

<b>(U) 2016 NRO Climate Survey OEEO&amp;DM's Item Level Results</b>		
<b>Tab Order:</b>	<b>Tab Name:</b>	<b>Description</b>
<b>1</b>	<b>Index Definitions</b>	The indices and sub-indices that comprise the NRO Climate Survey.
<b>2</b>	<b>Government Item Scores</b>	Percent favorable, unfavorable, and neutral for all opinion items that government respondents answered.
<b>3</b>	<b>Group Counts</b>	Number of government and military personnel in OEEO&DM.
<b>4</b>	<b>Comments</b>	Comments sortable by Employee Type and/or Index

**\*Notes:** Tab 2 also contains index data following the opinion item section.  
 OEEO&DM does not have any contractors to complete the 2016 survey.  
 Items that do not align to an NRO index were intentionally left blank.

**(U) Index Definitions****\*The following graphic is classified: Unclassified**

Index and Items	Definition
Development & Training 41-48	This index measures personnel perceptions concerning the NRO's ability to provide career development opportunities, support skill enhancement, and the degree to which employees see themselves as being fully utilized and developed.
Diversity & EEO 73-87	This NRO-unique index measures perceptions of interactions in the workplace among a diverse mix of personnel and Equal Employment Opportunity with regard to discrimination, harassment, and reprisal.
Employee Engagement 4, 5, 10, 13, 18, 20, 21, 23, 24, 26, 28, 42, 45, 62, 70	This index, developed by the Office of Personnel Management, assesses the critical conditions conducive to providing an environment that encourages passionate, energetic, and dedicated personnel; including personnel perceptions of leadership, supervisor – subordinate relationships, and intrinsic work experiences.
Innovation 62-65	This index assesses personnel attempts to innovate, encouragement for innovation, and leadership follow through on innovative ideas.
Leadership 1-24	This index measures the degree to which supervisors, managers, and senior leaders are perceived as trustworthy, respected, motivating, and effective overall.
Top 3 Leadership 1-3	This index assesses personnel perceptions regarding the top 3 senior leaders (DNRO, PDDNRO, DDNRO) at the NRO.
D and O Leadership 4-11	This index measures personnel perceptions regarding leadership at the Directorate or Office level (i.e., Director and Deputy Director).
Managers 12-18	This index measures attitudes regarding managers (those individuals in management positions who supervise one or more supervisors) at the NRO.
My Supervisor 19-24	This NRO-unique index captures personnel perceptions of their immediate supervisors and team leaders.
My Job 25-33	This NRO-unique index measures personnel perceptions regarding their jobs and their work, including liking their work, understanding job expectations, and having or being able to obtain the necessary information and resources to perform their job duties
Performance Management 49-61	This index measures personnel perceptions of accountability, linkage between pay and performance, link between promotions and performance, recognition and awards, and the performance appraisal process.
Work Unit 34-40	This index reflects personnel opinions of their work unit, including cooperation, information sharing, skill level, productivity, and retention.

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2016 Survey Items - Government Only	EE*	Index	Unfavorable	Neutral	Favorable
1. The NRO's top leaders (DNRO, PDDNRO, DDNRO) generate high levels of motivation and commitment in the workforce.		Top 3	9%	27%	64%
2. The NRO's top leaders (DNRO, PDDNRO, DDNRO) maintain high standards of honesty and integrity.		Top 3	10%	30%	60%
3. Overall, how good a job do you feel is being done by the NRO's top leaders (DNRO, PDDNRO, DDNRO)?		Top 3	0%	9%	91%
4. I have a high level of respect for my organization's senior leaders.	EE	D/O Lead	45%	9%	45%
5. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	EE	D/O Lead	36%	36%	27%
6. Employees have a feeling of personal empowerment with respect to work processes.		D/O Lead	27%	36%	36%
7. Leadership is consistent in following defined organizational processes and procedures.		D/O Lead	36%	36%	27%
8. My leadership encourages and respects alternative points of view and recommendations.		D/O Lead	36%	18%	45%
9. Leadership communicates openly and honestly with me.		D/O Lead	36%	45%	18%
10. My organization's senior leaders maintain high standards of honesty and integrity.	EE	D/O Lead	36%	36%	27%
11. Overall, how good a job do you feel is being done by your D and O leadership in OEEO&DM?		D/O Lead	64%	9%	27%
12. Managers review and evaluate the organization's progress toward meeting its goals and objectives.		Managers	9%	45%	45%
13. Managers communicate the goals and priorities of the organization.	EE	Managers	18%	36%	45%
14. Managers promote communication among different work units (for example, about projects, goals, needed resources).		Managers	18%	36%	45%
15. Managers support collaboration across work units to accomplish work objectives.		Managers	18%	36%	45%
16. Management encourages and respects alternative points of view and recommendations.		Managers	30%	20%	50%
17. I can express my opinion and raise concerns to any level of management, without fear of reprisal.		Managers	36%	36%	27%
18. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	EE	Managers	30%	30%	40%
19. My supervisor provides me with opportunities to demonstrate my leadership skills.		My Sup	18%	36%	45%
20. My supervisor listens to what I have to say.	EE	My Sup	36%	27%	36%
21. My supervisor treats me with respect.	EE	My Sup	27%	27%	45%

