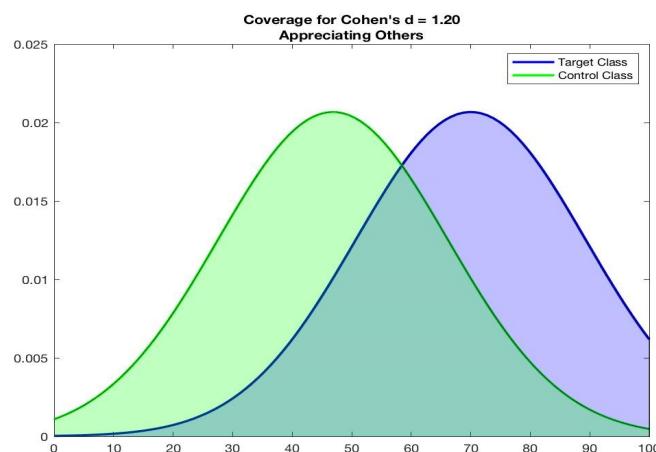
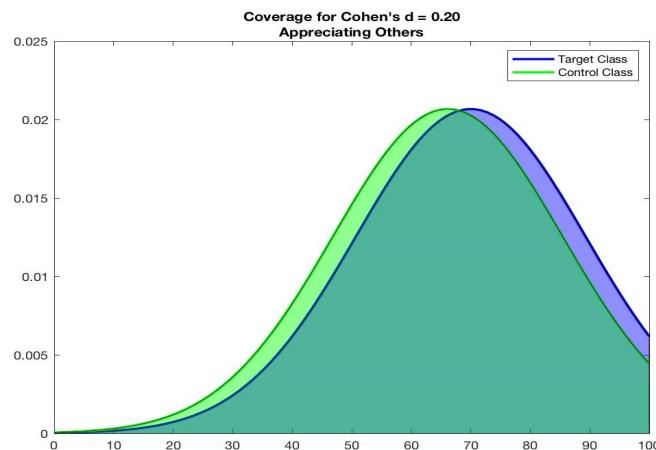
$$d = \frac{\mu_1 - \mu_2}{\sigma}$$

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: 1/1/2016 - 12/30/2020

Male N=60,528 (56.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Dominance	50.86	22.21	0.45
Influence	62.57	20.07	-0.18
Steadiness	49.37	23.19	-0.43
Compliance	48.46	20.88	0.07

Female N=47,397 (43.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	40.84	21.17	-0.45	-0.45
Influence	66.13	18.95	0.18	0.18
Steadiness	59.33	21.51	0.43	0.43
Compliance	46.97	21.00	-0.07	-0.07



Behavioral/DISC - Ethnicity

Date Range: 1/1/2016 - 12/30/2020

Caucasian N=38,505 (70.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Dominance	48.68	23.32	0.15
Influence	66.36	19.48	0.13
Steadiness	51.67	23.97	-0.11
Compliance	44.89	21.11	-0.19

African American N=6,079 (11.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	43.27	18.92	-0.22	-0.24
Influence	63.36	16.09	-0.13	-0.16
Steadiness	56.46	20.46	0.19	0.21
Compliance	49.62	17.98	0.19	0.23

American Indian/Alaskan Native N=316 (0.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	44.72	20.25	-0.13	-0.18
Influence	63.84	19.00	-0.09	-0.13
Steadiness	56.68	21.65	0.18	0.22
Compliance	47.11	20.32	0.05	0.11

Asian N=2,507 (4.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	46.59	21.29	-0.05	-0.09
Influence	62.37	19.19	-0.18	-0.21
Steadiness	52.92	22.79	0.02	0.05
Compliance	50.25	20.08	0.21	0.26



Behavioral/DISC - Ethnicity

Hispanic or Latino N=4,830 (8.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	45.91	20.03	-0.08	-0.12
Influence	64.20	17.66	-0.08	-0.11
Steadiness	53.97	21.38	0.07	0.10
Compliance	48.07	19.04	0.10	0.15

Pacific Islander N=174 (0.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	47.02	20.68	-0.03	-0.07
Influence	65.61	16.80	0.00	-0.04
Steadiness	51.66	22.34	-0.04	0.00
Compliance	47.24	20.01	0.06	0.11

Two or More Races N=2,349 (4.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	47.00	21.42	-0.03	-0.07
Influence	66.59	17.92	0.05	0.01
Steadiness	50.99	22.44	-0.07	-0.03
Compliance	47.12	20.23	0.05	0.11



Behavioral/DISC - Disability Status

Date Range: 1/1/2016 - 12/30/2020

Non-Disabled N=54,034 (98.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Dominance	47.66	22.47	0.11
Influence	65.63	18.96	0.14
Steadiness	52.44	23.31	-0.13
Compliance	46.07	20.61	-0.13

Disabled N=1,041 (1.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	45.28	22.08	-0.11	-0.11
Influence	62.93	18.94	-0.14	-0.14
Steadiness	55.46	22.34	0.13	0.13
Compliance	48.85	20.30	0.13	0.13



Behavioral/DISC - Veteran Status

Date Range: 1/1/2016 - 12/30/2020

Non-Veteran N=52,243 (94.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Dominance	47.34	22.44	-0.22
Influence	65.78	18.90	0.19
Steadiness	52.72	23.29	0.19
Compliance	46.00	20.63	-0.11

Disabled-Veteran N=518 (0.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	50.42	21.79	0.13	0.14
Influence	62.14	18.51	-0.18	-0.19
Steadiness	49.59	21.50	-0.12	-0.13
Compliance	49.26	19.77	0.15	0.16

Other Veteran N=2,428 (4.4%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	52.75	22.54	0.24	0.24
Influence	62.25	19.96	-0.18	-0.19
Steadiness	47.93	23.27	-0.20	-0.21
Compliance	48.18	20.26	0.10	0.11

Vietnam Veteran N=75 (0.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Dominance	49.75	23.74	0.10	0.11
Influence	62.69	17.44	-0.15	-0.16
Steadiness	50.43	23.40	-0.09	-0.10
Compliance	47.91	20.19	0.09	0.09



Motivators - Gender

Date Range: 1/1/2016 - 12/30/2020

Male N=49,065 (56.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Theoretical	60.92	17.25	0.00
Utilitarian	55.65	18.33	0.52
Aesthetic	38.07	16.58	-0.42
Social	42.15	19.85	-0.53
Individualistic	62.33	17.32	0.52
Traditional	40.87	17.45	-0.06

Female N=37,343 (43.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	60.97	16.90	0.00	0.00
Utilitarian	45.97	17.52	-0.52	-0.52
Aesthetic	45.40	18.07	0.42	0.42
Social	53.13	20.52	0.53	0.53
Individualistic	52.62	18.83	-0.52	-0.52
Traditional	41.93	18.23	0.06	0.06



Motivators - Ethnicity

Date Range: 1/1/2016 - 12/30/2020

Caucasian N=34,019 (70.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Theoretical	59.60	17.28	-0.14
Utilitarian	52.27	19.12	0.18
Aesthetic	41.40	17.92	0.03
Social	45.60	21.20	-0.28
Individualistic	59.43	18.93	0.10
Traditional	41.70	17.90	0.14

