

2014 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BU	CE	CG	CI	CV	CO	DL
FBI Leadership	3.76	3.95	3.82	4.03	3.81	4.03	3.63	3.97	3.92	3.88	4.05	4.10	3.99	3.97
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.70	3.85	3.93	4.15	3.80	3.98	3.62	3.99	4.03	4.01	4.05	4.10	4.00	4.02
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.68	4.05	3.71	3.95	3.71	4.09	3.45	4.01	3.78	3.73	4.05	4.08	3.85	3.82
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.75	3.89	3.82	4.09	3.87	4.00	3.85	3.99	4.04	3.99	4.10	4.13	4.17	4.11
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.49	3.80	3.63	3.76	3.43	3.83	3.27	3.82	3.55	3.57	3.69	3.91	3.63	3.75
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.12	4.19	4.05	4.30	4.21	4.33	4.02	4.11	4.23	4.23	4.29	4.30	4.19	4.25
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.84	3.97	3.78	3.97	3.87	4.01	3.66	4.00	4.01	3.96	4.07	4.10	4.05	4.04
Division Leadership	3.56	3.15	3.83	3.83	3.80	3.81	3.67	4.15	4.01	3.91	3.82	4.32	3.96	3.99
Division leadership empowers and supports supervisors to perform their jobs	3.54	2.91	3.84	3.83	3.75	3.79	3.61	4.15	3.95	3.93	3.79	4.29	3.95	3.89
My Division leadership generates high levels of motivation and commitment in the workforce	3.32	2.82	3.79	3.61	3.57	3.54	3.46	4.17	3.78	3.76	3.68	4.27	3.77	3.81
Division leadership is held accountable for the decisions they make	3.64	2.93	3.59	3.61	3.67	3.71	3.39	3.99	3.82	3.76	3.60	4.14	3.83	3.75
My Division leadership works together as a team	3.71	2.96	3.82	3.90	3.65	3.84	3.48	4.08	3.93	3.87	3.69	4.36	3.90	3.92
How satisfied are you with the decisions and policies of your Divisions leadership?	3.58	2.96	3.92	3.75	3.60	3.72	3.58	4.05	3.84	3.75	3.60	4.19	3.94	3.86
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.70	3.51	3.65	3.85	4.01	3.90	3.74	3.99	3.96	4.07	3.87	4.12	3.87	4.12
Employee morale is important to my Division leadership	3.42	3.00	4.03	3.70	3.35	3.62	3.37	4.31	3.73	3.64	3.67	4.29	3.85	3.83
Results are important to my Division leadership	4.17	4.03	4.03	4.20	4.37	4.48	4.17	4.34	4.45	4.35	4.29	4.53	4.35	4.38
Our Division has the reputation of being a high performer	3.20	3.22	3.61	4.00	4.27	3.86	4.17	4.24	4.65	4.36	4.12	4.60	4.38	4.47
Division leadership has a positive impact on our Division performance	3.54	2.95	4.08	3.92	3.84	3.72	3.73	4.31	4.17	3.98	3.88	4.46	4.01	4.02
Supervisor Leadership	4.05	4.07	3.85	4.07	4.18	4.18	4.32	4.24	4.26	4.24	4.01	4.34	4.42	4.30
Supervisorsteam leaders in my work unit support employee development	3.96	4.01	3.95	4.11	4.05	4.13	4.13	4.19	4.13	4.12	3.94	4.28	4.36	4.24
My supervisor supports my need to balance work and other life issues	4.32	4.34	4.21	4.38	4.35	4.41	4.53	4.45	4.47	4.42	4.26	4.56	4.61	4.46
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	4.17	4.17	3.74	4.06	4.29	4.32	4.40	4.26	4.32	4.30	4.05	4.34	4.49	4.35
I have trust and confidence in my supervisor as a leader	4.00	4.07	3.70	3.88	4.12	4.09	4.32	4.16	4.22	4.23	3.92	4.24	4.38	4.23

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Supervisorsteam leaders in my work unit have trust and confidence in employees	3.79	3.80	3.78	3.97	4.11	3.94	4.20	4.13	4.24	4.14	3.94	4.30	4.28	4.16
Communication Dissemination	3.86	3.26	3.90	3.88	3.84	4.00	3.73	4.06	3.98	3.83	3.88	4.24	4.07	3.91
Division leadership communicates strategic objectives and threat priorities	4.09	3.56	4.03	4.04	4.10	4.18	3.89	4.20	4.18	4.03	4.02	4.30	4.25	4.13
My Division leadership communicates context and explanations regarding decisions and initiatives	3.81	3.03	3.84	3.86	3.78	4.01	3.69	4.10	3.99	3.80	3.81	4.23	3.99	3.84
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.75	3.31	3.82	3.78	3.76	3.98	3.61	4.02	3.90	3.71	3.90	4.19	4.07	3.89
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.85	3.12	3.97	3.88	3.84	3.87	3.80	3.99	3.96	3.90	3.80	4.28	4.05	3.84
Communication Voice	3.46	2.99	3.89	3.61	3.45	3.61	3.44	3.97	3.83	3.57	3.63	4.07	3.86	3.67
Leaders in my Division act upon employees ideas and input	3.47	2.94	3.94	3.62	3.47	3.63	3.45	3.98	3.88	3.57	3.65	4.04	3.88	3.73
Leaders in my Division encourage and consider alternative points of view and recommendations	3.53	3.03	3.95	3.81	3.50	3.64	3.51	4.06	3.92	3.62	3.71	4.14	3.93	3.68
How satisfied are you with your involvement in decisions that affect your work?	3.42	3.04	3.55	3.47	3.42	3.70	3.39	3.86	3.58	3.57	3.45	3.90	3.77	3.67
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.48	2.92	4.03	3.59	3.35	3.59	3.33	3.97	3.96	3.52	3.74	4.09	3.90	3.64
Division leadership is receptive to negative information and bad news	3.47	2.77	3.90	3.63	3.48	3.45	3.39	3.93	3.88	3.59	3.67	4.05	3.88	3.63
Leaders in my Division listen to what employees have to say	3.55	3.07	4.05	3.81	3.49	3.62	3.56	4.13	3.99	3.69	3.77	4.25	3.95	3.74
Formal Performance Management	3.38	3.31	3.26	3.42	3.44	3.60	3.38	3.56	3.63	3.51	3.48	3.65	3.73	3.59
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.15	3.02	3.12	3.18	3.19	3.46	3.13	3.35	3.42	3.38	3.27	3.50	3.58	3.40
(O)My performance appraisal is a fair reflection of my performance	3.99	3.98	3.58	3.96	4.18	4.14	4.12	4.08	4.24	4.07	3.98	4.21	4.33	4.06
Discussions about performance are seen as important and worthwhile	3.56	3.31	3.54	3.69	3.65	3.83	3.54	3.93	3.92	3.76	3.69	4.00	3.83	3.91
Promotions in my work unit are based on merit	3.27	2.93	3.07	3.25	3.04	3.49	3.11	3.42	3.34	3.28	3.40	3.53	3.55	3.39
In my work unit, differences in performance are recognized in a meaningful way	3.22	3.02	3.23	3.23	3.22	3.34	3.13	3.45	3.45	3.31	3.23	3.57	3.73	3.50
Awards in my unitsquad depend on how well employees perform their jobs	3.23	3.11	3.25	3.33	3.36	3.52	3.32	3.40	3.55	3.47	3.35	3.72	3.69	3.66
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	2.89	2.88	3.14	3.20	3.07	3.25	3.03	3.12	3.36	3.19	3.25	3.24	3.28	3.36
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	3.95	3.92	3.58	4.01	4.09	4.07	3.94	4.06	4.12	4.02	3.91	4.17	4.27	4.09

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(O)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)	3.95	3.92	3.67	3.99	4.09	4.02	4.00	4.04	4.26	3.98	3.89	4.13	4.32	4.05
(O)Pay raises depend on how well employees perform their jobs	2.51	2.61	2.39	2.49	2.38	2.90	2.27	2.60	2.63	2.49	2.69	2.41	2.78	2.69
Informal Performance Management	3.43	3.27	3.44	3.54	3.41	3.67	3.50	3.69	3.62	3.57	3.49	3.76	3.62	3.62
(O)Employees are recognized for providing high quality products and services to customers	3.37	3.34	3.38	3.44	3.48	3.69	3.43	3.57	3.65	3.57	3.54	3.76	3.68	3.64
(O)Creativity and innovation are rewarded	3.21	3.10	3.21	3.33	3.20	3.50	3.18	3.46	3.36	3.38	3.38	3.66	3.60	3.46
I have recently received recognition or praise for doing good work	3.67	3.43	3.56	3.74	3.60	3.82	3.80	3.89	3.85	3.74	3.62	3.90	3.56	3.78
How satisfied are you with the recognition you receive for doing a good job?	3.33	3.19	3.45	3.50	3.38	3.68	3.46	3.74	3.54	3.51	3.39	3.72	3.70	3.59
Career Development	3.50	3.35	3.56	3.75	3.60	3.78	3.53	3.87	3.43	3.57	3.64	3.90	3.90	3.76
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.63	3.40	3.75	3.83	3.69	3.78	3.56	3.96	3.48	3.63	3.76	3.99	4.07	3.84
How satisfied are you with your career opportunities at the FBI?	3.39	3.31	3.38	3.65	3.49	3.79	3.48	3.79	3.39	3.50	3.53	3.82	3.73	3.68
Training and Development	3.74	3.61	3.63	3.77	3.77	3.84	3.72	3.94	3.75	3.78	3.74	4.01	4.08	3.88
(O)My training needs are assessed	3.56	3.25	3.38	3.54	3.53	3.56	3.32	3.65	3.44	3.49	3.53	3.69	3.68	3.56
I am given a real opportunity to improve my skills	3.81	3.77	3.73	3.90	3.88	3.90	3.81	4.11	3.83	3.91	3.86	4.19	4.30	3.99
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.81	3.81	3.64	3.84	3.86	4.02	3.90	4.06	3.88	3.89	3.80	4.14	4.22	4.04
Job Characteristics	3.74	3.83	3.77	3.99	3.93	4.00	3.89	4.03	3.91	4.02	4.00	4.08	4.12	4.10
Considering everything, how satisfied are you with your job?	3.76	3.91	3.77	4.12	3.98	4.12	3.96	4.12	3.84	4.06	4.13	4.18	4.22	4.20
Employees have a feeling of personal empowerment with respect to work	3.37	3.33	3.49	3.70	3.64	3.66	3.58	3.87	3.65	3.74	3.63	3.94	3.82	3.82
My job is considered to be a "prestigious" or "favorable" job here at the FBI	3.48	3.47	3.48	3.71	3.60	3.70	3.57	3.73	3.51	3.76	3.66	3.75	3.70	3.81
The work I do makes a difference	4.02	4.21	3.97	4.32	4.20	4.22	4.22	4.31	4.18	4.24	4.26	4.29	4.34	4.34
I am held accountable for achieving results	4.22	4.20	4.12	4.22	4.26	4.38	4.16	4.32	4.37	4.30	4.33	4.33	4.45	4.39
Employees in other jobs or positions value the work I do	3.74	3.89	3.94	4.10	4.00	4.04	3.91	3.98	3.96	4.04	4.06	4.11	4.14	4.16
(O)I feel encouraged to come up with new and better ways of doing things	3.61	3.67	3.52	3.69	3.84	3.85	3.75	3.94	3.92	3.88	3.81	3.98	4.15	3.98
Role Clarity	3.92	3.80	3.92	3.99	3.93	3.92	3.90	4.00	3.95	3.98	3.87	4.09	4.15	4.04
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.38	3.09	3.63	3.42	3.42	3.43	3.46	3.60	3.52	3.51	3.39	3.70	3.76	3.49
I know how my work relates to the FBI's strategic objectives and threat priorities	4.27	4.13	4.13	4.24	4.25	4.24	4.18	4.28	4.26	4.25	4.16	4.30	4.39	4.31
My workload is reasonable	3.88	3.66	3.82	3.93	3.68	3.75	3.70	3.85	3.62	3.85	3.73	3.95	3.94	3.94
I am clear on what is expected of me on a daily basis	4.13	4.30	4.12	4.34	4.33	4.22	4.27	4.28	4.39	4.30	4.25	4.38	4.49	4.41
Competence and Professionalism	3.66	3.71	3.95	3.89	3.92	3.96	3.92	3.99	3.95	3.98	3.94	4.13	4.09	4.10
The employees here are competent and know how to get the job done	3.73	3.75	4.19	3.89	3.93	4.00	4.02	4.01	4.05	4.04	4.01	4.20	4.11	4.15

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My work unit is able to retain people with the right skills	3.44	3.47	3.69	3.68	3.73	3.78	3.66	3.84	3.73	3.80	3.65	4.04	3.91	3.92
My talents are used well in the workplace	3.47	3.62	3.71	3.85	3.86	3.82	3.78	3.97	3.72	3.85	3.85	3.97	4.01	4.00
The people in my Division conduct themselves in a professional manner	3.69	3.67	4.14	3.96	4.01	4.02	3.96	4.07	4.13	4.07	4.11	4.21	4.08	4.15
(O)Employees in my work unit share job knowledge with each other	3.97	4.02	4.07	4.10	4.14	4.17	4.27	4.17	4.19	4.21	4.05	4.27	4.36	4.29
Cooperational and Collaboration	3.40	3.47	3.89	3.75	3.78	3.76	3.75	3.76	3.84	3.85	3.67	3.97	3.95	3.88
This is a friendly and cooperative place to work	3.49	3.75	4.20	3.94	3.97	3.93	4.02	3.95	3.99	4.08	3.88	4.24	4.15	4.13
The people in my Division treat each other with respect and consideration	3.55	3.50	4.18	3.99	3.98	3.99	3.93	3.97	4.00	4.07	3.87	4.18	4.03	4.11
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.53	2.40	2.84	2.76	2.83	2.85	2.76	2.84	3.03	2.90	2.71	3.00	3.16	2.85
Employees in my work unit help each other out	4.01	4.18	4.34	4.20	4.27	4.21	4.27	4.24	4.35	4.28	4.20	4.40	4.40	4.36
Fairness	3.91	3.79	4.15	4.16	4.09	4.00	4.06	4.10	4.11	4.14	4.07	4.26	4.18	4.15
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.26	4.19	4.36	4.33	4.34	4.16	4.37	4.32	4.38	4.34	4.41	4.42	4.38	4.34
People in my Division are treated in a fair and consistent manner	3.64	3.37	3.95	3.95	3.87	3.78	3.77	3.96	3.89	3.91	3.76	4.14	3.94	3.94
Leaders work well with employees of different backgrounds	3.90	3.82	4.14	4.19	4.06	4.07	4.08	4.11	4.09	4.18	4.05	4.28	4.23	4.19
Integrity	4.04	4.06	4.20	4.21	4.17	4.21	4.17	4.37	4.37	4.23	4.36	4.47	4.40	4.31
Following the law is just as important as accomplishing the mission	4.36	4.48	4.55	4.57	4.52	4.46	4.58	4.64	4.63	4.54	4.59	4.69	4.60	4.57
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	3.84	3.84	3.86	3.93	3.78	4.04	3.80	4.03	4.11	4.01	4.09	4.16	4.18	4.12
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	3.96	3.78	4.16	4.12	4.16	4.15	4.10	4.40	4.31	4.12	4.34	4.50	4.39	4.26
Mission and Organization Engagement	4.22	4.27	4.31	4.45	4.35	4.42	4.34	4.48	4.49	4.45	4.43	4.54	4.54	4.47
I feel a sense of commitment to the FBI	4.28	4.39	4.40	4.51	4.41	4.46	4.46	4.55	4.55	4.51	4.49	4.60	4.57	4.53
I am proud to work for the FBI	4.41	4.48	4.51	4.65	4.54	4.58	4.54	4.67	4.62	4.59	4.58	4.71	4.67	4.63
(Reverse - higher is better) I am cynical about the FBI	3.73	3.63	3.86	3.98	3.85	3.98	3.82	4.05	4.08	4.05	4.04	4.09	4.17	4.02
I believe in the mission of the FBI	4.47	4.58	4.52	4.65	4.59	4.64	4.58	4.67	4.69	4.64	4.61	4.74	4.74	4.71
Workplace Engagement	3.47	3.47	3.68	3.81	3.70	3.86	3.72	3.92	3.70	3.87	3.67	3.99	4.02	3.96
My morale at work is good	3.63	3.52	3.89	3.88	3.81	3.97	3.81	4.10	3.80	3.96	3.74	4.10	4.12	4.07
(Reverse - higher is better) I feel frustrated at work	3.13	3.15	3.29	3.51	3.46	3.61	3.45	3.62	3.45	3.62	3.45	3.77	3.82	3.70
I look forward to going to work	3.58	3.73	3.86	4.03	3.88	3.98	3.91	4.08	3.88	4.02	3.81	4.13	4.16	4.14
Work Engagement	3.86	3.96	3.89	4.19	3.98	4.12	4.07	4.22	3.96	4.16	4.08	4.18	4.27	4.24
My work gives me a feeling of personal accomplishment	3.96	4.16	3.97	4.35	4.14	4.26	4.22	4.34	4.06	4.24	4.24	4.32	4.34	4.40

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I like the kind of work I do	3.96	4.20	4.08	4.38	4.22	4.31	4.26	4.42	4.17	4.36	4.28	4.33	4.44	4.43
(Reverse - higher is better) I feel burned out from the work that I do	3.67	3.52	3.65	3.83	3.63	3.78	3.76	3.92	3.69	3.89	3.71	3.93	4.03	3.90
HQ/FO Collaboration	4.19	4.08	3.99	4.26	4.14	4.14	4.02	4.15	4.24	4.10	4.17	4.12	4.32	4.18
I am able to work effectively with Headquarters Divisions when required by my job	4.11	3.91	3.72	4.18	3.99	3.98	3.81	3.97	4.06	3.89	3.96	3.86	4.15	4.02
I am able to work effectively with Field Divisions when required by my job	4.29	4.26	4.21	4.32	4.28	4.30	4.24	4.33	4.42	4.28	4.34	4.34	4.49	4.32
Intelligence Community Collaboration	3.60	3.63	3.82	3.82	3.91	3.80	3.71	3.83	3.62	3.74	3.68	3.74	3.76	3.84
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.59	3.59	3.70	3.85	3.87	3.84	3.62	3.88	3.83	3.80	3.65	3.74	3.74	3.83
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.14	4.11	4.18	4.31	4.24	4.23	4.04	4.29	4.16	4.15	4.22	4.17	4.20	4.20
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	3.91	3.67	3.88	4.09	4.12	4.05	3.88	4.08	3.74	3.95	4.06	3.93	3.95	4.08
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	3.85	3.80	3.95	4.10	4.04	4.00	3.88	4.01	3.95	3.99	3.95	3.96	3.98	4.02
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	3.92	3.86	3.91	3.92	4.17	4.10	4.13	4.17	4.15	4.14	4.02	4.15	4.32	4.20
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?	3.55	3.44	3.39	3.65	3.67	3.56	3.40	3.47	3.50	3.56	3.45	3.46	3.62	3.63
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?	2.37	2.45	2.83	2.91	2.95	2.83	2.73	2.86	2.43	2.64	2.60	2.60	2.59	2.74
LEO Collaboration	4.20	4.32	4.28	4.39	4.27	4.25	4.24	4.37	4.34	4.28	4.37	4.33	4.39	4.37
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.32	4.47	4.55	4.48	4.40	4.38	4.31	4.47	4.44	4.40	4.47	4.49	4.48	4.48
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.24	4.36	4.18	4.43	4.30	4.28	4.35	4.40	4.41	4.30	4.40	4.37	4.45	4.43
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.05	4.10	4.16	4.27	4.13	4.11	4.06	4.22	4.18	4.13	4.17	4.14	4.20	4.19
Collaboration with other Federal Agencies	3.58	3.91	3.75	3.88	3.94	3.88	3.71	3.93	4.18	3.97	3.98	4.06	4.22	4.15

2014 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BU	CE	CG	CI	CV	CO	DL
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	3.04	3.86	3.36	3.55	3.80	3.68	3.29	3.63	4.09	3.84	3.82	3.93	4.13	4.10
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.01	3.94	4.03	4.11	4.05	4.07	4.06	4.18	4.26	4.11	4.12	4.18	4.32	4.18
Administrative Workload	3.41	3.41	3.37	3.51	3.35	3.41	3.36	3.40	3.44	3.47	3.42	3.47	3.69	3.63
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.23	3.19	3.17	3.31	3.11	3.14	3.18	3.10	3.24	3.23	3.22	3.22	3.40	3.41
I have the tools needed to execute my administrative and reporting requirements	3.57	3.62	3.59	3.71	3.55	3.69	3.52	3.66	3.63	3.70	3.59	3.72	3.97	3.83
Tools, Technology, and Resources	3.35	3.29	3.20	3.23	3.41	3.38	3.16	3.60	3.22	3.56	3.34	3.69	3.68	3.63
I have sufficient resources (e.g., people, budget) to get my job done	3.43	3.38	3.23	3.32	3.43	3.39	3.18	3.62	3.22	3.62	3.37	3.84	3.65	3.72
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.30	3.20	3.17	3.14	3.39	3.39	3.12	3.61	3.23	3.52	3.30	3.55	3.70	3.55
Compliance	3.63	3.74	3.71	3.95	3.84	3.89	3.93	3.93	3.93	3.85	3.94	3.96	3.96	3.89
Employees report misconduct to the appropriate authorities	3.55	3.62	3.72	3.84	3.76	3.82	3.87	3.85	4.02	3.81	3.84	3.92	3.97	3.87
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.74	3.79	3.69	4.02	3.90	3.93	3.98	4.01	3.94	3.90	4.04	4.04	3.96	3.94
Counterproductive Work Behavior	2.83	2.66	3.15	3.14	3.07	3.34	2.98	3.15	3.22	3.13	3.14	3.15	3.43	3.24
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	2.97	2.71	3.09	3.31	3.10	3.34	2.96	3.20	3.18	3.17	3.15	3.20	3.43	3.34
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	2.75	2.72	3.33	3.32	3.24	3.47	3.08	3.22	3.40	3.25	3.19	3.14	3.59	3.37
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.70	2.55	3.12	2.86	2.90	3.26	2.83	3.01	3.06	2.94	3.12	2.93	3.27	3.19
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.94	2.56	2.90	3.02	3.01	3.23	2.94	3.17	3.25	3.09	3.06	3.31	3.42	3.11
Risk Management	3.93	4.01	3.94	4.03	4.04	4.06	4.01	4.03	4.12	4.03	4.04	4.14	4.19	4.12
Access to information systems and confidential information is adequately controlled	3.95	4.08	4.06	4.00	4.08	4.10	3.99	4.03	4.14	4.07	4.10	4.13	4.25	4.17
I am able to identify and communicate key risks within my area of responsibility	4.04	4.02	3.93	4.13	4.05	4.13	4.09	4.05	4.16	4.07	4.07	4.18	4.24	4.13
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.83	3.90	3.79	3.98	3.98	3.98	3.96	4.03	4.10	4.00	3.96	4.10	4.14	4.07
Work Environment	4.06	4.07	3.77	4.01	3.97	4.19	3.57	3.82	4.15	4.18	4.22	4.20	4.18	4.26

2014 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BU	CE	CG	CI	CV	CO	DL
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	3.92	4.01	3.41	3.90	3.90	4.20	3.27	3.71	4.09	4.16	4.18	4.13	4.06	4.24
Employees are protected from health and safety hazards on the job	4.21	4.12	4.14	4.13	4.04	4.17	3.91	3.92	4.20	4.22	4.25	4.29	4.30	4.29
Pay and Benefits	3.28	3.58	3.30	3.46	3.31	3.50	3.21	3.61	3.28	3.41	3.44	3.61	3.61	3.47
Considering everything, how satisfied are you with your pay?	3.58	3.95	3.75	3.81	3.58	3.83	3.57	3.96	3.61	3.79	3.83	4.01	3.96	3.84
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.61	3.83	3.66	3.77	3.57	3.89	3.54	3.91	3.58	3.77	3.71	3.96	3.85	3.74
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.55	2.88	2.49	2.74	2.52	2.67	2.40	2.84	2.50	2.53	2.61	2.80	2.87	2.59
Miscellaneous														
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	4.08	3.86	4.03	4.02	4.07	4.23	3.88	4.06	4.22	4.11	4.10	4.25	4.32	4.19
I recommend the FBI as a good place to work	3.87	3.99	3.89	4.22	4.14	4.18	4.09	4.19	4.20	4.25	4.15	4.34	4.32	4.29
Considering everything, how satisfied are you with the FBI?	3.85	3.78	3.95	4.05	4.04	4.09	3.91	4.18	4.03	4.12	4.14	4.25	4.17	4.17
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	3.91	4.01	3.69	4.05	4.11	4.07	4.10	4.03	4.16	4.08	3.88	4.15	4.31	4.12
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.86	3.81	3.71	3.83	3.92	3.84	3.93	3.93	3.90	3.98	3.81	4.04	4.03	3.96
My organization has prepared employees for potential security threats	4.11	4.14	3.89	4.09	4.14	4.19	4.04	4.14	4.24	4.24	4.18	4.33	4.32	4.28
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.74	2.61	2.60	2.69	2.81	2.79	2.77	2.97	2.99	2.90	2.86	2.77	3.10	2.89
(O)The skill level in my work unit has improved in the past year	3.69	3.71	3.91	3.76	3.88	3.84	3.82	3.95	3.94	3.89	3.76	3.93	3.93	3.97
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	3.39	3.33	3.55	3.54	3.31	3.80	3.32	3.26	3.50	3.37	3.14	3.67	3.95	3.52
(O)The FBI is able to recruit people with the right skills	3.61	3.52	3.61	3.74	3.69	3.81	3.68	3.80	3.79	3.79	3.82	3.98	3.77	3.85
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.41	3.24	3.37	3.47	3.42	3.38	3.53	3.49	3.49	3.63	3.38	3.63	3.61	3.34
Sometimes it is necessary to work around people in order to get the job done	3.69	3.85	3.74	3.76	3.77	3.56	3.50	3.64	3.52	3.60	3.59	3.63	3.58	3.65
I would like my work to be more interesting and challenging	3.56	3.38	3.56	3.39	3.25	3.29	3.29	3.17	3.50	3.29	3.37	3.24	3.22	3.28

2014 FO/HQ Climate	AL	AQ	AN	AT	BA	BH	BS	BU	CE	CG	CI	CV	CO	DL
I've seen or heard the results from last year's survey	3.04	3.55	4.02	3.38	3.21	3.83	3.00	3.26	3.90	2.50	3.71	4.17	3.64	3.61
I'm interested in seeing or hearing the results from this year's survey	4.20	4.33	4.26	4.18	4.05	4.30	4.14	4.23	4.27	4.11	4.11	4.16	4.27	4.20
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.01	3.66	3.38	3.53	3.47	3.18	3.21	3.37	3.20	3.34	3.29	3.20	3.15	3.61
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.82	2.79	2.90	3.15	2.94	3.12	2.80	3.18	3.41	3.17	3.18	3.28	3.37	3.24
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.73	3.75	3.71	3.83	3.91	3.87	3.64	3.91	3.98	4.01	3.87	4.01	3.91	4.03
I understand the strategy of the FBI	4.15	4.18	3.94	4.30	4.25	4.21	4.16	4.28	4.32	4.24	4.22	4.33	4.43	4.35
I am an active participant in my own development	4.33	4.38	4.38	4.33	4.33	4.38	4.32	4.36	4.43	4.42	4.34	4.49	4.51	4.44
I have sufficient information regarding changes taking place at work	3.83	3.40	3.53	3.78	3.76	3.85	3.65	3.80	3.87	3.78	3.67	3.96	4.04	3.88
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.49	2.43	2.36	2.39	2.46	2.78	2.49	2.87	2.65	2.48	2.58	2.62	2.66	2.45
The FBI is like a family with high standards	3.27	3.21	3.46	3.60	3.55	3.51	3.59	3.63	3.70	3.72	3.71	3.91	3.61	3.70
People who want to be leaders in this organization are doing it for the right reasons	2.80	2.64	2.84	3.01	2.95	3.05	2.81	2.98	3.16	3.05	2.97	3.20	3.11	3.09
Employees have a responsibility when it comes to morale	4.40	4.35	4.46	4.39	4.30	4.36	4.31	4.45	4.48	4.38	4.36	4.53	4.60	4.46
I want to be (or continue to be) a formal leader in this organization	3.53	3.50	3.42	3.71	3.52	3.64	3.40	3.76	3.50	3.63	3.62	3.61	3.53	3.75
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.52	2.53	2.59	2.89	2.71	2.93	2.62	2.96	2.81	2.88	2.78	3.04	3.44	3.06
The American public has a positive view of the FBI	3.96	4.13	3.86	4.16	4.05	4.16	3.81	4.15	4.20	4.19	4.19	4.28	4.13	4.19

