

<b>(U) 2017 NRO Climate Survey OEEO&amp;DM Item Level Results</b>		
<b>Tab Order:</b>	<b>Tab Name:</b>	<b>Description</b>
1	<b>Index Definitions</b>	The indices and sub-indices that comprise the NRO Climate Survey.
2	<b>Government Item Scores</b>	Percentage of government civilian respondents that answered favorable, unfavorable, and neutral for all opinion items for the 2015-2017 survey administrations.
3	<b>Group Count</b>	Number of government civilian personnel in OEEO&DM.
4	<b>Comments</b>	Comments sortable by Employee Type and/or Index.

**\*Notes:** Tab 2 also contains index data following the opinion item section.  
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
<b>Development &amp; Training</b> 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.
<b>Employee Engagement (EE*)</b> 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.
<b>Inclusion Quotient (IQ*)</b> 6, 14, 15, 20, 21, 22, 25, 45, 50, 53, 55, 58, 59, 62, 63, 73, 74, 75, 77, 79	This index, developed by the Office of Personnel Management, measures perceptions of equitable treatment, support for diversity, collaboration, work-life balance, and available resources.
<b>Diversity &amp; EEO</b> 73 - 80, 84	This 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.
<b>Innovation</b> 62 - 65	This index assesses personnel attempts to innovate, encouragement for innovation, and leadership follow through on innovative ideas.
<b>Leadership</b> 1 - 24	This index measures the degree to which supervisors, managers, and senior leaders are perceived as trustworthy, respected, motivating, and effective overall.
<b>Top 3 Leadership</b> 1 - 3	This index assesses personnel perceptions regarding the Top 3 senior leaders (DNRO, PDDNRO, DDNRO) at the NRO.
<b>D and O Leadership</b> 4 - 11	This index measures personnel perceptions regarding leadership at the Directorate or Office level (i.e., Director and Deputy Director).
<b>Managers</b> 12 - 18	This index measures attitudes regarding managers (those individuals in management positions who supervise one or more supervisors) at the NRO.
<b>My Supervisor</b> 19 - 24	This index captures personnel perceptions of their immediate supervisors and team leaders.
<b>My Job</b> 25 - 33	This 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.
<b>Performance Management</b> 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.
<b>Work Unit</b> 34 - 40	This index reflects personnel opinions of their work unit, including cooperation, information sharing, skill level, productivity, and retention.

Item Number	2017 Survey Items - Government Only	Index	EE*	IQ*	2015 Item Results			2016 Item Results			2017 Item Results		
					Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable
1	The NRO's top leaders (DNRO, PDDNRO, DDNRO) generate high levels of motivation and commitment in the workforce.	Top 3			0%	0%	100%	9%	27%	64%	33%	50%	17%
2	The NRO's top leaders (DNRO, PDDNRO, DDNRO) maintain high standards of honesty and integrity.	Top 3			0%	0%	100%	10%	30%	60%	27%	36%	36%
3	Overall, how good a job do you feel is being done by the NRO's top leaders (DNRO, PDDNRO, DDNRO)?	Top 3			0%	0%	100%	0%	9%	91%	18%	27%	55%
4	I have a high level of respect for my organization's senior leaders.	D/O Lead	EE		0%	0%	100%	45%	9%	45%	25%	17%	58%
5	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	D/O Lead	EE		0%	6%	94%	36%	36%	27%	42%	17%	42%
6	Employees have a feeling of personal empowerment with respect to work processes.	D/O Lead		IQ	0%	0%	100%	27%	36%	36%	42%	17%	42%
7	My senior leadership is consistent in following defined organizational processes and procedures.	D/O Lead			0%	0%	100%	36%	36%	27%	25%	8%	67%
8	My senior leadership encourages and respects alternative points of view and recommendations.	D/O Lead			0%	6%	94%	36%	18%	45%	17%	25%	58%
9	My senior leadership communicates openly and honestly with me.	D/O Lead			0%	0%	100%	36%	45%	18%	25%	17%	58%
10	My organization's senior leaders maintain high standards of honesty and integrity.	D/O Lead	EE		0%	0%	100%	36%	36%	27%	25%	17%	58%
11	Overall, how good a job do you feel is being done by your D and O leadership in OEEO&DM?	D/O Lead			0%	0%	100%	64%	9%	27%	17%	33%	50%
12	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Managers			0%	7%	93%	9%	45%	45%	8%	42%	50%
13	Managers communicate the goals and priorities of the organization.	Managers	EE		0%	6%	94%	18%	36%	45%	8%	42%	50%
14	Managers promote communication among different work units (for example, about projects, goals, needed resources).	Managers		IQ	6%	0%	94%	18%	36%	45%	17%	17%	67%
15	Managers support collaboration across work units to accomplish work objectives.	Managers		IQ	0%	6%	94%	18%	36%	45%	17%	17%	67%
16	Managers encourages and respects alternative points of view and recommendations.	Managers			0%	0%	100%	30%	20%	50%	8%	8%	83%
17	I can express my opinion and raise concerns to any level of management, without fear of reprisal.	Managers			0%	13%	88%	36%	36%	27%	17%	17%	67%
18	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	Managers	EE		0%	7%	93%	30%	30%	40%	17%	17%	67%
19	My supervisor provides me with opportunities to demonstrate my leadership skills.	My Sup			0%	0%	100%	18%	36%	45%	8%	8%	83%
20	My supervisor listens to what I have to say.	My Sup	EE	IQ	0%	25%	75%	36%	27%	36%	8%	0%	92%
21	My supervisor treats me with respect.	My Sup	EE	IQ	0%	13%	88%	27%	27%	45%	0%	0%	100%

