(U) 2017 NRO Climate Survey
Office of Equal Employment
Opportunity & Diversity Management
(OEEO&DM)

August 2017
(U) Survey Overview

Purpose & Content

Purpose
Assess organizational climate, employee satisfaction, and employee engagement

Content
- Development & Training
- Diversity & EEO
- Employee Engagement
- Performance Management
- Inclusion Quotient
- Leadership
- Innovation
- My Job
- Work Unit

Timeframe
1 May – 2 June 2017

OEEO&DM Response Rates

What's new for 2017?

Significance Testing
Five Year Trend
Inclusion Quotient

Reporting & Interpreting the Data

The 5-point response scale is collapsed into 3 categories and reported in terms of percent favorable, which combines the “Agree” and “Strongly Agree” responses.

High
Moderate
Low
Favorable
Agree
Strongly Agree

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Graphics are U/FOUO
(U) Dashboard Summary
(Government Only)

Timeframe: 1 May – 2 June 2017

OEEO&DM Government Response Rate

Percent of staff who...

- Feel NRO successful at accomplishing mission: 86%
- Know how their work relates to NRO goals and priorities: 50%
- Recommend NRO as a good place to work: 58%

Work Unit | Performance Management | Leadership | Innovation | Inclusion Quotient | My Job | Employee Engagement | Development & Training | Diversity & EEO
-----------|------------------------|-----------|------------|-------------------|--------|--------------------|-----------------------|---------------------
54%        | 59%                    | 62%       | 64%        | 65%               | 66%    | 67%                | 74%                   | 74%                 

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(U) Index Trends
(Government Only)

- Diversity & EEO
  - 2013: 88%
  - 2014: 92%
  - 2015: 90%
  - 2016: 77%
  - 2017: 61%

- Development & Training
  - 2013: 84%
  - 2014: 89%
  - 2015: 85%
  - 2016: 71%
  - 2017: 68%

- Employee Engagement
  - 2013: 87%
  - 2014: 78%
  - 2015: 88%
  - 2016: 52%
  - 2017: 67%

- My Job
  - 2013: 94%
  - 2014: 81%
  - 2015: 66%
  - 2016: 74%
  - 2017: 62%

- Inclusion Quotient
  - 2013: 84%
  - 2014: 89%
  - 2015: 85%
  - 2016: 71%
  - 2017: 68%

- Leadership
  - 2013: 90%
  - 2014: 98%
  - 2015: 94%
  - 2016: 43%
  - 2017: 54%

- Performance Management
  - 2013: 61%
  - 2014: 68%
  - 2015: 51%
  - 2016: 59%
  - 2017: 54%

- Work Unit
  - 2013: 86%
  - 2014: 93%
  - 2015: 81%
  - 2016: 44%
  - 2017: 54%

Graphics are U/FOUO
(U) Multiple Levels of Leadership

(Government Only)

- (U) The survey captures perceptions regarding multiple levels of leadership at the NRO.

With the exception of Supervisors, all leadership sub-indices fall substantially below the NRO scores.
(U) The Inclusion Quotient (IQ)

<table>
<thead>
<tr>
<th>Overall IQ</th>
<th>2013</th>
<th>2014</th>
<th>2015*</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceptions of equitable treatment, support for diversity, collaboration, work-life balance, and available resources.</td>
<td>84</td>
<td>89</td>
<td>85</td>
<td>51</td>
<td>65</td>
</tr>
<tr>
<td>Fair</td>
<td>57</td>
<td>69</td>
<td>81</td>
<td>41</td>
<td>54</td>
</tr>
<tr>
<td>Are all employees treated equitably?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open</td>
<td>91</td>
<td>95</td>
<td>91</td>
<td>57</td>
<td>68</td>
</tr>
<tr>
<td>Does management support diversity in all ways?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperative</td>
<td>100</td>
<td>92</td>
<td>94</td>
<td>45</td>
<td>67</td>
</tr>
<tr>
<td>Does management encourage communication and collaboration?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive</td>
<td>88</td>
<td>100</td>
<td>76</td>
<td>51</td>
<td>81</td>
</tr>
<tr>
<td>Do supervisors value employees?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering</td>
<td>95</td>
<td>95</td>
<td>91</td>
<td>62</td>
<td>56</td>
</tr>
<tr>
<td>Do employees have the resources and support needed to excel?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*(U) Note: Four new items were added to the index in 2015 (within the Cooperative, Supportive, and Fair subcategories).
(U) Greatest Significant Differences (Government Only)

- (U) Analyses were conducted to determine statistically significant differences between items in 2016 and 2017. Trend data is provided as a reference.

