

Office of the Director of National Intelligence

# IC Annual Employee Climate Survey

*April 2006*



---

2005 Survey

for Federal Civilian & Military Employees

**Summary  
Results**



## IC Annual Employee Climate Survey Background

In October 2005, the Director of National Intelligence conducted the first-ever Intelligence Community (IC) Employee Climate Survey to gauge the “state” of the IC as a community and as a place to work, and more importantly, to find out what our employees think we need to do to improve

The survey:

- Is derived from the Office of Personnel Management Federal Human Capital Survey (FHCS) so results can be compared across the IC and with the rest of the Federal Government
- Was administered to civilian and military employees between October and December 2005 and included 30 items plus demographic questions
- Covered all IC components, including the Office of the Director of National Intelligence (ODNI)
- Provides a baseline assessment of employee satisfaction across the IC and within individual components of the community
- Will be administered annually to measure progress within the IC

The following slides provide selected summary results and are being made available to the public and shared with employees across the IC



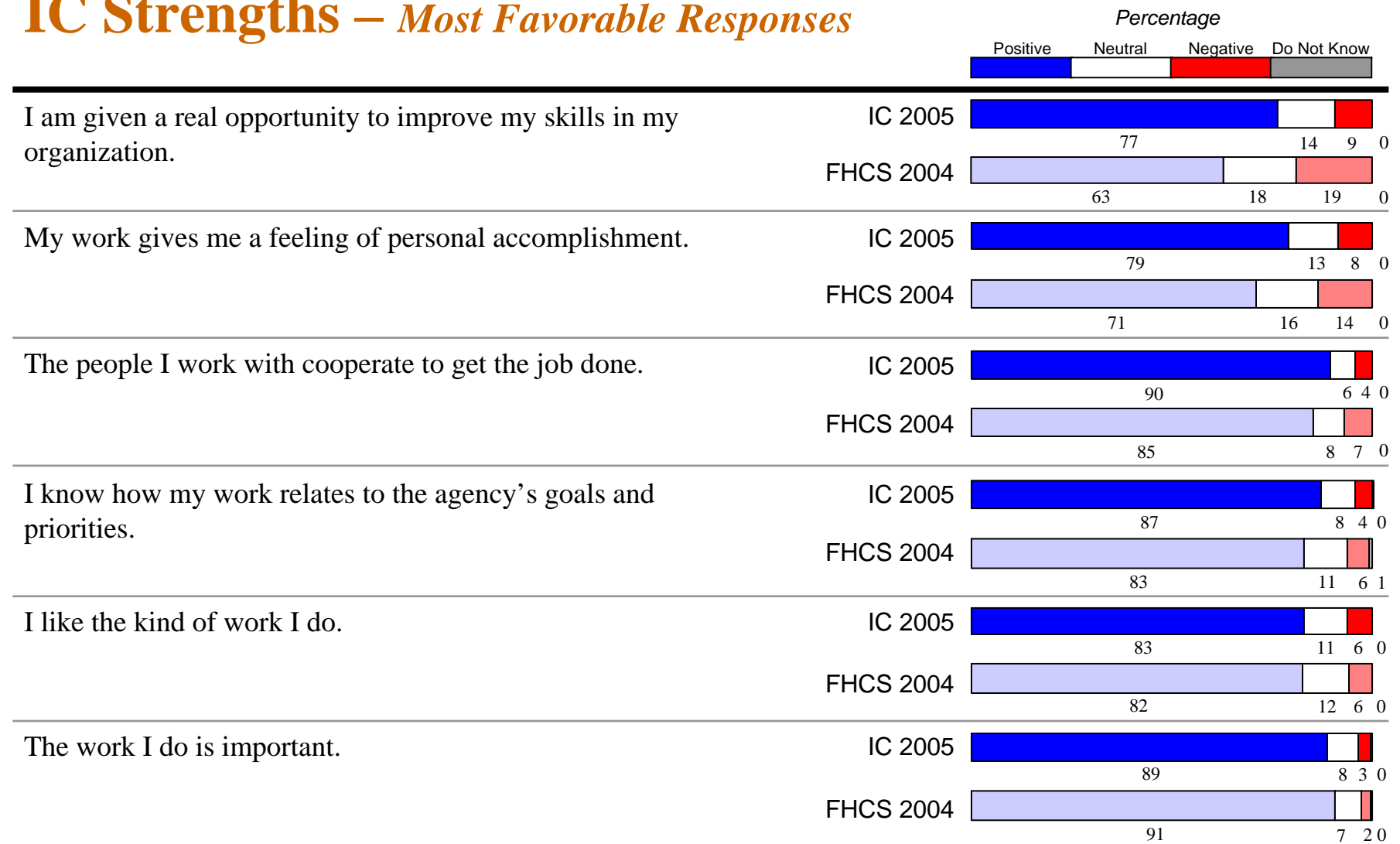
## IC Annual Employee Climate Survey IC Strengths – *Most Favorable Responses*

