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# Marine Corps Intelligence

## 2012 IC Employee Climate Survey Executive Summary

November 2012



## 2012 IC Employee Climate Survey – Background

- **History**
  - Started in 2006 and administered by ODNI/CHCO across Intelligence Community and compared to OPM’s Climate Survey for the rest of Federal Gov’t
    - OPM administers across the Federal Gov’t
    - DNI sponsors IC as an entity
- **Visibility**
  - Wide distribution of survey across Marine Corps Intelligence
  - Embraced by Senior Leadership and communicated to Enterprise
- **Informs Intel Leadership**
  - Drives topics/issues for Intel Community of Interest
    - Taking charge of your career
    - DCIPS implementation
    - Leader development
  - Factors into Human Capital strategic planning
  - Training and development opportunities
  - Drives collaboration and engagement with IC



## 2012 IC Employee Climate Survey – Background (cont.)

- Marine Corps Intel Participation

- Highest levels of both military and civilian participation across all 17 elements of IC
- Total of 1,807 survey respondents: 206 Civilian (11%) & 1,601 Military (89%)
  - 75+% increase in FY2012 over FY2011 respondents (209 Civilian & 818 Military)

USMC Intelligence	2012 Total Response Counts	2012 Total Population Count	2012 Response Rate
Military	1,601	~10,230	16%
Civilian	206	270	76%

- Survey Objective

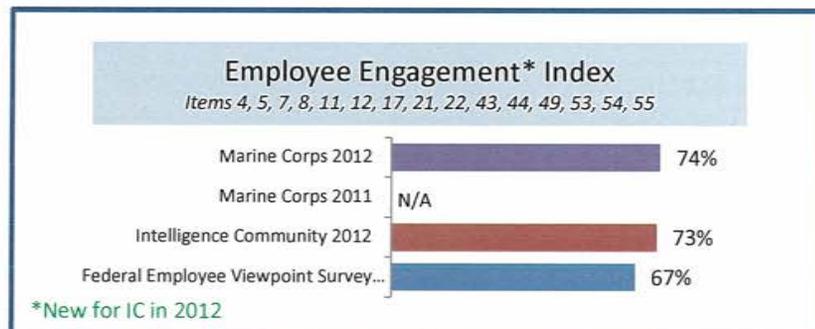
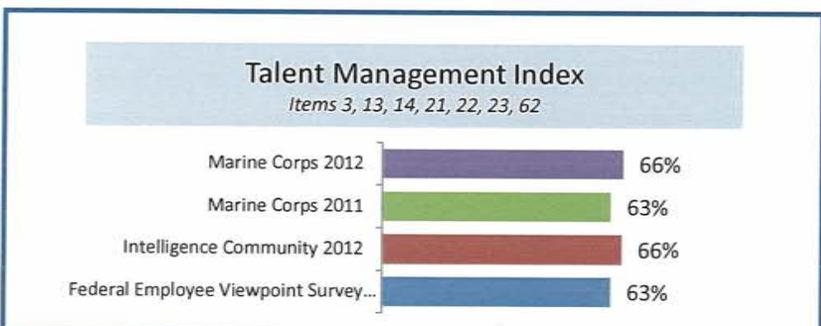
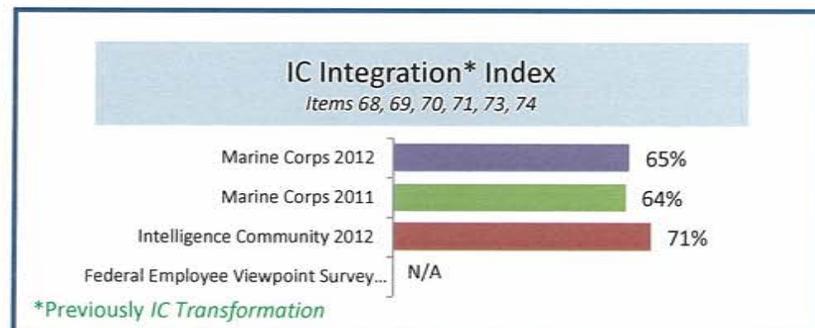
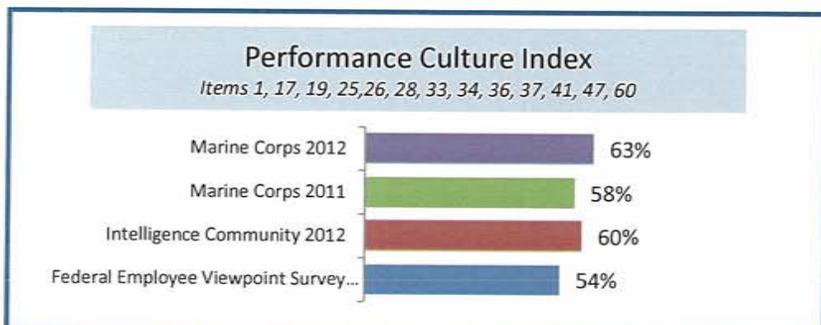
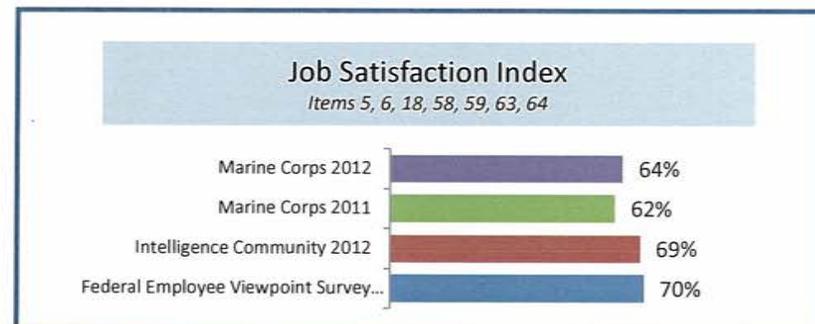
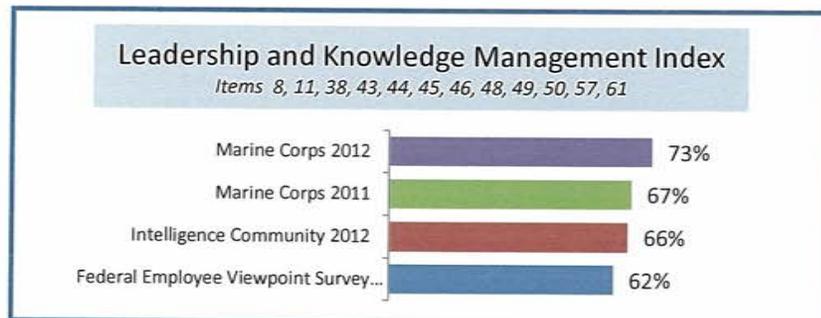
- Assess organizational climate, employee satisfaction across the Marine Corps Intelligence Enterprise
- Inform leadership and influence management practices, including human capital policies and priorities