African American N=5,575 (11.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	61.65	14.53	0.09	0.12
Utilitarian	47.37	17.42	-0.23	-0.26
Aesthetic	38.88	15.08	-0.15	-0.15
Social	56.05	20.08	0.46	0.49
Individualistic	56.18	16.70	-0.16	-0.18
Traditional	39.85	15.43	-0.07	-0.11

American Indian/Alaskan Native N=288 (0.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	61.08	15.82	0.05	0.09
Utilitarian	47.18	18.78	-0.22	-0.27
Aesthetic	43.10	17.18	0.11	0.10
Social	49.48	20.65	0.10	0.18
Individualistic	56.45	17.90	-0.13	-0.16
Traditional	42.68	17.85	0.10	0.06



Motivators - Ethnicity

Asian N=2,100 (4.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	63.65	15.87	0.21	0.24
Utilitarian	51.40	18.88	0.01	-0.05
Aesthetic	42.10	15.75	0.05	0.04
Social	46.72	20.45	-0.03	0.05
Individualistic	59.28	18.02	0.02	-0.01
Traditional	36.87	16.23	-0.25	-0.28

Hispanic or Latino N=4,139 (8.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	61.13	15.57	0.05	0.09
Utilitarian	48.72	17.62	-0.15	-0.19
Aesthetic	41.60	15.87	0.02	0.01
Social	49.58	20.67	0.11	0.19
Individualistic	58.72	17.65	-0.01	-0.04
Traditional	40.25	16.30	-0.05	-0.08

Pacific Islander N=153 (0.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	59.00	15.63	-0.08	-0.04
Utilitarian	49.27	18.97	-0.11	-0.16
Aesthetic	42.33	16.73	0.06	0.05
Social	51.72	19.88	0.20	0.29
Individualistic	57.45	17.87	-0.08	-0.11
Traditional	40.23	16.83	-0.04	-0.08



Motivators - Ethnicity

Two or More Races N=2,095 (4.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	62.62	16.28	0.14	0.18
Utilitarian	50.85	18.65	-0.02	-0.08
Aesthetic	42.57	16.95	0.08	0.07
Social	49.37	21.22	0.10	0.18
Individualistic	57.08	17.98	-0.10	-0.13
Traditional	37.53	16.30	-0.21	-0.24



Motivators - Disability Status

Date Range: 1/1/2016 - 12/30/2020

Non-Disabled N=47,652 (98.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Theoretical	60.28	16.78	-0.14
Utilitarian	51.37	18.85	0.26
Aesthetic	41.25	17.37	0.00
Social	47.28	21.23	-0.23
Individualistic	58.92	18.52	0.18
Traditional	40.92	17.42	-0.07

Disabled N=917 (1.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	62.60	16.30	0.14	0.14
Utilitarian	46.45	18.48	-0.26	-0.26
Aesthetic	41.28	16.98	0.00	0.00
Social	52.08	21.52	0.23	0.23
Individualistic	55.52	18.33	-0.18	-0.18
Traditional	42.07	17.17	0.07	0.07



Motivators - Veteran Status

Date Range: 1/1/2016 - 12/30/2020

Non-Veteran N=46,081 (94.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Theoretical	60.32	16.80	-0.02
Utilitarian	51.27	18.88	-0.01
Aesthetic	41.47	17.37	0.24
Social	47.52	21.28	0.13
Individualistic	58.72	18.57	-0.13
Traditional	40.72	17.38	-0.23

Disabled-Veteran N=448 (0.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	61.00	16.08	0.04	0.04
Utilitarian	47.85	17.82	-0.18	-0.18
Aesthetic	37.05	15.75	-0.24	-0.25
Social	48.00	20.88	0.03	0.02
Individualistic	60.13	17.27	0.07	0.08
Traditional	45.95	17.00	0.29	0.30

Other Veteran N=2,128 (4.4%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	60.70	16.38	0.02	0.02
Utilitarian	52.37	18.10	0.06	0.06
Aesthetic	37.22	16.75	-0.24	-0.24
Social	44.02	20.53	-0.17	-0.16
Individualistic	61.33	17.35	0.14	0.14
Traditional	44.38	17.53	0.21	0.21



Motivators - Veteran Status

Vietnam Veteran N=60 (0.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Theoretical	54.55	14.75	-0.34	-0.34
Utilitarian	49.80	17.03	-0.08	-0.08
Aesthetic	39.72	18.07	-0.09	-0.10
Social	46.78	19.95	-0.03	-0.03
Individualistic	63.55	17.22	0.25	0.26
Traditional	45.58	15.75	0.27	0.28



Hartman/Acumen - Gender

Date Range: 1/1/2016 - 3/23/2021

Male N=23,249 (54.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Understanding Others	541.00	375.30	0.12
Practical Thinking	534.00	372.50	0.12
Systems Judgment	513.00	356.80	0.11
Sense of Self	494.30	345.80	0.11
Role Awareness	465.00	330.00	0.11
Self Direction	474.30	331.60	0.08

Female N=19,182 (45.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	496.60	380.90	-0.12	-0.12
Practical Thinking	487.40	377.90	-0.12	-0.12
Systems Judgment	474.70	365.20	-0.11	-0.11
Sense of Self	454.40	349.50	-0.11	-0.11
Role Awareness	427.10	332.10	-0.11	-0.11
Self Direction	446.20	342.50	-0.08	-0.08



Hartman/Acumen - Ethnicity

Date Range: 1/1/2016 - 3/23/2021

Caucasian N=17,953 (67.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Understanding Others	407.50	379.70	0.42
Practical Thinking	401.70	376.60	0.42
Systems Judgment	387.50	361.90	0.41
Sense of Self	370.00	346.70	0.39
Role Awareness	347.40	329.60	0.38
Self Direction	359.10	336.70	0.39

African American N=3,315 (12.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	192.30	272.00	-0.51	-0.58
Practical Thinking	185.20	266.70	-0.52	-0.59
Systems Judgment	184.10	262.00	-0.51	-0.58
Sense of Self	185.10	257.90	-0.48	-0.55
Role Awareness	174.60	244.00	-0.48	-0.54
Self Direction	176.60	245.80	-0.49	-0.56

American Indian/Alaskan Native N=178 (0.7%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	262.80	330.20	-0.26	-0.39
Practical Thinking	261.50	328.80	-0.25	-0.38
Systems Judgment	249.80	311.20	-0.26	-0.39
Sense of Self	246.80	307.00	-0.24	-0.37
Role Awareness	231.40	291.80	-0.24	-0.36
Self Direction	236.20	293.80	-0.25	-0.38



Hartman/Acumen - Ethnicity

Asian N=1,162 (4.4%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	278.30	327.60	-0.22	-0.35
Practical Thinking	281.50	333.90	-0.20	-0.33
Systems Judgment	269.80	317.20	-0.21	-0.34
Sense of Self	261.80	306.40	-0.20	-0.32
Role Awareness	255.10	300.10	-0.17	-0.29
Self Direction	255.50	298.50	-0.20	-0.32