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
FBI Leadership	3.74	3.69	3.93	3.67	3.97	3.89	3.96	3.91	4.04	4.14	3.85	3.92	4.05	3.91
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.72	3.79	3.92	3.71	4.01	3.93	3.93	4.04	4.03	4.20	3.95	3.99	4.18	3.85
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.54	3.56	4.12	3.49	4.01	3.77	4.07	3.79	4.24	4.27	3.80	3.81	4.16	4.05
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.95	3.72	3.93	3.75	3.78	3.93	4.16	4.02	3.91	4.17	3.77	3.87	4.06	3.83
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.40	3.34	3.70	3.36	3.74	3.55	3.60	3.61	3.89	4.01	3.56	3.68	3.83	3.70
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.05	4.06	4.10	3.97	4.26	4.24	4.22	4.12	4.22	4.30	4.13	4.28	4.27	4.17
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.85	3.74	3.87	3.71	4.03	3.86	3.99	3.95	4.05	4.02	3.86	3.97	4.08	3.83
Division Leadership	3.59	3.66	3.93	3.29	3.52	3.93	3.70	3.56	3.55	4.09	3.57	3.93	3.82	3.77
Division leadership empowers and supports supervisors to perform their jobs	3.54	3.55	3.91	3.45	3.37	3.78	3.83	3.52	3.40	4.09	3.46	3.86	3.71	3.67
My Division leadership generates high levels of motivation and commitment in the workforce	3.43	3.46	3.75	3.01	3.15	3.78	3.43	3.35	3.12	4.01	3.35	3.78	3.66	3.55
Division leadership is held accountable for the decisions they make	3.34	3.32	3.68	3.13	3.22	3.69	3.54	3.36	3.40	3.91	3.39	3.70	3.67	3.48
My Division leadership works together as a team	3.29	3.49	3.98	3.17	3.30	3.78	3.65	3.45	3.53	4.03	3.55	3.86	3.85	3.81
How satisfied are you with the decisions and policies of your Divisions leadership?	3.45	3.54	3.95	3.21	3.31	3.59	3.53	3.42	3.29	3.99	3.48	3.76	3.60	3.55
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.75	3.79	3.79	3.40	3.85	3.96	3.86	3.89	3.64	3.96	3.77	3.97	4.01	3.84
Employee morale is important to my Division leadership	3.50	3.46	3.89	3.21	3.13	3.68	3.41	3.56	3.20	4.14	3.36	3.70	3.80	3.48
Results are important to my Division leadership	4.10	4.13	4.25	3.95	4.14	4.39	4.32	3.96	4.25	4.38	4.06	4.42	4.12	4.16
Our Division has the reputation of being a high performer	3.84	4.08	4.23	2.81	4.11	4.60	3.91	3.73	4.32	4.16	3.84	4.43	4.15	4.32
Division leadership has a positive impact on our Division performance	3.51	3.65	3.99	3.24	3.43	4.04	3.86	3.57	3.47	4.21	3.58	3.91	3.94	3.76
Supervisor Leadership	4.03	4.10	4.10	3.93	4.10	3.92	4.05	3.99	4.26	4.05	4.17	4.34	4.12	4.09
Supervisorsteam leaders in my work unit support employee development	3.87	4.06	4.00	3.81	4.08	3.89	3.95	3.94	4.15	4.02	3.99	4.29	4.07	4.13
My supervisor supports my need to balance work and other life issues	4.30	4.35	4.36	4.23	4.37	4.15	4.30	4.25	4.48	4.25	4.38	4.56	4.43	4.39
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	4.18	4.15	4.15	3.95	4.15	3.99	4.11	4.01	4.33	4.04	4.28	4.37	4.15	4.07
I have trust and confidence in my supervisor as a leader	3.99	4.02	3.99	3.90	4.03	3.78	3.99	3.95	4.21	3.99	4.12	4.22	4.14	3.91

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
Supervisorsteam leaders in my work unit have trust and confidence in employees	3.86	3.94	4.01	3.73	3.95	3.75	3.94	3.88	4.14	4.00	4.06	4.26	4.04	4.00
Communication Dissemination	3.71	3.56	4.07	3.46	3.53	3.88	3.77	3.68	3.68	4.14	3.75	3.95	3.70	3.72
Division leadership communicates strategic objectives and threat priorities	3.85	3.82	4.23	3.76	3.82	4.04	3.96	3.87	4.11	4.23	4.05	4.09	3.85	3.97
My Division leadership communicates context and explanations regarding decisions and initiatives	3.66	3.50	4.06	3.31	3.47	3.80	3.60	3.57	3.61	4.09	3.65	3.83	3.78	3.73
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.66	3.53	4.13	3.46	3.52	3.86	3.71	3.63	3.55	4.14	3.79	3.94	3.65	3.61
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.68	3.46	3.91	3.31	3.29	3.77	3.90	3.69	3.56	4.09	3.44	3.99	3.73	3.57
Communication Voice	3.36	3.36	3.73	3.23	3.24	3.49	3.39	3.27	3.22	3.86	3.30	3.62	3.52	3.46
Leaders in my Division act upon employees ideas and input	3.39	3.35	3.78	3.29	3.22	3.53	3.49	3.17	3.26	3.92	3.34	3.66	3.51	3.47
Leaders in my Division encourage and consider alternative points of view and recommendations	3.40	3.38	3.83	3.24	3.26	3.53	3.52	3.30	3.23	3.93	3.35	3.58	3.63	3.57
How satisfied are you with your involvement in decisions that affect your work?	3.33	3.29	3.66	3.15	3.28	3.33	3.35	3.23	3.20	3.54	3.18	3.67	3.42	3.37
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.36	3.33	3.75	3.15	3.22	3.39	3.36	3.26	3.23	3.91	3.23	3.60	3.55	3.39
Division leadership is receptive to negative information and bad news	3.27	3.27	3.70	3.14	3.08	3.54	3.40	3.23	3.13	3.85	3.34	3.46	3.51	3.44
Leaders in my Division listen to what employees have to say	3.44	3.45	3.82	3.30	3.33	3.63	3.50	3.44	3.25	4.09	3.38	3.66	3.67	3.53
Formal Performance Management	3.30	3.30	3.46	3.41	3.38	3.43	3.33	3.42	3.39	3.48	3.33	3.65	3.44	3.27
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.06	3.07	3.12	3.02	3.09	3.17	3.08	3.20	3.08	3.26	3.06	3.47	3.23	3.21
(O)My performance appraisal is a fair reflection of my performance	3.97	4.00	3.88	4.05	3.97	3.83	4.10	3.96	4.16	4.05	3.92	4.10	4.02	3.99
Discussions about performance are seen as important and worthwhile	3.49	3.52	3.73	3.47	3.54	3.71	3.59	3.51	3.62	3.83	3.47	3.86	3.70	3.54
Promotions in my work unit are based on merit	3.06	3.00	3.11	3.15	3.07	3.06	3.11	3.07	3.14	3.25	3.06	3.52	3.21	2.80
In my work unit, differences in performance are recognized in a meaningful way	3.08	3.03	3.34	3.22	3.23	3.22	3.15	3.17	3.11	3.40	3.13	3.53	3.27	2.94
Awards in my unitsquad depend on how well employees perform their jobs	3.14	3.17	3.47	3.32	3.41	3.42	3.19	3.32	3.25	3.43	3.27	3.60	3.27	3.16
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	2.89	2.81	3.10	2.99	2.96	3.06	2.78	3.27	3.02	3.12	3.02	3.36	2.92	2.74
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	3.89	3.92	4.01	3.90	3.97	3.77	3.90	3.95	4.09	3.98	3.93	4.21	3.81	3.98

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
(O)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)	3.90	3.90	3.95	4.07	3.91	3.90	3.93	3.94	4.01	3.94	3.88	4.00	3.97	3.87
(O)Pay raises depend on how well employees perform their jobs	2.39	2.52	2.80	2.75	2.61	2.72	2.54	2.70	2.46	2.50	2.36	2.80	2.92	2.24
Informal Performance Management	3.25	3.36	3.51	3.43	3.48	3.48	3.51	3.37	3.46	3.57	3.36	3.65	3.43	3.38
(O)Employees are recognized for providing high quality products and services to customers	3.26	3.28	3.37	3.45	3.47	3.47	3.49	3.40	3.48	3.57	3.33	3.59	3.39	3.26
(O)Creativity and innovation are rewarded	3.05	3.16	3.29	3.15	3.36	3.38	3.30	3.22	3.21	3.47	3.15	3.48	3.25	2.96
I have recently received recognition or praise for doing good work	3.47	3.64	3.74	3.66	3.57	3.58	3.78	3.53	3.71	3.65	3.61	3.90	3.63	3.81
How satisfied are you with the recognition you receive for doing a good job?	3.21	3.32	3.64	3.42	3.43	3.36	3.49	3.28	3.38	3.58	3.29	3.59	3.28	3.38
Career Development	3.32	3.60	3.66	3.58	3.62	3.57	3.53	3.46	3.49	3.65	3.46	3.82	3.63	3.62
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.39	3.64	3.65	3.67	3.74	3.59	3.53	3.55	3.61	3.64	3.41	3.96	3.73	3.62
How satisfied are you with your career opportunities at the FBI?	3.27	3.55	3.67	3.47	3.51	3.54	3.52	3.37	3.37	3.64	3.50	3.71	3.51	3.60
Training and Development	3.57	3.67	3.71	3.65	3.79	3.71	3.71	3.57	3.68	3.74	3.59	4.04	3.71	3.75
(O)My training needs are assessed	3.11	3.25	3.38	3.34	3.53	3.44	3.48	3.29	3.38	3.48	3.24	3.85	3.40	3.32
I am given a real opportunity to improve my skills	3.75	3.80	3.84	3.80	3.91	3.80	3.74	3.68	3.77	3.88	3.68	4.14	3.81	3.85
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.76	3.86	3.87	3.78	3.88	3.73	3.82	3.68	3.85	3.81	3.78	4.08	3.76	3.99
Job Characteristics	3.79	3.88	4.04	3.90	3.95	3.74	3.92	3.88	3.95	3.95	3.82	4.08	3.87	3.92
Considering everything, how satisfied are you with your job?	3.87	4.00	4.15	4.06	4.07	3.80	4.03	3.96	4.08	4.09	3.86	4.14	3.83	4.03
Employees have a feeling of personal empowerment with respect to work	3.45	3.54	3.74	3.42	3.58	3.40	3.55	3.37	3.55	3.75	3.52	3.95	3.59	3.59
My job is considered to be a "prestigious" or "favorable" job here at the FBI	3.47	3.61	3.91	3.66	3.67	3.35	3.58	3.63	3.55	3.59	3.58	3.83	3.39	3.73
The work I do makes a difference	4.07	4.16	4.29	4.18	4.23	4.03	4.24	4.16	4.29	4.22	4.08	4.32	4.20	4.14
I am held accountable for achieving results	4.20	4.16	4.20	4.26	4.20	4.16	4.25	4.19	4.34	4.34	4.11	4.40	4.28	4.14
Employees in other jobs or positions value the work I do	3.87	3.92	4.08	3.99	4.06	3.69	4.00	4.08	4.07	3.94	3.85	4.06	4.01	3.98
(O)I feel encouraged to come up with new and better ways of doing things	3.58	3.75	3.91	3.60	3.80	3.64	3.84	3.72	3.80	3.81	3.69	3.85	3.77	3.76
Role Clarity	3.83	3.85	3.91	3.74	3.95	3.78	3.96	3.92	3.85	3.93	3.87	4.10	3.94	3.81
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.27	3.29	3.31	2.94	3.32	3.15	3.55	3.45	3.07	3.47	3.22	3.68	3.67	3.02
I know how my work relates to the FBI's strategic objectives and threat priorities	4.15	4.15	4.26	4.22	4.24	4.16	4.14	4.17	4.19	4.23	4.25	4.38	4.24	4.19
My workload is reasonable	3.72	3.75	3.84	3.60	3.89	3.60	3.84	3.84	3.81	3.72	3.76	3.98	3.71	3.78
I am clear on what is expected of me on a daily basis	4.20	4.21	4.24	4.17	4.33	4.20	4.31	4.20	4.29	4.28	4.20	4.36	4.26	4.22
Competence and Professionalism	3.75	3.76	3.90	3.78	3.87	3.91	3.76	3.81	3.95	3.93	3.81	4.16	3.73	3.84
The employees here are competent and know how to get the job done	3.79	3.86	3.91	3.82	4.00	4.14	3.79	3.92	4.01	4.04	3.84	4.29	3.79	3.86

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
My work unit is able to retain people with the right skills	3.58	3.51	3.76	3.41	3.64	3.51	3.53	3.47	3.80	3.85	3.53	4.04	3.53	3.52
My talents are used well in the workplace	3.50	3.57	3.90	3.79	3.74	3.70	3.61	3.68	3.79	3.83	3.73	3.89	3.68	3.68
The people in my Division conduct themselves in a professional manner	3.82	3.83	3.99	3.78	3.86	4.08	3.94	3.94	3.96	3.91	3.85	4.30	3.83	4.08
(O)Employees in my work unit share job knowledge with each other	4.14	4.07	3.96	4.10	4.16	4.10	3.95	4.11	4.20	4.05	4.15	4.31	3.84	4.10
Cooperational and Collaboration	3.57	3.57	3.68	3.58	3.65	3.70	3.67	3.67	3.72	3.63	3.57	4.03	3.64	3.73
This is a friendly and cooperative place to work	3.74	3.77	3.94	3.91	3.88	3.91	3.92	3.92	4.07	3.90	3.86	4.28	3.87	4.12
The people in my Division treat each other with respect and consideration	3.69	3.78	3.84	3.81	3.84	3.78	3.82	3.86	3.94	3.72	3.79	4.15	3.86	4.01
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.63	2.55	2.86	2.32	2.59	2.86	2.79	2.68	2.55	2.65	2.53	3.22	2.76	2.51
Employees in my work unit help each other out	4.12	4.13	4.05	4.18	4.20	4.21	4.12	4.12	4.29	4.21	4.14	4.41	3.97	4.22
Fairness	3.87	3.86	4.02	3.88	3.89	4.04	3.96	3.97	4.03	4.06	3.96	4.17	4.02	4.12
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.13	4.18	4.20	4.17	4.21	4.22	4.16	4.23	4.40	4.26	4.25	4.40	4.25	4.35
People in my Division are treated in a fair and consistent manner	3.60	3.53	3.78	3.65	3.58	3.86	3.76	3.70	3.68	3.78	3.68	3.94	3.85	3.93
Leaders work well with employees of different backgrounds	3.95	3.90	4.10	3.82	3.93	3.99	3.99	3.97	4.03	4.12	3.97	4.20	4.04	4.09
Integrity	3.98	4.00	4.21	4.11	4.01	4.24	4.28	4.13	4.18	4.39	4.16	4.27	4.12	4.15
Following the law is just as important as accomplishing the mission	4.35	4.42	4.58	4.58	4.46	4.57	4.67	4.41	4.58	4.62	4.48	4.66	4.34	4.50
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	3.71	3.73	3.94	3.85	3.88	3.99	3.88	3.97	3.97	4.10	3.89	3.92	4.03	3.84
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	3.87	3.82	4.17	3.88	3.67	4.11	4.19	4.05	4.00	4.41	4.09	4.17	4.01	4.08
Mission and Organization Engagement	4.23	4.37	4.35	4.33	4.42	4.38	4.40	4.41	4.39	4.45	4.37	4.42	4.44	4.38
I feel a sense of commitment to the FBI	4.29	4.45	4.40	4.41	4.48	4.40	4.44	4.44	4.50	4.52	4.47	4.50	4.47	4.45
I am proud to work for the FBI	4.38	4.58	4.54	4.49	4.62	4.57	4.55	4.58	4.62	4.64	4.56	4.61	4.55	4.65
(Reverse - higher is better) I am cynical about the FBI	3.71	3.79	3.91	3.88	3.93	3.95	4.04	4.02	3.79	3.99	3.84	3.97	4.15	3.73
I believe in the mission of the FBI	4.53	4.62	4.54	4.54	4.65	4.59	4.58	4.60	4.63	4.61	4.62	4.65	4.59	4.67
Workplace Engagement	3.52	3.70	3.84	3.54	3.78	3.58	3.66	3.65	3.58	3.77	3.56	3.92	3.76	3.72
My morale at work is good	3.61	3.85	3.89	3.60	3.83	3.70	3.76	3.73	3.76	3.99	3.63	4.03	3.80	3.81
(Reverse - higher is better) I feel frustrated at work	3.24	3.33	3.62	3.35	3.58	3.37	3.46	3.43	3.18	3.41	3.31	3.72	3.53	3.35
I look forward to going to work	3.70	3.95	4.05	3.69	3.95	3.68	3.88	3.79	3.85	3.94	3.73	4.03	3.95	4.00
Work Engagement	3.86	4.06	4.18	3.99	4.05	3.82	4.02	4.04	4.13	4.07	3.95	4.26	3.98	4.03
My work gives me a feeling of personal accomplishment	3.93	4.20	4.26	4.14	4.19	3.93	4.16	4.15	4.31	4.22	4.01	4.37	4.11	4.16

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
I like the kind of work I do	4.09	4.27	4.37	4.25	4.22	4.00	4.17	4.24	4.39	4.26	4.20	4.47	4.12	4.22
(Reverse - higher is better) I feel burned out from the work that I do	3.56	3.71	3.95	3.58	3.74	3.53	3.79	3.79	3.73	3.76	3.70	3.94	3.71	3.73
HQ/FO Collaboration	3.92	4.07	4.11	4.20	4.20	4.14	4.29	4.15	4.17	4.10	4.03	4.29	4.04	4.03
I am able to work effectively with Headquarters Divisions when required by my job	3.71	3.89	3.90	4.05	4.10	4.04	4.21	3.96	3.97	3.92	3.80	4.17	3.92	3.83
I am able to work effectively with Field Divisions when required by my job	4.12	4.23	4.29	4.35	4.29	4.25	4.40	4.32	4.35	4.27	4.26	4.40	4.16	4.24
Intelligence Community Collaboration	3.56	3.63	3.73	3.79	3.80	3.65	3.72	3.66	3.57	3.73	3.62	3.79	3.60	3.85
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.53	3.60	3.64	3.81	3.85	3.53	3.77	3.74	3.62	3.67	3.50	3.86	3.87	3.85
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.09	4.09	4.07	4.20	4.24	4.07	4.20	4.10	3.97	4.08	4.13	4.11	4.17	4.47
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	3.79	3.85	3.90	4.01	3.97	3.65	3.91	3.80	3.79	4.00	3.88	3.99	3.69	4.22
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	3.91	3.86	3.95	4.11	4.05	3.79	4.10	3.82	3.68	3.75	3.83	4.04	3.70	4.11
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	3.91	3.97	4.19	4.00	4.04	3.98	4.15	4.08	4.06	4.04	4.09	4.03	3.67	4.20
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?	3.36	3.25	3.45	3.65	3.54	3.21	3.49	3.43	3.42	3.47	3.23	3.43	3.80	3.35
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?	2.67	2.61	2.85	2.97	2.64	2.40	2.66	2.60	2.50	2.54	2.44	2.66	2.13	2.97
LEO Collaboration	4.25	4.26	4.26	4.29	4.29	4.23	4.38	4.27	4.27	4.28	4.22	4.35	4.15	4.29
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.41	4.44	4.38	4.39	4.42	4.33	4.55	4.37	4.43	4.41	4.42	4.34	4.36	4.40
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.29	4.26	4.33	4.33	4.26	4.31	4.33	4.29	4.34	4.39	4.25	4.43	4.07	4.32
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.08	4.04	4.08	4.10	4.14	4.03	4.26	4.16	4.10	3.94	3.99	4.23	3.89	4.14
Collaboration with other Federal Agencies	3.64	4.01	3.75	3.97	3.89	3.95	3.81	3.80	4.15	4.01	3.84	4.32	4.05	3.94

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	3.18	3.86	3.46	3.77	3.47	3.85	3.47	3.50	4.08	3.87	3.60	4.27	3.88	3.90
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	3.97	4.11	3.94	4.13	4.17	4.03	4.11	4.06	4.22	4.16	4.04	4.34	4.14	3.98
Administrative Workload	3.16	3.28	3.53	3.24	3.61	3.50	3.58	3.31	3.30	3.29	3.47	3.47	3.76	3.14
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	2.96	3.02	3.23	3.04	3.38	3.27	3.34	3.12	3.12	3.02	3.28	3.14	3.68	2.81
I have the tools needed to execute my administrative and reporting requirements	3.36	3.52	3.82	3.40	3.81	3.71	3.82	3.51	3.49	3.54	3.63	3.72	3.85	3.42
Tools, Technology, and Resources	3.26	3.27	3.52	3.39	3.63	3.39	3.56	3.51	3.14	3.58	3.17	3.75	3.55	3.13
I have sufficient resources (e.g., people, budget) to get my job done	3.34	3.31	3.51	3.42	3.67	3.53	3.59	3.47	3.36	3.63	3.15	3.77	3.54	3.19
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.18	3.22	3.53	3.37	3.61	3.26	3.52	3.56	2.93	3.52	3.19	3.71	3.54	3.06
Compliance	3.81	3.69	3.80	3.70	3.70	3.74	3.66	3.93	3.74	3.86	3.90	3.97	3.61	3.84
Employees report misconduct to the appropriate authorities	3.61	3.68	3.69	3.68	3.72	3.66	3.62	3.96	3.66	3.86	3.82	3.95	3.62	3.81
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.92	3.71	3.87	3.66	3.70	3.77	3.69	3.92	3.84	3.89	3.97	3.97	3.60	3.89
Counterproductive Work Behavior	2.83	2.85	3.01	2.73	2.87	3.23	3.08	3.12	2.89	3.17	3.00	3.48	2.89	2.82
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	2.79	2.89	3.12	2.95	2.94	3.23	3.07	3.20	2.92	3.27	3.07	3.48	2.83	2.90
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	2.76	2.90	3.03	2.92	2.97	3.31	3.04	3.35	3.04	3.22	3.11	3.68	2.81	3.01
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.71	2.76	2.80	2.57	2.72	3.21	2.78	2.93	2.78	3.10	2.90	3.47	2.76	2.48
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.80	2.77	3.01	2.62	2.78	3.08	3.22	3.02	2.80	3.10	2.89	3.37	2.97	2.84
Risk Management	3.91	3.97	4.01	4.02	4.04	4.02	4.09	4.08	4.02	4.14	3.94	4.09	4.00	3.88
Access to information systems and confidential information is adequately controlled	3.95	3.99	4.05	4.09	4.09	4.09	4.10	4.13	4.01	4.15	4.01	4.10	4.01	3.90
I am able to identify and communicate key risks within my area of responsibility	3.94	3.98	4.08	4.05	4.05	4.07	4.21	4.05	4.07	4.12	3.98	4.14	4.04	3.98
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.85	3.94	3.89	3.96	4.01	3.86	3.99	4.04	3.97	4.08	3.83	4.07	3.94	3.80
Work Environment	4.03	3.79	4.10	4.21	4.02	4.15	4.11	4.07	3.83	4.08	3.92	4.12	3.78	3.91

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	4.02	3.66	4.01	4.23	3.89	4.08	4.05	3.99	3.52	3.92	3.90	4.00	3.72	3.79
Employees are protected from health and safety hazards on the job	4.06	3.92	4.19	4.20	4.14	4.23	4.22	4.17	4.17	4.23	3.92	4.23	3.88	4.06
Pay and Benefits	3.41	3.58	3.54	3.45	3.60	3.63	3.63	3.53	3.45	3.49	3.21	3.62	3.34	3.14
Considering everything, how satisfied are you with your pay?	3.75	3.90	3.83	3.84	3.96	4.01	3.95	3.82	3.78	3.88	3.62	3.95	3.50	3.59
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.71	3.89	3.89	3.79	3.90	3.87	4.00	3.83	3.71	3.86	3.54	3.90	3.62	3.48
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.57	2.86	2.83	2.59	2.80	2.85	2.97	2.83	2.74	2.67	2.35	2.91	2.84	2.19
Miscellaneous														
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	3.94	3.85	4.11	3.89	3.95	4.12	4.11	3.89	4.07	4.19	3.99	4.14	3.80	3.98
I recommend the FBI as a good place to work	3.87	4.09	4.13	4.07	4.16	4.11	4.27	4.24	4.13	4.31	4.11	4.25	4.20	4.09
Considering everything, how satisfied are you with the FBI?	3.86	3.96	4.13	3.88	4.09	4.07	4.06	3.99	4.02	4.17	3.94	4.12	4.11	4.01
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	3.99	3.84	4.13	4.02	4.05	3.96	4.05	3.99	4.13	3.99	4.00	4.15	3.89	4.14
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.68	3.78	3.97	3.80	3.95	4.02	3.94	3.95	3.93	3.99	3.83	4.05	3.84	3.93
My organization has prepared employees for potential security threats	4.04	4.00	4.07	4.11	4.15	3.99	4.21	4.05	4.13	4.22	4.14	4.26	4.01	4.02
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.68	2.68	2.92	2.53	2.89	2.95	2.82	2.89	2.66	2.87	2.67	3.13	3.21	2.52
(O)The skill level in my work unit has improved in the past year	3.61	3.68	3.83	3.85	3.76	3.80	3.70	3.45	3.80	3.78	3.76	3.85	3.71	3.84
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	3.37	3.30	3.38	2.82	3.34	3.36	3.71	3.39	3.46	3.58	3.39	3.37	3.35	3.18
(O)The FBI is able to recruit people with the right skills	3.42	3.49	3.60	3.59	3.74	3.64	3.74	3.71	3.61	3.79	3.58	3.98	3.58	3.56
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.46	3.37	3.29	3.38	3.50	3.41	3.54	3.55	3.30	3.50	3.46	3.45	3.55	3.30
Sometimes it is necessary to work around people in order to get the job done	3.74	3.66	3.57	3.80	3.63	3.56	3.90	3.61	3.60	3.56	3.52	3.60	3.44	3.81
I would like my work to be more interesting and challenging	3.58	3.45	3.26	3.57	3.48	3.33	3.52	3.45	3.29	3.40	3.41	3.24	3.54	3.52

2014 FO/HQ Climate	DN	DE	EP	HN	HO	IP	JN	JK	KC	KX	LV	LR	LA-Admin	LA-CI/Cyber
I've seen or heard the results from last year's survey	3.34	3.25	3.46	3.92	3.66	3.35	2.66	3.64	4.14	4.26	3.01	3.52	3.25	3.44
I'm interested in seeing or hearing the results from this year's survey	4.24	4.23	4.20	4.45	4.18	4.35	4.33	4.39	4.37	4.27	4.31	4.11	4.09	4.33
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.35	3.42	3.38	3.67	3.55	3.01	3.15	3.18	3.33	3.26	3.68	3.56	3.57	3.35
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.78	2.97	3.11	2.94	3.09	3.36	3.09	2.96	3.00	3.21	3.18	3.21	3.57	2.71
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.74	3.70	3.80	3.70	3.88	3.95	3.94	3.74	3.62	3.82	3.73	3.94	3.91	3.78
I understand the strategy of the FBI	4.22	4.14	4.16	4.04	4.31	4.27	4.24	4.25	4.14	4.18	4.22	4.28	4.27	4.19
I am an active participant in my own development	4.24	4.38	4.37	4.39	4.34	4.26	4.48	4.29	4.39	4.30	4.39	4.37	4.43	4.31
I have sufficient information regarding changes taking place at work	3.64	3.51	3.96	3.50	3.67	3.76	3.50	3.55	3.60	3.82	3.61	3.99	3.70	3.60
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.53	2.35	2.47	2.23	2.52	2.56	2.45	2.62	2.54	2.77	2.59	2.64	2.42	2.21
The FBI is like a family with high standards	3.39	3.47	3.49	3.37	3.56	3.58	3.43	3.49	3.49	3.67	3.51	3.67	3.79	3.44
People who want to be leaders in this organization are doing it for the right reasons	2.93	2.83	2.94	2.79	2.95	3.04	2.88	2.88	2.85	3.04	2.86	2.92	3.27	2.64
Employees have a responsibility when it comes to morale	4.31	4.36	4.33	4.39	4.34	4.25	4.52	4.35	4.48	4.48	4.36	4.55	4.28	4.35
I want to be (or continue to be) a formal leader in this organization	3.58	3.38	3.56	3.59	3.53	3.61	3.76	3.71	3.48	3.60	3.50	3.39	3.80	3.65
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.57	2.59	3.10	2.45	2.90	2.85	2.91	2.69	2.60	2.79	2.61	3.15	2.88	2.30
The American public has a positive view of the FBI	4.03	3.97	4.21	3.96	4.14	4.09	4.28	4.13	4.13	4.18	4.08	4.15	4.14	4.10

