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**Table 1: Scales Rank-Ordered from the Intelligence Community Employee Climate Survey
With Separate and Combined Rating Results**

Scale	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Negative (%)	Strongly Positive + Positive (%)	Average Rating
Match of Skills with Mission	1.7	4.9	9.7	48.0	35.8	6.6	83.7	4.109
Quality of Teamwork	1.7	5.5	10.2	51.4	31.2	7.1	82.7	4.054
Quality of Supervision	2.7	5.9	13.9	45.5	32.0	8.6	77.5	3.98
Support for Diversity	1.8	3.9	15.6	51.9	26.8	5.7	78.7	3.958
Employee Engagement	2.9	6.8	14.2	45.9	30.2	9.7	76.1	3.936
Best Place to Work	2.3	7.3	13.9	48.2	28.2	9.6	76.5	3.928
Fairness	3.5	6.8	13.5	47.9	28.4	10.3	76.3	3.892
Job Satisfaction	2.6	8.4	15.4	46.1	27.4	11.1	73.6	3.872
Work/Life Balance	2.9	9.3	11.3	52.8	23.6	12.2	76.4	3.847
Training & Development	1.9	8.6	16.0	52.3	21.3	10.5	73.6	3.825
IC Integration	1.5	8.2	24.0	45.0	21.4	9.7	66.4	3.818
Talent Management	2.6	8.7	16.2	50.9	21.7	11.3	72.5	3.803
Leadership	3.0	8.6	18.1	49.7	20.6	11.6	70.3	3.754
Pay	2.9	11.9	15.5	51.7	18.0	14.8	69.7	3.699
Strategic Management	2.5	9.2	20.9	51.7	15.9	11.6	67.5	3.691
Focus of the Culture on Performance	4.7	11.1	18.8	45.2	20.2	15.8	65.4	3.677
Senior Leadership	4.0	11.0	23.4	44.9	16.8	15.0	61.7	3.579
Performance -Based Awards and Advancement	4.7	11.0	21.4	47.6	15.2	15.7	62.9	3.574
Level of Employee Engagement	4.0	14.3	22.9	45.4	13.4	18.3	58.8	3.496

NOTE: Percentages are averages across all items within a specified scale.

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**Table 2: Items Rank-Ordered from the Intelligence Community Employee Climate Survey
With Separate and Combined Rating Results**

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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Strongly Positive + Positive (%)	Average Rating
54. My supervisor treats me with respect.	1.5	2.5	6.0	43.0	47.0	4.0	90.0	4.316
10. I am treated respectfully without regard to my race gender age disability status sexual orientation or cultural background.	1.2	3.1	7.6	39.7	48.5	4.3	88.2	4.314
18. The work I do is important.	0.7	2.6	7.2	45.0	44.5	3.3	89.5	4.299
1. The people I work with cooperate to get the job done.	0.6	3.1	5.8	50.3	40.3	3.7	90.6	4.266
41. My supervisor supports my need to balance work and other life issues.	1.3	3.0	7.6	44.5	43.5	4.3	88.0	4.259
17. I know how my work relates to the agency's goals and priorities .	0.6	2.5	6.2	53.1	37.6	3.1	90.7	4.245
6. I like the kind of work I do.	1.1	3.8	9.8	44.4	40.9	4.9	85.3	4.203
69. Our mission depends on IC agencies and components sharing knowledge and collaborating.	0.8	2.8	10.6	49.1	36.7	3.6	85.8	4.181
53. My supervisor listens to what I have to say.	2.0	4.0	8.3	46.3	39.3	6.0	85.6	4.168
24. Employees in my work unit share job knowledge with each other.	1.2	4.1	7.8	51.4	35.5	5.3	86.9	4.158
46. Employees are protected from health and safety hazards on the job.	0.9	3.1	8.9	58.4	28.7	4.0	87.1	4.109
21. Supervisors in my work unit support employee development.	1.9	4.6	9.8	48.6	35.1	6.5	83.7	4.105