**The IC is at or above the Federal Government average on the following items**

Survey Item	IC % Positive	Federal Government % Positive
I am given a real opportunity to improve my skills in my organization.	77	63
My work gives me a feeling of personal accomplishment.	79	71
The people I work with cooperate to get the job done.	90	85
I know how my work relates to the agency’s goals and priorities.	87	83
I like the kind of work I do.	83	82
The work I do is important.	89	91



## IC Annual Employee Climate Survey IC Strengths – *Most Favorable Responses*





## IC Annual Employee Climate Survey IC Improvement Areas – *Least Favorable Responses*

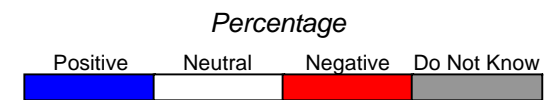
**IC is above the Federal Government; however, there is still room for improvement**

Survey Item	IC % Positive	Federal Government % Positive
In my work unit, differences in performance are recognized in a meaningful way.	40	29
Promotions in my work unit are based on merit.	43	34
My work unit is able to recruit people with the right skills.	51	44
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	27
In my organization, leaders generate high levels of motivation and commitment in the workforce.	42	37
How satisfied are you with the policies and practices of your senior leaders?	44	40

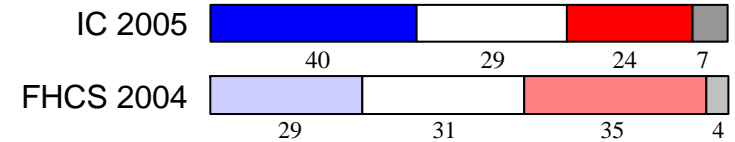


# IC Annual Employee Climate Survey

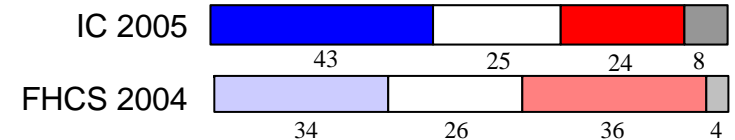
## IC Improvement Areas – *Least Favorable Responses*



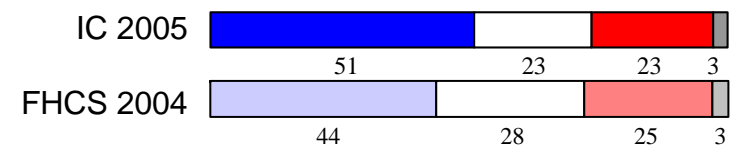
In my work unit, differences in performance are recognized in a meaningful way.



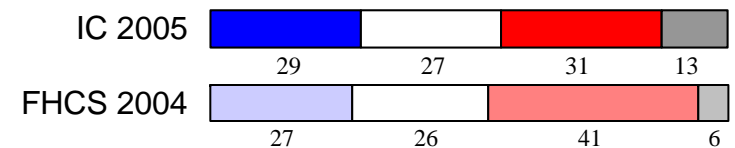
Promotions in my work unit are based on merit.



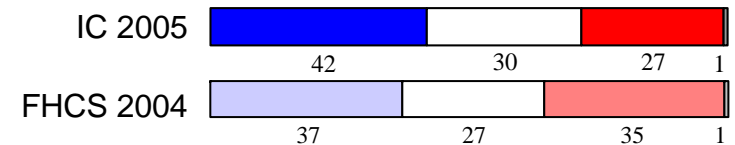
My work unit is able to recruit people with the right skills.



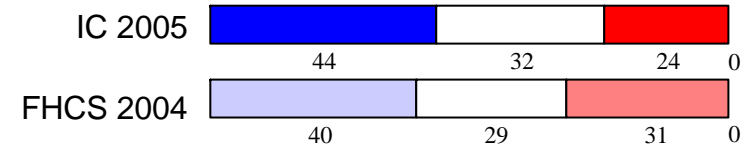
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.



In my organization, leaders generate high levels of motivation and commitment in the workforce.

