

Office of the Director of National Intelligence

USIC: Courage, Collaboration, Commitment

IC Annual Employee Climate Survey



2007 Survey Results

March 2008



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2007 IC Annual Employee Climate Survey

Background

- In October 2007, the Director of National Intelligence conducted the third annual Intelligence Community (IC) Employee Climate Survey to gauge the “state” of the IC as a community and as a place to work
- The survey provides detailed information on employee satisfaction and insights into whether we have the right policies and practices to maximize individual and organizational performance
- 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 2007 and January 2008 and included 51 items plus demographic questions
 - ❏ Covered all IC components, including the Office of the Director of National Intelligence (ODNI)
 - ❏ Provides data that can be compared against previous years to see where the IC has improved and where challenging issues remain to be addressed
 - ❏ Will continue to be administered annually to measure progress within the IC

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2007 IC Annual Employee Climate Survey Summary of Results...in General

- Results are highly consistent with 2006, which reinforces our understanding of IC strengths and weaknesses
- Overall Job Satisfaction
 - IC employees are satisfied with their jobs, even more so than other Federal employees
 - IC employees like their work, think it vital, and find it rewarding
- Leadership
 - A majority of 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

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

● Performance Culture

- IC employees report that performance discussions with their supervisors are useful and that their performance appraisal is a fair reflection of their performance
- However, we need to improve in dealing with poor performance and linking pay and promotions to performance

● Talent

- IC employees believe that their talents are put to good use and supervisors support their continued development
- However, employees continue to be 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, a only minority report it easy to work with those outside their agency

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2007 IC Annual Employee Climate Survey IC Strengths – Most Favorable Responses

| Survey Item | Percent Positive Responses | | |
|--|----------------------------|-------------------|-------------------------|
| | IC 2007 | Change Since 2006 | Federal Government 2006 |
| The people I work with cooperate to get the job done. | 89% | 0 | 83% |
| The work I do is important. | 88% | -1 | 90% |
| I know how my work relates to the agency's goals and priorities. | 87% | 1 | 83% |
| I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background. | 86% | 0 | |
| My supervisor supports my need to balance work and family issues. | 86% | 0 | 78% |
| Our mission depends on IC agencies and components sharing knowledge and collaborating. | 84% | 9 | |
| In my work unit, more experienced employees share their knowledge and experience with less experienced employees. | 82% | 1 | |
| I like the kind of work I do. | 81% | -2 | 83% |
| Supervisors/team leaders in my work unit support employee development. | 80% | 0 | 64% |

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IC Improvement Areas – Least Favorable

| Survey Item | Percent Positive Responses | | |
|---|----------------------------|-------------------|-------------------------|
| | IC 2007 | Change Since 2006 | Federal Government 2006 |
| In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 28% | -1 | 29% |
| Pay raises depend on how well employees perform their jobs. | 28% | -1 | 22% |
| In my work unit, differences in performance are recognized in a meaningful way. | 38% | 0 | 30% |
| Promotions in my work unit are based on merit. | 41% | -1 | 34% |
| My work unit is able to retain people with the right skills. | 44% | 1 | |
| In my organization, leaders generate high levels of motivation and commitment in the workforce. | 45% | 2 | 38% |
| How satisfied are you with your opportunity to get a better job in your organization? | 46% | 1 | 37% |
| How satisfied are you with the policies and practices of your senior leaders? | 47% | 1 | 41% |

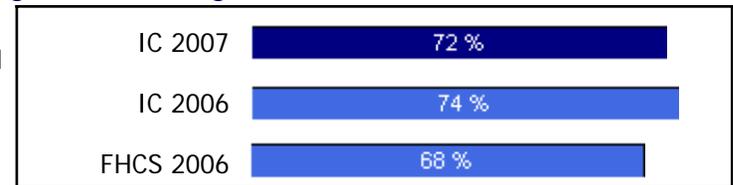


2007 IC Annual Employee Climate Survey Overall Job Satisfaction and Work Environment Indices

Index Percent Positive

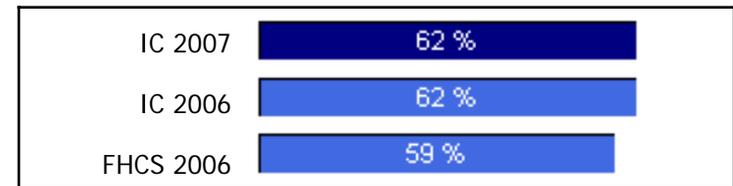
Job Satisfaction *If the IC were an agency, it would rank 15th among all Federal agencies.*

“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 are even more satisfied. This continues to be a strong result for the IC even with a slight decline in 2007.



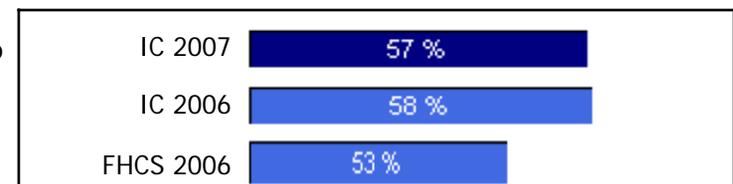
Leadership Index *If the IC were an agency, it would rank 12th among all Federal agencies.*

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 a majority of employees continue to view their IC leaders moderately 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.



Performance Culture Index *If the IC were an agency, it would rank 13th among all Federal agencies.*

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 effectively deals with poor performance. These results indicate that while the IC, on average, continues to do a better job creating a positive performance culture than the rest of the Federal Government, there is much room for improvement.

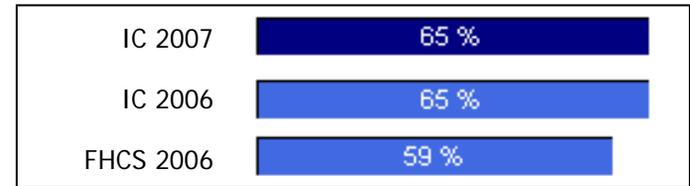




2007 IC Annual Employee Climate Survey Overall Job Satisfaction and Work Environment Indices (cont'd.)

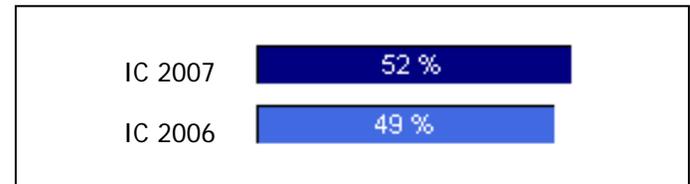
Talent Index *If the IC were an agency, it would rank 11th among all Federal agencies.*

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 are offered appropriate developmental opportunities. While the IC results are moderately strong in this area -- and the IC continues its lead over the rest of the Federal Government -- they may also point to employee concerns with their organization's capability to hire and sustain a workforce with the talent and skills needed to meet our critical mission.



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

This index, composed of 6 items, 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 there is a foundation for collaboration and knowledge sharing, and there has even been some improvement since 2006. But there continues to be room for improvement in this important area.





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Next Steps

- DNI is moving forward to address many of the issues employees identified in the survey, including
 - New civilian performance appraisal policies
 - Linking pay to individual and organizational performance
 - Implementing a civilian joint duty program to build a “culture of collaboration” among future IC leaders
- The DNI has asked IC agency heads to identify and take actions aimed at improving 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

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