Hispanic or Latino N=2,541 (9.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	267.70	328.40	-0.27	-0.38
Practical Thinking	263.70	324.30	-0.27	-0.38
Systems Judgment	256.50	313.50	-0.26	-0.37
Sense of Self	251.90	306.10	-0.25	-0.35
Role Awareness	237.70	289.80	-0.24	-0.34
Self Direction	241.90	293.70	-0.25	-0.36

Pacific Islander N=92 (0.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	215.20	299.30	-0.39	-0.52
Practical Thinking	204.60	281.80	-0.40	-0.54
Systems Judgment	197.40	269.10	-0.41	-0.54
Sense of Self	195.00	263.40	-0.39	-0.52
Role Awareness	190.80	262.20	-0.37	-0.49
Self Direction	187.10	255.50	-0.40	-0.53



Hartman/Acumen - Ethnicity

Two or More Races N=1,254 (4.7%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	278.50	334.90	-0.22	-0.35
Practical Thinking	273.20	330.80	-0.23	-0.35
Systems Judgment	265.40	319.00	-0.22	-0.35
Sense of Self	259.90	314.00	-0.21	-0.33
Role Awareness	238.90	291.60	-0.23	-0.34
Self Direction	249.10	302.00	-0.22	-0.34



Hartman/Acumen - Disability Status

Date Range: 1/1/2016 - 3/23/2021

Non-Disabled N=26,043 (98.0%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Understanding Others	358.40	368.50	0.21
Practical Thinking	352.80	365.20	0.21
Systems Judgment	341.30	351.50	0.22
Sense of Self	328.50	337.80	0.21
Role Awareness	308.70	320.60	0.19
Self Direction	317.80	327.20	0.21

Disabled N=530 (2.0%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	281.00	335.70	-0.21	-0.21
Practical Thinking	276.80	334.00	-0.21	-0.21
Systems Judgment	263.20	313.30	-0.22	-0.22
Sense of Self	258.40	306.80	-0.21	-0.21
Role Awareness	248.30	299.40	-0.19	-0.19
Self Direction	250.40	297.00	-0.21	-0.21



Hartman/Acumen - Veteran Status

Date Range: 1/1/2016 - 3/23/2021

Non-Veteran N=25,230 (94.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Understanding Others	357.00	368.10	-0.06
Practical Thinking	351.50	364.90	-0.06
Systems Judgment	340.20	351.30	-0.05
Sense of Self	327.20	337.40	-0.06
Role Awareness	307.50	320.10	-0.07
Self Direction	316.80	327.00	-0.05

Disabled-Veteran N=248 (0.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	376.40	372.60	0.05	0.05
Practical Thinking	367.30	367.50	0.04	0.04
Systems Judgment	352.50	351.00	0.03	0.04
Sense of Self	342.20	345.30	0.04	0.04
Role Awareness	330.50	332.40	0.07	0.07
Self Direction	332.60	334.50	0.05	0.05

Other Veteran N=1,111 (4.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Understanding Others	387.00	375.30	0.08	0.08
Practical Thinking	381.20	372.30	0.08	0.08
Systems Judgment	363.80	353.20	0.07	0.07
Sense of Self	354.60	343.40	0.08	0.08
Role Awareness	335.80	329.50	0.09	0.09
Self Direction	340.10	329.80	0.07	0.07



Hartman/Acumen - Veteran Status

Vietnam Veteran N=34 (0.1%)

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



DNA 23 Competencies - Gender

Date Range: 1/1/2015 - 12/29/2020

Male N=10,350 (55.7%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Analytical Problem Solving	57.63	17.63	0.07
Conflict Management	54.13	19.50	0.12
Continuous Learning	70.30	20.33	0.07
Creativity/Innovation	46.23	22.67	0.00
Customer Service	77.07	18.40	-0.16
Decision Making	50.30	22.30	0.11
Diplomacy	60.10	20.17	-0.11
Empathy	41.57	25.03	-0.31
Employee Development/Coaching	67.27	20.67	0.02
Flexibility	49.33	19.63	-0.06
Futuristic Thinking	25.57	22.20	0.10
Goal Orientation	76.67	18.47	0.04
Interpersonal Skills	79.27	22.83	-0.04
Leadership	69.77	22.90	0.20
Management	56.13	17.20	0.34
Negotiation	55.07	27.00	0.36
Personal Effectiveness	66.43	18.43	0.32
Persuasion	65.80	26.60	0.28
Planning/Organizing	54.43	18.27	-0.24
Presenting	64.77	27.33	0.33
Self Management	67.33	24.40	0.01
Teamwork	71.50	19.30	0.06
Written Communication	57.20	22.00	-0.20



DNA 23 Competencies - Gender

Female N=8,223 (44.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	56.40	18.60	-0.07	-0.07
Conflict Management	51.73	19.50	-0.12	-0.12
Continuous Learning	68.97	20.50	-0.07	-0.07
Creativity/Innovation	46.20	23.10	0.00	0.00
Customer Service	79.90	17.43	0.16	0.16
Decision Making	47.90	22.70	-0.11	-0.11
Diplomacy	62.20	18.90	0.11	0.11
Empathy	49.33	24.73	0.31	0.31
Employee Development/Coaching	66.77	20.70	-0.02	-0.02
Flexibility	50.53	20.00	0.06	0.06
Futuristic Thinking	23.33	21.30	-0.10	-0.10
Goal Orientation	75.90	17.77	-0.04	-0.04
Interpersonal Skills	80.17	22.13	0.04	0.04
Leadership	65.10	24.20	-0.20	-0.20
Management	50.30	16.97	-0.34	-0.34
Negotiation	45.13	27.63	-0.36	-0.36
Personal Effectiveness	60.37	18.83	-0.32	-0.32
Persuasion	58.20	27.57	-0.28	-0.28
Planning/Organizing	58.87	18.40	0.24	0.24
Presenting	55.37	29.63	-0.33	-0.33
Self Management	67.17	24.60	-0.01	-0.01
Teamwork	70.27	19.27	-0.06	-0.06
Written Communication	61.57	22.43	0.20	0.20



DNA 23 Competencies - Ethnicity

Date Range: 1/1/2015 - 12/29/2020

Caucasian N=8,316 (59.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Analytical Problem Solving	56.10	17.33	-0.09
Conflict Management	55.70	19.10	0.33
Continuous Learning	69.07	19.80	-0.02
Creativity/Innovation	47.97	22.80	0.19
Customer Service	77.80	17.43	-0.17
Decision Making	49.30	21.83	-0.09
Diplomacy	61.93	19.60	0.16
Empathy	44.50	24.83	-0.02
Employee Development/Coaching	67.77	19.87	0.12
Flexibility	51.03	19.97	0.15
Futuristic Thinking	24.70	21.43	0.03
Goal Orientation	76.50	17.60	0.02
Interpersonal Skills	80.00	21.97	-0.03
Leadership	68.20	23.07	0.00
Management	53.23	17.10	-0.14
Negotiation	51.67	27.83	0.00
Personal Effectiveness	63.13	18.73	-0.15
Persuasion	63.33	26.80	-0.03
Planning/Organizing	55.40	18.80	-0.05
Presenting	60.33	29.07	-0.09
Self Management	66.10	24.30	-0.12
Teamwork	70.93	18.77	0.01
Written Communication	59.97	22.23	0.07



