

UNCLASSIFIED//FOUO

2016 IC Employee Climate Survey Item Results - CIA									
Item	CIA								
	2015			2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
1. The people I work with cooperate to get the job done.	90.9%	5.3%	3.8%	91.8%	4.7%	3.5%	92.7%	4.5%	2.8%
2. I have enough information to do my job well.	81.5%	10.6%	7.9%	81.6%	10.5%	8.0%	83.8%	9.3%	7.0%
3. I am given a real opportunity to improve my skills in my organization.	76.4%	13.6%	10.0%	77.6%	13.4%	9.1%	78.6%	13.4%	8.0%
4. I feel encouraged to come up with new and better ways of doing things.	72.5%	15.2%	12.3%	73.5%	14.8%	11.7%	75.1%	14.2%	10.7%
5. I am constantly looking for ways to do my job better.	-	-	-	94.0%	5.2%	0.9%	94.7%	4.8%	0.5%
6. My work gives me a feeling of personal accomplishment.	80.2%	11.7%	8.1%	81.3%	11.7%	7.0%	83.1%	10.7%	6.2%
7. I like the kind of work I do.	85.4%	9.8%	4.8%	85.0%	10.0%	5.0%	87.2%	9.0%	3.8%
8. I know what is expected of me on the job.	83.5%	10.0%	6.5%	83.2%	10.3%	6.5%	84.4%	9.7%	5.8%
9. I have trust and confidence in my supervisor.	76.4%	12.3%	11.4%	77.1%	12.0%	10.9%	79.5%	10.9%	9.5%
10. I recommend my organization as a good place to work.	76.6%	14.2%	9.2%	75.9%	14.6%	9.5%	79.1%	12.8%	8.1%
11. Overall, how good a job do you feel is being done by your immediate supervisor?	76.5%	15.5%	8.0%	77.6%	14.5%	7.8%	78.9%	13.7%	7.4%
12. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	71.7%	18.7%	9.6%	72.3%	17.7%	10.0%	74.9%	16.5%	8.5%
13. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	77.8%	13.5%	8.7%	78.8%	13.3%	7.8%	80.4%	11.9%	7.7%

UNCLASSIFIED//FOUO

E1

UNCLASSIFIED//FOUO

2016 IC Employee Climate Survey Item Results - CIA									
Item	CIA								
	2015			2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
14. My work unit is able to recruit people with the right skills.	56.0%	23.6%	20.4%	52.0%	23.7%	24.4%	51.7%	23.4%	24.9%
15. The skill level in my work unit has improved in the past year.	56.7%	30.7%	12.6%	56.2%	29.7%	14.0%	58.7%	28.9%	12.3%
16. I know how my work relates to the agency's goals and priorities.	90.4%	6.4%	3.2%	90.6%	5.7%	3.6%	91.3%	5.7%	3.0%
17. The work I do is important.	89.7%	7.2%	3.1%	90.2%	6.9%	2.9%	91.0%	6.6%	2.5%
18. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	72.7%	13.0%	14.3%	73.1%	13.4%	13.5%	72.4%	13.8%	13.8%
19. I have sufficient resources (for example, people, materials, budget) to get my job done.	63.4%	14.2%	22.4%	61.4%	14.1%	24.5%	63.1%	13.5%	23.5%
20. Supervisors in my work unit support employee development.	83.3%	10.1%	6.6%	84.5%	9.5%	6.0%	85.7%	9.0%	5.3%
21. My talents are used well in the workplace.	70.5%	14.6%	14.9%	72.0%	13.9%	14.1%	74.4%	12.9%	12.8%
22. My training needs are assessed.	59.4%	22.5%	18.2%	61.2%	22.0%	16.8%	61.6%	22.0%	16.4%
23. Employees in my work unit share job knowledge with each other.	87.5%	7.4%	5.1%	87.4%	7.4%	5.3%	89.3%	6.4%	4.3%
24. Promotions in my work unit are based on merit.	49.8%	26.7%	23.5%	50.1%	25.8%	24.1%	54.2%	25.1%	20.7%
25. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	43.6%	25.8%	30.7%	42.6%	26.3%	31.2%	43.7%	27.6%	28.6%
26. Employees are recognized for providing high quality products and services.	70.7%	15.9%	13.4%	71.1%	15.7%	13.2%	73.9%	14.9%	11.2%