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Item						Strongly Negative +	Strongly Positive +	Average Rating
	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Negative (%)	Positive (%)	
11. Overall how good a job do you feel is being done by your immediate supervisor?	2.6	4.9	15.0	35.6	41.9	7.5	77.5	4.093
31. I am held accountable for achieving results.	0.8	3.0	9.8	61.2	25.3	3.8	86.5	4.072
39. My supervisor is committed to a workforce representative of all segments of society.	1.4	2.1	15.7	50.1	30.7	3.5	80.8	4.068
5. My work gives me a feeling of personal accomplishment.	1.9	6.0	11.4	46.3	34.5	7.9	80.8	4.054
7. I know what is expected of me on the job.	1.4	5.1	10.4	54.6	28.5	6.5	83.1	4.036
38. Supervisors work well with employees of different backgrounds.	2.0	4.9	11.5	54.3	27.3	6.9	81.6	4.000
32. I can disclose a suspected violation of any law rule or regulation without fear of reprisal.	2.8	5.5	11.5	49.5	30.8	8.3	80.3	3.998
9. I recommend my organization as a good place to work.	2.3	6.5	14.2	43.0	33.9	8.8	76.9	3.997
2. I have enough information to do my job well.	1.0	6.6	9.3	61.5	21.7	7.6	83.2	3.964
8. I have trust and confidence in my supervisor.	4.2	7.2	12.1	41.0	35.5	11.4	76.5	3.964
3. I am given a real opportunity to improve my skills in my organization.	1.8	7.0	13.4	48.8	29.0	8.8	77.8	3.963

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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Strongly Positive + Positive (%)	Average Rating
72. My work products are improved when I can collaborate with colleagues from other IC agencies or components.	0.7	4.3	18.4	51.9	24.8	5.0	76.7	3.957
52. My supervisor provides me with opportunities to demonstrate my leadership skills.	2.5	6.6	13.0	49.1	28.8	9.1	77.9	3.950
12. Overall how good a job do you feel is being done by the manager directly above your immediate supervisor?	3.8	5.7	17.5	39.3	33.7	9.5	73.0	3.934
63. Considering everything how satisfied are you with your job?	2.5	7.5	12.9	49.1	28.0	10.0	77.1	3.927
4. I feel encouraged to come up with new and better ways of doing things.	2.7	8.7	14.8	43.5	30.3	11.4	73.8	3.900
13. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	1.2	6.2	12.8	61.7	18.1	7.4	79.8	3.894
71. I have the opportunity to work directly with members of other IC agencies or components when necessary.	0.5	4.1	25.4	46.9	23.2	4.6	70.1	3.881
36. My performance appraisal is a fair reflection of my performance.	2.4	5.6	13.2	59.3	19.5	8.0	78.8	3.880



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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Average Rating
40. Policies and programs promote diversity in the workplace (for example recruiting minorities and women training in awareness of diversity issues mentoring).	2.1	4.6	19.6	51.2	22.5	6.7	3.875
66. Considering everything how satisfied are you with your organization?	2.0	8.0	14.6	52.6	22.8	10.0	3.860
65. Considering everything how satisfied are you with your total compensation (salary bonus benefits etc.)?	1.8	9.4	15.2	51.3	22.4	11.2	3.830
42. Arbitrary action personal favoritism and coercion for partisan political purposes are not tolerated.	4.2	8.1	15.5	46.2	26.0	12.3	3.816
19. Physical conditions (for example noise level temperature lighting cleanliness in the workplace) allow employees to perform their jobs well.	3.1	9.7	13.3	51.8	22.1	12.8	3.802
62. How satisfied are you with the training you receive for your present job?	1.9	7.8	18.6	52.2	19.5	9.7	3.796
37. Discussions with my supervisor about my performance are worthwhile.	3.9	7.5	17.8	48.8	22.0	11.4	3.776

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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Average Rating
55. My organization's senior leaders maintain high standards of honesty and integrity.	3.6	6.7	20.6	47.6	21.6	10.3	3.768
50. My organization has prepared employees for potential security threats.	1.7	8.6	17.8	55.4	16.5	10.3	3.764
45. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	2.1	7.1	18.8	57.3	14.7	9.2	3.756
22. My talents are used well in the workplace.	4.3	9.6	13.8	51.1	21.3	13.9	3.755
56. Managers promote communication among different work units (for example about projects goals needed resources.	3.2	9.2	17.1	52.6	17.9	12.4	3.728
48. My workload is reasonable.	3.0	9.7	12.3	62.2	12.8	12.7	3.720
27. Employees are recognized for providing high quality products and services. products and services to customers.	3.5	9.6	16.6	53.0	17.3	13.1	3.709
49. Managers communicate the goals and priorities of the organization.	3.1	9.4	16.3	56.7	14.5	12.5	3.700
64. Considering everything how satisfied are you with your pay?	2.9	11.9	15.5	51.7	18.0	14.8	3.699