DNA 23 Competencies - Ethnicity

African American N=2,290 (16.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	58.90	19.97	0.14	0.15
Conflict Management	47.93	19.60	-0.31	-0.40
Continuous Learning	70.10	21.50	0.05	0.05
Creativity/Innovation	43.20	22.17	-0.16	-0.21
Customer Service	82.27	17.80	0.22	0.25
Decision Making	53.67	23.00	0.19	0.19
Diplomacy	59.37	19.53	-0.08	-0.13
Empathy	47.20	26.33	0.12	0.11
Employee Development/Coaching	66.80	22.07	0.00	-0.05
Flexibility	47.40	19.13	-0.15	-0.18
Futuristic Thinking	25.00	23.20	0.03	0.01
Goal Orientation	76.63	19.37	0.02	0.01
Interpersonal Skills	81.67	20.80	0.08	0.08
Leadership	70.60	23.30	0.12	0.10
Management	55.67	17.90	0.10	0.14
Negotiation	50.63	26.97	-0.04	-0.04
Personal Effectiveness	67.30	17.87	0.19	0.22
Persuasion	65.60	27.83	0.08	0.08
Planning/Organizing	56.13	17.50	0.02	0.04
Presenting	64.77	27.00	0.14	0.16
Self Management	71.33	24.37	0.20	0.21
Teamwork	70.87	20.33	0.00	0.00
Written Communication	59.33	21.90	0.00	-0.03



DNA 23 Competencies - Ethnicity

American Indian/Alaskan Native N=68 (0.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	57.17	17.10	0.02	0.06
Conflict Management	56.63	18.97	0.18	0.05
Continuous Learning	69.67	22.10	0.02	0.03
Creativity/Innovation	47.70	22.17	0.07	-0.01
Customer Service	80.83	18.13	0.10	0.17
Decision Making	51.37	20.90	0.05	0.09
Diplomacy	62.73	19.27	0.10	0.04
Empathy	44.87	26.30	0.01	0.01
Employee Development/Coaching	66.17	22.30	-0.03	-0.08
Flexibility	48.13	15.10	-0.09	-0.15
Futuristic Thinking	22.90	24.83	-0.07	-0.08
Goal Orientation	76.53	19.47	0.01	0.00
Interpersonal Skills	82.93	21.93	0.12	0.13
Leadership	71.13	20.23	0.12	0.12
Management	56.87	17.67	0.15	0.21
Negotiation	51.90	28.37	0.01	0.01
Personal Effectiveness	67.37	21.13	0.17	0.23
Persuasion	62.63	25.33	-0.04	-0.03
Planning/Organizing	55.80	15.60	0.00	0.02
Presenting	58.10	31.27	-0.12	-0.08
Self Management	66.37	24.63	-0.04	0.01
Teamwork	71.70	18.53	0.04	0.04
Written Communication	58.57	23.57	-0.03	-0.06



DNA 23 Competencies - Ethnicity

Asian N=628 (4.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	59.87	19.27	0.18	0.21
Conflict Management	51.03	20.00	-0.11	-0.24
Continuous Learning	69.83	21.33	0.03	0.04
Creativity/Innovation	45.23	22.23	-0.04	-0.12
Customer Service	77.93	19.23	-0.06	0.01
Decision Making	48.20	23.50	-0.09	-0.05
Diplomacy	59.97	20.37	-0.04	-0.10
Empathy	41.70	25.87	-0.12	-0.11
Employee Development/Coaching	63.47	22.37	-0.16	-0.21
Flexibility	50.10	19.43	0.01	-0.05
Futuristic Thinking	22.87	22.30	-0.07	-0.08
Goal Orientation	76.17	18.70	-0.01	-0.02
Interpersonal Skills	78.57	22.47	-0.08	-0.07
Leadership	62.30	26.23	-0.26	-0.25
Management	54.17	17.47	-0.01	0.05
Negotiation	51.43	27.57	-0.01	-0.01
Personal Effectiveness	62.27	20.13	-0.11	-0.05
Persuasion	61.83	28.83	-0.07	-0.05
Planning/Organizing	58.33	16.97	0.15	0.16
Presenting	62.87	29.03	0.05	0.09
Self Management	63.87	24.63	-0.15	-0.09
Teamwork	73.67	19.47	0.15	0.14
Written Communication	59.33	22.17	0.00	-0.03



DNA 23 Competencies - Ethnicity

Hispanic or Latino N=1,851 (13.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	55.30	19.03	-0.09	-0.04
Conflict Management	47.87	19.07	-0.30	-0.40
Continuous Learning	67.67	22.33	-0.09	-0.07
Creativity/Innovation	42.73	21.73	-0.18	-0.23
Customer Service	80.63	18.13	0.10	0.16
Decision Making	50.10	23.67	0.00	0.04
Diplomacy	56.57	20.10	-0.24	-0.27
Empathy	42.63	26.00	-0.09	-0.07
Employee Development/Coaching	63.17	22.10	-0.20	-0.22
Flexibility	47.37	19.40	-0.14	-0.19
Futuristic Thinking	23.03	21.50	-0.07	-0.08
Goal Orientation	75.03	19.80	-0.08	-0.08
Interpersonal Skills	79.87	23.10	-0.02	-0.01
Leadership	66.43	25.27	-0.09	-0.07
Management	56.60	18.17	0.15	0.19
Negotiation	52.33	27.63	0.03	0.02
Personal Effectiveness	65.30	18.80	0.06	0.12
Persuasion	62.70	28.23	-0.04	-0.02
Planning/Organizing	56.23	17.63	0.03	0.05
Presenting	60.93	27.50	-0.02	0.02
Self Management	67.97	25.13	0.03	0.08
Teamwork	70.57	20.33	-0.02	-0.02
Written Communication	55.53	22.27	-0.20	-0.20



DNA 23 Competencies - Ethnicity

Pacific Islander N=48 (0.3%)

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

Two or More Races N=697 (5.0%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	57.73	18.70	0.06	0.09
Conflict Management	53.33	19.57	0.02	-0.12
Continuous Learning	72.00	20.47	0.14	0.14
Creativity/Innovation	44.77	23.27	-0.07	-0.14
Customer Service	80.00	18.70	0.06	0.12
Decision Making	50.83	22.97	0.03	0.07
Diplomacy	61.67	20.20	0.05	-0.01
Empathy	47.73	26.23	0.12	0.13
Employee Development/Coaching	67.17	22.03	0.02	-0.03
Flexibility	50.13	19.73	0.02	-0.05
Futuristic Thinking	24.23	22.60	-0.01	-0.02
Goal Orientation	77.70	18.67	0.08	0.07
Interpersonal Skills	80.60	22.83	0.02	0.03
Leadership	70.37	24.67	0.10	0.09
Management	55.47	18.53	0.07	0.13
Negotiation	53.57	27.93	0.07	0.07
Personal Effectiveness	66.40	19.00	0.12	0.17
Persuasion	66.80	27.10	0.12	0.13
Planning/Organizing	55.47	17.87	-0.02	0.00
Presenting	63.63	28.10	0.08	0.12
Self Management	68.80	24.93	0.07	0.11
Teamwork	69.10	20.83	-0.10	-0.09
Written Communication	62.30	22.00	0.14	0.10