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
FBI Leadership	3.89	3.83	4.11	3.93	3.70	4.07	3.83	3.63	3.67	3.87	4.20	3.93	3.80	3.64
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.74	3.82	4.20	3.85	3.70	4.22	3.88	3.63	3.64	3.98	4.15	3.95	3.91	3.67
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.97	3.92	4.08	3.96	3.64	3.93	3.78	3.68	3.61	3.67	4.31	3.95	3.87	3.59
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.92	3.77	4.00	3.91	3.71	4.15	3.84	3.59	3.74	3.89	3.98	4.06	3.76	3.80
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.68	3.62	3.92	3.60	3.34	3.86	3.55	3.23	3.42	3.66	4.16	3.67	3.42	3.21
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.17	4.03	4.40	4.26	4.09	4.19	4.08	3.93	3.98	4.09	4.35	4.04	4.04	4.02
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.90	3.77	4.13	3.97	3.75	4.09	3.91	3.64	3.75	3.95	4.21	3.89	3.85	3.75
Division Leadership	3.90	3.67	4.11	3.68	3.66	3.88	3.64	3.47	3.40	3.76	4.09	3.96	3.53	3.64
Division leadership empowers and supports supervisors to perform their jobs	3.88	3.57	4.16	3.64	3.75	3.92	3.60	3.54	3.31	3.65	4.11	3.95	3.45	3.54
My Division leadership generates high levels of motivation and commitment in the workforce	3.75	3.46	4.19	3.49	3.36	3.78	3.44	3.25	3.19	3.51	4.06	3.79	3.40	3.31
Division leadership is held accountable for the decisions they make	3.70	3.37	4.08	3.41	3.50	3.72	3.33	3.22	3.05	3.77	3.91	3.74	3.36	3.40
My Division leadership works together as a team	3.94	3.60	4.12	3.62	3.71	3.82	3.32	3.49	2.81	3.81	4.02	4.05	3.42	3.55
How satisfied are you with the decisions and policies of your Divisions leadership?	3.85	3.47	3.76	3.46	3.54	3.81	3.56	3.47	3.34	3.57	4.06	3.69	3.38	3.51
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.89	3.68	4.33	3.88	3.83	4.02	3.89	3.45	3.57	3.65	4.15	3.96	3.85	3.68
Employee morale is important to my Division leadership	3.82	3.60	4.31	3.59	3.63	3.83	3.39	3.26	3.20	3.70	4.32	4.02	3.31	3.28
Results are important to my Division leadership	4.31	4.15	4.50	4.26	4.10	4.29	4.09	3.96	4.00	4.16	4.44	4.26	3.94	4.24
Our Division has the reputation of being a high performer	4.22	4.14	4.42	4.13	3.64	4.02	4.13	3.73	4.20	4.17	3.76	4.04	4.03	4.15
Division leadership has a positive impact on our Division performance	3.90	3.74	4.19	3.73	3.62	3.88	3.61	3.37	3.29	3.74	4.14	4.02	3.59	3.68
Supervisor Leadership	4.31	4.21	4.19	3.92	4.21	4.22	4.17	3.95	4.11	4.23	4.15	4.24	3.85	4.01
Supervisorsteam leaders in my work unit support employee development	4.16	4.13	4.19	3.79	4.19	4.20	4.05	3.90	4.08	4.17	4.10	4.19	3.76	3.94
My supervisor supports my need to balance work and other life issues	4.46	4.41	4.62	4.36	4.47	4.44	4.36	4.23	4.31	4.48	4.46	4.49	4.10	4.25
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	4.49	4.26	4.12	3.94	4.15	4.26	4.29	3.97	4.16	4.32	4.13	4.28	3.96	4.10
I have trust and confidence in my supervisor as a leader	4.31	4.14	4.20	3.80	4.11	4.17	4.13	3.84	4.01	4.12	4.01	4.13	3.76	3.92

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
Supervisorsteam leaders in my work unit have trust and confidence in employees	4.19	4.09	4.31	3.69	4.12	4.08	4.01	3.77	4.03	4.12	4.08	4.12	3.71	3.91
Communication Dissemination	3.93	3.72	4.02	3.63	3.58	3.96	3.77	3.71	3.45	3.74	4.11	3.94	3.39	3.72
Division leadership communicates strategic objectives and threat priorities	4.15	3.99	4.04	3.91	3.75	4.17	4.01	4.02	3.59	4.01	4.30	4.16	3.51	4.01
My Division leadership communicates context and explanations regarding decisions and initiatives	3.81	3.64	4.00	3.52	3.48	3.97	3.70	3.64	3.25	3.72	4.13	4.02	3.39	3.74
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.87	3.51	3.78	3.48	3.48	4.00	3.81	3.57	3.43	3.70	4.03	3.92	3.38	3.55
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.95	3.80	4.43	3.62	3.64	3.83	3.55	3.61	3.53	3.62	4.02	3.81	3.43	3.58
Communication Voice	3.70	3.40	3.75	3.27	3.50	3.73	3.38	3.35	3.22	3.64	3.91	3.73	3.19	3.37
Leaders in my Division act upon employees ideas and input	3.69	3.39	3.74	3.33	3.53	3.76	3.35	3.29	3.22	3.71	3.91	3.70	3.23	3.36
Leaders in my Division encourage and consider alternative points of view and recommendations	3.74	3.44	3.69	3.31	3.58	3.78	3.40	3.37	3.19	3.64	4.02	3.77	3.24	3.47
How satisfied are you with your involvement in decisions that affect your work?	3.63	3.35	3.65	3.23	3.43	3.61	3.44	3.40	3.33	3.56	3.72	3.44	3.24	3.37
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.64	3.40	3.87	3.23	3.38	3.70	3.37	3.06	3.16	3.70	3.97	3.71	3.13	3.30
Division leadership is receptive to negative information and bad news	3.78	3.40	3.79	3.23	3.44	3.76	3.29	3.26	3.10	3.48	3.87	3.84	3.18	3.30
Leaders in my Division listen to what employees have to say	3.84	3.46	4.00	3.34	3.63	3.84	3.46	3.42	3.21	3.74	4.13	3.89	3.23	3.43
Formal Performance Management	3.51	3.38	3.62	3.27	3.45	3.66	3.50	3.44	3.24	3.56	3.43	3.57	3.38	3.38
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.42	3.25	3.58	2.92	3.09	3.27	3.33	3.41	3.07	3.60	3.32	3.43	3.30	3.37
(O)My performance appraisal is a fair reflection of my performance	4.19	4.15	4.15	4.00	4.07	4.08	4.02	3.96	4.09	4.29	3.89	4.18	3.85	4.10
Discussions about performance are seen as important and worthwhile	3.65	3.56	3.81	3.53	3.44	3.83	3.63	3.66	3.36	3.79	3.73	3.72	3.61	3.51
Promotions in my work unit are based on merit	3.17	3.04	3.50	2.91	3.23	3.39	3.29	3.16	3.01	3.34	3.12	3.39	3.18	2.92
In my work unit, differences in performance are recognized in a meaningful way	3.31	3.12	3.50	2.93	3.45	3.51	3.37	3.19	2.99	3.40	3.20	3.48	3.23	3.14
Awards in my unitsquad depend on how well employees perform their jobs	3.48	3.27	3.84	3.03	3.41	3.67	3.50	3.47	2.95	3.36	3.34	3.59	3.33	3.29
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	3.18	2.96	3.24	2.72	3.10	3.28	3.22	3.05	2.75	3.18	3.12	3.23	3.15	2.99
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	4.13	4.06	3.84	3.88	3.94	4.07	4.05	3.85	3.86	4.09	3.93	4.06	3.77	4.09

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
(O)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)	4.06	4.08	4.15	3.86	4.15	4.13	3.94	3.97	3.97	4.27	3.83	4.08	3.86	4.08
(O)Pay raises depend on how well employees perform their jobs	2.43	2.22	2.95	2.49	2.47	2.88	2.68	2.56	2.36	2.77	2.63	2.55	2.36	2.25
Informal Performance Management	3.55	3.40	3.87	3.28	3.57	3.58	3.56	3.45	3.40	3.67	3.59	3.64	3.33	3.46
(O)Employees are recognized for providing high quality products and services to customers	3.43	3.27	4.00	3.29	3.45	3.55	3.54	3.50	3.39	3.59	3.58	3.63	3.27	3.48
(O)Creativity and innovation are rewarded	3.30	3.07	3.74	3.07	3.27	3.40	3.35	3.28	3.21	3.55	3.44	3.29	3.12	3.30
I have recently received recognition or praise for doing good work	3.87	3.74	4.07	3.60	3.92	3.65	3.72	3.56	3.68	3.81	3.77	3.91	3.55	3.72
How satisfied are you with the recognition you receive for doing a good job?	3.62	3.43	3.81	3.19	3.55	3.63	3.54	3.39	3.33	3.60	3.58	3.66	3.36	3.42
Career Development	3.86	3.63	3.89	3.32	3.74	3.87	3.71	3.66	3.40	3.84	3.60	3.57	3.34	3.33
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.86	3.55	4.04	3.36	3.84	3.98	3.77	3.79	3.33	3.82	3.57	3.58	3.44	3.48
How satisfied are you with your career opportunities at the FBI?	3.86	3.72	3.85	3.28	3.64	3.75	3.67	3.52	3.45	3.88	3.63	3.55	3.28	3.19
Training and Development	3.78	3.66	3.88	3.53	3.80	3.85	3.81	3.75	3.54	3.91	3.66	3.67	3.48	3.62
(O)My training needs are assessed	3.31	3.26	3.68	3.12	3.44	3.47	3.55	3.54	3.18	3.56	3.43	3.30	3.30	3.17
I am given a real opportunity to improve my skills	3.93	3.77	4.00	3.73	3.90	4.00	3.90	3.84	3.64	4.01	3.75	3.84	3.55	3.80
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.99	3.83	3.96	3.66	4.02	4.01	3.91	3.84	3.74	4.08	3.73	3.79	3.48	3.81
Job Characteristics	4.01	4.01	4.07	3.82	3.81	4.07	4.03	3.83	3.79	4.09	3.94	3.91	3.77	3.81
Considering everything, how satisfied are you with your job?	4.08	4.20	4.07	3.83	3.90	4.18	4.15	3.86	3.95	4.16	4.02	4.12	3.75	3.91
Employees have a feeling of personal empowerment with respect to work	3.75	3.65	3.80	3.34	3.51	3.79	3.64	3.44	3.51	3.83	3.73	3.58	3.39	3.46
My job is considered to be a "prestigious" or "favorable" job here at the FBI	3.90	3.99	3.81	3.47	3.39	3.78	3.89	3.42	3.29	3.76	3.61	3.44	3.30	3.46
The work I do makes a difference	4.16	4.30	4.37	4.16	4.10	4.34	4.30	4.10	4.10	4.33	4.21	4.22	4.06	4.11
I am held accountable for achieving results	4.18	4.17	4.31	4.20	4.18	4.39	4.28	4.07	4.11	4.30	4.23	4.22	4.17	4.18
Employees in other jobs or positions value the work I do	4.07	4.08	4.22	3.98	3.84	4.13	4.09	4.05	3.80	4.18	3.96	3.93	4.03	3.81
(O)I feel encouraged to come up with new and better ways of doing things	3.81	3.66	3.95	3.73	3.76	3.87	3.81	3.85	3.75	4.11	3.78	3.81	3.63	3.68
Role Clarity	3.99	3.84	4.15	3.80	3.81	4.09	3.99	3.86	3.77	4.03	3.96	3.96	3.93	3.84
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.34	3.27	4.13	2.95	3.28	3.57	3.41	3.52	3.18	3.70	3.57	3.35	3.52	3.02
I know how my work relates to the FBI's strategic objectives and threat priorities	4.27	4.15	4.30	4.33	4.14	4.37	4.27	4.13	4.11	4.25	4.30	4.23	4.17	4.19
My workload is reasonable	3.98	3.63	3.96	3.70	3.62	4.03	3.91	3.67	3.51	3.83	3.70	3.95	3.81	3.93
I am clear on what is expected of me on a daily basis	4.35	4.30	4.19	4.21	4.18	4.39	4.35	4.16	4.23	4.30	4.26	4.31	4.24	4.23
Competence and Professionalism	3.98	3.99	4.16	3.82	3.89	3.94	3.87	3.82	3.80	3.99	3.97	3.85	3.68	3.80
The employees here are competent and know how to get the job done	4.06	4.03	4.23	3.94	3.85	3.99	3.92	3.95	3.91	4.05	4.08	3.86	3.85	3.96

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
My work unit is able to retain people with the right skills	3.84	3.70	4.08	3.43	3.89	3.80	3.67	3.40	3.56	3.87	3.70	3.75	3.36	3.33
My talents are used well in the workplace	3.79	3.94	4.27	3.74	3.76	3.82	3.91	3.65	3.74	3.96	3.82	3.73	3.46	3.58
The people in my Division conduct themselves in a professional manner	4.10	4.04	4.16	3.85	3.94	3.96	3.81	3.97	3.83	3.92	4.13	3.71	3.78	4.17
(O)Employees in my work unit share job knowledge with each other	4.20	4.28	4.25	4.17	4.08	4.17	4.11	4.18	3.97	4.33	4.11	4.24	4.03	4.01
Cooperational and Collaboration	3.87	3.82	3.96	3.54	3.67	3.71	3.58	3.64	3.52	3.75	3.78	3.62	3.54	3.83
This is a friendly and cooperative place to work	4.25	4.15	4.08	3.74	3.96	3.91	3.74	3.89	3.76	3.93	4.05	3.91	3.66	4.08
The people in my Division treat each other with respect and consideration	4.10	4.07	4.33	3.83	3.89	3.88	3.77	3.81	3.72	3.96	4.04	3.77	3.69	4.17
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.79	2.62	3.30	2.37	2.58	2.96	2.59	2.69	2.48	2.85	2.88	2.46	2.72	2.70
Employees in my work unit help each other out	4.32	4.35	4.32	4.15	4.26	4.14	4.19	4.03	4.06	4.28	4.16	4.32	4.08	4.24
Fairness	4.29	4.16	4.19	3.91	3.91	4.04	3.97	3.93	3.92	4.06	4.14	4.08	3.84	4.12
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.50	4.37	4.46	4.17	4.21	4.23	4.31	4.24	4.31	4.35	4.37	4.31	4.12	4.33
People in my Division are treated in a fair and consistent manner	4.13	3.96	4.11	3.70	3.58	3.80	3.58	3.67	3.58	3.85	3.94	3.84	3.59	3.97
Leaders work well with employees of different backgrounds	4.26	4.17	4.12	3.91	3.99	4.08	4.01	3.91	3.93	4.22	4.13	4.09	3.86	4.07
Integrity	4.24	4.13	4.28	4.07	4.04	4.30	4.12	3.94	4.06	4.30	4.32	4.34	3.93	4.09
Following the law is just as important as accomplishing the mission	4.63	4.57	4.44	4.49	4.46	4.53	4.45	4.58	4.54	4.62	4.59	4.61	4.25	4.46
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	3.82	3.72	4.04	3.73	3.77	4.09	3.93	3.54	3.70	4.07	4.01	4.01	3.79	3.80
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	4.21	4.02	4.30	3.95	3.94	4.26	3.95	3.67	3.86	4.23	4.32	4.41	3.69	3.97
Mission and Organization Engagement	4.43	4.46	4.56	4.42	4.31	4.51	4.45	4.25	4.29	4.37	4.42	4.39	4.39	4.40
I feel a sense of commitment to the FBI	4.52	4.56	4.63	4.55	4.38	4.56	4.48	4.28	4.38	4.49	4.48	4.51	4.40	4.51
I am proud to work for the FBI	4.59	4.68	4.70	4.64	4.54	4.65	4.60	4.48	4.51	4.56	4.59	4.62	4.48	4.60
(Reverse - higher is better) I am cynical about the FBI	3.90	3.93	4.24	3.80	3.68	4.13	4.04	3.75	3.64	3.98	3.99	3.73	4.01	3.83
I believe in the mission of the FBI	4.67	4.69	4.67	4.66	4.60	4.70	4.66	4.50	4.60	4.59	4.61	4.68	4.64	4.68
Workplace Engagement	3.97	3.90	4.01	3.62	3.63	3.90	3.91	3.61	3.55	3.78	3.89	3.80	3.67	3.64
My morale at work is good	4.07	4.06	4.28	3.66	3.72	3.99	4.01	3.80	3.69	3.87	4.01	4.02	3.76	3.64
(Reverse - higher is better) I feel frustrated at work	3.64	3.47	3.72	3.35	3.29	3.64	3.64	3.32	3.09	3.52	3.60	3.39	3.45	3.39
I look forward to going to work	4.22	4.17	4.15	3.83	3.88	4.10	4.06	3.75	3.84	3.96	4.05	3.98	3.83	3.91
Work Engagement	4.06	4.20	4.17	4.07	4.03	4.14	4.20	3.99	4.00	4.14	4.04	4.17	3.92	3.94
My work gives me a feeling of personal accomplishment	4.15	4.39	4.22	4.20	4.20	4.26	4.33	4.13	4.18	4.25	4.18	4.25	3.95	4.03

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
I like the kind of work I do	4.21	4.45	4.30	4.29	4.22	4.31	4.34	4.20	4.31	4.27	4.19	4.35	4.01	4.10
(Reverse - higher is better) I feel burned out from the work that I do	3.79	3.76	4.08	3.68	3.67	3.89	3.94	3.65	3.50	3.89	3.76	3.91	3.83	3.70
HQ/FO Collaboration	4.09	4.04	4.28	4.04	3.99	4.24	4.13	4.13	4.04	4.14	4.11	4.17	4.15	4.12
I am able to work effectively with Headquarters Divisions when required by my job	3.87	3.86	4.17	3.78	3.76	4.05	4.02	3.98	3.79	3.97	3.98	3.99	4.13	4.04
I am able to work effectively with Field Divisions when required by my job	4.32	4.20	4.41	4.28	4.20	4.41	4.23	4.28	4.26	4.29	4.26	4.35	4.20	4.20
Intelligence Community Collaboration	3.96	3.56	3.74	3.67	3.56	3.83	3.78	3.88	3.70	3.75	3.64	3.63	3.59	3.86
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.95	3.58	4.06	3.73	3.60	3.81	3.87	3.89	3.73	3.70	3.69	3.52	3.78	3.86
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.38	3.79	4.31	4.45	4.18	4.15	4.14	4.34	4.26	4.18	4.09	4.04	4.07	4.28
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	4.29	3.69	4.29	3.84	3.71	3.94	4.01	4.01	3.84	3.78	3.87	3.88	3.70	4.20
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	4.24	3.67	4.38	4.25	4.00	3.97	3.96	4.10	3.95	3.87	3.81	3.81	3.82	4.06
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	4.30	4.07	3.88	3.76	4.08	4.16	4.11	3.97	3.96	4.06	4.07	4.06	3.84	4.17
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?	3.50	3.30	4.50	3.14	3.38	3.24	3.52	3.56	3.34	3.52	3.49	3.36	3.50	3.51
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?	3.08	2.21	2.44	2.70	2.40	2.59	2.58	3.00	2.61	2.43	2.58	2.53	2.00	3.09
LEO Collaboration	4.46	4.34	4.46	4.22	4.34	4.38	4.29	4.27	4.25	4.30	4.30	4.24	4.02	4.08
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.52	4.38	4.57	4.39	4.47	4.53	4.36	4.45	4.37	4.44	4.44	4.30	4.24	4.24
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.51	4.45	4.53	4.12	4.35	4.43	4.36	4.21	4.31	4.29	4.30	4.33	3.88	4.03
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.42	4.20	4.38	4.02	4.21	4.16	4.16	4.11	4.07	4.11	4.14	4.05	3.82	3.94
Collaboration with other Federal Agencies	3.72	3.68	4.39	3.84	3.63	4.05	3.99	4.14	3.85	4.06	4.09	3.53	4.08	4.03

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	3.29	3.34	4.14	3.53	3.30	3.83	3.80	4.04	3.46	3.98	4.08	2.83	3.95	3.88
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.10	4.01	4.50	4.01	3.92	4.22	4.14	4.22	4.12	4.10	4.09	4.10	4.13	4.09
Administrative Workload	3.27	2.97	3.84	3.53	3.43	3.59	3.53	3.24	3.31	3.50	3.55	3.26	3.85	3.33
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.03	2.68	3.76	3.42	3.27	3.39	3.31	2.93	3.11	3.38	3.31	2.96	3.87	3.06
I have the tools needed to execute my administrative and reporting requirements	3.49	3.21	3.96	3.64	3.59	3.80	3.73	3.55	3.47	3.62	3.76	3.54	3.88	3.56
Tools, Technology, and Resources	3.33	2.85	3.69	3.24	3.41	3.45	3.46	3.37	3.22	3.28	3.49	3.31	3.55	3.35
I have sufficient resources (e.g., people, budget) to get my job done	3.46	2.90	3.72	3.26	3.42	3.53	3.52	3.39	3.25	3.32	3.50	3.49	3.58	3.47
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.18	2.80	3.65	3.21	3.41	3.36	3.39	3.35	3.20	3.24	3.48	3.14	3.53	3.25
Compliance	3.77	3.75	4.00	3.69	3.79	3.92	3.73	3.83	3.73	3.92	3.86	3.65	3.60	3.79
Employees report misconduct to the appropriate authorities	3.75	3.68	3.95	3.69	3.79	3.89	3.70	3.78	3.54	3.94	3.78	3.55	3.66	3.69
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.85	3.81	4.04	3.68	3.82	4.01	3.75	3.87	3.79	3.93	3.93	3.77	3.57	3.87
Counterproductive Work Behavior	3.11	2.87	3.08	2.79	2.88	3.08	3.00	3.12	2.62	3.27	3.25	3.03	3.14	3.12
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	3.24	2.99	3.08	2.87	2.92	3.10	3.09	3.24	2.73	3.44	3.24	3.08	3.27	3.15
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	3.29	3.01	2.91	2.89	2.99	3.13	3.09	3.23	2.77	3.44	3.33	3.10	3.29	3.29
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.73	2.69	2.71	2.59	2.78	2.85	2.93	3.08	2.46	3.10	3.22	2.77	3.11	2.93
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	3.17	2.86	3.54	2.72	2.80	3.18	2.86	2.95	2.51	3.15	3.17	3.10	2.94	3.00
Risk Management	3.98	3.87	4.08	4.03	3.98	4.11	4.01	3.99	3.97	4.15	3.97	4.02	3.92	3.96
Access to information systems and confidential information is adequately controlled	3.93	3.92	4.19	4.06	3.98	4.16	4.04	3.99	4.06	4.18	4.02	4.01	4.00	3.93
I am able to identify and communicate key risks within my area of responsibility	4.04	3.85	4.15	4.13	4.01	4.12	4.03	4.11	3.99	4.16	3.99	4.10	4.02	3.99
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	4.01	3.82	3.88	3.92	3.95	4.06	3.98	3.94	3.85	4.14	3.89	3.96	3.87	3.99
Work Environment	4.08	3.83	3.85	3.72	4.14	3.93	3.66	4.05	4.06	4.17	4.00	4.26	3.75	3.76

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	4.02	3.71	3.71	3.73	4.08	3.72	3.45	4.00	3.96	4.11	3.87	4.22	3.70	3.71
Employees are protected from health and safety hazards on the job	4.14	3.96	4.00	3.68	4.24	4.15	3.87	4.12	4.14	4.27	4.14	4.30	3.79	3.82
Pay and Benefits	3.35	3.34	3.53	3.41	3.56	3.55	3.53	3.56	3.46	3.59	3.23	3.35	2.96	2.98
Considering everything, how satisfied are you with your pay?	3.74	3.76	3.93	3.79	3.83	3.93	3.85	3.92	3.71	3.85	3.64	3.77	3.25	3.33
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.68	3.58	3.77	3.82	3.81	3.88	3.81	3.98	3.66	3.74	3.51	3.73	3.18	3.25
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.47	2.44	2.71	2.50	2.91	2.64	2.75	2.73	2.86	2.86	2.42	2.46	2.18	2.13
Miscellaneous														
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	4.05	3.91	3.92	3.96	3.96	4.14	3.93	3.98	3.76	4.15	4.15	4.15	3.76	3.93
I recommend the FBI as a good place to work	4.25	4.14	4.37	4.03	4.11	4.28	4.20	3.89	4.08	4.18	4.14	4.02	4.01	4.01
Considering everything, how satisfied are you with the FBI?	4.13	4.05	4.22	3.95	3.90	4.28	4.13	3.90	3.96	4.17	4.05	3.98	3.92	3.95
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	4.10	4.08	4.47	4.09	4.01	4.04	4.00	4.05	3.91	4.28	3.97	4.07	3.89	3.91
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.97	3.90	4.22	3.93	3.91	3.95	3.90	3.88	3.80	4.10	4.05	3.82	3.91	3.76
My organization has prepared employees for potential security threats	4.10	4.03	4.08	3.98	4.19	4.04	4.01	4.23	4.16	4.24	4.06	4.22	4.03	3.96
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.55	2.57	3.57	2.62	2.62	3.15	2.89	2.67	2.67	3.01	3.13	2.71	3.09	2.78
(O)The skill level in my work unit has improved in the past year	3.91	3.81	4.11	3.65	3.79	3.75	3.85	3.82	3.63	3.96	3.80	3.68	3.69	3.78
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	3.27	3.19	3.52	3.00	3.04	3.53	3.24	2.60	2.84	3.27	3.73	3.49	3.31	2.56
(O)The FBI is able to recruit people with the right skills	3.75	3.69	3.83	3.46	3.65	3.78	3.77	3.61	3.66	3.94	3.67	3.66	3.61	3.65
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.44	3.22	4.22	3.15	3.46	3.59	3.40	3.18	3.27	3.37	3.64	3.30	3.73	3.38
Sometimes it is necessary to work around people in order to get the job done	3.78	3.61	3.77	3.66	3.70	3.62	3.68	3.56	3.85	3.52	3.47	3.75	3.79	3.76
I would like my work to be more interesting and challenging	3.40	3.12	3.83	3.43	3.30	3.40	3.33	3.40	3.23	3.26	3.32	3.32	3.82	3.50

2014 FO/HQ Climate	LA-CT	LA-CID	LA-Other	LA-Intel	LS	ME	MM	MW	MP	MO	NH	NO	NY-Admin	NY-CI
I've seen or heard the results from last year's survey	3.15	3.19	3.22	3.20	2.81	3.88	3.55	2.33	3.75	3.34	3.15	3.80	2.75	2.98
I'm interested in seeing or hearing the results from this year's survey	4.36	4.20	4.19	4.33	4.37	4.27	4.17	4.32	4.26	4.09	4.45	4.34	4.33	4.24
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.28	3.14	3.64	3.18	3.20	3.41	3.51	3.59	2.81	3.27	3.79	3.19	3.62	3.53
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.67	2.76	3.62	2.91	2.93	3.31	3.08	2.80	2.77	3.26	3.11	2.79	3.35	2.86
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.86	3.66	4.16	3.78	3.76	4.01	3.89	3.61	3.76	3.98	3.90	3.71	3.84	3.79
I understand the strategy of the FBI	4.27	4.12	4.19	4.29	4.18	4.42	4.27	4.09	4.06	4.28	4.26	4.21	4.28	4.23
I am an active participant in my own development	4.45	4.37	4.30	4.36	4.39	4.53	4.38	4.38	4.38	4.39	4.39	4.35	4.28	4.27
I have sufficient information regarding changes taking place at work	3.95	3.73	3.89	3.59	3.58	3.98	3.78	3.55	3.45	3.89	3.87	3.71	3.61	3.72
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.35	2.26	2.60	2.43	2.55	2.49	2.32	2.40	2.37	2.76	2.66	2.67	2.32	2.41
The FBI is like a family with high standards	3.43	3.55	3.73	3.39	3.39	3.69	3.54	3.30	3.32	3.76	3.61	3.49	3.38	3.39
People who want to be leaders in this organization are doing it for the right reasons	2.73	2.69	3.44	2.68	2.95	3.12	3.00	2.73	2.59	3.08	2.98	2.71	3.20	2.79
Employees have a responsibility when it comes to morale	4.41	4.45	4.37	4.31	4.41	4.47	4.39	4.45	4.27	4.41	4.40	4.46	4.19	4.23
I want to be (or continue to be) a formal leader in this organization	3.70	3.55	4.08	3.67	3.60	3.78	3.70	3.44	3.27	3.68	3.53	3.42	3.78	3.51
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.40	2.24	3.54	2.57	2.49	2.90	2.82	2.75	2.57	2.88	3.02	2.70	2.98	2.46
The American public has a positive view of the FBI	4.11	4.20	4.04	4.14	4.03	4.22	4.25	4.07	4.03	3.97	4.06	4.03	3.98	4.04