- Survey Administration

- 74-item survey plus 24 demographic items
- Based on the OPM Federal Employee Viewpoint Survey (FEVS, formerly FedView) with 13 IC-specific items
- IC-wide participation; administered survey over a 2-month period in Spring 2012 to all IC employees



# 2012 Marine Corps IC Index Scores with Overall IC and Industry Benchmarks





## 2012 IC Employee Climate Survey – Results

- Overview of Results:

- Overall, Marine Corps Intel Enterprise-wide scores are consistent with prior years – the most recent comparison year is 2011

- 2012 Marine Corps Intel results were most positive (74.0%) regarding “Employee Engagement” and “Leadership & Knowledge Management” (72.6%); and least positive (63.2%) in consideration of “Performance Culture”

- Positive response rates increased across all indexes from the 2011 survey, with a 6-point improvement in the Leadership and Knowledge Management index

Index	2012 USMC Intel	Change from 2011 USMC Intel Results	As Compared to 2012 IC-Wide Results	As Compared to 2011 Fed Gov't Results
Leadership	72.6	+6%	+5%	+11%
Performance Culture	63.2	+5%	+3%	+9%
Talent Management	66.3	+3%	0	+3%
Job Satisfaction	64.1	+2%	-5%	-6%
IC Integration*	65.0	+1%	-6%	N/A
Employee Engagement#	74.0	N/A	+1%	+7%

\* Previously IC Transformation

# New for IC in 2012



## 2012 IC Employee Climate Survey – Results (cont.)

- Areas of Interest:
  - Marine Corps Intel continues to lag behind the rest of the IC in items related to collaboration and identity; the index of “IC Integration”.
    - While “IC Integration” improved slightly (+1%) overall, the gap between Marine Corps and IC-wide responses has doubled to **-6%** since 2011.
    - Specifically, respondents expressed problems regarding their ability to collaborate across the IC (Q73) even after establishing its importance to mission success (Q69).
  - “Job Satisfaction” remains the one area in which the Enterprise lags behind both the IC-wide and OPM Fed Gov’t benchmark data and scored at least **5% points worse** than the comparison results.
    - Four out of 5 respondents believe the work they do is important (Q18); however, overall satisfaction is weakened due to frustration regarding involvement in work-related decisions (Q58), opportunities for better jobs (Q59), and pay (Q64).
  - When asked to consider how respectfully they are treated at work, respondents overall were highly positive (87.9%)
    - However, women, minority groups, and persons with disabilities generally responded **7-10% points lower** in positive responses.
    - Moreover, individuals who were considering leaving Marine Corps Intel were in some cases **20% points more negative** than those who intended to stay.