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22	My supervisor supports my need to balance work and other life issues.	My Sup		IQ	0%	0%	100%	18%	18%	64%	8%	8%	83%
23	I have trust and confidence in my supervisor.	My Sup	EE		0%	19%	81%	36%	27%	36%	17%	17%	67%
24	Overall, how good a job do you feel is being done by your immediate supervisor?	My Sup	EE		0%	25%	75%	36%	27%	36%	17%	8%	75%
25	I have enough information to do my job well.	My Job		IQ	0%	6%	94%	10%	10%	80%	33%	8%	58%
26	My work gives me a feeling of personal accomplishment.	My Job	EE		6%	25%	69%	10%	20%	70%	17%	25%	58%
27	I like the kind of work I do.	My Job			13%	0%	88%	9%	36%	55%	17%	17%	67%
28	I know what is expected of me on the job.	My Job	EE		0%	13%	88%	9%	18%	73%	25%	17%	58%
29	I have sufficient resources (for example, people, materials, budget) to get my job done.	My Job			0%	13%	88%	27%	0%	73%	42%	8%	50%
30	The work I do is important.	My Job			0%	6%	94%	9%	0%	91%	0%	17%	83%
31	My workload is reasonable.	My Job			0%	13%	88%	18%	9%	73%	33%	25%	42%
32	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	My Job			0%	0%	100%	0%	9%	91%	0%	8%	92%
33	Employees are protected from health and safety hazards on the job.	My Job			0%	0%	100%	9%	0%	91%	8%	8%	83%
34	The people I work with cooperate to get the job done.	Work Unit			0%	6%	94%	27%	27%	45%	17%	17%	67%
35	My work unit is able to recruit people with the right skills.	Work Unit			13%	19%	69%	30%	50%	20%	33%	17%	50%
36	My work unit is able to retain people with the right skills.	Work Unit			19%	19%	63%	45%	18%	36%	33%	33%	33%
37	The skill level in my work unit has improved in the past year.	Work Unit			0%	44%	56%	18%	45%	36%	17%	33%	50%
38	Employees in my work unit share job knowledge with each other.	Work Unit			0%	13%	88%	27%	0%	73%	17%	17%	67%
39	My work unit produces high quality products and services.	Work Unit			0%	0%	100%	18%	9%	73%	0%	33%	67%
40	I recommend my D and O as a good place to work.	Work Unit			0%	0%	100%	27%	45%	27%	45%	9%	45%
41	I am given a real opportunity to improve my skills in the NRO.	Dev & Training			0%	6%	94%	10%	0%	90%	0%	25%	75%
42	Supervisors in my work unit support employee development.	Dev & Training	EE		0%	0%	100%	10%	10%	80%	0%	17%	83%
43	I receive career planning guidance (e.g., from a supervisor, mentor, career counseling center, parent element leadership).	Dev & Training			0%	56%	44%	40%	10%	50%	25%	8%	67%
44	Government employees at the NRO have the opportunity to develop their leadership and management skills.	Dev & Training			0%	0%	100%	10%	10%	80%	0%	25%	75%
45	My talents are used well in the workplace.	Dev & Training	EE	IQ	6%	13%	81%	10%	20%	70%	17%	17%	67%
46	My training needs are assessed.	Dev & Training			0%	44%	56%	40%	20%	40%	25%	8%	67%
47	I am building skills that will help me succeed in my current position at the NRO.	Dev & Training			0%	13%	88%	10%	0%	90%	0%	8%	92%
48	I am building skills that will help me succeed in the long term.	Dev & Training			0%	6%	94%	10%	0%	90%	8%	25%	67%
49	Promotions in my work unit are based on merit.	Perf Mgmt			27%	13%	60%	33%	50%	17%	20%	30%	50%