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
FBI Leadership	3.72	3.80	4.14	3.84	3.73	3.88	3.75	4.08	3.88	3.68	3.85	3.76	3.72	3.92
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.63	3.84	4.15	3.79	3.70	3.93	3.77	4.02	3.84	3.75	3.87	3.80	3.72	3.94
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.74	3.82	4.28	3.99	3.78	3.74	3.86	4.28	3.99	3.53	3.77	3.78	3.56	3.96
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.75	3.74	3.81	3.81	3.82	3.99	3.88	3.95	3.94	3.85	3.89	3.82	3.93	3.92
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.38	3.45	4.05	3.43	3.39	3.63	3.39	3.82	3.58	3.35	3.54	3.47	3.43	3.57
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.02	4.13	4.25	4.15	4.02	4.08	3.98	4.32	3.98	3.95	4.18	4.04	4.00	4.24
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.79	3.81	4.20	3.85	3.79	3.91	3.91	4.08	3.86	3.70	3.93	3.84	3.76	3.94
Division Leadership	3.72	3.72	3.70	3.48	3.62	3.81	3.10	3.89	3.85	3.95	3.69	3.79	3.93	3.81
Division leadership empowers and supports supervisors to perform their jobs	3.60	3.57	3.90	3.25	3.42	3.79	2.97	3.87	3.94	3.97	3.63	3.74	4.04	3.85
My Division leadership generates high levels of motivation and commitment in the workforce	3.36	3.52	3.60	3.09	3.30	3.58	2.71	3.80	3.74	3.86	3.46	3.56	3.85	3.66
Division leadership is held accountable for the decisions they make	3.41	3.41	3.55	3.26	3.43	3.65	3.11	3.70	3.58	3.67	3.32	3.69	3.80	3.47
My Division leadership works together as a team	3.85	3.62	3.70	3.26	3.47	3.75	3.08	3.93	3.80	4.06	3.37	3.83	4.00	4.14
How satisfied are you with the decisions and policies of your Divisions leadership?	3.62	3.48	3.42	3.28	3.30	3.66	2.91	3.65	3.87	3.84	3.48	3.65	3.81	3.63
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.81	3.87	3.80	3.59	3.85	3.96	3.23	3.84	3.47	3.89	3.85	3.80	3.78	3.79
Employee morale is important to my Division leadership	3.33	3.50	3.40	3.17	3.26	3.53	2.85	3.78	3.91	3.91	3.36	3.61	3.82	3.68
Results are important to my Division leadership	4.14	4.14	3.90	4.17	4.06	4.12	4.12	4.23	4.19	4.28	4.19	4.22	4.27	4.25
Our Division has the reputation of being a high performer	4.50	4.47	4.10	4.13	4.42	4.30	3.16	4.31	3.90	4.18	4.42	4.13	4.32	4.00
Division leadership has a positive impact on our Division performance	3.68	3.77	3.53	3.35	3.66	3.76	2.90	3.94	4.05	4.06	3.69	3.86	4.05	3.97
Supervisor Leadership	4.05	4.40	3.94	4.11	3.97	4.25	3.95	4.21	4.17	4.16	4.01	4.11	4.21	4.23
Supervisorsteam leaders in my work unit support employee development	3.92	4.23	3.85	4.11	3.92	4.14	3.78	4.09	4.10	4.07	4.00	4.05	4.17	4.13
My supervisor supports my need to balance work and other life issues	4.25	4.57	4.05	4.36	4.14	4.39	4.34	4.43	4.39	4.33	4.26	4.40	4.38	4.44
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	4.15	4.56	4.15	4.17	4.05	4.33	4.03	4.28	4.16	4.18	4.00	4.22	4.27	4.27
I have trust and confidence in my supervisor as a leader	3.97	4.37	3.80	3.97	3.87	4.21	3.91	4.14	4.04	4.13	3.88	4.02	4.14	4.21

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
Supervisorsteam leaders in my work unit have trust and confidence in employees	3.98	4.27	3.85	3.96	3.89	4.21	3.62	4.15	4.11	4.09	3.93	3.91	4.12	4.17
Communication Dissemination	3.54	3.53	3.73	3.55	3.43	3.74	3.27	3.80	4.07	3.85	3.64	3.76	3.93	3.87
Division leadership communicates strategic objectives and threat priorities	3.67	3.71	3.80	3.79	3.63	3.90	3.51	4.01	4.09	3.98	3.80	3.90	4.11	4.10
My Division leadership communicates context and explanations regarding decisions and initiatives	3.45	3.49	3.65	3.38	3.40	3.70	3.04	3.72	4.00	3.79	3.54	3.62	3.91	3.79
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.47	3.38	3.58	3.45	3.36	3.70	3.16	3.71	4.00	3.79	3.67	3.74	3.86	3.67
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.60	3.64	3.88	3.56	3.38	3.76	3.38	3.82	4.20	3.91	3.59	3.83	3.97	4.11
Communication Voice	3.36	3.39	3.40	3.16	3.28	3.54	2.87	3.63	3.85	3.71	3.42	3.48	3.67	3.57
Leaders in my Division act upon employees ideas and input	3.36	3.41	3.35	3.20	3.30	3.56	2.83	3.67	3.90	3.80	3.42	3.51	3.72	3.58
Leaders in my Division encourage and consider alternative points of view and recommendations	3.41	3.41	3.45	3.27	3.32	3.61	2.94	3.66	3.86	3.82	3.50	3.54	3.71	3.67
How satisfied are you with your involvement in decisions that affect your work?	3.43	3.32	3.68	2.95	3.30	3.57	2.90	3.57	3.72	3.58	3.40	3.50	3.60	3.48
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.29	3.34	3.30	3.18	3.25	3.50	2.70	3.51	3.78	3.78	3.31	3.43	3.66	3.49
Division leadership is receptive to negative information and bad news	3.42	3.41	3.10	3.13	3.23	3.56	2.92	3.63	3.85	3.73	3.34	3.46	3.70	3.76
Leaders in my Division listen to what employees have to say	3.41	3.47	3.50	3.28	3.29	3.58	2.90	3.77	3.95	3.84	3.50	3.54	3.87	3.67
Formal Performance Management	3.31	3.44	3.47	3.32	3.44	3.56	3.19	3.54	3.50	3.49	3.29	3.55	3.47	3.43
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.17	3.36	3.47	2.95	3.27	3.38	2.99	3.47	3.28	3.32	2.97	3.24	3.23	3.03
(O)My performance appraisal is a fair reflection of my performance	4.01	4.08	3.76	4.02	4.18	4.16	3.77	4.16	4.14	4.01	3.99	4.10	4.00	4.28
Discussions about performance are seen as important and worthwhile	3.47	3.58	3.74	3.48	3.59	3.75	3.25	3.71	3.65	3.64	3.59	3.78	3.77	3.62
Promotions in my work unit are based on merit	3.03	3.16	3.21	2.90	3.11	3.34	2.97	3.36	3.15	3.31	2.94	3.31	3.19	3.21
In my work unit, differences in performance are recognized in a meaningful way	3.18	3.24	3.37	3.07	3.34	3.39	2.98	3.31	3.26	3.43	3.09	3.37	3.36	3.29
Awards in my unitsquad depend on how well employees perform their jobs	3.32	3.52	3.32	3.22	3.36	3.56	3.10	3.48	3.45	3.63	3.26	3.46	3.45	3.45
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	2.95	3.03	3.32	2.97	2.99	3.29	2.75	3.11	3.10	3.22	2.84	3.22	3.08	3.18
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	3.82	4.05	3.94	4.00	3.97	4.07	3.76	3.94	3.96	3.95	3.80	4.02	3.99	4.03

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
(O)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)	3.89	4.07	3.94	3.97	4.08	4.09	3.78	3.98	4.14	3.97	3.96	4.19	3.95	4.12
(O)Pay raises depend on how well employees perform their jobs	2.02	2.23	2.65	2.52	2.52	2.49	2.42	2.61	2.59	2.46	2.38	2.60	2.49	2.44
Informal Performance Management	3.46	3.55	3.72	3.39	3.43	3.54	3.20	3.56	3.61	3.68	3.38	3.48	3.54	3.46
(O)Employees are recognized for providing high quality products and services to customers	3.24	3.41	3.88	3.34	3.34	3.51	3.19	3.49	3.52	3.67	3.41	3.46	3.58	3.42
(O)Creativity and innovation are rewarded	3.10	3.29	3.63	3.11	3.22	3.38	2.94	3.29	3.43	3.40	3.19	3.26	3.29	3.22
I have recently received recognition or praise for doing good work	3.57	3.84	3.76	3.66	3.66	3.73	3.45	3.78	3.78	3.95	3.48	3.59	3.72	3.76
How satisfied are you with the recognition you receive for doing a good job?	3.53	3.55	3.72	3.24	3.47	3.53	3.15	3.56	3.59	3.65	3.34	3.46	3.58	3.53
Career Development	3.68	3.53	3.48	3.32	3.46	3.73	3.31	3.69	3.70	3.61	3.49	3.67	3.55	3.62
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.73	3.54	3.47	3.45	3.61	3.83	3.38	3.77	3.75	3.63	3.58	3.72	3.62	3.68
How satisfied are you with your career opportunities at the FBI?	3.62	3.54	3.40	3.19	3.28	3.64	3.26	3.58	3.66	3.60	3.41	3.62	3.48	3.58
Training and Development	3.64	3.75	3.61	3.65	3.65	3.82	3.51	3.83	3.80	3.66	3.63	3.79	3.71	3.70
(O)My training needs are assessed	3.11	3.25	3.41	3.25	3.39	3.49	3.31	3.43	3.58	3.41	3.32	3.51	3.50	3.25
I am given a real opportunity to improve my skills	3.80	3.90	3.68	3.70	3.82	3.92	3.62	3.98	3.88	3.80	3.76	3.90	3.76	3.94
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.79	4.00	3.68	3.93	3.70	3.99	3.55	3.97	3.88	3.75	3.71	3.87	3.88	3.93
Job Characteristics	3.99	4.08	3.93	3.79	3.95	3.99	3.59	4.05	3.95	3.94	3.93	4.00	3.96	3.96
Considering everything, how satisfied are you with your job?	4.08	4.12	4.00	3.89	3.98	4.07	3.69	4.21	4.02	4.07	4.05	4.15	4.04	4.10
Employees have a feeling of personal empowerment with respect to work	3.64	3.79	3.78	3.49	3.50	3.75	2.95	3.73	3.71	3.67	3.56	3.65	3.72	3.68
My job is considered to be a "prestigious" or "favorable" job here at the FBI	4.03	4.03	3.47	3.31	3.73	3.83	3.10	3.77	3.71	3.62	3.53	3.70	3.59	3.65
The work I do makes a difference	4.24	4.46	4.21	3.97	4.29	4.18	3.97	4.35	4.19	4.19	4.29	4.27	4.16	4.15
I am held accountable for achieving results	4.16	4.18	4.16	4.27	4.14	4.15	4.03	4.28	4.26	4.22	4.21	4.30	4.27	4.29
Employees in other jobs or positions value the work I do	4.03	4.13	4.05	3.78	4.13	4.06	3.78	4.15	3.84	3.98	4.08	4.09	4.00	3.98
(O)I feel encouraged to come up with new and better ways of doing things	3.62	3.81	3.89	3.83	3.78	3.85	3.49	3.76	3.85	3.81	3.74	3.78	3.89	3.87
Role Clarity	3.90	3.92	4.20	3.77	3.91	3.95	3.61	4.00	4.01	3.99	3.92	3.94	3.95	3.97
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.17	3.42	3.94	2.89	3.09	3.43	2.61	3.40	3.68	3.60	3.36	3.42	3.65	3.54
I know how my work relates to the FBI's strategic objectives and threat priorities	4.12	4.17	4.26	4.22	4.28	4.22	4.08	4.32	4.27	4.22	4.24	4.28	4.18	4.19
My workload is reasonable	3.99	3.78	4.21	3.74	3.87	3.85	3.63	3.94	3.73	3.82	3.80	3.73	3.63	3.81
I am clear on what is expected of me on a daily basis	4.30	4.31	4.37	4.22	4.32	4.31	4.10	4.35	4.35	4.32	4.26	4.30	4.31	4.30
Competence and Professionalism	3.87	4.03	3.82	3.76	3.81	3.99	3.69	4.05	3.96	3.94	3.93	3.95	3.93	3.87
The employees here are competent and know how to get the job done	4.07	4.09	4.05	3.82	3.98	4.06	3.76	4.09	3.99	3.94	4.03	3.97	4.00	3.92

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
My work unit is able to retain people with the right skills	3.56	3.83	3.28	3.29	3.30	3.82	3.50	3.79	3.79	3.80	3.67	3.76	3.66	3.69
My talents are used well in the workplace	3.57	3.96	3.63	3.50	3.79	3.89	3.50	3.98	3.85	3.87	3.88	3.83	3.78	3.67
The people in my Division conduct themselves in a professional manner	4.10	4.11	4.16	3.93	3.96	4.04	3.82	4.17	4.09	3.93	3.98	3.99	4.12	3.93
(O)Employees in my work unit share job knowledge with each other	4.05	4.20	4.00	4.22	4.02	4.17	3.97	4.22	4.10	4.17	4.12	4.24	4.17	4.21
Cooperational and Collaboration	3.79	3.85	3.81	3.68	3.68	3.86	3.46	3.92	3.74	3.77	3.70	3.75	3.84	3.78
This is a friendly and cooperative place to work	4.11	4.12	4.00	3.92	3.93	4.06	3.64	4.24	4.01	3.98	3.96	3.99	4.08	4.05
The people in my Division treat each other with respect and consideration	4.17	4.13	3.83	3.95	3.92	4.08	3.64	4.17	3.93	3.95	3.97	3.98	4.05	4.08
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.61	2.76	3.18	2.53	2.70	2.95	2.36	2.81	2.64	2.84	2.57	2.82	2.91	2.67
Employees in my work unit help each other out	4.20	4.33	4.00	4.21	4.14	4.30	4.09	4.36	4.31	4.27	4.22	4.22	4.24	4.30
Fairness	4.12	4.18	3.93	4.01	4.07	4.13	3.88	4.18	4.20	4.08	3.98	4.11	4.12	4.10
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.28	4.35	4.00	4.30	4.36	4.30	4.22	4.40	4.43	4.30	4.22	4.32	4.34	4.44
People in my Division are treated in a fair and consistent manner	3.99	4.02	3.78	3.67	3.79	3.93	3.44	3.95	3.92	3.86	3.69	3.88	3.87	3.81
Leaders work well with employees of different backgrounds	4.10	4.18	3.95	4.05	4.08	4.15	3.99	4.22	4.25	4.09	4.01	4.13	4.16	4.13
Integrity	4.12	4.07	3.93	4.09	4.07	4.18	4.04	4.28	4.27	4.20	4.15	4.21	4.21	4.25
Following the law is just as important as accomplishing the mission	4.55	4.53	4.20	4.51	4.45	4.49	4.38	4.59	4.57	4.53	4.56	4.52	4.52	4.59
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	3.72	3.67	3.95	3.80	3.80	3.94	3.75	4.04	3.85	3.86	3.89	3.91	3.81	3.91
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	4.09	3.93	3.65	3.85	3.95	4.08	3.88	4.16	4.32	4.14	3.97	4.13	4.24	4.27
Mission and Organization Engagement	4.45	4.38	4.48	4.37	4.28	4.40	4.20	4.43	4.33	4.40	4.42	4.43	4.41	4.46
I feel a sense of commitment to the FBI	4.64	4.51	4.47	4.47	4.37	4.47	4.28	4.52	4.39	4.48	4.56	4.50	4.45	4.54
I am proud to work for the FBI	4.70	4.60	4.63	4.55	4.50	4.56	4.37	4.61	4.55	4.60	4.64	4.65	4.54	4.65
(Reverse - higher is better) I am cynical about the FBI	3.69	3.80	4.11	3.80	3.71	3.98	3.54	4.00	3.82	3.90	3.79	3.99	3.98	3.97
I believe in the mission of the FBI	4.76	4.60	4.58	4.66	4.55	4.58	4.55	4.62	4.58	4.60	4.68	4.61	4.64	4.65
Workplace Engagement	3.73	3.89	3.95	3.52	3.68	3.87	3.22	3.84	3.72	3.79	3.69	3.85	3.86	3.77
My morale at work is good	3.79	3.97	4.00	3.53	3.73	3.95	3.28	3.96	3.77	3.90	3.79	3.99	3.98	3.88
(Reverse - higher is better) I feel frustrated at work	3.29	3.51	3.89	3.31	3.37	3.63	2.90	3.56	3.41	3.51	3.34	3.55	3.58	3.41
I look forward to going to work	4.08	4.18	4.00	3.72	3.93	4.05	3.49	4.01	3.96	4.01	3.93	4.01	4.01	4.02
Work Engagement	4.11	4.20	4.34	4.02	4.14	4.15	3.89	4.26	4.09	4.12	4.11	4.19	4.06	4.13
My work gives me a feeling of personal accomplishment	4.18	4.35	4.44	4.07	4.28	4.26	3.99	4.42	4.20	4.24	4.30	4.34	4.15	4.22

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
I like the kind of work I do	4.28	4.39	4.42	4.23	4.38	4.33	4.18	4.51	4.27	4.33	4.33	4.41	4.27	4.32
(Reverse - higher is better) I feel burned out from the work that I do	3.86	3.88	4.15	3.75	3.76	3.88	3.46	3.85	3.78	3.82	3.71	3.82	3.76	3.86
HQ/FO Collaboration	4.07	4.09	4.16	4.12	3.99	4.14	3.98	4.23	4.11	4.10	4.12	4.20	3.96	4.18
I am able to work effectively with Headquarters Divisions when required by my job	3.88	3.97	4.00	3.98	3.78	4.04	3.81	4.09	3.94	3.94	3.96	4.09	3.70	4.00
I am able to work effectively with Field Divisions when required by my job	4.25	4.19	4.26	4.29	4.18	4.23	4.14	4.40	4.27	4.24	4.29	4.32	4.21	4.39
Intelligence Community Collaboration	3.99	3.49	3.78	3.74	3.60	3.70	3.58	3.75	3.75	3.75	3.78	3.78	3.71	3.78
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.82	3.31	3.94	3.81	3.75	3.72	3.51	3.71	3.67	3.67	3.76	3.73	3.78	3.62
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.49	3.74	4.28	4.36	4.27	4.04	4.09	4.21	4.09	4.15	4.26	4.17	4.17	4.20
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	4.38	3.56	3.94	4.01	3.78	3.90	3.81	3.93	3.90	3.88	4.00	3.87	3.85	3.89
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	4.19	3.67	4.13	4.10	3.94	3.89	3.81	3.99	4.00	3.89	4.02	3.93	3.80	4.02
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	4.18	4.09	3.81	4.26	3.91	4.08	3.99	4.15	4.22	4.05	4.05	4.03	3.97	4.23
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?	3.45	3.23	3.00	3.17	3.11	3.40	3.34	3.36	3.51	3.41	3.52	3.44	3.46	3.19
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?	3.32	2.26	2.40	2.76	2.21	2.57	2.67	2.60	2.55	2.68	2.84	2.48	2.47	2.65
LEO Collaboration	4.38	4.19	4.28	4.17	4.12	4.24	4.30	4.39	4.44	4.35	4.30	4.27	4.24	4.39
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.50	4.23	4.53	4.41	4.33	4.32	4.43	4.49	4.44	4.45	4.47	4.40	4.36	4.48
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.50	4.26	4.11	4.20	4.02	4.29	4.39	4.44	4.53	4.36	4.34	4.30	4.30	4.45
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.16	4.07	4.11	4.01	3.97	4.07	4.10	4.25	4.34	4.22	4.09	4.07	4.03	4.27
Collaboration with other Federal Agencies	4.20	3.97	4.32	4.12	4.11	3.75	3.89	4.00	4.09	3.91	3.77	4.13	4.03	4.12

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	4.17	3.89	4.28	4.14	4.09	3.33	3.76	3.77	4.01	3.72	3.40	4.01	3.93	3.98
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.25	4.06	4.32	4.15	4.14	4.10	4.01	4.21	4.12	4.07	4.05	4.25	4.11	4.22
Administrative Workload	3.19	3.08	3.63	3.53	3.38	3.45	3.08	3.39	3.42	3.31	3.49	3.51	3.49	3.21
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	2.86	2.81	3.68	3.30	3.20	3.22	2.88	3.15	3.15	3.13	3.21	3.29	3.31	2.91
I have the tools needed to execute my administrative and reporting requirements	3.50	3.33	3.58	3.70	3.53	3.67	3.28	3.62	3.68	3.50	3.74	3.71	3.63	3.50
Tools, Technology, and Resources	3.24	3.02	3.21	3.24	3.12	3.43	3.09	3.34	3.38	3.22	3.45	3.64	3.45	3.39
I have sufficient resources (e.g., people, budget) to get my job done	3.22	3.10	3.32	3.33	3.15	3.44	3.15	3.39	3.38	3.34	3.43	3.62	3.47	3.41
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.26	2.92	3.11	3.16	3.05	3.42	3.02	3.28	3.37	3.12	3.48	3.67	3.44	3.38
Compliance	3.73	3.84	3.83	3.75	3.71	3.76	3.68	3.90	3.97	3.82	3.83	3.80	3.97	4.04
Employees report misconduct to the appropriate authorities	3.70	3.80	3.78	3.66	3.72	3.75	3.60	3.92	3.92	3.79	3.78	3.84	3.95	3.91
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.75	3.89	3.88	3.83	3.72	3.79	3.74	3.95	3.99	3.85	3.87	3.79	4.01	4.15
Counterproductive Work Behavior	2.92	3.12	3.28	2.92	2.99	3.16	2.72	3.28	3.03	3.15	2.79	3.09	3.29	3.06
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	3.04	3.23	3.29	2.90	3.09	3.19	2.85	3.41	3.03	3.21	2.85	3.13	3.36	3.16
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	3.15	3.30	3.35	2.97	3.20	3.27	2.83	3.50	2.96	3.31	2.89	3.29	3.42	3.16
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.66	2.90	3.39	2.92	2.91	2.92	2.55	3.13	2.80	2.96	2.72	2.91	3.21	2.77
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.80	3.03	3.10	2.81	2.88	3.19	2.67	3.09	3.08	3.11	2.63	3.12	3.27	3.01
Risk Management	3.93	3.94	3.93	3.92	4.03	4.04	3.89	4.00	4.13	4.01	4.04	4.07	4.09	3.97
Access to information systems and confidential information is adequately controlled	3.89	3.93	4.05	3.94	4.03	4.07	3.84	4.00	4.14	4.00	4.07	4.13	4.08	3.96
I am able to identify and communicate key risks within my area of responsibility	3.99	4.01	4.05	3.99	4.10	4.06	3.97	4.04	4.14	4.04	4.09	4.08	4.16	4.13
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.97	3.94	3.68	3.90	4.02	4.01	3.85	3.98	4.10	3.98	3.95	4.01	4.05	3.94
Work Environment	4.02	3.52	3.39	3.67	3.60	4.05	4.10	4.08	4.21	3.75	4.11	3.89	4.08	4.12

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	3.93	3.29	3.32	3.56	3.55	3.98	4.01	4.03	4.19	3.56	4.07	3.76	3.93	4.02
Employees are protected from health and safety hazards on the job	4.11	3.76	3.47	3.82	3.67	4.13	4.20	4.13	4.23	3.95	4.18	4.05	4.22	4.21
Pay and Benefits	2.92	2.87	2.77	3.16	2.82	3.17	3.34	3.55	3.30	3.35	3.39	3.48	3.46	3.50
Considering everything, how satisfied are you with your pay?	3.37	3.28	3.42	3.54	3.11	3.56	3.73	3.89	3.68	3.73	3.74	3.77	3.75	3.79
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.22	3.21	3.28	3.52	3.08	3.44	3.68	3.95	3.60	3.60	3.65	3.69	3.75	3.85
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	1.95	1.98	1.78	2.14	2.07	2.31	2.49	2.65	2.44	2.55	2.56	2.80	2.69	2.80
Miscellaneous														
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	3.86	3.87	3.84	3.89	3.72	3.97	3.97	4.02	4.11	3.98	3.94	4.03	4.20	4.05
I recommend the FBI as a good place to work	4.20	4.16	4.11	4.07	4.02	4.19	3.86	4.27	4.06	4.17	4.25	4.22	4.22	4.11
Considering everything, how satisfied are you with the FBI?	3.92	4.05	4.15	3.91	3.94	4.07	3.70	4.09	3.91	4.02	4.06	4.11	4.07	4.00
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	4.04	4.13	3.82	3.98	4.07	4.12	3.93	4.07	4.00	3.99	3.91	4.14	4.04	4.21
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.96	3.85	3.88	3.93	3.92	3.98	3.65	3.97	3.90	3.89	3.86	3.94	4.01	4.00
My organization has prepared employees for potential security threats	4.07	4.03	3.95	4.01	3.95	4.11	4.02	4.13	4.25	4.09	4.21	4.27	4.25	4.21
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.53	2.53	3.37	2.59	2.77	3.06	2.28	2.88	2.87	2.73	2.52	2.92	2.99	2.62
(O)The skill level in my work unit has improved in the past year	3.66	3.87	3.94	3.82	3.82	3.87	3.68	3.80	3.84	3.85	3.70	3.72	3.77	3.87
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	2.61	2.84	3.44	2.82	2.84	3.27	2.44	3.63	3.69	3.37	3.23	3.38	3.52	2.51
(O)The FBI is able to recruit people with the right skills	3.64	3.74	3.71	3.51	3.24	3.77	3.43	3.70	3.62	3.64	3.71	3.71	3.62	3.73
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.37	3.47	3.95	3.39	3.40	3.58	3.42	3.51	3.64	3.45	3.34	3.46	3.53	3.51
Sometimes it is necessary to work around people in order to get the job done	3.94	3.78	3.74	3.63	3.65	3.58	3.91	3.48	3.57	3.68	3.69	3.64	3.50	3.76
I would like my work to be more interesting and challenging	3.53	3.24	3.68	3.56	3.50	3.36	3.48	3.29	3.36	3.31	3.40	3.27	3.50	3.29

2014 FO/HQ Climate	NY-CT	NY-CID	NY-Front office	NY-Intel	NY-SO	NK	NO	OC	OM	PH	PX	PG	PO	RH
I've seen or heard the results from last year's survey	2.46	2.88	3.37	2.68	2.98	2.98	3.91	2.72	2.34	3.07	4.04	3.76	2.43	2.83
I'm interested in seeing or hearing the results from this year's survey	4.36	4.26	4.32	4.31	4.19	4.20	4.36	4.32	4.39	4.26	4.28	4.19	4.13	4.35
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.38	3.31	3.76	3.50	3.37	3.45	3.36	3.01	3.23	3.44	3.46	3.27	3.40	3.45
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.83	2.80	3.37	2.78	3.08	3.30	2.55	3.21	3.00	2.97	3.02	3.23	3.07	3.08
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.82	3.67	4.00	3.74	3.81	3.84	3.48	3.87	3.71	3.79	3.85	3.96	3.75	3.67
I understand the strategy of the FBI	4.09	4.13	4.42	4.22	4.17	4.20	3.95	4.30	4.18	4.20	4.27	4.26	4.23	4.16
I am an active participant in my own development	4.30	4.38	4.28	4.35	4.41	4.31	4.25	4.40	4.38	4.37	4.39	4.40	4.32	4.44
I have sufficient information regarding changes taking place at work	3.59	3.62	3.63	3.70	3.57	3.84	3.29	3.78	3.82	3.75	3.72	3.83	3.73	3.63
(Reverse - higher is better) Who you know is more important than what you know or what you can do	1.99	2.35	2.39	2.30	2.22	2.45	2.44	2.53	2.53	2.44	2.22	2.47	2.57	2.44
The FBI is like a family with high standards	3.50	3.61	3.61	3.24	3.39	3.68	3.04	3.70	3.35	3.47	3.58	3.57	3.69	3.47
People who want to be leaders in this organization are doing it for the right reasons	2.74	2.84	3.12	2.77	2.87	3.23	2.42	3.04	2.90	2.98	2.84	2.96	3.10	2.85
Employees have a responsibility when it comes to morale	4.50	4.33	4.35	4.28	4.29	4.33	4.24	4.50	4.39	4.38	4.39	4.34	4.39	4.44
I want to be (or continue to be) a formal leader in this organization	3.95	3.67	3.94	3.54	3.91	3.67	3.33	3.56	3.58	3.70	3.60	3.59	3.53	3.39
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.30	2.41	3.16	2.48	2.70	2.97	2.17	2.82	2.95	2.73	2.70	2.90	2.89	2.67
The American public has a positive view of the FBI	4.21	4.18	3.89	4.00	4.04	4.18	4.00	4.11	4.06	4.12	4.06	4.05	4.02	4.06