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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Strongly Positive + Positive (%)	Average Rating
51. My leadership encourages and respects alternative points of view and recommendations.	3.6	9.8	18.8	50.1	17.7	13.4	67.8	3.686
43. I have a high level of respect for my organization's senior leaders.	4.0	9.1	21.3	46.3	19.3	13.1	65.6	3.677
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).	4.7	11.6	16.7	49.9	17.2	16.3	67.1	3.632
57. How satisfied are you with the information you receive from management on what's going on in your organization?	2.4	12.6	21.4	49.6	14.1	15.0	63.7	3.604
16. The skill level in my work unit has improved in the past year.	2.4	10.3	29.8	40.7	16.8	12.7	57.5	3.591
23. My training needs are assessed.	3.0	12.8	22.7	46.6	14.9	15.8	61.5	3.575
20. I have sufficient resources (for example people materials budget) to get my job done.	4.3	15.3	14.1	51.7	14.6	19.6	66.3	3.572
28. Creativity and innovation are rewarded.	4.3	11.1	23.9	45.0	15.8	15.4	60.8	3.568
68. I feel a sense of community (i.e. shared mission and values) with other employees across the IC.	2.6	12.2	25.0	46.5	13.8	14.8	60.3	3.568

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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Strongly Positive + Positive (%)	Average Rating
29. My supervisor sets and revises my performance objectives as needed during the performance cycle.	4.5	13.1	20.2	47.5	14.8	17.6	62.3	3.551
14. My work unit is able to RECRUIT people with the right skills.	4.1	13.0	22.1	47.0	13.8	17.1	60.8	3.535
60. How satisfied are you with the recognition you receive for doing a good job?	4.0	13.1	23.6	44.9	14.4	17.1	59.3	3.525
58. How satisfied are you with your involvement in decisions that affect your work?	3.4	13.9	24.2	45.2	13.2	17.3	58.4	3.510
47. Employees have a feeling of personal empowerment with respect to work processes.	4.6	14.7	21.6	45.6	13.6	19.3	59.2	3.490
73. My supervisor emphasizes collaboration and information sharing with other IC agencies or components.	2.1	13.7	35.0	37.4	11.9	15.8	49.3	3.433
61. How satisfied are you with the policies and practices of your senior leaders?	4.0	11.3	32.1	43.1	9.6	15.3	52.7	3.430
59. How satisfied are you with your opportunity to get a better job in your organization?	5.9	13.4	26.6	41.1	13.0	19.3	54.1	3.419



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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Strongly Positive + Positive (%)	Average Rating
35. Awards in my work unit depend on how well employees perform their jobs.	6.3	13.6	24.9	44.1	11.1	19.9	55.2	3.400
15. My work unit is able to RETAIN people with the right skills.	6.1	16.5	23.5	42.3	11.7	22.6	54.0	3.371
25. Promotions in my work unit are based on merit.	8.1	13.4	24.6	42.4	11.4	21.5	53.8	3.356
44. In my organization senior leaders generate high levels of motivation and commitment in the workforce.	5.8	15.6	30.2	36.1	12.3	21.4	48.4	3.334
33. In my work unit differences in performance are recognized in a meaningful way.	4.4	18.2	30.6	38.1	8.8	22.6	46.9	3.287
74. 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?	2.9	27.1	27.3	28.1	14.5	30.0	42.6	3.242
26. In my work unit steps are taken to deal with a poor performer who cannot or will not improve.	9.5	18.2	27.1	37.2	8.1	27.7	45.3	3.160
34. Pay raises depend on how well employees perform their jobs.	14.0	24.3	29.3	26.7	5.7	38.3	32.4	2.857



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Item	Strongly Negative (%)	Negative (%)	Neutral (%)	Positive (%)	Strongly Positive (%)	Strongly Negative + Positive (%)	Strongly Positive + Positive (%)	Average.R ating
67. In comparison with people in similar jobs in the private sector I feel my total compensation (salary bonus benefits etc.) is ...	16.5	39.3	25.9	14.4	3.9	55.8	18.3	2.498

NOTES:

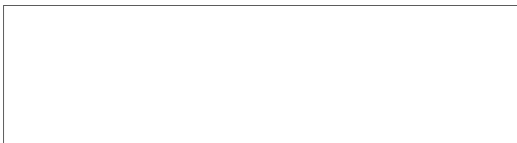
Unless specified below, all items use the scale: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

Items 11 & 12 use the scale: (1) very poor, (2) poor, (3) fair, (4) good, and (5) very good.

Items 57-66 use the scale: (1) very dissatisfied, (2) dissatisfied, (3) neither, (4) satisfied, and (5) very satisfied.

Item 67 uses the scale: (1) much less, (2) somewhat less, (3) the same, (4) somewhat more, and (5) much more.

Item 68 uses the scale: (1) very difficult, (2) difficult, (3) neither, (4) easy, and (5) very easy.



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