



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

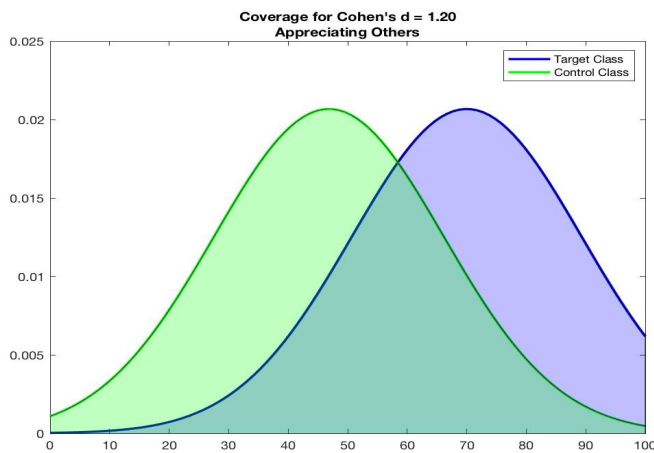
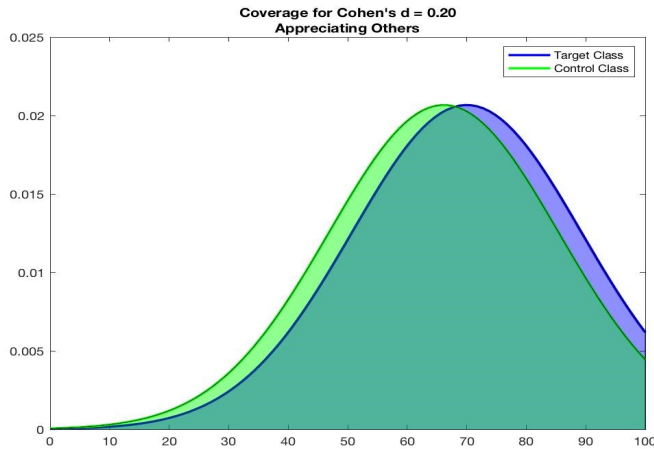
$$d = \frac{\mu_1 - \mu_2}{\sigma}$$

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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - 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 - Ethnicity

Pacific Islander N=26 (0.3%)

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



DNA 25 - 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 - 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 - 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 - 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 - 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 - 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 - Veteran Status

Vietnam Veteran N=11 (0.1%)

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