22. My supervisor supports my need to balance work and other life issues.		My Sup	18%	18%	64%
23. I have trust and confidence in my supervisor.	EE	My Sup	36%	27%	36%
24. Overall, how good a job do you feel is being done by your immediate supervisor?	EE	My Sup	36%	27%	36%
25. I have enough information to do my job well.		My Job	10%	10%	80%
26. My work gives me a feeling of personal accomplishment.	EE	My Job	10%	20%	70%
27. I like the kind of work I do.		My Job	9%	36%	55%
28. I know what is expected of me on the job.	EE	My Job	9%	18%	73%
29. I have sufficient resources (for example, people, materials, budget) to get my job done.		My Job	27%	0%	73%
30. The work I do is important.		My Job	9%	0%	91%
31. My workload is reasonable.		My Job	18%	9%	73%
32. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.		My Job	0%	9%	91%
33. Employees are protected from health and safety hazards on the job.		My Job	9%	0%	91%
34. The people I work with cooperate to get the job done.		Work Unit	27%	27%	45%
35. My work unit is able to recruit people with the right skills.		Work Unit	30%	50%	20%
36. My work unit is able to retain people with the right skills.		Work Unit	45%	18%	36%
37. The skill level in my work unit has improved in the past year.		Work Unit	18%	45%	36%
38. Employees in my work unit share job knowledge with each other.		Work Unit	27%	0%	73%
39. My work unit produces high quality products and services.		Work Unit	18%	9%	73%
40. I recommend my D and O as a good place to work.		Work Unit	27%	45%	27%
41. I am given a real opportunity to improve my skills in my organization.		Dev & Training	10%	0%	90%
42. Supervisors in my work unit support employee development.	EE	Dev & Training	10%	10%	80%
43. I receive career planning guidance (e.g., from a supervisor, mentor, career counseling center, parent element leadership).		Dev & Training	40%	10%	50%
44. Government employees at the NRO have the opportunity to develop their leadership and management skills.		Dev & Training	10%	10%	80%
45. My talents are used well in the workplace.	EE	Dev & Training	10%	20%	70%
46. My training needs are assessed.		Dev & Training	40%	20%	40%
47. I am building skills that will help me succeed in my current position at the NRO.		Dev & Training	10%	0%	90%
48. I am building skills that will help me succeed in the long term.		Dev & Training	10%	0%	90%
49. Promotions in my work unit are based on merit.		Perf Mngt	33%	50%	17%
50. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.		Perf Mngt	67%	11%	22%
51. Employees are recognized for providing high quality products and services.		Perf Mngt	11%	11%	78%

52. I am held accountable for achieving results.		Perf Mngt	0%	0%	100%
53. In my work unit, differences in performance are recognized in a meaningful way.		Perf Mngt	22%	67%	11%
54. Pay raises depend on how well employees perform their jobs.		Perf Mngt	29%	71%	0%
55. Awards in my work unit depend on how well employees perform their jobs.		Perf Mngt	22%	11%	67%
56. My performance appraisal is a fair reflection of my performance.		Perf Mngt	0%	22%	78%
57. Discussions with my supervisor about my performance are worthwhile.		Perf Mngt	33%	0%	67%
58. My supervisor provides me with constructive suggestions to improve my job performance.		Perf Mngt	30%	20%	50%
59. In the last six months, my supervisor has talked with me about my performance.		Perf Mngt	10%	30%	60%
60. My supervisor sets and revises my performance objectives as needed during the performance cycle.		Perf Mngt	30%	30%	40%
61. 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).		Perf Mngt	11%	11%	78%
62. I feel encouraged to come up with new and better ways of doing things.	EE	Innovation	30%	10%	60%
63. Creativity and innovation are rewarded.		Innovation	22%	44%	33%
64. I am constantly looking for ways to do my job better.		Innovation	0%	0%	100%
65. Leadership follows through on implementing sound improvement items.		Innovation	29%	71%	0%
66. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.			10%	10%	80%
67. The results of the 2015 NRO Employee Climate Survey for my D and O were shared or made available to me.			0%	10%	90%
68. The information collected in surveys and other forms of employee input is used to make improvements at the NRO.			13%	25%	63%
69. The NRO is successful at accomplishing its mission.			0%	0%	100%
70. I know how my work relates to the agency's goals and priorities.	EE		10%	10%	80%
71. My organization has prepared employees for potential security threats.			0%	10%	90%
72. I recommend my organization as a good place to work.			10%	40%	50%
73. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.		EEO	40%	10%	50%
74. NRO leadership values diversity in the workforce.		EEO	10%	20%	70%
75. Supervisors work well with employees of different backgrounds.		EEO	10%	20%	70%
76. My supervisor is committed to a workforce representative of all segments of society.		EEO	0%	44%	56%

77. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	EEO	20%	10%	70%
78. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	EEO	30%	0%	70%
79. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	EEO	38%	38%	25%
80. My management addresses workplace conflict in a timely, appropriate, and effective manner.	EEO	67%	11%	22%
81. Qualified individuals are selected for promotion regardless of their race, color, religion, national origin, sex, age or disability.	EEO	10%	30%	60%
82. Discrimination or harassment based on race, color, religion, national origin, sex, age, or disability is not tolerated in my work unit.	EEO	30%	30%	40%
83. Management at all levels does not condone discriminatory or harassing behavior.	EEO	22%	22%	56%
84. I can oppose discrimination or harassment, file an equal opportunity complaint, or participate in an equal opportunity process without fear of reprisal.	EEO	11%	22%	67%
85. Management at all levels demonstrates their commitment to preventing discrimination and harassment.	EEO	20%	20%	60%
86. I understand my responsibilities under the NRO's Anti-harassment policy.	EEO	0%	0%	100%
87. Prohibited Personnel Practices are not tolerated.	EEO	11%	11%	78%
88. How satisfied are you with your involvement in decisions that affect your work?		30%	40%	30%
89. How satisfied are you with your opportunity to get a better job in your organization?		30%	20%	50%
90. How satisfied are you with the recognition you receive for doing a good job?		30%	10%	60%
91. How satisfied are you with the training you receive for your present job?		0%	10%	90%
92. Considering everything, how satisfied are you with your pay?		20%	20%	60%
93. How satisfied are you with the information you receive from management on what's going on in your organization?		20%	40%	40%
94. How satisfied are you with the policies and practices of your senior leaders?		20%	40%	40%
95. Considering everything, how satisfied are you with your job?		20%	30%	50%
96. Considering everything, how satisfied are you with your organization?		20%	30%	50%
97. I feel a sense of community (i.e., shared mission and values) with other employees across the IC.		10%	10%	80%
98. Our mission depends on IC agencies and components sharing knowledge and collaborating.		0%	10%	90%

100. I have the opportunity to work directly with members of other IC agencies or components when necessary.			0%	0%	100%
101. My work products are improved when I can collaborate with colleagues from other IC agencies or components.			0%	38%	63%
102. 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?			13%	38%	50%
103. How often do you share knowledge and collaborate on work-related matters with members of the IC who are outside your own IC agency or component?			13%	50%	38%
124. Overall, how good a job do you feel is being done by the senior leadership at your location?			N/A	N/A	N/A
126. My Joint Duty qualifying experience increased my understanding of the importance of intelligence integration.			0%	0%	100%
127. As a result of my Joint Duty qualifying experience, I feel a stronger sense of community with employees across the IC.			0%	25%	75%

Government (Civilian & Military)			
Indices	Unfavorable	Neutral	Favorable
Development & Training	18%	9%	74%
Diversity & EEO	21%	19%	60%
Employee Engagement	25%	23%	52%
Innovation	20%	31%	48%
Leadership	28%	29%	43%
My Job	11%	11%	77%
Performance Management	23%	26%	51%
Work Unit	28%	28%	44%
Sub-Indices	Unfavorable	Neutral	Favorable
Top 3 Leadership	6%	22%	72%
D and O Leadership	40%	28%	32%
Managers	23%	34%	43%
My Supervisor	29%	27%	44%

Government - ODNI IC Indices			
Indices	Unfavorable	Neutral	Favorable
Employee Engagement	25%	23%	52%
IC Integration	6%	24%	70%
Job Satisfaction	21%	27%	52%
Leadership	23%	27%	50%
Performance Culture	22%	26%	52%
Recruitment, Development, & Retention	17%	16%	67%

(U) EE\* = Employee Engagement

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Employee Type	Count
Government	
Civilian	
Military	
Total	

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