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
FBI Leadership	4.12	3.59	3.87	3.79	3.97	3.94	3.73	3.68	3.71	3.87	3.87	3.77
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.09	3.60	3.92	3.76	3.92	4.02	3.79	3.75	3.76	3.92	3.94	3.77
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	4.16	3.41	3.81	3.82	4.07	3.81	3.65	3.75	3.51	3.74	3.90	3.80
(O)The FBI's senior executives maintain high standards of honesty and integrity	4.06	3.74	3.86	3.75	4.01	3.99	3.62	3.68	3.83	3.93	3.85	3.74
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.94	3.32	3.58	3.59	3.68	3.67	3.36	3.46	3.45	3.57	3.54	3.43
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.36	3.85	4.19	4.09	4.17	4.32	4.24	3.87	3.94	4.14	4.12	4.08
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	4.11	3.61	3.89	3.78	3.96	3.94	3.70	3.62	3.74	3.93	3.88	3.78
Division Leadership	3.82	3.66	3.69	3.38	4.06	3.41	3.22	2.96	3.67	3.94	3.71	3.56
Division leadership empowers and supports supervisors to perform their jobs	3.71	3.58	3.56	3.35	4.05	3.25	3.18	2.79	3.66	3.94	3.68	3.46
My Division leadership generates high levels of motivation and commitment in the workforce	3.60	3.42	3.38	3.06	4.01	3.14	2.96	2.75	3.50	3.86	3.51	3.34
Division leadership is held accountable for the decisions they make	3.72	3.46	3.58	3.22	3.85	3.28	3.05	2.85	3.58	3.70	3.59	3.37
My Division leadership works together as a team	3.88	3.70	3.41	3.09	4.00	3.10	3.07	2.97	3.63	3.93	3.63	3.50
How satisfied are you with the decisions and policies of your Divisions leadership?	3.64	3.57	3.55	3.13	3.87	3.25	3.06	2.84	3.59	3.90	3.66	3.41
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.93	3.53	3.78	3.68	4.01	3.54	3.41	3.05	3.55	3.89	3.90	3.60
Employee morale is important to my Division leadership	3.69	3.53	3.32	3.34	3.99	3.09	2.96	2.78	3.63	3.87	3.41	3.33
Results are important to my Division leadership	4.37	4.09	4.20	3.98	4.37	4.28	4.05	3.55	4.04	4.25	4.19	4.03
Our Division has the reputation of being a high performer	4.10	3.92	4.34	3.69	4.41	3.84	3.18	3.07	3.94	4.17	4.01	3.98
Division leadership has a positive impact on our Division performance	3.88	3.75	3.69	3.25	4.17	3.33	3.11	2.86	3.67	4.07	3.73	3.57
Supervisor Leadership	4.25	4.13	4.07	4.13	4.15	3.80	4.06	3.98	4.10	4.16	4.01	4.00
Supervisorsteam leaders in my work unit support employee development	4.09	4.11	4.00	4.01	4.15	3.76	3.97	3.89	4.05	4.05	3.89	3.82
My supervisor supports my need to balance work and other life issues	4.49	4.28	4.31	4.36	4.33	4.10	4.31	4.24	4.40	4.35	4.26	4.21
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	4.32	4.20	4.07	4.22	4.13	3.88	4.09	4.06	4.09	4.24	4.13	4.11
I have trust and confidence in my supervisor as a leader	4.25	4.01	4.00	4.10	4.07	3.66	4.00	3.93	3.94	4.08	3.96	3.98

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
Supervisorsteam leaders in my work unit have trust and confidence in employees	4.13	4.03	3.99	3.97	4.08	3.66	3.91	3.83	4.02	4.11	3.87	3.85
Communication Dissemination	3.93	3.73	3.70	3.35	3.92	3.50	3.25	3.24	3.75	3.95	3.67	3.57
Division leadership communicates strategic objectives and threat priorities	4.18	3.83	3.96	3.68	4.08	3.78	3.51	3.66	3.90	4.08	3.69	3.77
My Division leadership communicates context and explanations regarding decisions and initiatives	3.85	3.67	3.68	3.29	3.86	3.44	3.07	3.16	3.72	3.89	3.59	3.45
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.85	3.67	3.68	3.25	3.86	3.53	3.18	3.13	3.73	3.95	3.71	3.56
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.90	3.79	3.50	3.17	4.00	3.33	3.23	3.04	3.73	3.94	3.76	3.53
Communication Voice	3.58	3.46	3.40	3.26	3.66	3.11	2.96	2.92	3.59	3.76	3.45	3.29
Leaders in my Division act upon employees ideas and input	3.60	3.40	3.40	3.31	3.66	3.11	2.92	2.89	3.62	3.76	3.35	3.32
Leaders in my Division encourage and consider alternative points of view and recommendations	3.63	3.47	3.43	3.33	3.78	3.07	3.01	2.93	3.66	3.82	3.45	3.30
How satisfied are you with your involvement in decisions that affect your work?	3.46	3.38	3.47	3.12	3.57	3.19	3.07	3.07	3.59	3.61	3.46	3.30
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.53	3.43	3.35	3.26	3.70	2.98	2.85	2.96	3.57	3.81	3.36	3.21
Division leadership is receptive to negative information and bad news	3.64	3.48	3.34	3.23	3.70	3.04	2.81	2.65	3.55	3.76	3.37	3.30
Leaders in my Division listen to what employees have to say	3.69	3.55	3.44	3.40	3.84	3.14	3.00	2.99	3.70	3.87	3.55	3.33
Formal Performance Management	3.47	3.39	3.42	3.34	3.43	3.23	3.21	3.18	3.43	3.51	3.48	3.36
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.39	3.09	3.20	3.00	3.27	2.81	2.94	2.76	3.27	3.29	3.26	3.15
(O)My performance appraisal is a fair reflection of my performance	3.85	3.98	3.84	3.97	4.04	3.98	3.98	3.82	4.05	4.09	4.14	3.99
Discussions about performance are seen as important and worthwhile	3.63	3.69	3.64	3.42	3.70	3.42	3.28	3.30	3.60	3.83	3.64	3.54
Promotions in my work unit are based on merit	3.32	3.19	3.25	3.04	3.15	3.03	2.97	2.83	3.14	3.19	3.15	2.99
In my work unit, differences in performance are recognized in a meaningful way	3.37	3.17	3.25	3.17	3.24	3.04	2.98	2.91	3.19	3.22	3.29	3.11
Awards in my unitsquad depend on how well employees perform their jobs	3.49	3.20	3.50	3.32	3.51	3.14	3.09	3.09	3.38	3.42	3.46	3.35
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	3.12	3.13	3.18	3.03	3.11	2.74	2.81	2.90	3.05	3.09	3.23	3.09
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	4.01	4.00	3.86	3.97	3.95	3.83	3.85	3.82	3.88	4.03	3.89	3.96

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
(O)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)	3.80	3.87	3.77	3.87	3.87	3.81	3.84	3.85	3.99	4.16	4.07	3.95
(O)Pay raises depend on how well employees perform their jobs	2.63	2.59	2.59	2.41	2.47	2.74	2.38	2.34	2.35	2.73	2.79	2.38
Informal Performance Management	3.51	3.35	3.43	3.37	3.51	3.24	3.32	3.22	3.49	3.54	3.43	3.44
(O)Employees are recognized for providing high quality products and services to customers	3.45	3.35	3.49	3.35	3.47	3.37	3.34	3.20	3.39	3.52	3.45	3.39
(O)Creativity and innovation are rewarded	3.26	3.21	3.34	3.19	3.32	3.07	2.94	3.00	3.29	3.36	3.24	3.14
I have recently received recognition or praise for doing good work	3.71	3.54	3.47	3.62	3.68	3.28	3.75	3.39	3.63	3.66	3.60	3.66
How satisfied are you with the recognition you receive for doing a good job?	3.51	3.34	3.38	3.29	3.55	3.17	3.12	3.24	3.50	3.48	3.42	3.37
Career Development	3.65	3.61	3.49	3.47	3.59	3.48	3.26	3.44	3.63	3.62	3.45	3.43
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.74	3.59	3.49	3.58	3.63	3.40	3.23	3.52	3.59	3.71	3.59	3.53
How satisfied are you with your career opportunities at the FBI?	3.58	3.60	3.49	3.35	3.55	3.59	3.31	3.37	3.65	3.54	3.33	3.34
Training and Development	3.72	3.67	3.64	3.65	3.71	3.46	3.42	3.58	3.69	3.72	3.59	3.61
(O)My training needs are assessed	3.30	3.33	3.43	3.24	3.31	3.06	3.03	3.44	3.44	3.45	3.51	3.24
I am given a real opportunity to improve my skills	3.86	3.79	3.76	3.80	3.88	3.67	3.55	3.64	3.84	3.83	3.64	3.72
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.93	3.83	3.71	3.88	3.89	3.53	3.74	3.66	3.77	3.82	3.64	3.78
Job Characteristics	3.99	3.87	3.95	3.87	3.97	3.89	3.73	3.71	3.93	3.99	3.83	3.88
Considering everything, how satisfied are you with your job?	4.08	3.97	4.18	3.97	4.09	3.99	3.76	3.75	4.03	4.11	3.87	3.84
Employees have a feeling of personal empowerment with respect to work	3.70	3.58	3.61	3.49	3.68	3.27	3.24	3.24	3.69	3.69	3.60	3.51
My job is considered to be a "prestigious" or "favorable" job here at the FBI	3.68	3.48	3.66	3.57	3.72	3.84	3.30	3.35	3.69	3.74	3.20	3.68
The work I do makes a difference	4.27	4.16	4.23	4.15	4.27	4.17	4.13	4.07	4.09	4.25	4.24	4.22
I am held accountable for achieving results	4.29	4.17	4.28	4.24	4.23	4.26	4.09	4.16	4.15	4.20	4.24	4.15
Employees in other jobs or positions value the work I do	4.11	3.92	3.94	3.98	4.06	3.91	3.93	3.89	4.02	4.05	3.93	3.97
(O)I feel encouraged to come up with new and better ways of doing things	3.74	3.79	3.68	3.74	3.74	3.59	3.60	3.53	3.82	3.82	3.72	3.66
Role Clarity	3.92	3.80	3.75	3.86	3.95	3.68	3.63	3.76	3.89	3.92	3.97	3.93
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.45	3.33	3.02	3.12	3.52	2.84	2.96	3.20	3.49	3.31	3.67	3.34
I know how my work relates to the FBI's strategic objectives and threat priorities	4.28	4.09	4.14	4.20	4.25	4.18	4.01	4.14	4.02	4.28	4.25	4.22
My workload is reasonable	3.62	3.61	3.61	3.77	3.76	3.43	3.40	3.58	3.84	3.79	3.76	3.82
I am clear on what is expected of me on a daily basis	4.30	4.22	4.26	4.31	4.30	4.28	4.18	4.13	4.19	4.30	4.24	4.28
Competence and Professionalism	3.93	3.96	3.94	3.87	3.94	3.49	3.79	3.72	3.97	3.95	3.75	3.78
The employees here are competent and know how to get the job done	4.04	4.02	4.11	3.92	4.01	3.49	3.93	3.81	4.04	3.98	3.81	3.92

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
My work unit is able to retain people with the right skills	3.65	3.76	3.71	3.67	3.67	3.12	3.52	3.27	3.83	3.80	3.54	3.33
My talents are used well in the workplace	3.75	3.89	3.75	3.76	3.84	3.56	3.62	3.49	3.89	3.86	3.66	3.70
The people in my Division conduct themselves in a professional manner	4.06	4.06	4.04	3.87	4.10	3.44	3.76	3.82	3.96	4.05	3.84	3.93
(O)Employees in my work unit share job knowledge with each other	4.18	4.13	4.12	4.17	4.15	3.85	4.20	4.27	4.13	4.07	3.98	4.00
Cooperational and Collaboration	3.85	3.65	3.76	3.62	3.89	3.22	3.50	3.56	3.74	3.78	3.70	3.67
This is a friendly and cooperative place to work	4.05	3.92	4.04	3.87	4.12	3.30	3.64	3.62	3.97	4.04	3.83	3.92
The people in my Division treat each other with respect and consideration	4.07	3.90	4.03	3.82	4.13	3.36	3.70	3.75	3.88	4.06	3.81	3.82
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.88	2.61	2.59	2.51	2.92	2.38	2.44	2.65	2.81	2.86	2.94	2.72
Employees in my work unit help each other out	4.33	4.18	4.29	4.26	4.35	3.70	4.17	4.18	4.22	4.09	4.14	4.08
Fairness	4.18	3.93	4.09	3.92	4.19	3.50	3.79	3.70	4.05	4.09	3.89	3.98
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.39	4.09	4.33	4.30	4.39	3.85	4.06	4.20	4.34	4.28	4.11	4.19
People in my Division are treated in a fair and consistent manner	3.98	3.74	3.86	3.53	4.01	3.24	3.39	3.35	3.80	3.95	3.69	3.78
Leaders work well with employees of different backgrounds	4.19	4.00	4.08	4.00	4.17	3.47	3.93	3.64	4.03	4.04	3.87	3.98
Integrity	4.31	4.08	4.15	3.95	4.23	3.91	3.93	3.91	4.15	4.24	3.99	4.03
Following the law is just as important as accomplishing the mission	4.59	4.44	4.54	4.46	4.52	4.21	4.40	4.39	4.40	4.50	4.28	4.46
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	4.04	3.71	3.86	3.74	3.93	3.93	3.64	3.72	3.87	3.97	3.78	3.68
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	4.22	4.10	3.98	3.71	4.27	3.65	3.73	3.61	4.12	4.21	3.91	3.90
Mission and Organization Engagement	4.45	4.24	4.48	4.40	4.44	4.45	4.20	4.26	4.35	4.37	4.39	4.38
I feel a sense of commitment to the FBI	4.50	4.36	4.57	4.49	4.50	4.42	4.32	4.35	4.44	4.43	4.38	4.45
I am proud to work for the FBI	4.61	4.45	4.67	4.61	4.59	4.62	4.41	4.43	4.52	4.56	4.48	4.56
(Reverse - higher is better) I am cynical about the FBI	4.07	3.67	3.93	3.76	4.02	4.04	3.55	3.69	3.92	3.94	4.09	3.83
I believe in the mission of the FBI	4.63	4.54	4.73	4.73	4.66	4.71	4.49	4.53	4.54	4.60	4.58	4.66
Workplace Engagement	3.85	3.62	3.77	3.60	3.87	3.62	3.41	3.32	3.82	3.81	3.80	3.69
My morale at work is good	3.96	3.73	3.86	3.70	3.98	3.57	3.44	3.28	3.90	3.99	3.86	3.72
(Reverse - higher is better) I feel frustrated at work	3.56	3.30	3.43	3.25	3.61	3.50	3.15	3.04	3.58	3.46	3.68	3.45
I look forward to going to work	4.00	3.83	4.03	3.84	4.04	3.78	3.64	3.65	3.99	4.00	3.86	3.90
Work Engagement	4.17	4.00	4.11	4.09	4.13	4.10	3.89	3.90	4.08	4.12	4.02	4.02
My work gives me a feeling of personal accomplishment	4.30	4.17	4.27	4.23	4.26	4.30	4.06	4.02	4.20	4.26	4.06	4.08

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
I like the kind of work I do	4.37	4.22	4.34	4.37	4.34	4.42	4.06	4.12	4.23	4.31	4.14	4.23
(Reverse - higher is better) I feel burned out from the work that I do	3.83	3.61	3.73	3.69	3.80	3.57	3.55	3.60	3.80	3.80	3.87	3.78
HQ/FO Collaboration	4.12	4.02	4.15	4.09	4.10	4.28	3.94	4.00	4.11	4.13	4.18	4.03
I am able to work effectively with Headquarters Divisions when required by my job	3.91	3.82	4.00	3.89	3.92	4.23	3.71	3.81	3.94	3.93	4.08	3.80
I am able to work effectively with Field Divisions when required by my job	4.31	4.22	4.31	4.29	4.25	4.31	4.19	4.22	4.29	4.31	4.28	4.23
Intelligence Community Collaboration	3.76	3.65	3.78	3.71	3.68	3.56	3.74	3.44	3.78	3.85	3.55	3.67
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.75	3.59	3.87	3.70	3.72	3.64	3.78	3.34	3.74	3.96	3.77	3.82
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.29	4.04	4.25	4.12	4.28	4.06	4.18	3.93	4.14	4.29	4.18	4.33
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	3.97	3.76	3.92	4.01	3.93	3.62	3.82	3.66	3.94	3.99	3.58	4.04
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	3.99	3.85	4.10	3.98	4.00	3.88	3.94	3.68	3.96	4.10	3.83	4.06
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	4.10	3.98	4.04	4.09	4.05	3.84	4.01	3.94	4.04	4.12	3.78	3.97
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?	3.44	3.30	3.43	3.54	3.30	3.25	3.47	3.13	3.56	3.54	3.44	3.25
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?	2.56	2.54	2.80	2.94	2.55	2.31	2.69	2.58	2.67	2.77	2.38	2.82
LEO Collaboration	4.39	4.27	4.40	4.34	4.27	4.21	4.31	4.22	4.29	4.31	3.96	4.04
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.50	4.34	4.50	4.42	4.43	4.36	4.51	4.39	4.40	4.41	4.19	4.29
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.46	4.29	4.39	4.44	4.27	4.18	4.30	4.27	4.30	4.36	3.75	3.91
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.21	4.16	4.30	4.15	4.12	4.04	4.15	4.04	4.18	4.23	3.80	3.91
Collaboration with other Federal Agencies	4.11	3.82	3.91	3.96	4.02	3.77	3.81	3.87	3.79	4.05	4.02	4.08

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	4.01	3.53	3.68	3.74	3.86	3.60	3.57	3.57	3.37	3.93	3.80	3.88
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.18	4.06	4.08	4.13	4.15	3.92	4.01	4.13	4.14	4.14	4.10	4.18
Administrative Workload	3.45	3.27	3.35	3.28	3.37	3.43	3.20	3.33	3.41	3.49	3.79	3.42
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.25	3.00	3.15	3.02	3.13	3.35	2.99	3.02	3.14	3.27	3.67	3.32
I have the tools needed to execute my administrative and reporting requirements	3.63	3.52	3.56	3.52	3.57	3.50	3.37	3.64	3.68	3.71	3.87	3.51
Tools, Technology, and Resources	3.33	3.35	3.38	3.41	3.29	3.09	3.20	3.37	3.60	3.51	3.69	3.34
I have sufficient resources (e.g., people, budget) to get my job done	3.31	3.38	3.39	3.46	3.47	2.75	3.21	3.42	3.73	3.51	3.72	3.45
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.35	3.32	3.36	3.37	3.13	3.39	3.17	3.32	3.49	3.51	3.68	3.24
Compliance	3.91	3.74	3.85	3.68	3.86	3.36	3.65	3.82	3.73	3.82	3.64	3.78
Employees report misconduct to the appropriate authorities	3.84	3.68	3.83	3.70	3.76	3.35	3.72	3.79	3.71	3.80	3.67	3.76
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.97	3.78	3.86	3.69	3.95	3.36	3.64	3.82	3.78	3.82	3.60	3.76
Counterproductive Work Behavior	3.15	3.02	3.07	2.90	3.07	2.72	2.76	2.95	3.06	3.15	3.24	3.10
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	3.17	3.04	3.08	2.97	3.08	2.88	2.82	3.04	3.15	3.16	3.28	3.18
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	3.16	3.05	3.18	3.01	3.16	2.98	2.98	3.12	3.12	3.24	3.37	3.27
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	3.00	2.89	2.99	2.86	2.84	2.40	2.70	2.87	3.08	2.98	3.21	3.05
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	3.13	2.97	2.92	2.76	3.10	2.55	2.59	2.76	2.89	3.12	3.04	2.88
Risk Management	4.07	3.94	4.06	3.94	3.94	3.93	3.81	4.00	3.99	4.09	4.03	3.89
Access to information systems and confidential information is adequately controlled	4.11	4.00	4.10	3.98	3.93	4.01	3.97	4.04	4.10	4.13	4.08	3.86
I am able to identify and communicate key risks within my area of responsibility	4.08	4.02	4.10	4.03	4.07	3.98	3.84	4.08	4.00	4.11	4.09	3.99
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	4.02	3.84	3.99	3.82	3.87	3.87	3.65	3.88	3.88	4.01	3.96	3.82
Work Environment	3.99	4.05	4.13	4.10	3.91	3.38	3.98	4.00	4.11	4.16	3.94	3.90

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	3.82	4.03	4.10	4.18	3.75	3.18	3.97	3.88	4.04	4.15	3.86	3.92
Employees are protected from health and safety hazards on the job	4.15	4.08	4.16	4.05	4.10	3.56	4.03	4.14	4.20	4.18	4.01	3.88
Pay and Benefits	3.30	3.39	3.44	3.40	3.18	3.69	3.22	3.42	3.49	3.43	3.27	3.26
Considering everything, how satisfied are you with your pay?	3.63	3.78	3.79	3.78	3.57	4.12	3.56	3.76	3.83	3.76	3.54	3.62
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.66	3.66	3.77	3.75	3.53	3.88	3.56	3.74	3.75	3.65	3.55	3.48
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.47	2.63	2.71	2.59	2.34	2.99	2.40	2.58	2.79	2.69	2.58	2.45
Miscellaneous												
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	4.08	3.97	4.06	3.84	3.99	3.95	3.69	3.84	3.97	4.07	3.92	3.86
I recommend the FBI as a good place to work	4.21	3.98	4.26	4.01	4.20	4.13	3.79	3.94	4.06	4.25	4.24	4.10
Considering everything, how satisfied are you with the FBI?	4.09	3.84	4.19	3.95	4.11	4.03	3.66	3.69	4.04	4.16	4.12	3.99
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	4.03	3.87	4.03	3.93	4.00	3.75	3.92	3.84	4.01	4.12	4.07	3.90
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.91	3.67	3.93	3.83	3.89	3.93	3.77	3.74	3.77	3.95	3.83	3.87
My organization has prepared employees for potential security threats	4.07	4.06	4.13	3.82	4.11	3.86	3.98	4.07	4.21	4.12	4.00	3.99
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.88	2.69	2.63	2.62	2.80	2.97	2.46	2.66	2.77	2.89	3.13	2.73
(O)The skill level in my work unit has improved in the past year	3.87	3.71	3.84	3.75	3.78	3.63	3.67	3.65	3.79	3.78	3.88	3.77
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	3.48	3.19	3.33	3.36	3.48	3.23	3.30	3.06	3.19	3.78	3.40	2.90
(O)The FBI is able to recruit people with the right skills	3.68	3.66	3.78	3.60	3.65	3.53	3.27	3.57	3.64	3.83	3.79	3.71
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.39	3.15	3.36	3.34	3.59	3.18	3.11	3.04	3.40	3.51	3.61	3.34
Sometimes it is necessary to work around people in order to get the job done	3.69	3.53	3.57	3.72	3.58	3.82	3.60	3.51	3.53	3.67	3.76	3.84
I would like my work to be more interesting and challenging	3.36	3.32	3.42	3.24	3.48	3.27	3.45	3.43	3.46	3.46	3.66	3.43

2014 FO/HQ Climate	SC	SU	SA	SD	SF	SJ	SE	SU	SL	TP	WA-Admin	WFO-CI
I've seen or heard the results from last year's survey	3.50	3.19	3.31	4.00	3.45	2.47	3.99	2.08	3.11	3.48	3.09	2.81
I'm interested in seeing or hearing the results from this year's survey	4.28	4.07	4.48	4.48	4.29	4.52	4.38	4.34	4.15	4.20	4.13	4.24
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.44	3.52	3.53	3.73	3.46	3.61	3.64	3.36	3.18	3.41	3.40	3.46
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	3.10	2.88	3.15	2.69	2.99	3.23	2.57	2.61	3.06	3.24	3.35	3.05
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.87	3.66	3.85	3.68	3.83	3.62	3.59	3.33	3.61	3.96	3.95	3.86
I understand the strategy of the FBI	4.27	4.06	4.21	4.19	4.21	4.13	3.90	3.90	4.02	4.27	4.24	4.24
I am an active participant in my own development	4.40	4.31	4.36	4.37	4.40	4.31	4.26	4.26	4.32	4.42	4.29	4.36
I have sufficient information regarding changes taking place at work	3.77	3.63	3.76	3.45	3.82	3.66	3.38	3.39	3.67	3.91	3.62	3.56
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.61	2.55	2.39	2.39	2.53	2.35	2.44	2.64	2.48	2.45	2.40	2.16
The FBI is like a family with high standards	3.65	3.36	3.61	3.36	3.65	3.49	3.08	3.18	3.66	3.66	3.59	3.42
People who want to be leaders in this organization are doing it for the right reasons	2.94	2.75	2.90	2.73	2.95	2.76	2.62	2.37	2.98	3.20	3.17	2.90
Employees have a responsibility when it comes to morale	4.44	4.37	4.37	4.41	4.42	4.22	4.25	4.28	4.38	4.38	4.33	4.26
I want to be (or continue to be) a formal leader in this organization	3.63	3.39	3.70	3.54	3.52	4.04	3.53	3.23	3.57	3.64	3.79	3.77
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.82	2.64	2.79	2.60	2.76	2.27	2.54	2.43	2.85	2.88	3.11	2.59
The American public has a positive view of the FBI	4.19	3.97	4.18	4.06	4.07	4.32	3.81	4.04	4.01	4.19	4.08	4.05

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
FBI Leadership	3.75	3.80	3.61	3.77	3.87
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.69	3.64	3.64	3.79	3.88
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.81	3.88	3.68	3.75	3.85
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.70	3.70	3.48	3.60	3.88
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.37	3.53	3.24	3.35	3.58
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.12	4.13	3.85	4.19	4.14
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.83	3.87	3.74	3.83	3.89
Division Leadership	3.69	3.91	3.27	3.31	3.71
Division leadership empowers and supports supervisors to perform their jobs	3.62	3.88	3.36	3.10	3.67
My Division leadership generates high levels of motivation and commitment in the workforce	3.53	3.71	3.00	3.00	3.51
Division leadership is held accountable for the decisions they make	3.35	3.48	3.18	2.94	3.51
My Division leadership works together as a team	3.70	3.90	3.00	3.06	3.65
How satisfied are you with the decisions and policies of your Divisions leadership?	3.58	3.71	3.29	3.04	3.57
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.65	3.98	3.67	3.63	3.79
Employee morale is important to my Division leadership	3.50	3.76	3.15	3.09	3.56
Results are important to my Division leadership	4.08	4.29	3.85	4.03	4.19
Our Division has the reputation of being a high performer	4.28	4.43	3.44	3.76	4.05
Division leadership has a positive impact on our Division performance	3.77	3.87	3.12	3.19	3.73
Supervisor Leadership	4.16	4.41	3.69	3.98	4.12
Supervisorsteam leaders in my work unit support employee development	3.99	4.31	3.70	3.79	4.04
My supervisor supports my need to balance work and other life issues	4.33	4.54	4.12	4.31	4.36
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	4.29	4.51	3.73	4.05	4.17
I have trust and confidence in my supervisor as a leader	4.16	4.42	3.64	3.89	4.04

