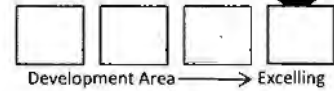


Appendix A: Climate Item Results

Leadership



	+/-	2011	2012	All HQ
FBI				
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs).		4.00	4.11	4.01
Direct communication (e.g., Town Hall meetings, office visits) from the Director and high level executives helps me understand the FBI mission and strategy.		3.92	3.68	3.74
The FBI's senior executives maintain high standards of honesty and integrity.		4.00	4.06	4.04
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs).		3.67	3.47	3.47
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs).		4.23	4.17	4.27
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI.		4.17	4.00	4.05
Division				
Division leadership empowers and supports supervisors to perform their jobs.	-	2.92	3.50	3.59
My Division leadership generates high levels of motivation and commitment in the workforce.	-	2.71	3.21	3.50
Division leadership is held accountable for the decisions they make.	-	3.00	3.53	3.62
My Division leadership works together as a team.	-	2.77	3.75	3.54
How satisfied are you with the decisions and policies of your Division's leadership?	-	3.15	3.63	3.55
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain.		3.91	3.82	3.89
Employee morale is important to my Division leadership.		2.64	2.89	3.43
Results are important to my Division leadership.	-	3.54	4.12	4.22
Our Division has the reputation of being a high performer.		3.10		3.85
Division leadership has a positive influence on our Division performance.		3.00		3.66
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix A: Climate Item Results Leadership (cont.)

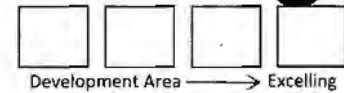


	+/-	2011	2012	All HQ
Supervisory				
Supervisors/team leaders in my work unit support employee development.		4.08	4.00	3.96
My supervisor supports my need to balance work and other life issues.		4.15	4.11	4.17
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?		4.15	4.11	4.09
I have trust and confidence in my supervisor as a leader.		3.77	3.95	3.94
Supervisors/team leaders in my work unit have trust and confidence in employees.	-	3.36	3.83	3.88
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix B: Climate Item Results

Communication

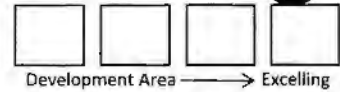


	+/-	2011	2012	All HQ
Dissemination				
Division leadership communicates strategic objectives and threat priorities.	-	3.45	3.79	3.87
My Division leadership communicates context and explanations regarding decisions and initiatives.		3.50	3.58	3.66
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?		3.25	3.53	3.65
(REVERSE higher = better) My Division leadership often distorts information or doesn't tell "the whole story."	-	3.33	3.74	3.70
Voice				
Leaders in my Division act upon employees' ideas and input.	-	2.92	3.58	3.42
Leaders in my Division encourage and consider alternative points of view and recommendations.	-	2.79	3.53	3.46
How satisfied are you with your involvement in decisions that affect your work?	-	3.08	3.47	3.41
Leaders in my Division engage employees, solicit and incorporate employee input into decisions and policies.	-	2.79	3.39	3.42
Division leadership is receptive to negative information and bad news.	-	2.93	3.72	3.38
Leaders in my Division listen to what employees have to say.	-	2.85	4.00	3.48
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix C: Climate Item Results

Performance, Reward, and Recognition



	+/-	2013	2012	All HQ
Formal Systems				
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	-	2.50	3.26	3.28
My performance appraisal is a fair reflection of my performance.	-	3.00	3.53	3.97
Discussions about performance are seen as important and worthwhile.	-	3.00	3.39	3.67
Promotions in my work unit are based on merit.	-	2.62	3.00	3.35
In my work unit, differences in performance are recognized in a meaningful way.		3.00	2.94	3.24
Awards in my unit/squad depend on how well employees perform their jobs.	-	2.67	3.28	3.39
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.		2.83	3.13	3.14
My supervisor sets and revises my performance objectives as needed during the performance cycle.		3.33	3.60	3.85
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).	-	3.14	3.63	3.90
Pay raises depend on how well employees perform their jobs.	-	2.29	2.76	2.89
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix C: Climate Item Results

Performance, Reward, and Recognition (cont.)

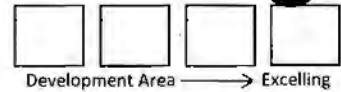


	+/-	2013	2012	All HQ
Informal Systems				
Employees are recognized for providing high quality products and services to customers.	-	2.86	3.37	3.62
Creativity and innovation are rewarded.	-	2.64	3.42	3.42
I have recently received recognition or praise for doing good work.	-	3.08	3.74	3.69
How satisfied are you with the recognition you receive for doing a good job?	-	2.93	3.42	3.47
Employees are recognized or rewarded for sharing job knowledge.		2.77		3.44
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix D: Climate Item Results