## 2011 U.S. Marine Corps Intelligence Employee Climate Survey – Results

### Collaboration & Integration

<b>Collaboration &amp; Integration Results</b> Sorted by % Positive	IC 2012 % Positive	Marine Corps Intel 2012 (1,807 Respondents)
69. Our mission depends on IC agencies and components sharing knowledge and collaborating.	84.5%	75.3%
70. I have the opportunity to work directly with members of other IC agencies or components when necessary.	85.3%	71.4%
73. 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?	50.7%	47.7%



## 2011 U.S. Marine Corps Intelligence Employee Climate Survey – Results

### Collaboration & Integration

	Question	USMC Component			Military Status		Gender	
		I-Dept	MCIA	Other	Civilian	Military	Male	Female
Positive	Q69	76.3	79.5	73.6	81.9	74.6	75.9	72.0
	Q70	<b>67.3</b>	<b>80.3</b>	<b>68.8</b>	86.5	69.3	72.7	63.0
	Q73	47.9	58.4	43.3	<b>65.8</b>	<b>45.1</b>	48.4	42.3
Neutral	Q69	20.7	16.6	20.3	13.7	20.1	18.8	24.8
	Q70	24.0	13.7	20.8	6.2	21.3	18.2	29.7
	<b>Q73</b>	<b>41.1</b>	<b>30.7</b>	<b>36.1</b>	24.1	37.1	34.7	42.3
Negative	Q69	3.0	4.0	6.1	4.4	4.3	5.4	3.3
	Q70	8.7	6.0	10.4	7.3	9.3	9.2	7.3
	Q73	11.0	10.9	20.6	10.2	17.8	16.9	15.4

- In all 3 questions, MCIA garnered the most positive responses. Compared to I-Dept and the “other” group, MCIA employees seem to have more opportunities and find it easier to work with external IC elements/members (Q70) (+11% and +13%).
- For Q73, roughly a third of responses were Neutral, indicating a significant degree of ambivalence.
- Compared to civilians, military respondents are much less satisfied with the opportunity and ease to work with external IC elements/members (Q73) (-20.7%).



## 2011 U.S. Marine Corps Intelligence Employee Climate Survey – Results

### Job Satisfaction

<b>Job Satisfaction Results</b> Sorted by % Positive	IC 2012 % Positive	Marine Corps Intel 2012 (1,807 Respondents)
18. The work I do is important.	87.0%	80.9%
58. How satisfied are you with your involvement in decisions that affect your work?	53.1%	58.1%
59. How satisfied are you with your opportunity to get a better job in your organization?	43.8%	45.0%



## 2011 U.S. Marine Corps Intelligence Employee Climate Survey – Results

### Job Satisfaction

		USMC Component			Military Status		Gender	
		I-Dept	MCIA	Other	Civilian	Military	Male	Female
Positive	Q58	62.3	49.9	60.1	52.7	58.8	59.9	47.2
	Q59	50.9	38.4	46.0	31.9	46.7	46.1	37.8
Neutral	Q58	21.3	25.7	22.8	21.3	23.4	21.8	32.0
	Q59	32.2	40.1	35.2	36.7	35.7	35.5	38.6
Negative	Q58	16.4	24.4	17.1	26.1	17.8	18.3	20.8
	Q59	16.9	21.5	18.8	31.4	17.6	18.4	23.7

- Compared to I-Dept and the “other” group, MCIA employees are notably less satisfied with their involvement in decisions (Q58) that affect their work and opportunity to get a better job (Q59) within their organization. Across the Enterprise, females also are less satisfied in both of those areas, trailing their male counterparts by **-12.7%** and **-8.3%**, respectively, in positive responses.
- For Q59, over a third of responses were Neutral, indicating a significant degree of ambivalence.
- Compared to military respondents, civilians are much less satisfied (**-14.8%**) with their opportunity to get a better job within their organization (Q59).