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
Supervisorsteam leaders in my work unit have trust and confidence in employees	4.01	4.32	3.61	3.92	4.00
Communication Dissemination	3.63	3.74	3.30	3.30	3.74
Division leadership communicates strategic objectives and threat priorities	3.75	3.88	3.32	3.61	3.93
My Division leadership communicates context and explanations regarding decisions and initiatives	3.53	3.65	3.12	3.20	3.67
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.54	3.73	3.40	3.22	3.68
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.83	3.74	3.26	3.18	3.71
Communication Voice	3.43	3.68	3.03	3.04	3.47
Leaders in my Division act upon employees ideas and input	3.57	3.65	3.05	3.01	3.49
Leaders in my Division encourage and consider alternative points of view and recommendations	3.55	3.69	3.20	3.04	3.53
How satisfied are you with your involvement in decisions that affect your work?	3.29	3.68	2.71	2.94	3.42
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.42	3.65	2.90	3.03	3.44
Division leadership is receptive to negative information and bad news	3.38	3.67	3.15	2.93	3.45
Leaders in my Division listen to what employees have to say	3.60	3.74	3.20	3.11	3.58
Formal Performance Management	3.37	3.57	3.06	3.17	3.42
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.23	3.33	2.65	2.96	3.21
(O)My performance appraisal is a fair reflection of my performance	4.01	4.18	3.80	3.92	4.03
Discussions about performance are seen as important and worthwhile	3.51	3.74	3.09	3.30	3.62
Promotions in my work unit are based on merit	2.95	3.28	2.75	2.81	3.16
In my work unit, differences in performance are recognized in a meaningful way	3.30	3.41	2.88	2.96	3.24
Awards in my unitsquad depend on how well employees perform their jobs	3.53	3.64	3.08	3.02	3.37
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	2.97	3.38	2.97	2.77	3.07
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	3.86	4.13	3.59	3.85	3.96

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
(O)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)	3.83	4.01	3.61	3.93	3.98
(O)Pay raises depend on how well employees perform their jobs	2.35	2.39	2.34	2.26	2.53
Informal Performance Management	3.54	3.73	3.29	3.09	3.48
(O)Employees are recognized for providing high quality products and services to customers	3.43	3.69	3.32	3.07	3.46
(O)Creativity and innovation are rewarded	3.27	3.48	3.13	2.86	3.27
I have recently received recognition or praise for doing good work	3.73	3.98	3.57	3.46	3.68
How satisfied are you with the recognition you receive for doing a good job?	3.53	3.70	3.02	2.97	3.45
Career Development	3.51	3.84	3.05	3.13	3.57
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.58	3.86	3.12	3.33	3.64
How satisfied are you with your career opportunities at the FBI?	3.43	3.83	3.02	2.92	3.52
Training and Development	3.68	3.90	3.29	3.43	3.70
(O)My training needs are assessed	3.22	3.47	3.12	2.95	3.39
I am given a real opportunity to improve my skills	3.80	4.07	3.29	3.51	3.82
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.87	4.06	3.42	3.74	3.84
Job Characteristics	3.88	4.15	3.48	3.69	3.92
Considering everything, how satisfied are you with your job?	3.95	4.22	3.46	3.67	4.00
Employees have a feeling of personal empowerment with respect to work	3.67	3.98	3.05	3.30	3.59
My job is considered to be a "prestigious" or "favorable" job here at the FBI	3.68	4.03	2.89	3.32	3.61
The work I do makes a difference	4.04	4.36	4.12	4.05	4.20
I am held accountable for achieving results	4.21	4.28	3.98	4.10	4.22
Employees in other jobs or positions value the work I do	3.86	4.17	3.57	3.82	3.99
(O)I feel encouraged to come up with new and better ways of doing things	3.69	4.00	3.32	3.54	3.77
Role Clarity	3.81	3.96	3.81	3.63	3.91
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.41	3.45	3.42	2.66	3.37
I know how my work relates to the FBI's strategic objectives and threat priorities	4.04	4.22	4.05	4.19	4.21
My workload is reasonable	3.59	3.78	3.87	3.61	3.77
I am clear on what is expected of me on a daily basis	4.13	4.37	3.96	4.06	4.26
Competence and Professionalism	3.86	4.13	3.44	3.62	3.88
The employees here are competent and know how to get the job done	4.05	4.17	3.53	3.71	3.96

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
My work unit is able to retain people with the right skills	3.59	3.95	2.95	3.00	3.63
My talents are used well in the workplace	3.54	3.97	3.27	3.45	3.76
The people in my Division conduct themselves in a professional manner	4.07	4.24	3.50	3.83	3.97
(O)Employees in my work unit share job knowledge with each other	4.11	4.33	4.15	4.20	4.13
Cooperational and Collaboration	3.85	3.94	3.34	3.60	3.71
This is a friendly and cooperative place to work	4.12	4.19	3.53	3.79	3.94
The people in my Division treat each other with respect and consideration	4.15	4.24	3.49	3.80	3.92
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.79	2.85	2.52	2.57	2.73
Employees in my work unit help each other out	4.28	4.42	3.71	4.15	4.20
Fairness	4.13	4.22	3.69	3.90	4.03
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.31	4.37	3.98	4.18	4.28
People in my Division are treated in a fair and consistent manner	3.97	4.08	3.39	3.64	3.78
Leaders work well with employees of different backgrounds	4.13	4.21	3.67	3.90	4.04
Integrity	4.12	4.17	3.72	3.92	4.15
Following the law is just as important as accomplishing the mission	4.53	4.61	4.20	4.38	4.50
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	3.76	3.70	3.34	3.58	3.87
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	4.08	4.09	3.56	3.78	4.05
Mission and Organization Engagement	4.39	4.41	4.25	4.29	4.39
I feel a sense of commitment to the FBI	4.46	4.54	4.22	4.36	4.46
I am proud to work for the FBI	4.60	4.59	4.38	4.51	4.57
(Reverse - higher is better) I am cynical about the FBI	3.86	3.84	3.88	3.61	3.90
I believe in the mission of the FBI	4.68	4.65	4.51	4.67	4.62
Workplace Engagement	3.73	3.95	3.44	3.35	3.73
My morale at work is good	3.89	4.09	3.57	3.37	3.82
(Reverse - higher is better) I feel frustrated at work	3.28	3.64	3.23	3.03	3.44
I look forward to going to work	4.02	4.13	3.49	3.63	3.92
Work Engagement	3.96	4.18	3.79	3.87	4.07
My work gives me a feeling of personal accomplishment	4.10	4.36	3.80	4.06	4.19

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
I like the kind of work I do	4.18	4.41	3.95	4.16	4.27
(Reverse - higher is better) I feel burned out from the work that I do	3.62	3.76	3.60	3.40	3.76
HQ/FO Collaboration	4.00	4.15	4.13	3.91	4.12
I am able to work effectively with Headquarters Divisions when required by my job	3.71	3.96	4.02	3.63	3.94
I am able to work effectively with Field Divisions when required by my job	4.24	4.32	4.20	4.15	4.28
Intelligence Community Collaboration	3.99	3.68	3.52	3.48	3.71
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.93	3.68	3.58	3.65	3.73
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.49	3.96	3.92	4.26	4.17
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	4.23	3.84	3.50	3.74	3.91
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	4.25	3.86	3.53	3.98	3.95
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	4.31	4.18	3.64	3.81	4.04
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?	3.56	3.38	3.24	3.05	3.43
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?	3.24	2.34	2.50	2.51	2.63
LEO Collaboration	4.44	4.31	3.87	3.99	4.27
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.50	4.40	4.14	4.29	4.41
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.46	4.42	3.55	3.77	4.29
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.33	4.13	3.67	3.79	4.11
Collaboration with other Federal Agencies	4.18	3.95	3.88	3.98	3.96

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	4.09	3.79	3.84	3.87	3.76
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.23	4.10	3.87	4.05	4.12
Administrative Workload	3.35	3.21	3.77	3.37	3.41
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.17	2.91	3.72	3.19	3.20
I have the tools needed to execute my administrative and reporting requirements	3.52	3.48	3.83	3.52	3.61
Tools, Technology, and Resources	3.27	3.36	3.39	3.02	3.37
I have sufficient resources (e.g., people, budget) to get my job done	3.22	3.51	3.45	3.01	3.41
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.34	3.22	3.40	3.02	3.33
Compliance	3.72	3.81	3.57	3.75	3.80
Employees report misconduct to the appropriate authorities	3.72	3.76	3.54	3.69	3.76
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.76	3.82	3.63	3.80	3.84
Counterproductive Work Behavior	3.12	3.21	2.90	2.84	3.04
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	3.23	3.34	2.98	3.00	3.10
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	3.38	3.41	3.07	3.10	3.16
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.98	3.18	2.92	2.65	2.90
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.90	2.94	2.67	2.64	2.97
Risk Management	3.91	4.01	3.93	3.95	4.01
Access to information systems and confidential information is adequately controlled	3.96	4.02	3.89	3.96	4.04
I am able to identify and communicate key risks within my area of responsibility	4.01	4.03	4.12	3.99	4.06
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.78	3.96	3.76	3.90	3.94
Work Environment	4.12	4.13	3.79	3.89	3.97

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	4.06	4.08	3.73	3.85	3.88
Employees are protected from health and safety hazards on the job	4.18	4.19	3.86	3.93	4.07
Pay and Benefits	3.35	3.30	2.82	3.09	3.36
Considering everything, how satisfied are you with your pay?	3.73	3.67	3.07	3.51	3.72
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.66	3.66	3.05	3.44	3.67
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.52	2.36	2.17	2.18	2.56
Miscellaneous					
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	3.74	3.95	3.52	3.73	3.98
I recommend the FBI as a good place to work	4.08	4.20	3.98	3.91	4.13
Considering everything, how satisfied are you with the FBI?	3.97	4.11	3.83	3.80	4.02
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	4.01	4.14	3.70	4.07	4.02
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.85	3.96	3.69	3.88	3.90
My organization has prepared employees for potential security threats	3.95	4.09	3.69	3.94	4.09
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.51	2.66	2.77	2.45	2.79
(O)The skill level in my work unit has improved in the past year	3.77	3.91	3.64	3.59	3.79
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	2.46	3.03	3.03	2.54	3.26
(O)The FBI is able to recruit people with the right skills	3.75	3.86	3.33	3.36	3.67
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.26	3.30	3.43	3.26	3.43
Sometimes it is necessary to work around people in order to get the job done	3.88	3.77	3.80	3.72	3.67
I would like my work to be more interesting and challenging	3.57	2.96	4.05	3.64	3.41

2014 FO/HQ Climate	WFO-CT	WFO-CID	WFO-Front Office	WFO-Intel	FO Average
I've seen or heard the results from last year's survey	2.61	2.85	2.89	2.79	3.26
I'm interested in seeing or hearing the results from this year's survey	4.26	4.20	4.07	4.29	4.26
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.44	3.26	3.53	3.60	3.39
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.85	2.86	3.17	2.88	3.04
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.86	3.84	3.81	3.69	3.81
I understand the strategy of the FBI	4.13	4.17	4.33	4.18	4.20
I am an active participant in my own development	4.42	4.42	4.14	4.34	4.36
I have sufficient information regarding changes taking place at work	3.58	3.79	3.45	3.34	3.69
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.18	2.35	2.57	2.37	2.46
The FBI is like a family with high standards	3.36	3.59	3.27	3.28	3.51
People who want to be leaders in this organization are doing it for the right reasons	2.83	2.83	2.95	2.84	2.91
Employees have a responsibility when it comes to morale	4.42	4.47	4.16	4.22	4.37
I want to be (or continue to be) a formal leader in this organization	3.91	3.60	3.91	3.63	3.62
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.49	2.48	2.65	2.31	2.73
The American public has a positive view of the FBI	4.02	4.12	4.12	3.96	4.09

2014 FO/HQ Climate	CI	CT	CID	CJIS	CIRG	CYBER	DI	CCRSB- front office	ITB-front office	NSB- front office	OCA	EEOA	OIC	OPR
FBI Leadership	3.76	3.92	3.95	3.86	3.85	4.05	3.99	4.27	4.14	3.89	4.28	4.14	4.28	4.38
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.72	3.95	4.01	4.01	3.87	3.99	4.07	4.33	4.17	3.91	4.27	4.06	4.38	4.47
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.86	3.90	3.97	3.91	3.71	4.14	4.09	4.44	4.04	4.00	4.43	4.16	4.23	4.47
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.63	3.78	3.95	3.89	3.85	3.77	3.92	4.10	4.20	3.89	4.09	4.14	4.44	4.42
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.35	3.47	3.65	3.44	3.55	3.88	3.61	4.30	3.87	3.36	4.14	4.00	3.92	4.21
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.16	4.35	4.23	4.12	4.20	4.34	4.27	4.50	4.17	4.12	4.40	4.39	4.46	4.47
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.84	4.05	3.96	3.97	3.91	4.10	4.08	4.30	4.43	4.00	4.43	4.21	4.46	4.53
Division Leadership	3.37	3.63	3.74	3.67	3.83	3.38	3.29	4.16	3.77	3.56	3.60	3.67	4.35	4.25
Division leadership empowers and supports supervisors to perform their jobs	3.18	3.39	3.64	3.56	3.73	3.02	3.25	4.10	3.67	3.48	3.69	3.68	4.30	4.33
My Division leadership generates high levels of motivation and commitment in the workforce	3.06	3.29	3.59	3.43	3.61	3.03	3.06	4.10	3.50	3.38	3.57	3.47	4.00	4.21
Division leadership is held accountable for the decisions they make	3.10	3.47	3.59	3.52	3.59	3.18	3.21	4.00	3.71	3.48	3.69	3.56	4.40	4.20
My Division leadership works together as a team	3.35	3.53	3.58	3.59	3.70	2.69	3.23	4.20	3.52	3.63	3.50	3.53	4.27	4.27
How satisfied are you with the decisions and policies of your Divisions leadership?	2.99	3.32	3.56	3.45	3.61	3.04	3.13	4.25	3.87	3.30	3.46	3.58	4.54	4.06
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.63	3.94	3.83	3.93	3.91	3.90	3.56	4.10	3.90	3.97	4.15	3.83	4.27	4.27
Employee morale is important to my Division leadership	3.11	3.13	3.53	3.27	3.63	3.38	3.18	4.00	3.59	3.19	3.57	3.53	4.09	4.15
Results are important to my Division leadership	4.13	4.38	4.23	4.10	4.29	4.26	4.01	4.70	4.22	3.78	3.93	4.26	4.45	4.63
Our Division has the reputation of being a high performer	3.95	4.30	4.08	4.23	4.37	3.88	3.06	4.30	3.78	3.87	2.92	3.47	4.45	4.57
Division leadership has a positive impact on our Division performance	3.34	3.61	3.86	3.79	3.87	3.24	3.30	4.10	3.95	3.38	3.29	3.50	4.50	4.25
Supervisor Leadership	3.96	4.02	3.98	4.11	4.09	4.09	3.93	4.65	4.26	3.99	4.01	3.76	4.49	4.16
Supervisorsteam leaders in my work unit support employee development	3.97	4.00	3.99	4.05	3.98	4.05	3.93	4.64	4.41	3.82	4.00	3.95	4.38	4.13
My supervisor supports my need to balance work and other life issues	4.24	4.24	4.22	4.25	4.35	4.31	4.20	4.73	4.39	4.32	4.29	3.74	4.42	4.13
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	3.95	4.00	3.97	4.20	4.08	4.08	3.88	4.73	4.22	3.88	4.08	3.84	4.83	4.31
I have trust and confidence in my supervisor as a leader	3.85	3.90	3.87	4.07	4.05	4.02	3.76	4.55	4.13	3.94	4.23	3.74	4.50	4.13

2014 FO/HQ Climate	CI	CT	CID	CJIS	CIRG	CYBER	DI	CCRSB- front office	ITB-front office	NSB- front office	OCA	EEOA	OIC	OPR
Supervisorsteam leaders in my work unit have trust and confidence in employees	3.84	4.01	3.91	4.00	4.00	4.00	3.86	4.64	4.22	3.91	3.71	3.44	4.38	4.13
Communication Dissemination	3.34	3.49	3.66	3.58	3.74	3.44	3.49	3.91	4.01	3.43	3.58	3.85	4.54	4.02
Division leadership communicates strategic objectives and threat priorities	3.61	3.76	3.86	3.78	3.95	3.74	3.78	3.70	4.09	3.39	3.47	3.88	4.42	4.14
My Division leadership communicates context and explanations regarding decisions and initiatives	3.19	3.37	3.62	3.61	3.68	3.27	3.49	4.10	4.09	3.30	3.54	3.67	4.42	4.00
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.21	3.31	3.56	3.63	3.65	3.52	3.38	4.00	4.04	3.38	3.53	3.79	4.69	4.00
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.35	3.51	3.63	3.40	3.69	3.23	3.28	3.91	3.91	3.52	3.85	3.89	4.75	4.00
Communication Voice	3.00	3.15	3.43	3.37	3.40	3.14	3.12	4.11	3.78	3.35	3.43	3.58	4.29	3.96
Leaders in my Division act upon employees ideas and input	3.00	3.20	3.46	3.40	3.44	3.19	3.13	4.10	3.86	3.28	3.43	3.44	4.25	4.00
Leaders in my Division encourage and consider alternative points of view and recommendations	3.02	3.18	3.47	3.43	3.44	3.09	3.16	4.10	3.73	3.55	3.43	3.50	4.25	3.94
How satisfied are you with your involvement in decisions that affect your work?	2.96	3.10	3.32	3.37	3.38	3.09	2.95	4.33	3.74	3.29	3.47	3.42	4.62	3.87
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.03	3.10	3.44	3.38	3.39	3.36	3.16	3.90	3.81	3.26	3.14	3.47	4.33	4.00
Division leadership is receptive to negative information and bad news	2.93	3.07	3.36	3.39	3.42	2.83	3.14	4.10	3.76	3.32	3.50	3.61	4.17	4.00
Leaders in my Division listen to what employees have to say	3.03	3.19	3.47	3.38	3.46	3.22	3.20	4.20	3.83	3.30	3.43	3.67	4.25	3.93
Formal Performance Management	3.31	3.25	3.40	3.48	3.39	3.41	3.34	4.03	3.60	3.32	3.29	3.26	4.09	3.76
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.08	2.98	3.23	3.26	3.20	3.34	3.05	4.00	3.39	3.14	3.17	3.11	4.18	3.92
(O)My performance appraisal is a fair reflection of my performance	3.97	3.94	3.94	3.99	4.04	4.12	3.88	4.30	3.94	3.64	4.00	3.86	4.78	4.23
Discussions about performance are seen as important and worthwhile	3.29	3.47	3.62	3.72	3.60	3.40	3.45	4.00	3.73	3.39	3.53	3.37	4.17	4.38
Promotions in my work unit are based on merit	3.21	3.00	3.27	3.20	3.16	3.20	3.09	4.44	3.28	3.36	3.00	3.13	4.11	3.83
In my work unit, differences in performance are recognized in a meaningful way	3.09	3.02	3.27	3.30	3.13	3.21	3.11	4.44	3.52	3.13	3.07	2.88	3.91	4.00
Awards in my unitsquad depend on how well employees perform their jobs	3.24	3.22	3.44	3.39	3.32	3.34	3.38	4.14	3.62	3.33	3.09	3.06	4.23	4.23
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	3.04	2.89	3.06	3.11	3.00	2.93	3.03	3.43	3.55	3.13	2.54	3.31	3.29	3.46
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	3.60	3.62	3.71	3.97	3.81	3.83	3.70	4.11	3.89	3.21	3.92	3.43	4.67	4.27

2014 FO/HQ Climate	CI	CT	CID	CJIS	CIRG	CYBER	DI	CCRSB- front office	ITB-front office	NSB- front office	OCA	EEOA	OIC	OPR
(O)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)	3.81	3.82	3.87	3.97	3.95	3.95	3.87	4.50	3.84	3.54	3.85	3.57	4.56	4.08
(O)Pay raises depend on how well employees perform their jobs	2.63	2.34	2.63	2.93	2.59	2.55	2.74	3.40	3.25	2.60	2.75	3.31	3.56	2.77
Informal Performance Management	3.30	3.39	3.51	3.48	3.42	3.46	3.36	4.03	3.57	3.15	3.16	3.49	4.08	3.88
(O)Employees are recognized for providing high quality products and services to customers	3.27	3.46	3.52	3.49	3.41	3.58	3.46	4.00	3.75	3.21	3.25	3.87	4.56	4.27
(O)Creativity and innovation are rewarded	3.00	3.14	3.33	3.39	3.30	3.22	3.20	4.00	3.83	3.04	3.33	3.53	4.33	3.90
I have recently received recognition or praise for doing good work	3.55	3.68	3.67	3.63	3.51	3.67	3.61	4.30	3.84	3.00	3.00	3.53	3.92	3.85
How satisfied are you with the recognition you receive for doing a good job?	3.31	3.22	3.44	3.38	3.42	3.31	3.17	4.08	3.22	3.18	3.29	3.32	4.15	3.93
Career Development	3.27	3.08	3.45	3.54	3.64	3.60	3.06	4.17	3.26	3.09	3.73	3.39	4.04	3.69
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.30	3.29	3.54	3.72	3.65	3.90	3.25	4.00	3.32	3.13	3.57	3.37	4.31	3.73
How satisfied are you with your career opportunities at the FBI?	3.24	2.87	3.35	3.36	3.63	3.32	2.86	4.17	3.22	3.03	3.86	3.42	3.77	3.63
Training and Development	3.40	3.40	3.64	3.79	3.74	3.75	3.41	3.92	3.65	3.21	3.44	3.60	4.28	3.79
(O)My training needs are assessed	3.10	2.95	3.36	3.68	3.51	3.46	3.16	3.60	3.58	3.00	3.45	3.50	4.33	3.92
I am given a real opportunity to improve my skills	3.53	3.52	3.73	3.82	3.89	3.89	3.44	4.10	3.70	3.33	3.53	3.68	4.31	3.80
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.53	3.65	3.72	3.85	3.77	3.89	3.58	4.27	3.78	3.27	3.53	3.74	4.31	3.85
Job Characteristics	3.76	3.77	3.86	3.89	4.04	3.81	3.59	4.42	4.11	3.73	3.82	3.66	4.29	4.00
Considering everything, how satisfied are you with your job?	3.72	3.66	3.82	3.98	4.07	3.83	3.55	4.42	4.09	3.48	4.29	3.63	4.31	4.06
Employees have a feeling of personal empowerment with respect to work	3.30	3.35	3.53	3.55	3.63	3.35	3.11	4.18	3.74	3.19	3.57	3.37	4.33	3.79
My job is considered to be a "prestigious" or "favorable" job here at the FBI	3.49	3.47	3.64	3.47	3.94	3.51	3.01	4.33	3.78	3.52	3.43	3.00	3.75	3.55
The work I do makes a difference	3.96	4.05	4.01	4.23	4.33	3.94	3.96	4.67	4.57	4.03	3.86	4.05	4.38	4.25
I am held accountable for achieving results	4.18	4.19	4.17	4.24	4.24	4.24	4.25	4.45	4.39	4.09	4.13	4.37	4.85	4.44
Employees in other jobs or positions value the work I do	4.05	3.97	3.99	3.91	4.24	3.96	3.72	4.42	4.26	3.94	3.67	3.50	4.08	4.21
(O)I feel encouraged to come up with new and better ways of doing things	3.63	3.66	3.85	3.79	3.89	3.74	3.45	4.60	3.90	3.79	3.77	3.73	4.56	3.92
Role Clarity	3.70	3.82	3.80	3.90	4.01	3.68	3.79	4.31	4.08	3.98	4.09	3.43	4.42	4.31
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.06	3.36	3.33	3.31	3.88	3.29	3.14	4.25	3.96	3.84	4.00	3.58	4.42	4.44
I know how my work relates to the FBI's strategic objectives and threat priorities	4.13	4.15	4.07	4.14	4.27	4.01	4.13	4.42	4.43	4.03	4.13	3.58	4.46	4.31
My workload is reasonable	3.63	3.69	3.71	3.94	3.71	3.56	3.71	3.92	3.57	3.85	4.21	2.63	4.31	4.13
I am clear on what is expected of me on a daily basis	3.97	4.09	4.09	4.24	4.21	3.86	4.20	4.67	4.35	4.18	4.00	3.95	4.54	4.38
Competence and Professionalism	3.69	3.69	3.79	3.83	3.92	3.73	3.60	4.38	3.96	3.64	3.54	3.55	4.24	4.30
The employees here are competent and know how to get the job done	3.83	3.96	3.94	4.00	4.16	3.90	3.88	4.25	4.09	3.59	3.43	3.84	4.38	4.27

2014 FO/HQ Climate	CI	CT	CID	CJIS	CIRG	CYBER	DI	CCRSB- front office	ITB-front office	NSB- front office	OCA	EEOA	OIC	OPR
My work unit is able to retain people with the right skills	3.32	3.04	3.39	3.68	3.53	3.18	2.97	4.33	3.70	3.36	3.36	3.24	4.00	4.13
My talents are used well in the workplace	3.47	3.40	3.54	3.60	3.88	3.56	3.23	4.42	3.78	3.24	3.53	3.37	3.92	4.13
The people in my Division conduct themselves in a professional manner	3.85	3.96	4.02	3.82	4.05	3.92	3.79	4.42	4.13	3.97	3.60	3.53	4.54	4.50
(O)Employees in my work unit share job knowledge with each other	4.04	4.11	4.14	4.09	4.05	4.10	4.12	4.70	4.15	4.14	3.75	3.87	4.67	4.62
Cooperational and Collaboration	3.54	3.62	3.72	3.66	3.68	3.52	3.53	4.25	3.84	3.71	3.57	3.38	4.44	4.24
This is a friendly and cooperative place to work	3.77	3.86	3.91	3.85	3.89	3.69	3.67	4.58	4.04	3.74	3.86	3.32	4.46	4.38
The people in my Division treat each other with respect and consideration	3.78	3.79	3.92	3.73	3.93	3.65	3.69	4.33	4.13	3.88	3.77	3.37	4.54	4.40
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.42	2.55	2.77	2.74	2.80	2.43	2.49	3.55	2.86	2.87	2.71	3.00	4.17	3.69
Employees in my work unit help each other out	4.15	4.25	4.23	4.24	4.12	4.18	4.13	4.50	4.26	4.29	3.87	3.78	4.62	4.56
Fairness	3.90	3.92	3.95	3.96	4.07	3.91	3.80	4.39	4.32	3.87	4.11	3.74	4.56	4.23
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.17	4.19	4.17	4.26	4.34	4.32	4.16	4.58	4.43	4.06	4.53	4.06	4.50	4.38
People in my Division are treated in a fair and consistent manner	3.63	3.55	3.78	3.65	3.85	3.47	3.49	4.18	4.22	3.74	3.79	3.47	4.64	4.13
Leaders work well with employees of different backgrounds	3.90	4.02	3.90	4.00	4.03	3.93	3.80	4.33	4.30	3.84	4.00	3.78	4.54	4.25
Integrity	3.96	4.11	4.19	4.02	4.14	3.98	4.10	4.33	4.28	4.09	4.13	4.18	4.51	4.35
Following the law is just as important as accomplishing the mission	4.43	4.54	4.49	4.30	4.48	4.37	4.45	4.60	4.43	4.36	4.33	4.37	4.69	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	3.66	3.88	4.04	3.89	3.87	3.81	3.93	4.18	4.09	3.78	4.00	4.00	4.23	4.21
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	3.78	3.90	4.05	3.86	4.06	3.77	3.89	4.30	4.36	4.07	4.07	4.16	4.62	4.63
Mission and Organization Engagement	4.28	4.35	4.34	4.38	4.39	4.46	4.34	4.52	4.63	4.32	4.55	4.39	4.67	4.58
I feel a sense of commitment to the FBI	4.36	4.42	4.40	4.38	4.44	4.51	4.39	4.67	4.65	4.29	4.50	4.42	4.54	4.63
I am proud to work for the FBI	4.47	4.55	4.51	4.51	4.55	4.66	4.51	4.67	4.78	4.44	4.71	4.47	4.69	4.63
(Reverse - higher is better) I am cynical about the FBI	3.64	3.72	3.80	4.08	3.94	3.90	3.83	4.09	4.23	3.88	4.27	4.05	4.62	4.31
I believe in the mission of the FBI	4.65	4.68	4.64	4.55	4.67	4.74	4.67	4.67	4.83	4.62	4.64	4.63	4.85	4.75
Workplace Engagement	3.40	3.42	3.56	3.66	3.70	3.41	3.24	4.42	3.96	3.48	3.91	3.46	4.05	4.27
My morale at work is good	3.46	3.52	3.69	3.77	3.82	3.50	3.30	4.67	4.13	3.65	4.00	3.53	4.23	4.25
(Reverse - higher is better) I feel frustrated at work	3.09	3.11	3.29	3.48	3.43	3.11	3.04	3.92	3.65	3.32	3.80	3.37	4.08	4.19
I look forward to going to work	3.63	3.64	3.69	3.73	3.88	3.61	3.41	4.67	4.09	3.47	3.87	3.47	3.85	4.40
Work Engagement	3.86	3.83	3.90	4.00	4.16	3.81	3.58	4.50	4.12	3.79	4.22	3.75	4.13	4.35
My work gives me a feeling of personal accomplishment	3.97	3.99	4.02	4.11	4.29	3.93	3.70	4.67	4.22	3.85	4.14	3.89	4.08	4.31