Training, Development, and Career Opportunities



	+/-	2013	2012	All HQ
Career Opportunities				
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI.		3.38	3.68	3.32
How satisfied are you with your career opportunities at the FBI?		3.36	3.58	3.41
Training and Development				
My training needs are assessed.		3.50	3.37	3.45
I am given a real opportunity to improve my skills.	-	3.42	3.84	3.55
My supervisor/team leader provides me with opportunities to develop my leadership skills.	-	3.57	3.89	3.64
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix E: Climate Item Results

Work Experience



	+/-	2011	2012	AIM
Job Characteristics				
Considering everything, how satisfied are you with your job?		3.71	3.95	3.93
Employees have a feeling of personal empowerment with respect to work.	-	2.92	3.53	3.47
My job is considered to be a "prestigious" or "favorable" job here at the FBI.	-	3.00	3.63	3.59
My work makes a difference.		3.79	3.94	4.09
I am held accountable for achieving results.		4.29	4.05	4.26
Employees in other jobs or positions value the work I do.	-	3.62	4.06	4.02
I feel encouraged to come up with new and better ways of doing things.		3.29	3.53	3.81
Role Clarity				
(REVERSE higher = better) In regards to my work, quantity is valued more than quality.		3.83	4.12	3.66
I know how my work relates to the FBI's strategic objectives and threat priorities.	-	4.00	4.39	4.16
My workload is reasonable.	-	3.29	3.68	3.75
I am clear on what is expected of me on a daily basis.	-	3.86	4.16	4.15
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix F: Climate Item Results

Interpersonal



	+/-	2013	2012	All HQ
Competence and Professionalism				
The employees here are competent and know how to get the job done.		3.50	3.72	3.94
My work unit is able to retain people with the right skills.	-	3.21	3.74	3.49
My talents are used well in the workplace.		3.71	3.84	3.65
The people in my Division conduct themselves in a professional manner.	-	3.64	4.05	3.99
Employees in my work unit share job knowledge with each other.		3.86		4.04
Cooperation and Collaboration				
This is a friendly and cooperative place to work.	-	3.54	4.16	3.87
The people in my Division treat each other with respect and consideration.	-	3.64	4.16	3.89
Employees share job knowledge outside of their work unit.		3.57		3.83
(REVERSE higher = better) In my Division, some employees protect their own interests above other considerations.		3.09	3.28	2.97
Employees in my work unit help each other out.		4.14		4.13
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix G: Climate Item Results

Integrity



	+/-	2013	2012	All HQ
Fairness				
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.		4.00	4.00	4.24
People in my Division are treated in a fair and consistent manner.	-	2.93	3.79	3.75
Leaders work well with employees of different backgrounds.		3.69	3.88	3.96
Integrity				
Following the law is just as important as accomplishing the mission.		4.29	4.42	4.40
I believe FBI executives (section chiefs, DADs, SACs, ADs, EADs, and above) set a positive example for the organization by adhering to applicable rules, regulations, and policies.		3.92	4.12	3.92
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.	-	3.38	4.06	4.00
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix H: Climate Item Results

Engagement

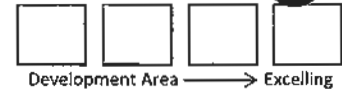


	+/-	2013	2012	All HQ
Mission and Organization				
I feel a sense of commitment to the FBI.	-	4.14	4.56	4.47
I am proud to work for the FBI.	-	4.21	4.63	4.58
(REVERSE higher = better) I am cynical about the FBI.		4.25	4.22	4.10
I believe in the mission of the FBI.		4.50	4.63	4.66
The strategic direction of the FBI aligns with and supports the mission of the FBI.		4.10		4.15
I understand the strategy of the FBI.		4.15		4.25
Workplace				
My morale at work is good.	-	3.07	3.74	3.74
(REVERSE higher = better) I feel frustrated at work.		3.46	3.68	3.49
I look forward to going to work.	-	3.29	3.74	3.75
Work Itself				
My work gives me a feeling of personal accomplishment.		3.64	3.89	4.11
I like the kind of work I do.		3.93	4.16	4.17
(REVERSE higher = better) I feel burned out from the work that I do.		3.62	3.79	3.77
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix I: Climate Item Results

Organizational Collaboration

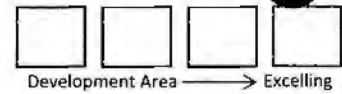


	+/-	2013	2012	All HQ
HQ/FO				
I am able to work effectively with Headquarters Divisions when required by my job.		4.25	4.11	4.21
I am able to work effectively with Field Divisions when required by my job.		4.18	4.17	4.24
ICC				
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community.	+	4.00	3.59	3.94
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating.		4.10	4.29	4.28
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary.		4.18	4.06	4.04
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components.		4.20	3.94	4.16
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components.		4.09	4.06	4.05
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?		3.90	3.77	3.59
How often do you share knowledge and collaborate on work-related matters with members of the Intelligence Community (IC) who are outside your own IC agency or component?		3.30	3.54	2.54
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix I: Climate Item Results

Organizational Collaboration (cont.)