DNA 23 Competencies - Disability Status

Date Range: 1/1/2015 - 12/29/2020

Non-Disabled N=13,594 (97.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Analytical Problem Solving	56.77	18.27	-0.02
Conflict Management	53.07	19.53	-0.04
Continuous Learning	69.27	20.53	-0.07
Creativity/Innovation	46.23	22.63	-0.03
Customer Service	79.07	17.83	0.08
Decision Making	50.13	22.43	0.04
Diplomacy	60.73	19.73	-0.01
Empathy	44.67	25.37	-0.14
Employee Development/Coaching	66.73	20.83	-0.14
Flexibility	49.93	19.73	0.11
Futuristic Thinking	24.43	21.90	0.03
Goal Orientation	76.50	18.30	0.17
Interpersonal Skills	80.43	21.93	0.21
Leadership	68.33	23.67	0.08
Management	54.27	17.50	0.12
Negotiation	51.80	27.63	0.12
Personal Effectiveness	64.30	18.73	0.05
Persuasion	63.80	27.33	0.05
Planning/Organizing	55.83	18.30	0.07
Presenting	61.53	28.53	0.04
Self Management	67.37	24.43	0.18
Teamwork	70.97	19.40	0.12
Written Communication	59.40	22.13	-0.08



DNA 23 Competencies - Disability Status

Disabled N=300 (2.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	57.17	17.87	0.02	0.02
Conflict Management	53.87	19.93	0.04	0.04
Continuous Learning	70.80	21.50	0.07	0.07
Creativity/Innovation	47.00	23.97	0.03	0.03
Customer Service	77.60	19.53	-0.08	-0.08
Decision Making	49.27	22.37	-0.04	-0.04
Diplomacy	61.00	22.03	0.01	0.01
Empathy	48.13	26.53	0.14	0.14
Employee Development/Coaching	69.73	21.50	0.14	0.14
Flexibility	47.83	21.27	-0.11	-0.11
Futuristic Thinking	23.80	22.20	-0.03	-0.03
Goal Orientation	73.43	19.33	-0.17	-0.17
Interpersonal Skills	75.87	23.47	-0.21	-0.21
Leadership	66.53	24.57	-0.08	-0.08
Management	52.17	17.53	-0.12	-0.12
Negotiation	48.37	28.00	-0.12	-0.12
Personal Effectiveness	63.30	18.93	-0.05	-0.05
Persuasion	62.40	26.27	-0.05	-0.05
Planning/Organizing	54.53	18.60	-0.07	-0.07
Presenting	60.37	27.33	-0.04	-0.04
Self Management	63.03	27.23	-0.18	-0.18
Teamwork	68.70	19.70	-0.12	-0.12
Written Communication	61.17	25.20	0.08	0.08



DNA 23 Competencies - Veteran Status

Date Range: 1/1/2015 - 12/29/2020

Non-Veteran N=13,099 (94.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Analytical Problem Solving	56.73	18.27	-0.05
Conflict Management	52.97	19.50	-0.15
Continuous Learning	69.30	20.53	-0.03
Creativity/Innovation	46.33	22.63	0.04
Customer Service	79.17	17.77	0.12
Decision Making	49.90	22.43	-0.19
Diplomacy	60.70	19.73	-0.05
Empathy	44.97	25.37	0.15
Employee Development/Coaching	66.63	20.83	-0.15
Flexibility	49.87	19.80	-0.04
Futuristic Thinking	24.53	21.87	0.06
Goal Orientation	76.40	18.30	-0.03
Interpersonal Skills	80.53	21.80	0.15
Leadership	68.17	23.67	-0.11
Management	54.10	17.50	-0.11
Negotiation	51.60	27.77	-0.10
Personal Effectiveness	64.13	18.73	-0.14
Persuasion	63.73	27.37	-0.04
Planning/Organizing	55.93	18.30	0.10
Presenting	61.23	28.57	-0.15
Self Management	67.20	24.53	-0.10
Teamwork	70.93	19.40	0.01
Written Communication	59.53	22.20	0.07



DNA 23 Competencies - Veteran Status

Disabled-Veteran N=149 (1.1%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	57.37	17.73	0.03	0.03
Conflict Management	55.97	20.00	0.15	0.15
Continuous Learning	71.87	20.47	0.12	0.12
Creativity/Innovation	46.33	23.87	0.00	0.00
Customer Service	77.23	17.90	-0.10	-0.11
Decision Making	58.07	20.90	0.36	0.36
Diplomacy	63.13	20.70	0.12	0.12
Empathy	43.70	25.00	-0.04	-0.05
Employee Development/Coaching	70.87	21.33	0.20	0.20
Flexibility	48.27	19.10	-0.08	-0.08
Futuristic Thinking	23.90	22.17	-0.03	-0.03
Goal Orientation	75.97	19.30	-0.03	-0.02
Interpersonal Skills	75.97	24.10	-0.20	-0.21
Leadership	71.40	22.57	0.13	0.14
Management	56.87	18.10	0.15	0.16
Negotiation	52.20	26.77	0.02	0.02
Personal Effectiveness	68.60	17.70	0.23	0.24
Persuasion	63.53	25.27	-0.01	-0.01
Planning/Organizing	53.37	18.40	-0.14	-0.14
Presenting	64.53	28.27	0.11	0.12
Self Management	68.30	25.13	0.04	0.04
Teamwork	70.70	18.80	-0.01	-0.01
Written Communication	57.43	22.53	-0.09	-0.09



DNA 23 Competencies - Veteran Status

Other Veteran N=612 (4.4%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Analytical Problem Solving	57.47	17.67	0.04	0.04
Conflict Management	55.40	20.37	0.12	0.12
Continuous Learning	69.70	20.93	0.02	0.02
Creativity/Innovation	44.97	23.03	-0.06	-0.06
Customer Service	76.83	19.17	-0.13	-0.13
Decision Making	53.10	22.57	0.14	0.14
Diplomacy	61.03	20.60	0.01	0.02
Empathy	40.60	25.83	-0.17	-0.17
Employee Development/Coaching	69.13	21.30	0.12	0.12
Flexibility	51.17	19.33	0.07	0.07
Futuristic Thinking	23.57	22.43	-0.04	-0.04
Goal Orientation	77.03	18.47	0.03	0.03
Interpersonal Skills	77.40	24.60	-0.14	-0.14
Leadership	70.53	23.73	0.10	0.10
Management	56.03	17.77	0.11	0.11
Negotiation	54.27	26.70	0.10	0.10
Personal Effectiveness	66.33	19.37	0.11	0.12
Persuasion	64.53	26.67	0.03	0.03
Planning/Organizing	54.20	18.37	-0.09	-0.09
Presenting	65.33	27.43	0.14	0.14
Self Management	69.87	24.17	0.11	0.11
Teamwork	70.27	19.73	-0.04	-0.03
Written Communication	58.03	21.83	-0.07	-0.07



DNA 23 Competencies - Veteran Status

Vietnam Veteran N=36 (0.3%)