2014 FO/HQ Climate	CI	CT	CID	CJIS	CIRG	CYBER	DI	CCRSB- front office	ITB-front office	NSB- front office	OCA	EEOA	OIC	OPR
I like the kind of work I do	4.08	4.00	4.08	4.18	4.41	3.97	3.69	4.67	4.30	4.06	4.36	4.11	4.08	4.50
(Reverse - higher is better) I feel burned out from the work that I do	3.53	3.51	3.62	3.69	3.79	3.52	3.38	4.17	3.83	3.42	4.07	3.26	4.23	4.25
HQ/FO Collaboration	4.18	4.20	4.18	4.00	4.30	4.22	4.08	4.33	4.39	4.03	4.37	4.00	4.79	4.43
I am able to work effectively with Headquarters Divisions when required by my job	4.19	4.17	4.10	3.93	4.21	4.15	4.02	4.33	4.38	4.03	4.36	3.94	4.73	4.43
I am able to work effectively with Field Divisions when required by my job	4.19	4.22	4.25	4.10	4.39	4.26	4.18	4.33	4.35	4.07	4.43	4.06	4.83	4.43
Intelligence Community Collaboration	3.97	4.00	3.67	3.58	3.78	4.03	3.47	4.00	3.70	3.92	4.04	3.69	2.97	3.29
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.94	3.95	3.61	3.89	3.81	3.98	3.66	4.13	4.07	4.19	4.14	3.50	4.00	3.83
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.47	4.48	4.02	4.15	4.20	4.48	4.28	4.30	4.50	4.53	4.33	3.87	4.40	4.14
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	4.26	4.25	3.95	3.70	4.12	4.35	3.53	3.78	4.21	4.40	4.36	3.77	3.00	3.60
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	4.28	4.24	3.97	3.86	4.13	4.31	4.05	4.00	4.21	4.24	4.36	3.64	3.50	3.50
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	4.13	4.07	3.99	3.90	4.13	4.33	3.72	4.22	3.87	3.93	4.15	3.55	4.33	3.50
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?	3.55	3.67	3.39	3.61	3.61	3.70	3.09	3.20	3.57	3.81	3.71	3.75	4.00	3.67
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?	3.42	3.52	2.76	2.26	2.57	3.47	2.39	2.60	2.76	3.00	3.36	2.36	1.20	1.25
LEO Collaboration	4.15	4.24	4.28	4.20	4.34	4.24	3.90	4.27	4.17	4.19	4.31	3.78	4.61	4.00
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.33	4.46	4.43	4.40	4.47	4.38	4.30	4.45	4.37	4.38	4.47	3.82	4.40	4.20
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.12	4.14	4.26	4.04	4.35	4.24	3.38	3.78	3.93	3.95	3.92	3.64	4.33	3.29
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.00	4.13	4.16	4.05	4.19	4.17	3.89	4.13	4.00	3.86	4.40	3.40	4.33	3.80
Collaboration with other Federal Agencies	4.11	4.16	4.03	4.06	4.32	4.14	4.06	3.95	4.26	3.93	4.35	3.78	4.31	4.27

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Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	4.01	4.02	4.00	3.88	4.08	4.04	4.09	3.71	4.20	3.80	4.13	3.60	4.00	4.20
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.15	4.23	4.05	4.11	4.40	4.16	4.08	4.00	4.29	3.97	4.38	3.94	4.38	4.30
Administrative Workload	3.65	3.67	3.60	3.87	3.72	3.60	3.81	3.91	3.78	3.65	3.93	3.76	4.08	4.30
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.49	3.51	3.47	3.79	3.53	3.47	3.74	3.82	3.64	3.45	3.93	3.63	4.08	4.31
I have the tools needed to execute my administrative and reporting requirements	3.80	3.84	3.71	3.96	3.90	3.73	3.88	4.00	3.91	3.80	3.93	3.89	4.08	4.33
Tools, Technology, and Resources	3.36	3.24	3.36	3.80	3.35	3.30	3.52	3.86	3.76	3.59	3.50	3.00	3.73	4.38
I have sufficient resources (e.g., people, budget) to get my job done	3.33	3.21	3.39	3.80	3.34	3.24	3.45	3.73	3.43	3.57	3.60	2.84	3.54	4.38
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.39	3.28	3.34	3.81	3.35	3.38	3.59	4.00	4.09	3.66	3.40	3.16	3.92	4.38
Compliance	3.77	3.72	3.77	3.73	3.76	3.93	3.74	3.72	3.86	3.61	3.96	4.05	4.00	4.07
Employees report misconduct to the appropriate authorities	3.77	3.68	3.71	3.73	3.75	3.91	3.74	3.89	3.76	3.63	3.85	4.12	3.92	4.33
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.82	3.76	3.80	3.73	3.77	3.95	3.74	3.56	4.00	3.57	4.07	4.00	4.08	4.13
Counterproductive Work Behavior	2.89	2.87	3.04	2.95	3.12	2.86	2.84	3.00	3.48	3.17	3.11	3.16	4.17	4.08
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	3.04	2.90	3.18	2.97	3.11	2.88	2.91	3.11	3.53	3.22	3.23	3.28	4.38	4.19
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	3.11	3.08	3.25	3.00	3.28	2.93	2.96	3.22	3.53	3.36	3.00	3.17	4.29	4.06
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.90	2.88	2.99	2.86	3.18	2.94	2.83	3.11	3.58	3.32	2.71	3.44	4.63	4.13
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.54	2.59	2.75	2.91	2.92	2.60	2.60	2.91	3.28	2.81	3.38	2.89	3.91	3.85
Risk Management	3.90	3.95	3.99	4.05	4.08	3.99	4.00	4.20	4.26	3.95	4.07	4.02	4.23	4.42
Access to information systems and confidential information is adequately controlled	3.89	4.05	4.04	4.10	4.15	4.09	4.05	4.10	4.13	4.03	4.13	4.06	4.00	4.44
I am able to identify and communicate key risks within my area of responsibility	3.98	4.03	4.03	4.06	4.10	4.06	4.08	4.45	4.35	3.86	4.13	4.13	4.31	4.38
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.80	3.78	3.88	4.01	3.99	3.83	3.89	4.00	4.30	3.86	3.93	3.94	4.38	4.47
Work Environment	3.81	4.01	4.00	3.70	3.97	4.08	3.55	4.45	4.11	3.79	4.00	3.74	4.31	4.31

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Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	3.67	3.91	3.88	3.54	3.90	3.97	3.47	4.36	3.91	3.67	3.93	3.53	4.38	4.19
Employees are protected from health and safety hazards on the job	3.98	4.13	4.11	3.87	4.04	4.22	3.61	4.60	4.32	3.97	4.07	3.94	4.23	4.44
Pay and Benefits	3.56	3.40	3.49	3.57	3.60	3.45	3.56	3.83	3.22	3.41	3.39	3.56	3.44	3.52
Considering everything, how satisfied are you with your pay?	3.93	3.80	3.90	3.80	4.00	3.95	3.94	4.08	3.70	3.73	3.71	3.79	4.00	3.94
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.89	3.74	3.85	3.75	3.86	3.85	3.88	4.08	3.81	3.47	3.80	3.81	3.67	4.00
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.72	2.48	2.56	3.05	2.74	2.41	2.71	3.27	2.00	2.71	2.31	3.06	2.20	2.31
Miscellaneous														
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	3.68	3.75	3.87	3.99	3.92	3.87	3.89	4.20	4.09	3.61	4.08	4.06	4.46	4.60
I recommend the FBI as a good place to work	3.98	4.01	4.06	4.22	4.18	4.08	3.98	4.64	4.39	3.85	4.33	4.00	4.15	4.40
Considering everything, how satisfied are you with the FBI?	3.83	3.86	3.96	4.12	4.08	4.06	3.91	4.50	4.22	3.82	4.33	4.16	4.38	4.25
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	3.82	3.84	3.92	3.95	3.92	4.08	3.82	4.67	4.56	3.76	4.18	4.07	4.67	4.18
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.77	3.82	3.86	3.96	3.80	3.95	3.86	4.33	4.24	3.64	3.92	4.07	4.44	4.17
My organization has prepared employees for potential security threats	3.98	4.04	4.08	4.13	4.18	4.12	4.06	4.36	4.30	3.97	4.21	4.11	4.23	4.44
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.49	2.59	2.65	3.05	2.63	2.54	2.56	2.75	2.61	2.32	2.86	3.00	3.58	3.55
(O)The skill level in my work unit has improved in the past year	3.57	3.52	3.72	3.78	3.78	3.89	3.67	4.11	3.74	3.59	3.56	3.62	4.33	4.60
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	2.60	2.72	2.93	3.30	3.37	2.79	3.10	3.09	3.43	2.56	4.13	3.82	4.70	4.60
(O)The FBI is able to recruit people with the right skills	3.43	3.45	3.66	3.62	3.72	3.31	3.62	4.00	3.94	3.78	3.67	3.86	4.44	4.33
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.33	3.43	3.41	3.57	3.53	3.44	3.37	3.50	3.45	3.31	3.73	3.47	3.75	3.92
Sometimes it is necessary to work around people in order to get the job done	3.81	3.71	3.86	3.59	3.76	3.72	3.65	3.73	3.96	3.85	3.29	3.78	2.69	3.29
I would like my work to be more interesting and challenging	3.52	3.73	3.57	3.52	3.31	3.64	3.96	3.83	3.26	3.50	3.27	3.53	3.46	3.00

2014 FO/HQ Climate	CI	CT	CID	CJIS	CIRG	CYBER	DI	CCRSB- front office	ITB-front office	NSB- front office	OCA	EEOA	OIC	OPR
I've seen or heard the results from last year's survey	3.34	2.59	3.18	3.68	3.45	3.94	3.52	3.82	4.18	3.19	4.00	3.78	4.23	2.62
I'm interested in seeing or hearing the results from this year's survey	4.44	4.36	4.29	4.05	4.19	4.56	4.41	4.45	4.45	4.45	4.33	4.72	4.23	4.27
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.89	3.52	4.06	3.71	3.84	4.32	3.72	4.42	3.91	3.59	3.00	3.44	2.46	2.36
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.81	2.96	3.11	3.60	3.16	3.10	3.12	3.55	3.77	3.27	3.20	3.28	3.42	3.94
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.61	3.81	3.72	4.00	3.90	3.90	3.84	4.00	4.15	3.81	3.92	4.07	4.56	4.45
I understand the strategy of the FBI	4.15	4.25	4.18	4.19	4.22	4.18	4.17	4.33	4.43	4.25	4.27	3.89	4.54	4.31
I am an active participant in my own development	4.24	4.39	4.33	4.30	4.34	4.37	4.36	4.64	4.30	4.29	4.00	3.84	4.42	4.31
I have sufficient information regarding changes taking place at work	3.36	3.37	3.51	3.64	3.65	3.33	3.28	4.42	4.09	3.70	3.79	3.68	4.31	3.80
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.14	2.14	2.23	2.45	2.31	2.39	2.28	1.83	2.62	1.88	3.00	2.56	3.58	3.29
The FBI is like a family with high standards	3.15	3.39	3.44	3.57	3.44	3.46	3.31	4.18	3.91	3.38	3.64	3.21	3.50	4.00
People who want to be leaders in this organization are doing it for the right reasons	2.69	2.85	2.90	3.22	2.97	2.72	2.92	3.73	3.52	3.27	3.00	3.06	3.67	3.79
Employees have a responsibility when it comes to morale	4.27	4.32	4.32	4.20	4.40	4.35	4.33	4.67	4.30	4.21	4.38	3.95	4.62	4.44
I want to be (or continue to be) a formal leader in this organization	3.83	4.02	3.82	3.61	3.94	3.89	3.97	4.36	4.04	3.81	3.83	3.76	3.92	4.15
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.39	2.61	2.55	2.97	2.89	2.53	2.62	2.91	2.61	2.44	2.86	2.53	3.75	3.80
The American public has a positive view of the FBI	4.01	4.08	4.08	3.85	4.05	4.15	4.09	4.09	4.50	4.19	4.07	3.95	4.23	4.00

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
FBI Leadership	4.22	4.32	4.01	3.96	4.00	3.79	3.91	3.96	3.86	4.03	4.00	4.09	3.85	4.01
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.34	4.43	4.14	4.02	4.06	3.73	3.89	3.96	4.00	4.06	4.00	4.10	3.75	4.13
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	4.34	4.31	4.03	3.84	4.13	3.75	4.11	4.04	4.00	4.13	4.00	4.07	3.89	4.08
(O)The FBI's senior executives maintain high standards of honesty and integrity	4.13	4.27	4.13	3.94	3.83	3.76	3.76	3.94	3.48	3.88	3.91	3.83	3.94	4.01
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.00	3.93	3.73	3.62	3.58	3.53	3.53	3.56	3.51	3.69	3.68	3.98	3.56	3.57
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.21	4.59	4.11	4.28	4.37	4.16	4.18	4.25	4.16	4.38	4.31	4.39	4.16	4.27
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	4.14	4.37	4.11	4.08	4.11	3.78	3.96	4.09	3.94	4.11	4.05	4.12	3.87	4.13
Division Leadership	3.39	4.05	3.48	3.66	3.83	3.21	3.33	3.56	2.61	3.43	3.47	3.43	3.59	3.43
Division leadership empowers and supports supervisors to perform their jobs	3.32	3.79	3.48	3.52	3.78	3.17	3.35	3.56	2.42	3.30	3.30	3.13	3.46	3.31
My Division leadership generates high levels of motivation and commitment in the workforce	3.25	3.68	3.32	3.53	3.75	3.04	3.12	3.37	2.17	3.18	3.06	3.08	3.33	3.12
Division leadership is held accountable for the decisions they make	3.28	4.12	3.38	3.50	3.68	3.18	3.34	3.39	2.55	3.10	3.16	3.01	3.33	3.37
My Division leadership works together as a team	3.32	4.04	3.29	3.35	3.85	2.97	3.18	3.49	2.32	2.96	3.35	3.00	3.46	3.31
How satisfied are you with the decisions and policies of your Divisions leadership?	3.21	3.66	3.45	3.47	3.69	2.97	3.17	3.26	2.15	3.19	3.20	3.21	3.36	3.31
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.79	4.20	3.77	4.06	3.96	3.55	3.64	3.95	3.47	3.82	3.75	3.69	3.70	3.78
Employee morale is important to my Division leadership	3.03	3.59	3.31	3.41	3.68	3.18	3.18	3.35	1.94	3.02	3.22	3.60	3.30	3.04
Results are important to my Division leadership	3.59	4.73	3.88	4.29	4.29	3.84	3.99	4.11	3.63	4.23	4.19	4.16	4.10	4.24
Our Division has the reputation of being a high performer	4.04	4.58	3.52	3.95	3.85	3.07	3.10	3.71	3.43	4.02	3.88	3.71	4.23	3.51
Division leadership has a positive impact on our Division performance	3.48	4.09	3.61	3.68	3.88	3.11	3.39	3.61	2.40	3.42	3.40	3.24	3.65	3.33
Supervisor Leadership	3.30	4.17	3.77	3.91	4.10	3.90	3.78	4.06	3.36	3.99	3.84	3.82	4.04	3.80
Supervisorsteam leaders in my work unit support employee development	3.13	4.08	3.80	3.84	3.99	3.82	3.81	4.09	3.27	3.90	3.80	3.67	3.94	3.79
My supervisor supports my need to balance work and other life issues	3.93	4.23	4.00	4.11	4.33	4.11	4.00	4.16	3.31	4.13	4.33	4.24	4.37	4.02
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	3.28	4.18	3.80	3.95	4.19	4.01	3.83	4.06	3.50	4.02	3.79	3.85	4.06	3.90
I have trust and confidence in my supervisor as a leader	3.03	4.08	3.63	3.86	4.04	3.78	3.72	4.04	3.28	3.92	3.70	3.71	3.98	3.72

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
Supervisorsteam leaders in my work unit have trust and confidence in employees	3.18	4.21	3.68	3.82	4.03	3.76	3.53	4.04	3.23	4.00	3.57	3.80	3.89	3.61
Communication Dissemination	3.40	4.04	3.57	3.64	3.81	3.09	3.26	3.54	2.59	3.50	3.29	3.32	3.53	3.51
Division leadership communicates strategic objectives and threat priorities	3.50	4.37	3.65	3.90	3.95	3.13	3.44	3.77	2.66	3.85	3.46	3.43	3.60	3.77
My Division leadership communicates context and explanations regarding decisions and initiatives	3.38	4.00	3.51	3.69	3.84	3.04	3.28	3.50	2.33	3.44	3.16	3.32	3.46	3.45
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.34	3.84	3.51	3.56	3.87	3.03	3.19	3.40	2.58	3.47	3.25	3.38	3.47	3.55
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.31	3.96	3.68	3.51	3.67	3.18	3.24	3.57	2.70	3.32	3.30	3.15	3.68	3.30
Communication Voice	3.24	3.60	3.36	3.37	3.59	3.06	3.13	3.35	2.27	3.02	3.07	3.26	3.37	3.20
Leaders in my Division act upon employees ideas and input	3.21	3.67	3.35	3.38	3.56	3.06	3.21	3.34	2.15	3.16	3.06	3.24	3.33	3.23
Leaders in my Division encourage and consider alternative points of view and recommendations	3.41	3.67	3.43	3.40	3.67	3.11	3.19	3.48	2.24	3.07	3.13	3.38	3.39	3.22
How satisfied are you with your involvement in decisions that affect your work?	3.14	3.51	3.45	3.36	3.55	3.01	2.97	3.25	2.25	2.98	3.02	2.99	3.37	3.14
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.29	3.64	3.31	3.43	3.61	2.99	3.03	3.31	2.23	3.05	3.01	3.30	3.31	3.26
Division leadership is receptive to negative information and bad news	3.07	3.47	3.28	3.26	3.60	3.07	3.13	3.32	2.30	2.79	3.05	3.23	3.35	3.09
Leaders in my Division listen to what employees have to say	3.32	3.64	3.38	3.40	3.65	3.14	3.29	3.40	2.31	3.10	3.19	3.45	3.39	3.23
Formal Performance Management	2.94	3.76	3.44	3.36	3.56	3.27	3.33	3.55	2.95	3.30	3.22	3.05	3.37	3.31
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	2.81	3.70	3.31	2.89	3.39	3.01	3.00	3.45	2.69	3.11	2.98	2.58	3.16	2.98
(O)My performance appraisal is a fair reflection of my performance	4.00	4.12	3.85	3.83	4.08	3.82	3.68	3.92	3.60	3.76	3.88	3.90	3.90	3.70
Discussions about performance are seen as important and worthwhile	2.97	3.84	3.56	3.56	3.75	3.30	3.33	3.61	2.94	3.35	3.47	3.26	3.48	3.55
Promotions in my work unit are based on merit	2.61	3.78	3.21	3.33	3.62	3.34	3.32	3.53	2.73	3.31	3.05	2.76	3.26	3.10
In my work unit, differences in performance are recognized in a meaningful way	2.68	3.42	3.34	3.02	3.38	3.04	3.17	3.38	2.71	3.09	2.93	2.55	3.17	3.10
Awards in my unitsquad depend on how well employees perform their jobs	2.80	3.81	3.38	3.32	3.38	3.19	3.30	3.48	2.57	3.37	3.22	2.77	3.28	3.25
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	2.15	3.60	3.14	2.94	3.32	3.06	3.14	3.22	2.82	3.10	2.79	2.59	3.03	3.04
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	2.96	3.92	3.60	3.57	3.88	3.48	3.53	3.77	3.28	3.36	3.51	3.50	3.78	3.69

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
(O)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)	3.59	4.17	3.87	3.78	3.93	3.69	3.60	3.87	3.55	3.65	3.71	3.61	3.85	3.63
(O)Pay raises depend on how well employees perform their jobs	2.60	3.25	2.89	3.02	3.04	2.65	3.00	3.06	2.64	2.49	2.57	2.52	2.74	3.02
Informal Performance Management	3.29	3.78	3.50	3.34	3.50	3.21	3.34	3.36	2.96	3.37	3.26	3.18	3.38	3.26
(O)Employees are recognized for providing high quality products and services to customers	2.92	3.74	3.55	3.34	3.51	3.26	3.62	3.41	2.83	3.49	3.33	3.17	3.43	3.29
(O)Creativity and innovation are rewarded	2.68	3.48	3.38	3.22	3.33	3.06	3.25	3.38	2.84	3.20	3.10	2.93	3.19	3.12
I have recently received recognition or praise for doing good work	3.86	4.20	3.55	3.56	3.76	3.23	3.46	3.42	3.04	3.64	3.41	3.58	3.49	3.43
How satisfied are you with the recognition you receive for doing a good job?	3.31	3.68	3.48	3.19	3.39	3.16	3.07	3.22	2.78	3.15	3.15	2.95	3.32	3.11
Career Development	2.90	3.23	3.60	3.45	3.49	3.19	3.25	3.40	3.17	3.45	3.20	2.84	3.38	3.18
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	2.73	3.45	3.67	3.57	3.53	3.42	3.43	3.28	2.94	3.47	3.21	2.92	3.42	3.19
How satisfied are you with your career opportunities at the FBI?	3.07	3.01	3.54	3.32	3.45	2.97	3.05	3.49	3.35	3.45	3.17	2.72	3.34	3.16
Training and Development	2.91	3.71	3.73	3.55	3.67	3.33	3.62	3.60	3.08	3.41	3.47	3.19	3.61	3.45
(O)My training needs are assessed	2.59	3.30	3.48	3.30	3.37	3.03	3.33	3.30	2.69	2.98	3.26	2.93	3.17	3.32
I am given a real opportunity to improve my skills	3.10	3.87	3.84	3.69	3.78	3.51	3.79	3.79	3.31	3.54	3.59	3.40	3.83	3.45
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.00	3.89	3.80	3.61	3.78	3.40	3.68	3.60	3.18	3.55	3.49	3.18	3.72	3.50
Job Characteristics	3.80	3.90	3.91	3.74	3.97	3.67	3.57	3.90	3.62	4.03	3.77	3.77	3.94	3.61
Considering everything, how satisfied are you with your job?	4.13	3.58	3.94	3.57	3.94	3.59	3.44	3.98	3.80	3.99	3.74	3.64	3.95	3.67
Employees have a feeling of personal empowerment with respect to work	3.07	3.72	3.47	3.44	3.68	3.24	3.33	3.50	2.77	3.44	3.20	3.21	3.57	3.18
My job is considered to be a "prestigious" or "favorable" job here at the FBI	4.00	3.45	3.59	3.26	3.50	3.30	2.97	3.36	3.30	4.10	3.46	3.49	3.59	2.94
The work I do makes a difference	4.00	4.07	4.22	4.06	4.26	4.09	3.82	4.27	3.91	4.41	4.23	4.17	4.36	4.05
I am held accountable for achieving results	3.93	4.49	4.25	4.32	4.39	3.93	4.08	4.21	4.22	4.33	4.14	4.21	4.19	4.30
Employees in other jobs or positions value the work I do	4.00	4.14	4.09	3.93	4.14	3.88	3.65	4.19	3.79	4.19	3.96	4.14	4.14	3.63
(O)I feel encouraged to come up with new and better ways of doing things	3.26	3.87	3.80	3.64	3.90	3.51	3.73	3.75	3.31	3.60	3.62	3.49	3.79	3.38
Role Clarity	4.04	3.82	3.91	3.73	3.90	3.67	3.85	3.87	3.53	3.75	3.80	3.77	3.90	3.60
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.77	3.72	3.73	3.47	3.59	3.47	3.66	3.56	3.35	3.26	3.52	3.56	3.67	2.75
I know how my work relates to the FBI's strategic objectives and threat priorities	4.36	4.14	4.17	4.07	4.20	3.88	3.89	4.11	3.90	4.39	4.05	4.12	4.27	3.98
My workload is reasonable	3.73	3.18	3.61	3.30	3.54	3.55	3.75	3.63	3.11	3.12	3.60	3.41	3.56	3.52
I am clear on what is expected of me on a daily basis	4.30	4.22	4.15	4.17	4.25	3.74	4.07	4.14	3.68	4.23	4.02	4.03	4.15	4.14
Competence and Professionalism	3.50	3.93	3.77	3.63	3.86	3.63	3.52	3.84	3.63	3.81	3.68	3.70	3.76	3.50
The employees here are competent and know how to get the job done	3.54	4.17	3.94	3.69	4.03	3.81	3.51	3.99	3.96	3.93	3.92	3.93	3.92	3.71

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
My work unit is able to retain people with the right skills	3.17	3.36	3.35	3.24	3.65	3.34	3.07	3.52	2.79	3.54	3.22	3.22	3.36	3.12
My talents are used well in the workplace	3.57	3.67	3.65	3.53	3.80	3.32	3.35	3.74	3.44	3.59	3.55	3.49	3.73	3.23
The people in my Division conduct themselves in a professional manner	3.73	4.20	3.88	3.74	3.85	3.86	3.77	3.97	3.81	3.92	3.85	3.75	3.89	3.50
(O)Employees in my work unit share job knowledge with each other	3.41	4.28	4.11	3.90	4.10	3.84	3.84	4.00	4.08	4.10	3.83	4.16	3.89	3.96
Cooperational and Collaboration	3.26	3.97	3.66	3.46	3.72	3.49	3.46	3.71	3.19	3.66	3.46	3.41	3.57	3.30
This is a friendly and cooperative place to work	3.40	4.14	3.79	3.64	3.90	3.67	3.53	3.98	3.42	3.77	3.59	3.50	3.78	3.41
The people in my Division treat each other with respect and consideration	3.53	4.18	3.79	3.51	3.85	3.74	3.70	3.81	3.08	3.88	3.63	3.47	3.77	3.39
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.38	3.19	2.98	2.60	2.82	2.52	2.43	2.80	2.12	2.68	2.57	2.40	2.63	2.45
Employees in my work unit help each other out	3.77	4.36	4.11	4.02	4.24	3.95	3.95	4.23	4.13	4.29	4.02	4.11	4.06	3.92
Fairness	3.73	4.16	3.86	3.79	3.98	3.86	3.62	3.98	3.38	3.87	3.78	3.65	3.98	3.59
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	4.21	4.38	4.13	4.08	4.18	4.19	3.68	4.24	3.96	4.21	4.15	4.09	4.28	3.92
People in my Division are treated in a fair and consistent manner	3.30	3.91	3.66	3.44	3.76	3.64	3.46	3.71	2.62	3.50	3.45	3.05	3.75	3.19
Leaders work well with employees of different backgrounds	3.75	4.17	3.83	3.84	4.07	3.85	3.68	4.00	3.51	3.91	3.74	3.80	3.95	3.66
Integrity	4.10	4.37	4.05	4.00	4.03	3.80	3.87	4.17	3.34	3.93	4.11	3.96	4.11	4.06
Following the law is just as important as accomplishing the mission	4.32	4.60	4.33	4.32	4.26	4.12	4.19	4.51	4.02	4.42	4.49	4.44	4.47	4.37
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	4.00	4.23	3.93	3.82	3.86	3.54	3.65	3.98	3.35	3.82	3.93	3.69	3.91	3.97
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	4.03	4.37	3.86	3.83	3.94	3.65	3.75	4.05	2.84	3.59	3.93	3.70	3.99	3.85
Mission and Organization Engagement	4.49	4.54	4.46	4.39	4.37	4.41	4.26	4.43	4.35	4.50	4.35	4.42	4.46	4.38
I feel a sense of commitment to the FBI	4.57	4.54	4.46	4.38	4.38	4.44	4.26	4.37	4.31	4.55	4.41	4.51	4.48	4.36
I am proud to work for the FBI	4.67	4.72	4.59	4.53	4.48	4.60	4.38	4.60	4.53	4.68	4.50	4.63	4.58	4.56
(Reverse - higher is better) I am cynical about the FBI	4.00	4.13	4.18	4.06	4.01	3.86	3.93	4.07	3.96	4.01	3.84	3.83	4.05	3.98
I believe in the mission of the FBI	4.73	4.76	4.60	4.67	4.59	4.72	4.53	4.67	4.65	4.79	4.64	4.70	4.72	4.61
Workplace Engagement	3.64	3.36	3.72	3.35	3.71	3.31	3.30	3.69	2.97	3.59	3.31	3.18	3.62	3.34
My morale at work is good	3.60	3.53	3.83	3.46	3.86	3.44	3.57	3.78	2.96	3.76	3.41	3.17	3.67	3.47
(Reverse - higher is better) I feel frustrated at work	3.30	3.08	3.48	3.17	3.43	2.97	2.91	3.49	2.83	3.21	3.06	3.01	3.39	3.15
I look forward to going to work	4.03	3.49	3.84	3.41	3.86	3.51	3.41	3.78	3.15	3.76	3.45	3.38	3.79	3.44
Work Engagement	4.30	3.59	4.09	3.73	4.00	3.77	3.52	4.02	3.76	4.01	3.98	3.80	4.05	3.64
My work gives me a feeling of personal accomplishment	4.43	3.86	4.22	3.88	4.12	3.91	3.58	4.15	3.98	4.25	4.17	3.98	4.23	3.77

