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Office of the Director of National Intelligence

# IC Annual Employee Climate Survey

*March 2007*



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**IC Survey**  
**2006**

## Survey Results

Office of the Intelligence Community  
Chief Human Capital Officer (CHCO)

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## 2006 IC Annual Employee Climate Survey

# Background

- In October 2006, the Director of National Intelligence conducted the second annual 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 Federal Human Capital Survey (FHCS) conducted by the Office of Personnel Management 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 2006 and included 50 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 continue to be administered annually to measure progress within the IC



## 2006 IC Annual Employee Climate Survey

# Summary of Results...In General

### ● Overall Job Satisfaction

- IC employees are satisfied with their jobs, even more so than other Federal employees
- IC employees like their work, think it is vital, and find it rewarding

### ● Leadership

- Most IC employees have trust and confidence in their supervisors and view them as effective in their jobs
- On average, IC employees view their senior leaders more favorably than those across the Federal government
- However, many employees are looking for even stronger leadership...and for senior leaders who can generate high levels of motivation and commitment



## 2006 IC Annual Employee Climate Survey

# Summary of Results...In General (cont'd.)

### ● Performance Culture

- The IC does better than the rest of the Federal government in rewarding creativity and innovation and recognizing and rewarding high performers
- However, we are still not good enough in the areas of dealing with poor performance and linking pay and promotions to performance

### ● Talent

- IC employees believe that their talents are put to good use and they receive support for employee development
- However, employees are concerned about the ability to recruit and retain people with the right skills

### ● IC Transformation

- Employees clearly understand that the IC mission depends upon sharing knowledge and collaborating across agencies
- However, only a minority report it is easy to work with those outside their agency



## 2006 IC Annual Employee Climate Survey

# IC Strengths – Most Favorable Responses

Survey Item (* new for 2006)	Percent Positive Responses		
	IC 2006	IC Change Since 2005	Federal Government 2006
The people I work with cooperate to get the job done.	89	0	83
The work I do is important.	89	0	90
My supervisor supports my need to balance work and family issues.*	86		78
I know how my work relates to the agency's goals and priorities.	86	-1	83
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.*	86		
I like the kind of work I do.	83	0	83
In my work unit, more experienced employees share their knowledge and experience with less experienced employees.*	81		74



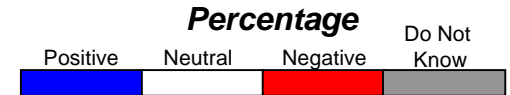
## 2006 IC Annual Employee Climate Survey

# IC Improvement Areas – Least Favorable

Survey Item (*new for 2006)	Percent Positive Responses		
	IC 2006	IC Change Since 2005	Federal Government 2006
Pay raises depend on how well employees perform their jobs.*	29		22
My work unit is able to <i>retain</i> people with the right skills.*	42		
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	-1	29
My work unit is able to <i>recruit</i> people with the right skills.	47	-4	44
In my organization, leaders generate high levels of motivation and commitment in the workplace.	43	+1	38
In my work unit, differences in performance are recognized in a meaningful way.	38	-2	30
Promotions in my work unit are based on merit.	42	-1	34



# 2006 IC Annual Employee Climate Survey Overall Job Satisfaction and Work Environment Indices

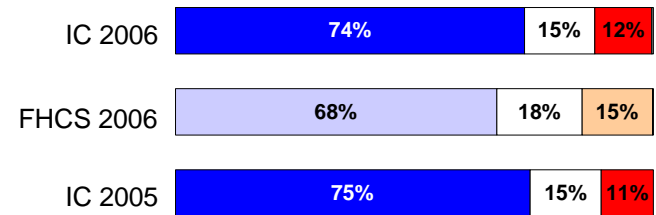


## Job Satisfaction

*Considering everything, how satisfied are you with your job?*

This single item provides an overall indication of how satisfied employees are with their jobs. Most Federal employees are satisfied with their jobs, and IC employees remain even more so for 2006. This continues to be a strong result for the IC.