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



DNA 25 Competencies - Gender

Date Range: 6/1/2019 - 3/23/2021

Male N=4,958 (60.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Appreciating Others	65.56	16.88	-0.25
Conceptual Thinking	73.16	9.56	0.02
Conflict Management	63.88	15.52	0.02
Continuous Learning	74.16	13.48	0.13
Creativity/Innovation	78.88	12.68	0.10
Customer Focus	73.48	14.12	-0.12
Decision Making	83.60	10.72	-0.03
Diplomacy	78.52	14.64	-0.12
Employee Development/Coaching	75.60	11.28	0.04
Flexibility	66.96	11.08	-0.05
Futuristic Thinking	75.08	13.96	0.15
Goal Orientation	71.60	15.52	0.04
Interpersonal Skills	70.24	17.68	-0.09
Influencing Others	67.72	14.88	0.22
Leadership	76.08	14.84	0.15
Negotiation	71.80	13.76	0.21
Personal Accountability	69.96	18.36	0.04
Planning/Organizing	73.96	13.52	0.03
Problem Solving	70.04	14.44	0.25
Project Management	71.16	16.80	0.00
Resiliency	66.92	15.52	0.15
Self Starting Ability	78.16	15.52	-0.14
Teamwork	60.88	13.12	0.16
Time and Priority Management	67.68	11.72	-0.23
Understanding Others	70.00	13.52	-0.12



DNA 25 Competencies - Gender

Female N=3,192 (39.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	69.88	17.04	0.25	0.25
Conceptual Thinking	72.96	9.16	-0.02	-0.02
Conflict Management	63.52	15.72	-0.02	-0.02
Continuous Learning	72.40	13.72	-0.13	-0.13
Creativity/Innovation	77.56	13.08	-0.10	-0.10
Customer Focus	75.24	14.08	0.12	0.12
Decision Making	83.96	10.16	0.03	0.03
Diplomacy	80.20	13.96	0.12	0.12
Employee Development/Coaching	75.12	10.92	-0.04	-0.04
Flexibility	67.48	10.88	0.05	0.05
Futuristic Thinking	72.96	14.24	-0.15	-0.15
Goal Orientation	70.92	15.52	-0.04	-0.04
Interpersonal Skills	71.76	17.72	0.09	0.09
Influencing Others	64.40	14.80	-0.22	-0.22
Leadership	73.84	14.80	-0.15	-0.15
Negotiation	68.88	13.32	-0.21	-0.21
Personal Accountability	69.28	17.84	-0.04	-0.04
Planning/Organizing	73.52	13.24	-0.03	-0.03
Problem Solving	66.44	14.12	-0.25	-0.25
Project Management	71.20	16.24	0.00	0.00
Resiliency	64.60	15.12	-0.15	-0.15
Self Starting Ability	80.24	14.56	0.14	0.14
Teamwork	58.80	12.32	-0.16	-0.16
Time and Priority Management	70.48	12.48	0.23	0.23
Understanding Others	71.64	13.12	0.12	0.12



DNA 25 Competencies - Ethnicity

Date Range: 6/1/2019 - 3/23/2021

Caucasian N=3,502 (78.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Appreciating Others	66.32	16.68	-0.14
Conceptual Thinking	73.28	9.20	0.08
Conflict Management	63.08	15.00	-0.17
Continuous Learning	73.08	13.44	-0.12
Creativity/Innovation	77.80	12.84	-0.16
Customer Focus	73.92	13.96	-0.06
Decision Making	82.88	10.48	-0.28
Diplomacy	78.80	14.32	-0.11
Employee Development/Coaching	74.88	10.80	-0.24
Flexibility	66.68	10.92	-0.23
Futuristic Thinking	73.44	13.92	-0.14
Goal Orientation	70.80	15.32	-0.18
Interpersonal Skills	70.40	17.52	-0.07
Influencing Others	66.12	14.64	-0.07
Leadership	74.76	14.76	-0.10
Negotiation	70.36	13.60	-0.08
Personal Accountability	68.60	18.12	-0.24
Planning/Organizing	73.04	12.92	-0.18
Problem Solving	68.12	14.08	-0.13
Project Management	70.48	16.16	-0.16
Resiliency	64.92	15.16	-0.23
Self Starting Ability	78.40	15.04	-0.13
Teamwork	59.64	12.60	-0.07
Time and Priority Management	68.24	11.96	-0.11
Understanding Others	69.92	13.16	-0.20



DNA 25 Competencies - Ethnicity

African American N=249 (5.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	71.92	18.56	0.31	0.33
Conceptual Thinking	70.76	10.16	-0.26	-0.27
Conflict Management	69.36	17.68	0.39	0.41
Continuous Learning	74.80	14.40	0.11	0.13
Creativity/Innovation	80.24	13.00	0.16	0.19
Customer Focus	77.00	14.68	0.22	0.22
Decision Making	86.60	10.08	0.31	0.35
Diplomacy	84.16	13.60	0.37	0.37
Employee Development/Coaching	78.44	12.12	0.28	0.32
Flexibility	69.28	11.44	0.20	0.24
Futuristic Thinking	75.72	14.88	0.14	0.16
Goal Orientation	73.84	15.84	0.17	0.20
Interpersonal Skills	72.96	17.80	0.13	0.15
Influencing Others	68.36	15.76	0.14	0.15
Leadership	78.56	15.60	0.25	0.25
Negotiation	74.04	14.72	0.26	0.27
Personal Accountability	72.56	19.04	0.17	0.22
Planning/Organizing	76.20	13.68	0.21	0.24
Problem Solving	69.96	14.56	0.11	0.13
Project Management	74.68	17.44	0.23	0.25
Resiliency	70.56	17.44	0.33	0.37
Self Starting Ability	80.08	15.24	0.08	0.11
Teamwork	61.40	14.92	0.13	0.14
Time and Priority Management	70.16	11.56	0.14	0.16
Understanding Others	74.36	14.20	0.30	0.33



DNA 25 Competencies - Ethnicity

American Indian/Alaskan Native N=16 (0.4%)

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



DNA 25 Competencies - Ethnicity

Asian N=171 (3.9%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	66.16	16.24	-0.04	-0.01
Conceptual Thinking	74.20	9.12	0.12	0.10
Conflict Management	62.88	14.88	-0.05	-0.01
Continuous Learning	74.68	13.88	0.09	0.12
Creativity/Innovation	80.72	13.20	0.20	0.23
Customer Focus	71.60	13.72	-0.18	-0.16
Decision Making	87.04	10.00	0.35	0.40
Diplomacy	76.52	14.76	-0.19	-0.16
Employee Development/Coaching	77.36	11.72	0.18	0.22
Flexibility	68.72	10.36	0.14	0.19
Futuristic Thinking	75.84	14.36	0.14	0.17
Goal Orientation	72.36	16.00	0.06	0.10
Interpersonal Skills	68.44	17.16	-0.13	-0.11
Influencing Others	65.48	16.08	-0.06	-0.04
Leadership	74.60	15.16	-0.03	-0.01
Negotiation	69.28	13.00	-0.10	-0.08
Personal Accountability	73.20	18.20	0.21	0.25
Planning/Organizing	75.76	16.48	0.17	0.20
Problem Solving	70.92	13.24	0.17	0.20
Project Management	72.80	16.20	0.11	0.14
Resiliency	67.64	14.44	0.13	0.18
Self Starting Ability	78.56	16.12	-0.02	0.01
Teamwork	61.00	15.40	0.09	0.10
Time and Priority Management	69.52	10.96	0.08	0.11
Understanding Others	70.84	13.56	0.02	0.07



