



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



IC 2008 Employee Climate Survey: Summary of Results





IC 2008 Climate Survey: Background

- In October 2008, the Director of National Intelligence conducted the fourth 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 and November 2008 and included 58 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



IC 2008 Climate Survey: Summary of Results...in General

- Results are highly consistent with 2007, 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



IC 2008 Climate Survey: Summary of Results...in General

➤ 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 have to improve linkage of pay and promotions to performance, and also do a better job of holding poor performers accountable

➤ 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 their agency's 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
- Compared to 2007, employees felt an increased sense of community, felt that their work products were improved by collaboration, and found that it was easier to collaborate with those outside their agency
- However, still only minority report it easy to collaborate with those outside their agency



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IC 2008 Climate Survey: Strengths

Survey Items/Most Favorable Responses	Percent Positive Responses		
	IC 2008	Change Since 2007	Federal Government 2008
1. The people I work with cooperate to get the job done.	89%		84%
13. The work I do is important.	88%		91%
12. I know how my work relates to the agency's goals and priorities.	88%	+1	84%
7. I am treated respectfully without regard to my race, gender, age, disability, etc.	85%	-1	86%
32. My supervisor supports my need to balance work and family issues.	85%	-1	75%
18. Employees in my work unit share job knowledge with each other.	84%	+1	76%
19. More experienced employees share their knowledge and experience	82%		--
4. I like the kind of work I do.	82%	+1	84%
54. Our mission depends on IC agencies sharing knowledge and collaborating.	82%	-2	--
25. I am held accountable for achieving results.	81%	--	82%



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IC 2008 Climate Survey: Weaknesses

Survey Item/Least Favorable Responses	Percent Favorable Responses		
	IC 2008	Change Since 2007	Federal Government 2008
52. In comparison to similar jobs in the private sector, I feel my total compensation is fair.	19%	.	--
27. Pay raises depend on how well employees perform their jobs.	29%	+1	26%
21. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	30%		30%
58. I collaborate often with colleagues in other IC agencies on work-related matters	32%	+2	--
57. It is easy to collaborate with colleagues in other IC agencies on work-related matters	36%	+2	--
26. In my work unit, differences in performance are recognized in a meaningful way.	40%	+2	31%
20. Promotions in my work unit are based on merit.	42%	+1	35%
34. My organization's leaders generate high levels of motivation and commitment in the workforce.	47%	+2	40%
44. I am satisfied with my opportunity to get a better job in my organization.	47%	+1	39%
46. I am satisfied with the policies and practices of my organization's senior leaders.	48%	+1	42%



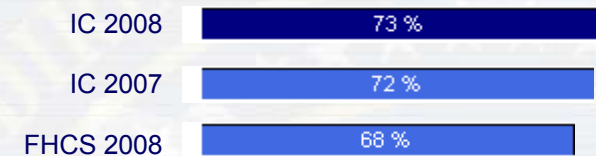
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IC 2008 Climate Survey: Key Workforce Indicators

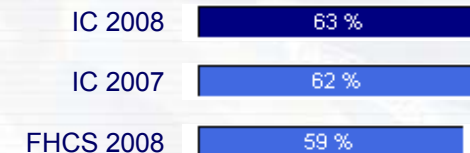
Overall Job Satisfaction

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. Compared to the rest of the Federal government, this continues to be a strong result for the IC.



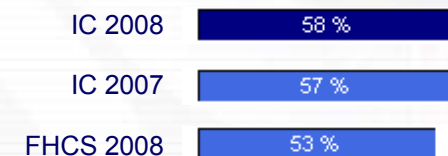
Leadership Index

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 a majority of IC employees continue to view their IC leaders moderately favorably; however, while IC leaders, on average, are rated as more effective than leaders across the Federal government, many respondents across the IC continue to look for stronger leadership, especially at senior levels.



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, and whether their agency effectively deals with poor performance. These results indicate that while the IC, on average, continues to do a relatively better job in this regard, there is much room for improvement.