UNCLASSIFIED//FOUO

E2

UNCLASSIFIED//FOUO

**2016 IC Employee Climate Survey
Item Results - CIA**

Item	CIA								
	2015			2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
27. Creativity and innovation are rewarded.	61.3%	23.1%	15.6%	63.2%	22.0%	14.8%	65.7%	21.1%	13.3%
28. My supervisor provides me with constructive suggestions to improve my job performance.	66.1%	20.2%	13.7%	64.9%	20.5%	14.6%	66.1%	19.9%	14.0%
29. In the last six months, my supervisor has talked with me about my performance.	79.6%	10.0%	10.4%	79.6%	9.8%	10.6%	74.7%	11.6%	13.7%
30. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	64.9%	17.0%	18.1%	63.1%	17.2%	19.7%	63.5%	18.5%	18.0%
31. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	77.4%	12.3%	10.3%	78.4%	12.1%	9.5%	81.6%	10.3%	8.1%
32. In my work unit, differences in performance are recognized in a meaningful way.	47.0%	30.8%	22.2%	48.1%	29.9%	22.0%	51.2%	29.5%	19.3%
33. Pay raises depend on how well employees perform their jobs.	30.4%	29.5%	40.2%	30.8%	27.8%	41.4%	33.2%	28.8%	38.1%
34. Awards in my work unit depend on how well employees perform their jobs.	57.0%	22.8%	20.2%	58.4%	21.5%	20.1%	61.0%	21.4%	17.6%
35. My performance appraisal is a fair reflection of my performance.	78.2%	14.0%	7.8%	77.0%	14.9%	8.0%	79.9%	13.2%	7.0%
36. Discussions with my supervisor about my performance are worthwhile.	70.2%	18.2%	11.6%	69.2%	18.2%	12.6%	71.1%	17.8%	11.1%
37. Supervisors work well with employees of different backgrounds.	81.3%	11.8%	6.8%	81.3%	12.1%	6.7%	82.9%	11.2%	5.9%
38. My supervisor is committed to a workforce representative of all segments of society.	81.0%	15.4%	3.6%	82.1%	14.1%	3.8%	84.1%	12.7%	3.2%
39. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	73.0%	19.4%	7.6%	72.4%	19.6%	7.9%	74.1%	19.0%	6.9%

UNCLASSIFIED//FOUO

E3

UNCLASSIFIED//FOUO

2016 IC Employee Climate Survey Item Results - CIA									
Item	CIA								
	2015			2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
40. My supervisor supports my need to balance work and other life issues.	88.9%	7.2%	3.9%	90.4%	6.0%	3.6%	91.5%	5.4%	3.0%
41. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	69.2%	16.7%	14.2%	71.8%	15.0%	13.2%	75.4%	14.3%	10.3%
42. Prohibited Personnel Practices are not tolerated.	83.4%	10.9%	5.7%	84.1%	11.0%	4.9%	86.5%	9.4%	4.1%
43. I have a high level of respect for my organization's senior leaders.	67.3%	21.2%	11.5%	65.7%	19.8%	14.5%	67.2%	22.2%	10.6%
44. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	47.6%	30.5%	21.9%	45.4%	29.4%	25.3%	49.8%	30.0%	20.2%
45. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	69.9%	20.6%	9.5%	69.4%	19.7%	10.9%	70.5%	19.2%	10.3%
46. Employees are protected from health and safety hazards on the job.	87.3%	8.3%	4.3%	86.7%	9.0%	4.3%	86.4%	9.0%	4.7%
47. Employees have a feeling of personal empowerment with respect to work processes.	57.7%	21.1%	21.2%	59.5%	20.4%	20.1%	63.2%	19.1%	17.6%
48. My workload is reasonable.	74.7%	11.5%	13.8%	73.2%	12.8%	14.0%	75.1%	11.5%	13.4%
49. Managers communicate the goals and priorities of the organization.	71.9%	16.3%	11.8%	69.7%	17.3%	12.9%	73.0%	15.9%	11.1%
50. My organization has prepared employees for potential security threats.	69.7%	18.5%	11.8%	68.2%	19.2%	12.6%	73.9%	17.2%	8.9%
51. My supervisor provides me with opportunities to demonstrate my leadership skills.	76.4%	13.8%	9.9%	77.5%	13.1%	9.4%	79.9%	11.8%	8.3%
52. My supervisor listens to what I have to say.	85.8%	8.2%	6.0%	86.6%	7.5%	6.0%	88.0%	6.7%	5.3%