## 2011 U.S. Marine Corps Intelligence Employee Climate Survey – Results

### Respectful Treatment at Work

**Respectful Treatment at Work** Item of Interest  
Sorted by % Positive

IC 2012  
% Positive

Marine Corps Intel  
2012  
(1,807 Respondents)

10. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.

**84.5%**

**87.9%**

Question 10	USMC Component			Military Status		Gender	
	I-Dept	MCIA	Other	Civilian	Military	Male	Female
<b>Positive</b>	85.8	85.6	89.2	82.5	88.6	<b>89.5</b>	<b>77.8</b>
<b>Neutral</b>	9.3	8.7	8.1	9.7	8.3	8.1	11.3
<b>Negative</b>	4.9	5.7	2.7	7.8	3.1	2.5	<b>10.9</b>

➤ Males responded more positively than females, but both groups garnered strong scores.



## 2011 U.S. Marine Corps Intelligence Employee Climate Survey – Respectful Treatment at Work

### Respectful Treatment at Work Results Sorted by % Positive

10. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.

IC 2012  
% Positive

Marine Corps Intel  
2012  
(1,807 Respondents)

**84.5%**

**87.9%**

Survey Demographic	% Positive	% Below the Marine Corps Intel Average
Persons with Disabilities	75.0	-12.9
Age Group 50-59	82.4	-5.5
Age Group 60 or older	81.9	-6.0
Hispanic / Latino	82.5	-5.4
American Indian / Alaskan Native	80.4	-7.5
African American	76.7	-11.2
Native Hawaiian or other Pacific Islander	75.9	-12.0
Multiple Races	73.6	-14.3
Leaving to Retire	83.2	-4.7
Leaving to take another Federal Gov't job	69.7	-18.2
Leaving to take a job outside Federal Gov't	71.4	-16.5
Leaving (other)	67.7	-20.2



## 2012 IC Employee Climate Survey – Next Steps

- Develop action plans to address survey-identified results and explore COAs to uncover employee perspectives – for example:
  - “Collaboration & Integration”
    - ✓ Ka-Bar Alumni Study/Capstone Project on Enterprise barriers and successes to IC collaboration
  - “Job Satisfaction”
    - ✓ Senior Leader Program study with Marine Corps Intel employee satisfaction at work
  - “Respectful Treatment at Work”
    - ✓ Additional surveys; ODNI EEO focus groups with Enterprise minority populations
  
- Determine the quantity and applicability of Climate Survey data to release to the civilian and military Enterprise workforce
  - Briefings, all-hands meetings, website links, etc.
  - Since uniformed military members represented ~88% of 2012 Marine Corps Intel Climate Survey responses, ensure they also receive constructive feedback
  
- If necessary, identify additional Climate Survey results to further explore and refine



## 2012 IC Employee Climate Survey

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# BACK-UP SLIDES



# 2012 IC Employee Climate Survey – Indexes & Items

2012 Indexes	2012 Item Numbers	Item Text
Leadership	8	I have trust and confidence in my supervisor
	11	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
	38	Managers/supervisors/team leaders work well with employees of different backgrounds
	43	I have a high level of respect for my organization's senior leaders
	44	In my organization, leaders generate high levels of motivation and commitment in the workforce
	45	Managers review and evaluate the organization's progress toward meeting its goals and objectives
	46	Employees are protected from health and safety hazards on the job
	48	My workload is reasonable
	49	Managers communicate the goals and priorities of the organization
	50	My organization has prepared employees for potential security threats
	57	How satisfied are you with the information you receive from management on what's going on in your organization?
	61	How satisfied are you with the policies and practices of your senior leaders?
Performance Culture	1	The people I work with cooperate to get the job done
	17	I know how my work relates to the agency's goals and priorities.
	19	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well
	25	Promotions in my work unit are based on merit
	26	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve
	28	Creativity and innovation are rewarded
	33	In my work unit, differences in performance are recognized in a meaningful way
	34	Pay raises depend on how well employees perform their jobs
	36	My performance appraisal is a fair reflection of my performance
	37	Discussions with my supervisor/team leader about my performance are worthwhile
	41	My supervisor supports my need to balance work and other life issues
	47	Employees have a feeling of personal empowerment with respect to work processes
	60	How satisfied are you with the recognition you receive for doing a good job?