- (U//FOUO) There were only three items that demonstrated a statistically significant difference from 2016 to 2017.

20. My supervisor listens to what I have to say.

21. My supervisor treats me with respect.

1. The NRO's top leaders (DNRO, PDDNRO, DDNRO) generate high levels of motivation and commitment in the workforce.

Graphic is U//FOUO
(U) Climate Survey Benchmarks

- (U) The IC Employee Climate Survey and Federal Employee Viewpoint Survey (FEVS) are administered to government staff annually.

(U) Note: Data will be updated for FEVS when available.
(U) *IC Integration is not included in the FEVS.

(U) OEOE&DM falls below all IC 2017 scores with the exception of Talent Management.
(U) Conclusion

- (U//FOUO) The majority of OEEO&DM's scores fall below the 2017 IC indices.

- (U//FOUO) Job and NRO satisfaction scores remain significantly lower in 2017 than in 2015.

- (U//FOUO) 45 percent of employees recommend OEEO&DM as a good place to work, a decrease of 55 percentage points since 2013.
(U) Next Steps

- (U) Disseminate survey results to your workforce.
- (U) Launch Action Planning process in September by selecting **one or two target areas** from the survey.
  - Dig deeper to understand the focus area(s).
  - Brainstorm actionable solutions.
  - Complete Progress Checks as requested.
- (U) Performance Management will be the focus area for enterprise-wide Action Planning.
(U) Backup Slides
(U) Lowest Scoring Index
Work Unit – Government Only

<table>
<thead>
<tr>
<th>Work Unit Items</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>34. The people I work with cooperate to get the job done.</td>
<td>93</td>
<td>100</td>
<td>94</td>
<td>45</td>
<td>67</td>
</tr>
<tr>
<td>35. My work unit is able to recruit people with the right skills.</td>
<td>75</td>
<td>86</td>
<td>69</td>
<td>20</td>
<td>50</td>
</tr>
<tr>
<td>36. My work unit is able to retain people with the right skills.</td>
<td>73</td>
<td>79</td>
<td>63</td>
<td>36</td>
<td>33</td>
</tr>
<tr>
<td>37. The skill level in my work unit has improved in the past year.</td>
<td>73</td>
<td>85</td>
<td>56</td>
<td>36</td>
<td>50</td>
</tr>
<tr>
<td>38. Employees in my work unit share job knowledge with each other.</td>
<td>100</td>
<td>100</td>
<td>88</td>
<td>73</td>
<td>67</td>
</tr>
<tr>
<td>39. My work unit produces high quality products and services.</td>
<td>86</td>
<td>100</td>
<td>100</td>
<td>73</td>
<td>67</td>
</tr>
<tr>
<td>40. I recommend my D and O as a good place to work.</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>27</td>
<td>45</td>
</tr>
</tbody>
</table>

Index Score: 86, 93, 81, 44, 54

- (U//FOUO) Items are ranked from highest to lowest based on their 2017 score.
- (U//FOUO) The Work Unit index increased in 2017 and now scores in the “moderate” range.
- (U//FOUO) The item with the largest increase (+30%) between 2016 and 2017 pertained to recruiting employees with the right skills.

![Bar chart showing index scores]

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(U) Lowest Scoring Index
Work Unit – Government Only

40. I recommend my D and O as a good place to work.

34. The people I work with cooperate to get the job done.

38. Employees in my work unit share job knowledge with each other.

39. My work unit produces high quality products and services.

35. My work unit is able to recruit people with the right skills.

36. My work unit is able to retain people with the right skills.

37. The skill level in my work unit has improved in the past year.