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50	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Perf Mgmt		IQ	7%	27%	67%	67%	11%	22%	22%	56%	22%
51	Employees are recognized for providing high quality products and services.	Perf Mgmt			0%	6%	94%	11%	11%	78%	9%	18%	73%
52	I am held accountable for achieving results.	Perf Mgmt			0%	19%	81%	0%	0%	100%	0%	25%	75%
53	In my work unit, differences in performance are recognized in a meaningful way.	Perf Mgmt		IQ	0%	19%	81%	22%	67%	11%	27%	27%	45%
54	Pay raises depend on how well employees perform their jobs.	Perf Mgmt			31%	46%	23%	29%	71%	0%	38%	25%	38%
55	Awards in my work unit depend on how well employees perform their jobs.	Perf Mgmt		IQ	7%	13%	80%	22%	11%	67%	18%	27%	55%
56	My performance appraisal is a fair reflection of my performance.	Perf Mgmt			0%	13%	88%	0%	22%	78%	9%	9%	82%
57	Discussions with my supervisor about my performance are worthwhile.	Perf Mgmt			0%	33%	67%	33%	0%	67%	18%	18%	64%
58	My supervisor provides me with constructive suggestions to improve my job performance.	Perf Mgmt		IQ	0%	44%	56%	30%	20%	50%	18%	9%	73%
59	In the last six months, my supervisor has talked with me about my performance.	Perf Mgmt		IQ	13%	25%	63%	10%	30%	60%	42%	0%	58%
60	My supervisor sets and revises my performance objectives as needed during the performance cycle.	Perf Mgmt			6%	38%	56%	30%	30%	40%	30%	10%	60%
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 Mgmt			6%	25%	69%	11%	11%	78%	22%	11%	67%
62	I feel encouraged to come up with new and better ways of doing things.	Innovation	EE	IQ	6%	6%	88%	30%	10%	60%	17%	25%	58%
63	Creativity and innovation are rewarded.	Innovation		IQ	0%	13%	88%	22%	44%	33%	27%	18%	55%
64	I am constantly looking for ways to do my job better.	Innovation			0%	0%	100%	0%	0%	100%	0%	0%	100%
65	Leadership follows through on implementing sound improvement items.	Innovation			0%	13%	88%	29%	71%	0%	17%	42%	42%
66	The workforce has the job-relevant knowledge and skills necessary to accomplish NRO goals.				0%	0%	100%	10%	10%	80%	10%	20%	70%
67	The results of the 2016 NRO Climate Survey for my D and O were shared or made available to me.				0%	0%	100%	0%	10%	90%	0%	0%	100%
68	The information collected in surveys and other forms of employee input is used to make improvements at the NRO.				0%	0%	100%	13%	25%	63%	30%	30%	40%
69	The NRO is successful at accomplishing its mission.				0%	0%	100%	0%	0%	100%	0%	9%	91%
70	I know how my work relates to the agency's goals and priorities.		EE		0%	0%	100%	10%	10%	80%	8%	25%	67%
71	The NRO has prepared employees for potential security threats.				0%	0%	100%	0%	10%	90%	0%	17%	83%
72	I recommend the NRO as a good place to work.				0%	0%	100%	10%	40%	50%	17%	25%	58%
73	Supervisors work well with employees of different backgrounds.	EEO		IQ	0%	13%	88%	10%	20%	70%	0%	27%	73%
74	My supervisor is committed to a workforce representative of all segments of society.	EEO		IQ	0%	6%	94%	0%	44%	56%	0%	18%	82%