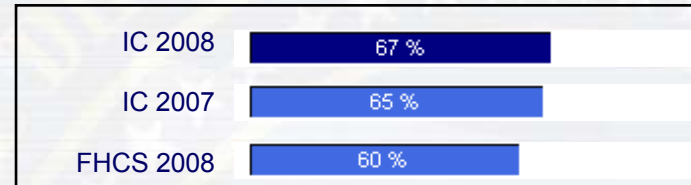




IC 2008 Climate Survey: Key Workforce Indicators

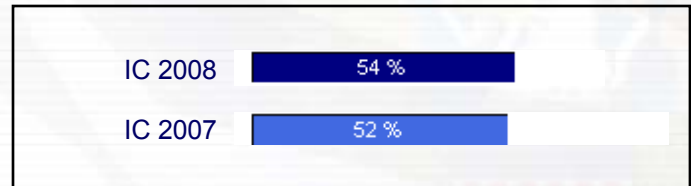
Talent Index

This index, composed of 7 items, measures employee perceptions concerning their organization’s ability to recruit and continuously improve top talent. It also gauges the degree to which employees see themselves as being fully utilized and developed. While the IC results are relatively strong in this area (especially when compared to the rest of the Federal government), there is room for improvement here as well.



IC Transformation Index

This IC-unique index measures employee perceptions regarding the progress of the IC’s transformation. It gauges whether employees feel a sense of community (shared mission and values) across the IC, as well as the importance they place on collaboration in accomplishing our mission. The index also gauges how often and how easily employees are able to share knowledge and collaborate with colleagues in other agencies. IC results indicate that our employees “get” the importance of collaboration to our mission, but that many (especially in our largest agencies) find it difficult and infrequent.

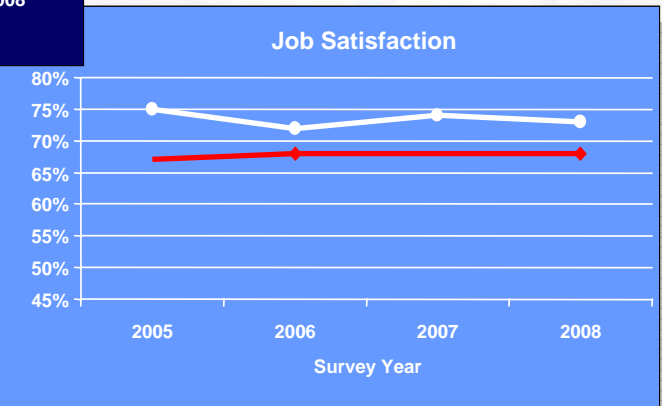
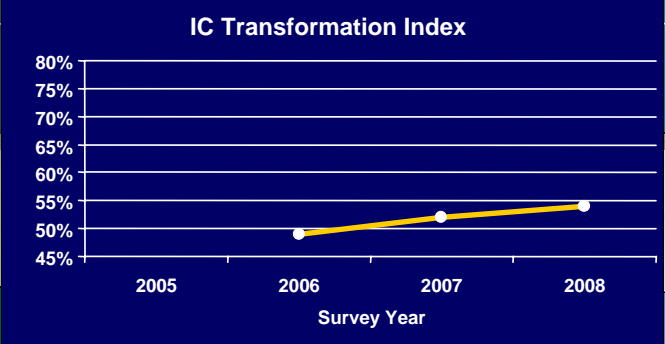




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IC Employee Climate Survey Trends



●—● IC Average
 ◄—► FHCS Average



IC 2008 Climate Survey: Next Steps

- DNI continues moving forward to address many of the issues employees identified in the survey, including
 - √ New civilian performance appraisal policies have been implemented
 - √ Linking pay to individual and organizational performance is being implemented
 - √ A civilian joint duty program has been implemented 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 annually conduct the IC Employee Climate Survey and gauge the IC’s performance against the rest of the Federal Government
- The DNI will closely and continuously monitor actions and progress