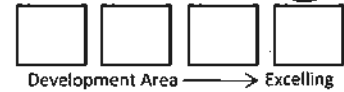


	+/-	2013	2012	All HQ
LEO				
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating.		4.50	4.24	4.36
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary.		4.20	4.00	4.01
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components.		4.22	4.00	4.10
Other Federal Collaboration				
Employees in my Division are able to work effectively with the US Attorney's Office as needed by the job.		4.00	4.00	4.02
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job.		4.27	4.24	4.19
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix J: Climate Item Results

Job Resources



	+/-	2013	2012	All HQ
Administrative Workload				
The administrative/reporting requirements of my job are commensurate with their importance to mission accomplishment.	-	3.17	3.79	3.73
I have the tools needed to execute my administrative and reporting requirements.		3.67	3.68	3.88
Tools, Technology, and Resources				
I have sufficient resources (e.g., people, budget) to get my job done.		3.69	3.74	3.45
I have the technology needed (e.g. software, hardware, etc.) to get my job done.		3.15		3.56
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix K: Climate Item Results

Compliance and Risk



	+/-	2013	2012	All HQ
Compliance				
Employees report misconduct to the appropriate authorities.		3.64	3.86	3.73
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.		3.67	3.94	3.80
Counterproductive Work Behavior				
(REVERSE higher = better) To what extent are arrogant or negative attitudes tolerated?	-	2.92	3.67	3.23
(REVERSE higher = better) To what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	-	3.42	3.93	3.27
(REVERSE higher = better) To what extent are employees who put little effort into their work tolerated?		3.15	3.14	3.19
(REVERSE higher = better) Arbitrary action and personal favoritism are tolerated.	-	2.82	3.39	3.06
Risk Management				
Access to information systems and confidential information is adequately controlled.		4.00	4.05	4.09
I am able to identify and communicate key risks within my area of responsibility.		4.00	3.94	4.11
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unit/squad.		4.08	3.88	3.93
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix L: Climate Item Results

Work Environment

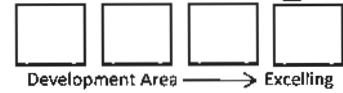


	+/-	2013	2012	All HQ
Work Environment				
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.		3.69	3.74	3.83
Employees are protected from health and safety hazards on the job.		4.17	4.00	4.08
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix M: Climate Item Results

Pay and Benefits

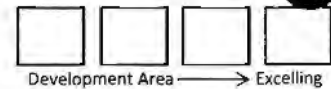


	+/-	2013	2012	All HQ
Pay and Benefits				
Considering everything, how satisfied are you with your pay?		4.00	4.16	3.86
Considering everything, how satisfied are you with your total compensation (e.g., salary, bonus, benefits, etc.)?	-	3.50	4.16	3.84
In comparison with people in similar jobs in the private sector, I feel my total compensation (i.e., salary, bonus, benefits, etc.) is...	-	2.11	2.74	2.69
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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Appendix N: Climate Item Results

Miscellaneous



	+/-	2013	2012	All HQ
Miscellaneous				
The FBI will support employees when they run into problems or obstacles.		3.58	3.47	3.62
Leaders review and evaluate the organization's progress toward meeting its goals and objectives.		3.91	3.72	3.97
I recommend the FBI as a good place to work.		4.29	4.21	4.12
Considering everything, how satisfied are you with the FBI?		4.21	4.11	4.12
My supervisor/team leader is committed to a workforce representative of all segments of society.	-	3.00	4.00	3.95
Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring).	-	3.50	4.00	3.88
My organization has prepared employees for potential security threats.		4.08	4.21	4.09
(REVERSE higher = better) It is easier to get things done at the FBI through informal channels rather than through formal channels.	-	3.08	3.47	2.86
People in the FBI tend to point out positives and solutions rather than problems and obstacles.		3.58	3.50	3.40
The skill level in my work unit has improved in the past year.	-	3.14	3.61	3.76
(REVERSE higher = better) The rotational nature of leadership in my Division is detrimental to my work.		4.20	4.27	3.47
The FBI is able to recruit people with the right skills.	-	3.29	3.94	3.63
(REVERSE higher = better) In the FBI, it is difficult to recover from a mistake.		3.75	4.00	3.55
Sometimes it is necessary to work around people in order to get the job done.		3.58	3.76	3.77
I would like my work to be more interesting and challenging.	+	2.92	2.47	2.83
I've experienced significant change at work in the last year (e.g. reorganization, changes to job role).		3.57		3.70
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader.		3.71		3.40
The strategic direction of the FBI aligns with and supports the mission of the FBI.		4.10		4.15
I understand the strategy of the FBI.		4.15		4.25
The +/- column indicates the items that demonstrated meaningful change and the direction of the change over time.				

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