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75	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	EEO		IQ	0%	6%	94%	20%	10%	70%	27%	9%	64%
76	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	EEO			0%	0%	100%	30%	0%	70%	9%	27%	64%
77	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	EEO		IQ	0%	13%	87%	38%	38%	25%	18%	18%	64%
78	Qualified individuals are selected for promotion regardless of their race, color, religion, national origin, sex, age or disability.	EEO			0%	0%	100%	10%	30%	60%	18%	9%	73%
79	Prohibited Personnel Practices are not tolerated.	EEO		IQ	0%	7%	93%	11%	11%	78%	9%	9%	82%
80	I understand my responsibilities under the NRO's Anti-Harassment policy.	EEO			0%	0%	100%	0%	0%	100%	8%	8%	83%
84	I feel comfortable reporting harassment I have experienced and/or observed to my supervisor without fear of reprisal.	EEO			N/A	N/A	N/A	N/A	N/A	N/A	8%	8%	83%
85	How satisfied are you with your involvement in decisions that affect your work?				0%	20%	80%	30%	40%	30%	25%	17%	58%
86	How satisfied are you with your opportunity to get a better job in your organization?				13%	53%	33%	30%	20%	50%	17%	33%	50%
87	How satisfied are you with the recognition you receive for doing a good job?				0%	27%	73%	30%	10%	60%	25%	25%	50%
88	How satisfied are you with the training you receive for your present job?				0%	7%	93%	0%	10%	90%	0%	8%	92%
89	Considering everything, how satisfied are you with your pay?				27%	7%	67%	20%	20%	60%	17%	33%	50%
90	How satisfied are you with the information you receive from management on what's going on in your organization?				0%	7%	93%	20%	40%	40%	0%	33%	67%
91	How satisfied are you with the policies and practices of your senior leaders?				0%	0%	100%	20%	40%	40%	17%	33%	50%
92	Considering everything, how satisfied are you with your job?				7%	0%	93%	20%	30%	50%	33%	17%	50%
93	Considering everything, how satisfied are you with the NRO?				0%	0%	100%	20%	30%	50%	17%	25%	58%
94	I feel a sense of community (i.e., shared mission and values) with other employees across the IC.				7%	0%	93%	10%	10%	80%	25%	25%	50%
95	Our mission depends on IC agencies and components sharing knowledge and collaborating.				0%	0%	100%	0%	10%	90%	0%	8%	92%
97	I have the opportunity to work directly with members of other IC agencies or components when necessary.				0%	0%	100%	0%	0%	100%	0%	8%	92%
98	My work products are improved when I can collaborate with colleagues from other IC agencies or components.				0%	0%	100%	0%	38%	63%	0%	8%	92%
99	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?				0%	7%	93%	13%	38%	50%	17%	42%	42%

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Survey Indices - Government Only	2015 Item Results			2016 Item Results			2017 Item Results		
	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable
Development & Training	1%	17%	82%	18%	9%	74%	9%	17%	74%
Diversity & EEO	0%	6%	94%	15%	19%	66%	11%	15%	74%
Employee Engagement	1%	10%	88%	25%	23%	52%	16%	17%	67%
Inclusion Quotient	2%	13%	85%	22%	26%	51%	18%	16%	65%
Innovation	2%	8%	91%	20%	31%	48%	15%	21%	64%
Leadership	0%	6%	94%	28%	29%	43%	19%	19%	62%
My Job	2%	8%	90%	11%	11%	77%	19%	15%	66%
Performance Management	7%	25%	68%	23%	26%	51%	21%	20%	59%
Work Unit	4%	14%	81%	28%	28%	44%	23%	23%	54%
Survey Sub-Indices - Government Only	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable
Top 3 Leadership	0%	0%	100%	6%	22%	72%	26%	38%	36%
D and O Leadership	0%	2%	98%	40%	28%	32%	27%	19%	54%
Managers	1%	5%	94%	23%	34%	43%	13%	23%	64%
My Supervisor	0%	14%	86%	29%	27%	44%	10%	7%	83%

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					Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable

IC Indices - Government Only	2015 Item Results			2016 Item Results			2017 Item Results		
	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable	Unfavorable	Neutral	Favorable
Employee Engagement	1%	10%	88%	25%	23%	52%	16%	17%	67%
IC Integration	1%	1%	97%	5%	19%	77%	8%	18%	73%
Inclusion Quotient	2%	13%	85%	22%	26%	51%	18%	16%	65%
Job Satisfaction	9%	16%	75%	18%	24%	58%	18%	23%	60%
Leadership	0%	8%	92%	22%	25%	53%	15%	24%	62%
Performance Culture	5%	15%	80%	25%	29%	46%	20%	22%	58%
Talent Management	3%	13%	85%	16%	17%	67%	12%	16%	72%

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Employee Type	Count
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