DNA 25 Competencies - Ethnicity

Hispanic or Latino N=338 (7.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	67.64	18.08	0.05	0.08
Conceptual Thinking	72.24	10.60	-0.10	-0.11
Conflict Management	64.92	16.84	0.09	0.12
Continuous Learning	74.64	14.84	0.09	0.11
Creativity/Innovation	79.08	13.76	0.07	0.10
Customer Focus	74.24	14.60	0.01	0.02
Decision Making	85.20	10.60	0.17	0.22
Diplomacy	80.48	14.56	0.10	0.12
Employee Development/Coaching	77.36	11.88	0.18	0.22
Flexibility	69.84	11.20	0.25	0.29
Futuristic Thinking	74.76	14.72	0.07	0.09
Goal Orientation	74.16	16.16	0.19	0.22
Interpersonal Skills	72.20	18.20	0.09	0.10
Influencing Others	66.56	16.48	0.01	0.03
Leadership	75.72	15.84	0.05	0.06
Negotiation	70.40	14.80	-0.02	0.00
Personal Accountability	74.00	17.60	0.26	0.30
Planning/Organizing	75.64	15.44	0.17	0.19
Problem Solving	70.28	15.48	0.13	0.15
Project Management	72.60	18.36	0.10	0.13
Resiliency	68.12	15.84	0.17	0.21
Self Starting Ability	81.92	15.40	0.22	0.23
Teamwork	60.68	14.12	0.07	0.08
Time and Priority Management	69.88	12.80	0.12	0.14
Understanding Others	72.64	13.96	0.17	0.20



DNA 25 Competencies - Ethnicity

Pacific Islander N=5 (0.1%)

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



DNA 25 Competencies - Ethnicity

Two or More Races N=155 (3.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	70.92	17.24	0.25	0.27
Conceptual Thinking	74.48	10.40	0.15	0.13
Conflict Management	66.56	17.36	0.19	0.22
Continuous Learning	76.12	14.00	0.20	0.22
Creativity/Innovation	79.76	12.88	0.12	0.15
Customer Focus	74.76	13.64	0.05	0.06
Decision Making	86.24	9.60	0.27	0.32
Diplomacy	80.92	14.16	0.12	0.15
Employee Development/Coaching	77.48	11.60	0.19	0.23
Flexibility	69.00	10.96	0.17	0.21
Futuristic Thinking	75.96	13.80	0.15	0.18
Goal Orientation	74.32	15.80	0.20	0.23
Interpersonal Skills	73.60	17.60	0.17	0.18
Influencing Others	68.48	16.44	0.14	0.16
Leadership	76.64	14.60	0.11	0.13
Negotiation	71.88	13.44	0.10	0.11
Personal Accountability	72.52	18.24	0.17	0.22
Planning/Organizing	74.88	13.52	0.10	0.14
Problem Solving	68.64	14.68	0.01	0.04
Project Management	73.96	17.72	0.18	0.21
Resiliency	68.48	16.28	0.18	0.23
Self Starting Ability	80.80	15.80	0.13	0.16
Teamwork	59.88	12.80	0.00	0.02
Time and Priority Management	70.16	13.52	0.14	0.16
Understanding Others	72.56	13.44	0.16	0.20



DNA 25 Competencies - Disability Status

Date Range: 6/1/2019 - 3/23/2021

Non-Disabled N=4,414 (98.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Appreciating Others	66.72	16.92	-0.25
Conceptual Thinking	73.00	9.40	-0.23
Conflict Management	63.56	15.40	-0.24
Continuous Learning	73.36	13.64	-0.22
Creativity/Innovation	78.20	12.92	-0.26
Customer Focus	73.96	14.04	-0.25
Decision Making	83.48	10.48	-0.21
Diplomacy	79.12	14.40	-0.23
Employee Development/Coaching	75.40	11.08	-0.38
Flexibility	67.20	11.00	-0.08
Futuristic Thinking	73.76	14.08	-0.22
Goal Orientation	71.20	15.44	-0.35
Interpersonal Skills	70.64	17.64	-0.04
Influencing Others	66.28	14.96	-0.06
Leadership	75.04	14.88	-0.04
Negotiation	70.52	13.76	-0.11
Personal Accountability	69.44	18.20	-0.15
Planning/Organizing	73.48	13.32	-0.30
Problem Solving	68.44	14.24	-0.12
Project Management	71.04	16.44	-0.18
Resiliency	65.64	15.40	-0.17
Self Starting Ability	78.76	15.12	-0.13
Teamwork	59.92	12.92	-0.16
Time and Priority Management	68.52	12.00	-0.23
Understanding Others	70.44	13.32	-0.16



DNA 25 Competencies - Disability Status

Disabled N=81 (1.8%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	70.92	18.48	0.25	0.25
Conceptual Thinking	75.16	8.68	0.23	0.23
Conflict Management	67.20	16.12	0.24	0.24
Continuous Learning	76.40	13.88	0.22	0.22
Creativity/Innovation	81.60	11.84	0.26	0.26
Customer Focus	77.48	15.28	0.25	0.25
Decision Making	85.72	9.72	0.21	0.21
Diplomacy	82.40	14.00	0.23	0.23
Employee Development/Coaching	79.64	11.60	0.38	0.38
Flexibility	68.04	11.40	0.08	0.08
Futuristic Thinking	76.88	13.28	0.22	0.22
Goal Orientation	76.60	15.20	0.35	0.35
Interpersonal Skills	71.32	16.84	0.04	0.04
Influencing Others	67.20	15.24	0.06	0.06
Leadership	75.64	16.24	0.04	0.04
Negotiation	72.00	13.80	0.11	0.11
Personal Accountability	72.08	18.48	0.15	0.15
Planning/Organizing	77.48	12.24	0.30	0.30
Problem Solving	70.16	13.68	0.12	0.12
Project Management	74.08	17.40	0.18	0.18
Resiliency	68.24	15.72	0.17	0.17
Self Starting Ability	80.80	14.52	0.13	0.13
Teamwork	62.04	14.80	0.16	0.16
Time and Priority Management	71.24	11.84	0.23	0.23
Understanding Others	72.56	14.64	0.16	0.16