## 2012 IC Employee Climate Survey – Indexes & Items (cont.)

2012 Indexes	2012 Item Numbers	Item Text
<b>Talent Management</b>	3	I am given a real opportunity to improve my skills in my organization
	13	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals
	14	My work unit is able to recruit people with the right skills
	21	Supervisors/team leaders in my work unit support employee development
	22	My talents are used well in the workplace.
	23	My training needs are assessed
	62	How satisfied are you with the training you receive for your present job?
<b>Job Satisfaction</b>	5	My work gives me a feeling of personal accomplishment.
	6	I like the kind of work I do.
	18	The work I do is important.
	58	How satisfied are you with your involvement in decisions that affect your work?
	59	How satisfied are you with your opportunity to get a better job in your organization?
	63	Considering everything, how satisfied are you with your job?
	64	Considering everything, how satisfied are you with your pay?
<b>IC Integration (Previously IC Transformation)</b>	68	I feel a sense of community (i.e., shared mission and values) with other employees across the IC
	69	Our mission depends on IC agencies and components sharing knowledge and collaborating
	70	I have the opportunity to work directly with members of other IC agencies or components when necessary
	71	My work products are improved when I can collaborate with colleagues from other IC agencies or components
	73	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?
74	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?	



## 2012 IC Employee Climate Survey – Indexes & Items (cont.)

2012 Index	2012 Item Numbers	Item Text
<b>Employee Engagement</b>	5	My work gives me a feeling of personal accomplishment.
	8	I have trust and confidence in my supervisor
	11	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
	17	I know how my work relates to the agency's goals and priorities.
	21	Supervisors/team leaders in my work unit support employee development
	22	My talents are used well in the workplace.
	43	I have a high level of respect for my organization's senior leaders
	44	In my organization, leaders generate high levels of motivation and commitment in the workforce
	49	Managers communicate the goals and priorities of the organization
	4	I feel encouraged to come up with new and better ways of doing things.
	7	I know what is expected of me on the job
	53	My supervisor/team leader listens to what I have to say.
	54	My supervisor/team leader treats me with respect.
	55	My organization's leaders maintain high standards of honesty and integrity.
	12	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?



# 2012 U.S. Marine Corps Intelligence Employee Climate Survey - Strengths

Top 12 Items Sorted by % Positive	IC 2012 % Positive	Marine Corps Intelligence (1,807 Total Respondents)	Civilian / 206 Respondents	Military / 1,601 Respondents
10. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	84.5%	87.9%	82.5%	88.6%
1. The people I work with cooperate to get the job done.	87.1%	87.5%	85.9%	87.7%
50. My organization has prepared employees for potential security threats.	73.8%	86.8%	82.8%	87.3%
31. I am held accountable for achieving results.	84.0%	85.4%	87.4%	85.1%
54. My supervisor/team leader treats me with respect.	86.3%	85.1%	84.5%	85.1%
46. Employees are protected from health and safety hazards on the job.	83.0%	83.9%	85.3%	83.8%
24. Employees in my work unit share job knowledge with each other.	82.7%	82.6%	80.9%	82.8%
32. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal	72.9%	82.2%	77.6%	82.8%
18. The work I do is important.	87.0%	80.9%	81.4%	80.8%
17. I know how my work relates to the agency's goals and priorities.	85.2%	80.8%	73.6%	81.7%
53. My supervisor/team leader listens to what I have to say.	82.0%	80.8%	82.6%	80.6%
38. Managers/supervisors/team leaders work well with employees of different backgrounds.	77.3%	80.6%	74.1%	81.4%



# 2012 U.S. Marine Corps Intelligence Employee Climate Survey – Weaknesses

Bottom 10 Items Sorted by % Positive	IC 2012 % Positive	Marine Corps Intelligence (1,807 Total Respondents)	Civilian: 206 Respondents	Military: 1,601 Respondents
28. Creativity and innovation are rewarded.	52.6%	56.7%	43.9%	58.3%
33. In my work unit, differences in performance are recognized in a meaningful way.	42.8%	56.7%	45.6%	58.1%
20. I have sufficient resources (for example, people, materials, budget) to get my job done.	56.6%	55.6%	58.3%	55.2%
35. Awards in my work unit depend on how well employees perform their jobs.	51.1%	55.0%	47.4%	55.9%
14. My work unit is able to recruit people with the right skills.	56.3%	52.5%	60.8%	51.4%
73. 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?	50.7%	47.7%	65.8%	45.1%
25. Promotions in my work unit are based on merit.	43.6%	46.7%	46.2%	46.7%
59. How satisfied are you with your opportunity to get a better job in your organization?	43.8%	45.0%	31.9%	46.7%
34. Pay raises depend on how well employees perform their jobs.	31.1%	24.2%	25.6%	24.0%
67. In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is...	20.6%	11.1%	18.8%	10.1%