UNCLASSIFIED//FOUO

E4

UNCLASSIFIED//FOUO

**2016 IC Employee Climate Survey
Item Results - CIA**

Item	CIA								
	2015			2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
53. My supervisor treats me with respect.	90.4%	5.8%	3.8%	90.5%	5.6%	3.9%	91.6%	5.1%	3.3%
54. My organization's senior leaders maintain high standards of honesty and integrity.	70.3%	20.0%	9.7%	70.0%	20.4%	9.6%	73.3%	19.1%	7.6%
55. Managers promote communication among different work units (for example, about projects, goals, needed resources).	71.0%	16.8%	12.2%	70.7%	16.7%	12.6%	74.6%	14.6%	10.7%
56. Managers support collaboration across work units to accomplish work objectives.	78.0%	13.6%	8.4%	79.1%	12.8%	8.1%	81.3%	11.7%	7.1%
57. How satisfied are you with the information you receive from management on what's going on in your organization?	63.2%	21.2%	15.6%	61.6%	22.0%	16.5%	66.6%	19.2%	14.2%
58. How satisfied are you with your involvement in decisions that affect your work?	55.6%	25.0%	19.5%	55.4%	24.4%	20.2%	59.0%	23.1%	17.8%
59. How satisfied are you with your opportunity to get a better job in your organization?	53.0%	26.1%	20.9%	53.4%	27.2%	19.4%	57.9%	25.6%	16.5%
60. How satisfied are you with the recognition you receive for doing a good job?	58.2%	24.5%	17.3%	58.1%	24.3%	17.6%	62.0%	22.2%	15.9%
61. How satisfied are you with the policies and practices of your senior leaders?	53.3%	31.6%	15.1%	51.1%	31.6%	17.3%	55.8%	31.7%	12.5%
62. How satisfied are you with the training you receive for your present job?	71.1%	18.3%	10.7%	70.9%	18.9%	10.2%	71.9%	18.2%	9.9%
63. Considering everything, how satisfied are you with your job?	77.4%	12.4%	10.2%	77.2%	12.7%	10.1%	80.5%	11.5%	8.0%
64. Considering everything, how satisfied are you with your pay?	67.7%	16.6%	15.7%	65.9%	17.4%	16.7%	69.8%	15.1%	15.1%
65. Considering everything, how satisfied are you with your organization?	73.0%	15.8%	11.2%	72.1%	15.7%	12.3%	76.9%	14.0%	9.1%

UNCLASSIFIED//FOUO

E5

UNCLASSIFIED//FOUO

2016 IC Employee Climate Survey Item Results - CIA									
Item	CIA								
	2015			2016			2017		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
66. I feel a sense of community (i.e., shared mission and values) with other employees across the IC.	59.6%	25.3%	15.1%	62.1%	24.1%	13.8%	66.2%	22.6%	11.2%
67. Our mission depends on IC agencies and components sharing knowledge and collaborating.	85.9%	10.6%	3.4%	86.5%	10.5%	3.1%	88.1%	9.4%	2.4%
68. I have the opportunity to work directly with members of other IC agencies or components when necessary.	92.2%	6.2%	1.6%	91.8%	6.5%	1.7%	93.1%	5.5%	1.4%
69. My work products are improved when I can collaborate with colleagues from other IC agencies or components.	71.7%	24.5%	3.8%	73.2%	23.2%	3.6%	75.2%	21.8%	3.0%
70. How easy or difficult is it for you to share knowledge and collaborate on work-related matters with members of the IC who are outside your own IC agency or component?	51.0%	33.5%	15.5%	50.2%	34.1%	15.8%	52.1%	33.4%	14.5%

UNCLASSIFIED//FOUO

E6