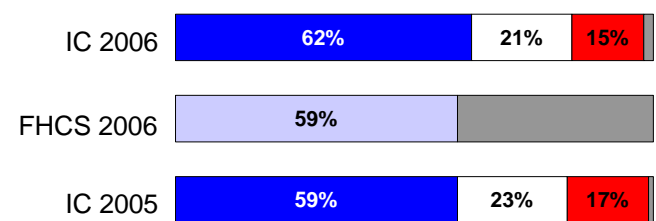
*If the IC were an agency, it would rank 4<sup>th</sup> among all Federal agencies.*



## Leadership Index

This index, composed of 12 items, measures the degree to which supervisors and senior leaders are perceived as trustworthy, respected, motivating, and effective overall. These results show an increasing majority of employees views their IC leaders favorably; IC leaders, on average, are rated as more effective than leaders across the Federal Government, but many employees across the IC continue to look for stronger leadership, and leaders who will help them achieve their full potential.

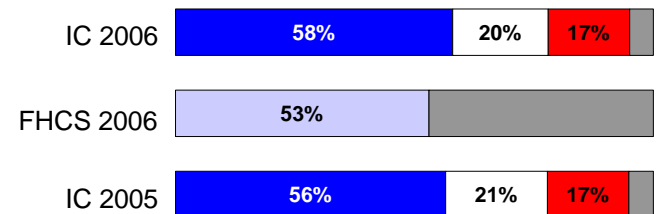
*If the IC were an agency, it would rank 8<sup>th</sup> among all Federal agencies.*



## Performance Culture Index

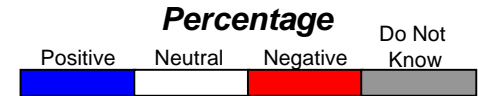
This index, composed of 13 items, measures the degree to which employees can see a linkage between their work and the mission, goals, and performance of their agency. It also gauges whether employees believe that high performers are recognized, rewarded, and promoted, as well as whether their agency deals effectively with poor performance. These results indicate that while the IC continues to do a better job creating a positive performance culture than the rest of the government, there is much room for improvement.

*If the IC were an agency, it would rank 9<sup>th</sup> among all Federal agencies.*



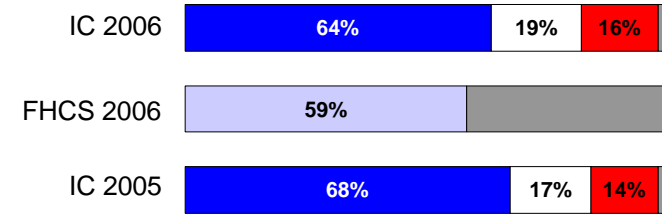


# 2006 IC Annual Employee Climate Survey Overall Job Satisfaction and Work Environment Indices (cont'd.)



## Talent Index

This index, composed of 7 items, measures employee perceptions concerning an organization's ability to recruit and continuously improve top talent. It gauges the degree to which employees perceive themselves as being fully utilized in their roles and offered appropriate developmental opportunities. While the IC results are moderately strong in this area – and the IC continues its substantial lead over the rest of the Federal Government – the 5% overall drop in positive perceptions from 2005 may indicate increasing employee concern with their organization's ability to hire and sustain a workforce with the talent and skills needed to meet our critical national security mission.



*If the IC were an agency, it would rank 6<sup>th</sup> among all Federal agencies.*

## IC Transformation Index (new)

This index measures employee perceptions of IC people and process integration, a critical element of IC transformation. It gauges whether employees feel a sense of community (shared mission and values) across the IC, have the opportunity to work directly with members of other agencies, whether collaboration improves work products, and the importance of knowledge sharing and collaboration for the mission. It also gauges how often and how easily employees are able to share knowledge and collaborate with employees outside their own agencies. The IC results indicate that, while a foundation exists for collaboration across the IC, there is much room for improvement.



*This index is unique to the IC so comparison data are not available.*





## 2006 IC Annual Employee Climate Survey

# Next Steps

- The DNI's IC Strategic Human Capital Plan includes major initiatives addressing issues employees identified in the survey, including
  - Recruitment
  - Performance management
  - Leadership development
- The DNI has asked IC agency heads to identify and take actions aimed at improving their individual component's survey results
- The DNI will continue to conduct the IC Employee Climate Survey annually and gauge the IC's performance against the rest of the Federal Government
- The DNI will closely and continuously monitor actions and progress
- For further information on IC employment, go to [www.intelligence.gov](http://www.intelligence.gov) and/or [www.usajobs.gov](http://www.usajobs.gov)