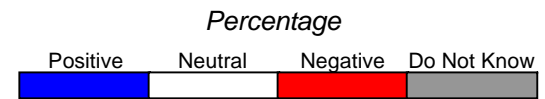


How satisfied are you with the policies and practices of your senior leaders?



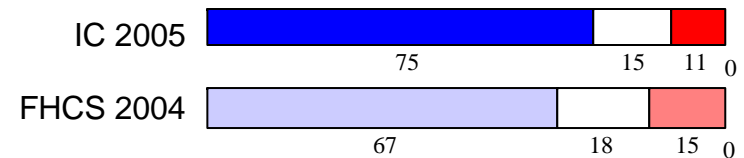


# IC Annual Employee Climate Survey Job Satisfaction and the Performance Culture Index



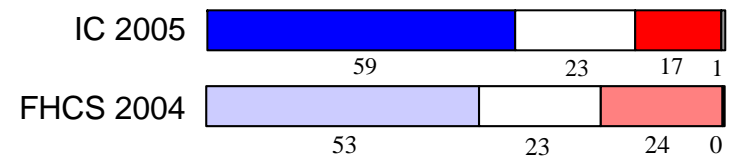
Considering everything, how satisfied are you with your job?

This single item provides an overall indication of how satisfied employees are with their jobs. While most Federal employees are satisfied with their jobs, IC employees are even more so. This is a very strong result for the IC.



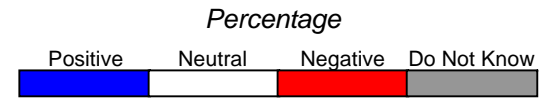
## Leadership Index

This index, composed of several items, measures whether senior leaders are respected, and whether they motivate employees. It also gauges employee satisfaction with their supervisors, and with the policies and practices of their senior leaders, especially with respect to developmental opportunities and performance management. These results show a majority of employees view their IC leaders favorably; IC leaders, on average, are rated as more effective than leaders across the Federal Government. However, many employees across the IC are looking for even stronger leadership, and leaders who will help them achieve their full potential.



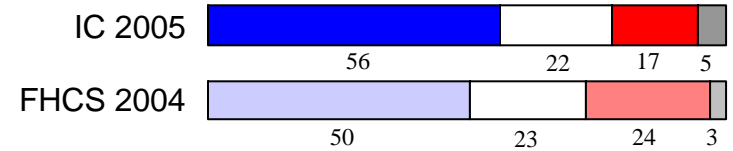


# IC Annual Employee Climate Survey Performance Culture and Talent Indices



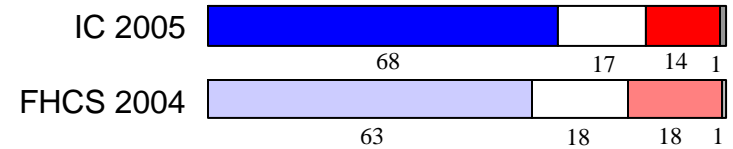
## Performance Culture Index

This index, composed of several items, measures whether leaders provide their employees with vision and direction, and whether employees can see the linkage between their work and the mission, goals, and performance of their agency. It also gauges whether employees believe that high performers are recognized, rewarded, and promoted, as well as whether their agency effectively deals with poor performance. These results indicate that while the IC, on average, does a better job of creating a positive performance culture than the rest of the Federal Government, there is still much room for improvement.



## Talent Index

This index, composed of several items, measures employee perceptions concerning an organization's ability to recruit and retain top talent. It gauges whether employees understand how their work relates to their agency's goals and mission priorities, and whether they get a sense of accomplishment from their work. It also assesses employee satisfaction with coworkers, supervisors, working conditions, involvement in workplace decisions, training and development opportunities, promotions, pay, and rewards. The IC results are strong in this critical area, with most employees indicating that IC organizations are doing what it takes to hire and sustain a workforce with the talent and skills needed to meet our critical national security mission.







## IC Annual Employee Climate Survey Next Steps

- The DNI's first-ever IC Strategic Human Capital Plan includes initiatives that will specifically address the issues employees identified in the survey
- The DNI has also asked IC agency heads to identify and take actions aimed at improving their individual component's survey results
  - In their agency Human Capital strategies
  - In their individual Personal Performance Agreements with the DNI
  - In the individual performance plans of their senior executives
- The DNI will conduct the IC Employee Climate Survey annually, beginning in the fall of 2006
- The DNI will closely and continuously monitor actions and progress