DNA 25 Competencies - Veteran Status

Date Range: 6/1/2019 - 3/23/2021

Non-Veteran N=4,235 (93.5%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Appreciating Others	66.88	16.92	0.01
Conceptual Thinking	73.08	9.40	-0.02
Conflict Management	63.48	15.40	-0.18
Continuous Learning	73.24	13.60	-0.23
Creativity/Innovation	78.16	12.88	-0.15
Customer Focus	74.08	14.04	0.02
Decision Making	83.48	10.52	-0.10
Diplomacy	79.12	14.40	-0.06
Employee Development/Coaching	75.28	11.08	-0.28
Flexibility	67.20	10.96	-0.06
Futuristic Thinking	73.72	14.04	-0.13
Goal Orientation	71.16	15.48	-0.20
Interpersonal Skills	70.68	17.64	0.00
Influencing Others	66.16	14.96	-0.19
Leadership	74.88	14.92	-0.20
Negotiation	70.40	13.80	-0.19
Personal Accountability	69.44	18.20	-0.08
Planning/Organizing	73.40	13.40	-0.21
Problem Solving	68.36	14.24	-0.18
Project Management	70.84	16.48	-0.20
Resiliency	65.52	15.40	-0.21
Self Starting Ability	78.76	15.12	-0.09
Teamwork	59.72	12.88	-0.22
Time and Priority Management	68.44	12.00	-0.14
Understanding Others	70.36	13.36	-0.16



DNA 25 Competencies - Veteran Status

Disabled-Veteran N=54 (1.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	69.20	18.48	0.14	0.14
Conceptual Thinking	72.00	8.52	-0.11	-0.11
Conflict Management	68.16	16.56	0.29	0.30
Continuous Learning	78.36	14.80	0.37	0.38
Creativity/Innovation	80.96	12.36	0.21	0.22
Customer Focus	75.12	15.28	0.07	0.07
Decision Making	85.72	9.24	0.21	0.21
Diplomacy	83.20	14.52	0.28	0.28
Employee Development/Coaching	80.44	11.32	0.45	0.46
Flexibility	68.52	12.44	0.12	0.12
Futuristic Thinking	77.12	14.08	0.24	0.24
Goal Orientation	76.24	14.52	0.32	0.33
Interpersonal Skills	72.44	18.08	0.10	0.10
Influencing Others	69.32	15.88	0.20	0.21
Leadership	79.20	15.52	0.28	0.29
Negotiation	72.16	13.08	0.12	0.13
Personal Accountability	71.72	18.40	0.12	0.13
Planning/Organizing	78.68	12.32	0.39	0.39
Problem Solving	68.52	13.84	0.00	0.01
Project Management	76.52	17.08	0.33	0.34
Resiliency	68.88	15.52	0.21	0.22
Self Starting Ability	80.96	14.84	0.14	0.15
Teamwork	64.68	18.00	0.37	0.38
Time and Priority Management	70.28	11.68	0.15	0.15
Understanding Others	73.48	14.60	0.23	0.23



DNA 25 Competencies - Veteran Status

Other Veteran N=234 (5.2%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Appreciating Others	66.08	17.28	-0.05	-0.05
Conceptual Thinking	73.68	9.52	0.07	0.06
Conflict Management	65.84	15.92	0.15	0.15
Continuous Learning	75.84	14.32	0.19	0.19
Creativity/Innovation	79.96	13.12	0.14	0.14
Customer Focus	73.48	14.12	-0.05	-0.04
Decision Making	84.16	10.00	0.06	0.06
Diplomacy	79.44	14.20	0.02	0.02
Employee Development/Coaching	77.92	11.32	0.23	0.24
Flexibility	67.76	11.52	0.05	0.05
Futuristic Thinking	75.16	14.84	0.10	0.10
Goal Orientation	73.72	15.44	0.16	0.17
Interpersonal Skills	70.24	16.92	-0.03	-0.03
Influencing Others	68.96	14.72	0.18	0.19
Leadership	77.52	14.40	0.17	0.18
Negotiation	73.24	13.48	0.20	0.21
Personal Accountability	71.04	18.40	0.09	0.09
Planning/Organizing	75.64	13.04	0.16	0.17
Problem Solving	71.36	14.28	0.21	0.21
Project Management	73.40	16.56	0.15	0.15
Resiliency	68.44	16.16	0.19	0.19
Self Starting Ability	79.64	15.64	0.06	0.06
Teamwork	61.88	12.60	0.16	0.17
Time and Priority Management	70.00	12.28	0.13	0.13
Understanding Others	72.40	13.04	0.15	0.15



DNA 25 Competencies - Veteran Status

Vietnam Veteran N=5 (0.1%)

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



Emotional Quotient - Gender

Date Range: 4/3/2018 - 12/9/2020

Male N=1,710 (64.6%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Self-Awareness	78.82	9.52	-0.23
Self Regulation	77.65	10.87	0.20
Motivation	83.00	9.68	0.13
Social Awareness	73.05	10.87	-0.35
Social Regulation	75.71	10.75	-0.01

Female N=936 (35.4%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Self-Awareness	81.02	9.56	0.23	0.23
Self Regulation	75.37	12.07	-0.20	-0.20
Motivation	81.68	10.38	-0.13	-0.13
Social Awareness	76.88	10.25	0.35	0.35
Social Regulation	75.76	10.76	0.01	0.01



Emotional Quotient - Ethnicity

Date Range: 4/3/2018 - 12/9/2020

Caucasian N=830 (81.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Self-Awareness	79.76	9.22	-0.07
Self Regulation	77.37	11.12	-0.03
Motivation	82.48	9.82	-0.11
Social Awareness	74.52	10.60	-0.05
Social Regulation	76.93	10.11	0.17

African American N=47 (4.6%)

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

American Indian/Alaskan Native N=3 (0.3%)

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

Asian N=43 (4.2%)

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

Hispanic or Latino N=64 (6.3%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Self-Awareness	80.82	8.64	0.10	0.11
Self Regulation	77.18	12.58	-0.02	-0.02
Motivation	84.92	8.55	0.24	0.25
Social Awareness	74.50	9.65	-0.01	0.00
Social Regulation	75.75	9.82	-0.09	-0.12



Emotional Quotient - Ethnicity

Pacific Islander N=1 (0.1%)

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

Two or More Races N=33 (3.2%)

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



Emotional Quotient - Disability Status

Date Range: 4/3/2018 - 12/9/2020

Non-Disabled N=1,029 (97.7%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Self-Awareness	79.90	9.38	0.08
Self Regulation	77.47	11.33	0.08
Motivation	82.72	9.83	0.04
Social Awareness	74.60	10.67	0.03
Social Regulation	76.47	10.25	-0.12

Disabled N=24 (2.3%)

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



Emotional Quotient - Veteran Status

Date Range: 4/3/2018 - 12/9/2020

Non-Veteran N=990 (93.7%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size
Self-Awareness	79.86	9.48	-0.05
Self Regulation	77.20	11.53	-0.30
Motivation	82.50	9.97	-0.35
Social Awareness	74.68	10.65	0.09
Social Regulation	76.45	10.29	-0.11

Disabled-Veteran N=14 (1.3%)

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

Other Veteran N=53 (5.0%)

Measurement	Mean	Standard Deviation	Non-Member Effect Size	Non-Protected Effect Size
Self-Awareness	80.90	8.22	0.11	0.11
Self Regulation	80.57	9.05	0.29	0.30
Motivation	86.53	6.52	0.41	0.41
Social Awareness	74.50	10.87	-0.01	-0.02
Social Regulation	77.15	9.38	0.06	0.07

Vietnam Veteran N=0 (0.0%)

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