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
I like the kind of work I do	4.53	3.80	4.26	4.00	4.19	4.05	3.69	4.18	4.00	4.33	4.28	4.06	4.28	3.76
(Reverse - higher is better) I feel burned out from the work that I do	3.93	3.11	3.77	3.36	3.66	3.41	3.26	3.75	3.31	3.43	3.50	3.40	3.66	3.38
HQ/FO Collaboration	4.32	4.31	4.15	4.28	4.39	4.01	4.04	4.22	4.14	4.37	4.12	4.36	4.15	4.14
I am able to work effectively with Headquarters Divisions when required by my job	4.27	4.27	4.17	4.28	4.38	3.83	4.01	4.17	4.11	4.35	3.99	4.33	3.99	4.11
I am able to work effectively with Field Divisions when required by my job	4.38	4.35	4.12	4.32	4.42	4.28	4.10	4.34	4.18	4.41	4.27	4.37	4.31	4.20
Intelligence Community Collaboration	3.73	3.29	3.44	3.47	3.60	3.68	3.50	3.20	3.37	4.00	3.55	3.64	3.75	3.55
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	4.06	3.46	3.78	3.63	3.70	3.87	3.84	3.52	3.47	3.95	3.62	3.73	3.92	3.77
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.36	4.43	4.05	4.14	4.13	4.33	4.40	4.02	3.82	4.46	4.07	4.22	4.08	4.15
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	3.89	3.37	3.80	3.81	3.80	3.89	3.51	3.29	3.32	4.20	3.79	3.93	4.03	3.60
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	4.00	3.81	3.84	3.91	3.85	4.25	3.90	3.61	3.67	4.19	3.97	3.93	4.07	3.87
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	3.40	3.69	3.63	3.57	3.90	3.89	3.84	3.42	3.28	4.08	3.76	3.69	4.05	3.67
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?	3.42	3.08	3.58	3.18	3.85	3.45	3.30	3.17	3.56	3.67	3.32	3.44	3.51	3.49
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?	2.07	1.65	2.14	2.42	2.13	2.38	2.08	1.77	2.05	3.27	2.36	2.91	2.67	2.41
LEO Collaboration	4.34	3.96	3.99	4.11	3.99	3.93	3.87	3.91	3.92	4.37	4.21	4.15	4.11	3.89
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.55	4.45	4.14	4.32	4.22	4.28	4.29	4.19	4.12	4.55	4.40	4.40	4.24	4.20
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	4.16	3.33	3.75	3.95	3.81	3.42	3.36	3.57	3.74	4.29	4.06	4.08	4.08	3.51
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	4.06	3.74	3.75	3.93	3.82	4.04	3.77	3.68	3.77	4.26	4.20	3.93	4.02	3.80
Collaboration with other Federal Agencies	4.29	4.03	3.98	4.18	4.23	3.97	3.91	4.10	3.99	4.26	4.13	4.15	4.17	4.07

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	4.07	3.63	3.73	4.10	4.05	3.77	3.83	3.91	3.83	4.24	4.06	4.12	3.99	3.96
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.38	4.07	4.01	4.22	4.27	4.02	3.95	4.12	4.05	4.29	4.16	4.19	4.23	4.12
Administrative Workload	3.54	4.01	3.76	3.71	3.85	3.62	3.76	3.71	3.55	3.51	3.67	3.30	3.61	3.73
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.37	3.91	3.66	3.66	3.84	3.59	3.63	3.62	3.41	3.46	3.58	3.19	3.43	3.66
I have the tools needed to execute my administrative and reporting requirements	3.81	4.10	3.85	3.78	3.84	3.66	3.86	3.78	3.65	3.58	3.76	3.39	3.79	3.80
Tools, Technology, and Resources	3.19	3.23	3.58	3.35	3.44	3.38	3.76	3.42	3.25	3.02	3.34	2.98	3.31	3.43
I have sufficient resources (e.g., people, budget) to get my job done	3.14	3.05	3.51	3.17	3.34	3.19	3.59	3.22	3.19	2.79	3.35	2.83	3.08	3.46
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.24	3.37	3.62	3.50	3.56	3.57	3.93	3.62	3.26	3.25	3.34	3.10	3.54	3.41
Compliance	3.71	4.10	3.65	3.70	3.60	3.74	3.82	3.90	3.61	3.65	3.58	3.43	3.79	3.59
Employees report misconduct to the appropriate authorities	3.52	4.05	3.59	3.72	3.69	3.59	3.79	3.89	3.74	3.64	3.52	3.44	3.71	3.62
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.92	4.16	3.71	3.70	3.54	3.83	3.88	3.91	3.48	3.67	3.63	3.41	3.83	3.58
Counterproductive Work Behavior	2.42	3.32	3.34	2.85	3.17	2.96	3.00	3.28	2.63	2.95	2.73	2.74	2.92	2.88
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	2.62	3.29	3.38	2.82	3.33	3.13	3.15	3.33	2.83	3.18	2.75	2.72	2.96	2.91
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	2.36	3.56	3.42	2.89	3.38	3.16	3.06	3.44	2.85	3.10	2.72	2.70	3.02	2.95
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.11	3.45	3.31	2.89	3.16	2.82	2.90	3.28	2.85	3.06	2.63	2.88	2.83	2.91
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.47	2.92	3.30	2.71	2.89	2.69	2.81	3.02	2.12	2.60	2.71	2.55	2.86	2.71
Risk Management	3.87	4.02	4.01	4.03	4.02	4.01	3.90	4.04	3.74	3.97	3.92	3.87	4.01	3.96
Access to information systems and confidential information is adequately controlled	3.92	3.99	4.05	4.08	4.02	4.09	4.00	4.18	3.77	4.06	4.04	3.86	4.05	4.04
I am able to identify and communicate key risks within my area of responsibility	4.04	4.23	4.14	4.14	4.09	4.13	3.99	4.08	3.69	4.11	4.01	3.99	4.10	4.02
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.58	3.85	3.82	3.90	3.98	3.89	3.81	3.89	3.73	3.73	3.72	3.74	3.89	3.83
Work Environment	3.20	3.93	4.01	3.89	3.85	4.03	3.99	3.79	3.96	3.75	3.90	3.63	3.94	3.30

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	2.83	3.72	3.98	3.69	3.74	3.93	3.93	3.72	4.02	3.66	3.64	3.50	3.86	3.11
Employees are protected from health and safety hazards on the job	3.55	4.14	4.03	4.08	3.97	4.16	4.07	3.88	3.91	3.83	4.16	3.79	4.05	3.50
Pay and Benefits	3.62	3.05	3.54	3.35	3.68	3.05	3.53	3.64	3.57	3.49	3.62	3.10	3.50	3.95
Considering everything, how satisfied are you with your pay?	4.03	3.47	3.93	3.75	3.99	3.55	3.85	4.02	4.02	4.04	3.99	3.57	3.87	4.19
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	4.04	3.48	3.82	3.71	4.00	3.49	3.90	3.93	3.92	3.78	3.91	3.52	3.83	4.14
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.79	2.08	2.76	2.51	2.93	2.12	2.66	2.81	2.63	2.43	2.88	2.07	2.58	3.41
Miscellaneous														
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	3.22	4.34	3.86	3.89	3.97	3.59	3.84	3.73	3.63	3.58	3.77	3.60	3.80	3.94
I recommend the FBI as a good place to work	4.20	4.29	4.32	3.96	4.16	3.95	4.05	4.20	4.15	4.19	3.98	3.97	4.17	4.12
Considering everything, how satisfied are you with the FBI?	4.27	4.04	4.21	3.93	4.07	3.85	3.96	4.19	4.00	4.18	3.97	3.94	4.06	4.14
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	3.60	3.90	3.66	3.91	4.06	3.84	3.77	4.10	3.62	3.91	3.81	3.72	3.98	3.78
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.76	3.93	3.78	3.77	3.75	3.71	3.73	3.98	3.64	3.83	3.82	3.61	3.85	3.80
My organization has prepared employees for potential security threats	3.87	4.25	4.11	4.17	4.13	4.07	4.14	4.07	3.96	4.22	4.03	4.06	4.04	3.99
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.29	2.20	3.22	2.78	2.91	2.38	2.49	2.67	2.32	2.42	2.75	2.66	2.74	2.89
(O)The skill level in my work unit has improved in the past year	3.19	3.78	3.55	3.58	3.80	3.50	3.58	3.78	3.31	3.72	3.51	3.27	3.63	3.70
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	3.88	4.04	3.81	3.70	3.48	2.75	2.86	3.24	2.88	3.13	3.67	3.41	3.05	3.44
(O)The FBI is able to recruit people with the right skills	3.48	3.40	3.67	3.64	3.72	3.20	3.40	3.55	3.49	3.69	3.44	3.39	3.21	3.67
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.60	3.63	3.78	3.53	3.49	3.44	3.33	3.67	2.94	3.21	3.24	3.25	3.47	3.28
Sometimes it is necessary to work around people in order to get the job done	4.03	3.96	3.64	3.66	3.81	3.94	3.67	3.71	3.76	3.92	3.49	3.60	3.60	3.56
I would like my work to be more interesting and challenging	3.54	3.88	3.58	3.65	3.52	3.88	4.15	3.53	3.35	3.43	3.38	3.28	3.38	3.67

2014 FO/HQ Climate	OPA	RPO	FLSD	FD	HRD	ITE	ITM	ITD	INSD	IOD	LAB	OGC	OTD	RMD
I've seen or heard the results from last year's survey	2.11	4.56	3.06	3.13	3.40	3.10	3.40	3.03	3.00	2.81	2.67	4.34	3.65	3.68
I'm interested in seeing or hearing the results from this year's survey	4.45	4.42	4.36	4.35	4.38	4.50	4.35	4.32	4.50	4.41	4.37	4.52	4.23	4.27
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.14	3.37	3.65	3.80	4.02	4.39	4.24	4.14	4.00	3.66	3.50	3.42	3.54	3.60
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	2.93	3.39	3.56	3.37	3.39	3.36	3.15	3.45	2.80	3.06	3.12	3.02	3.22	3.41
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.96	4.06	3.97	4.04	3.93	3.77	3.79	3.97	3.89	3.88	3.86	3.81	3.83	4.04
I understand the strategy of the FBI	4.25	4.43	4.27	4.24	4.26	3.95	4.11	4.18	4.13	4.39	4.12	4.19	4.12	4.28
I am an active participant in my own development	4.53	4.53	4.23	4.31	4.44	4.32	4.36	4.37	4.31	4.51	4.34	4.27	4.37	4.34
I have sufficient information regarding changes taking place at work	3.23	3.83	3.58	3.57	3.78	3.04	3.19	3.37	2.91	3.59	3.22	3.27	3.55	3.45
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.33	2.05	2.59	2.28	2.26	2.15	2.16	2.54	2.18	2.17	2.52	2.55	2.47	2.48
The FBI is like a family with high standards	3.47	3.76	3.54	3.53	3.52	3.30	3.55	3.74	3.19	3.33	3.38	3.29	3.48	3.52
People who want to be leaders in this organization are doing it for the right reasons	2.83	3.42	3.26	3.28	3.12	2.93	3.06	3.13	2.69	2.88	2.93	2.92	3.00	3.14
Employees have a responsibility when it comes to morale	4.57	4.39	4.33	4.38	4.29	4.29	4.27	4.31	4.15	4.46	4.33	4.42	4.40	4.22
I want to be (or continue to be) a formal leader in this organization	4.21	4.25	3.99	4.05	3.94	4.00	4.04	4.00	3.98	4.05	3.75	3.52	3.83	4.01
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.37	2.45	2.90	2.54	2.92	2.25	2.44	2.67	2.40	2.39	2.51	2.48	2.61	2.71
The American public has a positive view of the FBI	4.18	4.39	4.17	4.16	4.12	4.27	4.28	4.09	4.08	4.26	4.05	4.01	4.02	4.01

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
FBI Leadership	3.80	4.14	3.58	4.00	4.01
I have a high level of respect for the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.93	4.19	3.45	4.07	4.05
Direct communication (e.g., Town Hall meetings office visits) from the Director and high level executives helps me understand the FBI mission and strategy	3.84	4.12	3.77	3.91	4.05
(O)The FBI's senior executives maintain high standards of honesty and integrity	3.76	3.99	3.55	3.95	3.94
Employee morale is important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	3.39	3.85	3.00	3.73	3.69
Results are important to the FBI's senior executives (i.e., Director, DD, ADD, EADs)	4.06	4.41	3.90	4.28	4.27
The Director and senior executives (i.e., DD, ADD, EADs) make decisions in the best interest of the FBI	3.87	4.20	3.71	4.07	4.09
Division Leadership	3.18	3.73	2.71	3.74	3.57
Division leadership empowers and supports supervisors to perform their jobs	3.10	3.62	2.55	3.76	3.47
My Division leadership generates high levels of motivation and commitment in the workforce	2.94	3.46	2.35	3.70	3.34
Division leadership is held accountable for the decisions they make	3.06	3.68	2.57	3.63	3.44
My Division leadership works together as a team	3.07	3.58	2.55	3.57	3.41
How satisfied are you with the decisions and policies of your Divisions leadership?	3.05	3.46	2.59	3.52	3.38
My Division leadership has the latitude to make the necessary decisions to meet the challenges (and threats) within our domain	3.53	4.03	3.21	3.81	3.84
Employee morale is important to my Division leadership	2.86	3.66	2.31	3.82	3.34
Results are important to my Division leadership	3.81	4.38	3.74	4.35	4.15
Our Division has the reputation of being a high performer	3.04	3.81	2.54	3.57	3.77
Division leadership has a positive impact on our Division performance	3.07	3.67	2.55	3.81	3.54
Supervisor Leadership	3.87	3.95	3.59	4.02	3.96
Supervisorsteam leaders in my work unit support employee development	3.76	3.90	3.62	3.96	3.92
My supervisor supports my need to balance work and other life issues	4.08	4.19	3.97	4.27	4.17
Overall, how good a job do you feel is being done by your immediate supervisorsteam leader?	3.97	3.94	3.54	3.99	4.00
I have trust and confidence in my supervisor as a leader	3.82	3.91	3.41	3.93	3.88

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
Supervisorsteam leaders in my work unit have trust and confidence in employees	3.71	3.85	3.34	3.94	3.85
Communication Dissemination	3.37	3.86	3.07	3.77	3.57
Division leadership communicates strategic objectives and threat priorities	3.70	4.25	3.37	4.04	3.73
My Division leadership communicates context and explanations regarding decisions and initiatives	3.36	3.92	2.96	3.70	3.52
How satisfied are you with the information you receive from your Division leadership on what is going on in the FBI?	3.26	3.72	3.03	3.66	3.53
(Reverse - higher is better) My Division leadership often distorts information or doesnt tell "the whole story."	3.11	3.57	2.83	3.67	3.52
Communication Voice	3.05	3.59	2.51	3.51	3.33
Leaders in my Division act upon employees ideas and input	2.99	3.72	2.47	3.52	3.34
Leaders in my Division encourage and consider alternative points of view and recommendations	3.02	3.65	2.48	3.57	3.37
How satisfied are you with your involvement in decisions that affect your work?	3.06	3.28	2.63	3.29	3.29
Leaders in my Division engage employees, solicit and incorporate employees input into decisions and policies	3.06	3.59	2.47	3.60	3.32
Division leadership is receptive to negative information and bad news	3.02	3.50	2.44	3.47	3.28
Leaders in my Division listen to what employees have to say	3.05	3.75	2.53	3.68	3.39
Formal Performance Management	3.25	3.44	3.12	3.38	3.39
Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees	3.00	3.20	2.74	3.18	3.20
(O)My performance appraisal is a fair reflection of my performance	3.92	3.57	3.65	3.92	3.93
Discussions about performance are seen as important and worthwhile	3.46	3.77	3.09	3.56	3.53
Promotions in my work unit are based on merit	2.99	3.29	2.92	3.18	3.27
In my work unit, differences in performance are recognized in a meaningful way	2.92	3.27	2.83	3.24	3.20
Awards in my unitsquad depend on how well employees perform their jobs	3.12	3.63	2.77	3.40	3.35
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	2.90	3.17	2.76	2.94	3.05
(O)My supervisor sets and revises my performance objectives as needed during the performance cycle	3.67	3.64	3.52	3.75	3.69

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
(O)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)	3.86	3.61	3.59	3.92	3.83
(O)Pay raises depend on how well employees perform their jobs	2.70	2.80	2.53	2.64	2.82
Informal Performance Management	3.24	3.49	3.00	3.52	3.41
(O)Employees are recognized for providing high quality products and services to customers	3.28	3.63	2.92	3.45	3.48
(O)Creativity and innovation are rewarded	3.15	3.22	2.82	3.11	3.28
I have recently received recognition or praise for doing good work	3.46	3.64	3.22	3.87	3.58
How satisfied are you with the recognition you receive for doing a good job?	3.09	3.37	2.99	3.49	3.32
Career Development	3.15	3.18	3.08	3.25	3.36
I have the opportunity to receive training that will enhance my ability to move to other positions within the FBI	3.20	3.41	2.97	3.44	3.42
How satisfied are you with your career opportunities at the FBI?	3.09	2.94	3.17	3.05	3.28
Training and Development	3.37	3.53	3.13	3.43	3.53
(O)My training needs are assessed	3.29	3.25	2.84	3.05	3.28
I am given a real opportunity to improve my skills	3.38	3.59	3.30	3.55	3.64
My supervisor/team leader provides me with opportunities to develop my leadership skills	3.45	3.58	3.15	3.54	3.62
Job Characteristics	3.55	3.68	3.64	3.72	3.83
Considering everything, how satisfied are you with your job?	3.57	3.54	3.76	3.72	3.83
Employees have a feeling of personal empowerment with respect to work	3.18	3.31	2.86	3.32	3.42
My job is considered to be a "prestigious" or "favorable" job here at the FBI	2.96	3.21	3.10	3.26	3.46
The work I do makes a difference	3.95	4.02	4.13	3.97	4.13
I am held accountable for achieving results	4.02	4.07	4.07	4.16	4.24
Employees in other jobs or positions value the work I do	3.57	3.84	3.95	3.84	3.97
(O)I feel encouraged to come up with new and better ways of doing things	3.61	3.61	3.45	3.79	3.73
Role Clarity	3.83	3.77	3.70	3.78	3.86
(Reverse - higher is better) In regards to my work, quantity is valued more than quality	3.28	3.33	3.23	3.37	3.57
I know how my work relates to the FBI's strategic objectives and threat priorities	4.12	4.26	4.02	4.12	4.14
My workload is reasonable	3.74	3.45	3.54	3.72	3.61
I am clear on what is expected of me on a daily basis	4.14	4.04	3.99	3.95	4.13
Competence and Professionalism	3.39	3.69	3.58	3.72	3.75
The employees here are competent and know how to get the job done	3.53	3.90	3.91	3.83	3.90

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
My work unit is able to retain people with the right skills	2.93	3.24	2.83	3.36	3.36
My talents are used well in the workplace	3.28	3.28	3.43	3.52	3.57
The people in my Division conduct themselves in a professional manner	3.50	3.97	3.67	4.01	3.91
(O)Employees in my work unit share job knowledge with each other	3.86	4.06	4.00	3.91	4.06
Cooperational and Collaboration	3.34	3.64	3.30	3.66	3.62
This is a friendly and cooperative place to work	3.52	3.77	3.39	3.94	3.79
The people in my Division treat each other with respect and consideration	3.46	3.83	3.37	3.93	3.78
(Reverse - higher is better) In my Division, some employees protect their own interests above other considerations	2.54	2.81	2.16	2.64	2.74
Employees in my work unit help each other out	3.81	4.09	4.13	4.08	4.14
Fairness	3.61	3.94	3.54	4.07	3.91
I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background	3.94	4.23	4.02	4.33	4.20
People in my Division are treated in a fair and consistent manner	3.29	3.66	3.09	3.82	3.62
Leaders work well with employees of different backgrounds	3.61	3.96	3.47	4.05	3.92
Integrity	3.82	4.21	3.68	4.24	4.07
Following the law is just as important as accomplishing the mission	4.22	4.47	4.23	4.50	4.39
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	3.61	4.04	3.38	4.03	3.88
The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority	3.62	4.11	3.38	4.19	3.94
Mission and Organization Engagement	4.27	4.32	4.18	4.31	4.41
I feel a sense of commitment to the FBI	4.26	4.30	4.28	4.30	4.43
I am proud to work for the FBI	4.41	4.46	4.42	4.50	4.56
(Reverse - higher is better) I am cynical about the FBI	3.94	3.87	3.48	3.75	3.98
I believe in the mission of the FBI	4.51	4.65	4.54	4.68	4.67
Workplace Engagement	3.39	3.36	3.08	3.48	3.54
My morale at work is good	3.47	3.49	3.19	3.66	3.65
(Reverse - higher is better) I feel frustrated at work	3.21	3.15	2.75	3.14	3.30
I look forward to going to work	3.48	3.47	3.31	3.66	3.68
Work Engagement	3.76	3.69	3.98	3.84	3.92
My work gives me a feeling of personal accomplishment	3.75	3.76	4.07	4.02	4.04

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
I like the kind of work I do	3.94	3.78	4.26	4.01	4.12
(Reverse - higher is better) I feel burned out from the work that I do	3.58	3.54	3.66	3.52	3.61
HQ/FO Collaboration	4.06	4.03	4.17	4.13	4.22
I am able to work effectively with Headquarters Divisions when required by my job	4.06	3.95	4.06	4.12	4.17
I am able to work effectively with Field Divisions when required by my job	4.08	4.11	4.25	4.13	4.27
Intelligence Community Collaboration	3.52	3.96	3.54	3.90	3.65
I feel a sense of community (i.e., shared mission and values) with other employees across the Intelligence Community	3.66	3.91	3.69	3.98	3.82
Our mission depends on Intelligence Community agencies and components sharing knowledge and collaborating	4.10	4.50	4.27	4.40	4.25
I have the opportunity to work directly with members of other Intelligence Community agencies or components when necessary	3.69	4.08	3.68	4.22	3.85
My work products are improved when I can collaborate with colleagues from other Intelligence Community agencies or components	3.99	4.28	4.19	4.18	3.99
My supervisor emphasizes collaboration and information sharing with other Intelligence Community agencies or components	3.74	4.23	3.47	4.11	3.85
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?	3.38	3.61	3.33	3.46	3.50
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?	2.34	3.45	2.11	3.17	2.51
LEO Collaboration	3.97	4.32	4.29	4.16	4.13
Our mission depends on Law Enforcement agencies and components sharing knowledge and collaborating	4.18	4.58	4.50	4.39	4.34
I have the opportunity to work directly with members of other Law Enforcement agencies or components as necessary	3.75	4.15	3.99	4.04	3.89
My work products are improved when I can collaborate with colleagues from other Law Enforcement agencies or components	3.98	4.27	4.23	4.04	3.99
Collaboration with other Federal Agencies	4.03	4.12	4.17	4.13	4.11

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
Employees in my Division are able to work effectively with the US Attorneys office as needed by the job	3.84	3.74	3.66	4.03	3.95
Employees in my Division are able to work effectively with other Federal Agencies as needed by the job	4.07	4.18	4.26	4.17	4.16
Administrative Workload	3.69	3.83	3.50	3.51	3.72
The administrative reporting requirements of my job are commensurate with their importance to mission accomplishment	3.61	3.70	3.41	3.46	3.63
I have the tools needed to execute my administrative and reporting requirements	3.77	3.93	3.58	3.54	3.82
Tools, Technology, and Resources	3.38	3.72	2.94	3.28	3.43
I have sufficient resources (e.g., people, budget) to get my job done	3.27	3.59	2.83	3.31	3.34
I have the technology needed (e.g. software, hardware, etc.) to get my job done	3.48	3.85	3.05	3.26	3.52
Compliance	3.49	3.68	3.53	3.90	3.76
Employees report misconduct to the appropriate authorities	3.52	3.56	3.47	3.88	3.74
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.48	3.78	3.53	3.88	3.78
Counterproductive Work Behavior	2.80	3.15	2.70	3.01	3.05
(Reverse - higher is better) In your Division, to what extent are arrogant or negative attitudes tolerated?	2.82	3.15	2.77	3.05	3.13
(Reverse - higher is better) In your Division, to what extent are employees who instigate conflict or with whom it is difficult to work tolerated?	2.86	3.39	2.80	3.27	3.16
(Reverse - higher is better) In your Division, to what extent are employees who put little effort into their work tolerated?	2.68	3.18	2.60	2.90	3.06
(Reverse - higher is better) Arbitrary action and personal favoritism are tolerated	2.65	2.94	2.43	2.72	2.84
Risk Management	3.88	4.00	3.92	3.85	4.00
Access to information systems and confidential information is adequately controlled	3.83	4.19	4.00	3.83	4.04
I am able to identify and communicate key risks within my area of responsibility	3.98	4.04	3.98	4.02	4.09
The importance of risk management and control has been communicated to me through specific training, supervisor communications, and/or policies and practices in my unitsquad	3.83	3.82	3.70	3.72	3.89
Work Environment	3.75	4.22	3.29	3.76	3.88

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well	3.62	4.15	3.15	3.49	3.75
Employees are protected from health and safety hazards on the job	3.88	4.29	3.40	4.04	4.01
Pay and Benefits	3.07	3.50	3.74	3.53	3.49
Considering everything, how satisfied are you with your pay?	3.37	3.98	4.13	3.96	3.87
(O)Considering everything, how satisfied are you with your total compensation (salary, bonus, benefits, etc.)?	3.29	3.84	3.96	3.81	3.81
(O)In comparison with people in similar jobs in the private sector, I feel my total compensation (salary, bonus, benefits, etc.) is	2.39	2.57	3.05	2.56	2.62
Miscellaneous					
Leaders review and evaluate the organizations progress toward meeting its goals and objectives	3.70	4.12	3.68	3.94	3.88
I recommend the FBI as a good place to work	3.99	4.04	3.73	4.02	4.12
Considering everything, how satisfied are you with the FBI?	3.88	4.03	3.77	3.87	4.06
(O)My supervisor/team leader is committed to a workforce representative of all segments of society	3.79	3.80	3.81	4.03	3.95
(O)Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring)	3.59	3.72	3.76	3.68	3.86
My organization has prepared employees for potential security threats	3.80	4.10	3.92	3.97	4.10
(Reverse - higher is better) It is easier to get things done at the FBI through informal channels rather than through formal channels	2.76	2.75	2.43	2.51	2.70
(O)The skill level in my work unit has improved in the past year	3.51	3.71	3.32	3.66	3.67
(Reverse - higher is better) The rotational nature of leadership in my Division is detrimental to my work	2.95	3.40	2.51	2.97	3.32
(O)The FBI is able to recruit people with the right skills	3.46	3.64	3.23	3.58	3.62
(Reverse - higher is better) In the FBI, it is difficult to recover from a mistake	3.47	3.39	3.16	3.46	3.45
Sometimes it is necessary to work around people in order to get the job done	3.80	3.76	3.83	3.92	3.70
I would like my work to be more interesting and challenging	3.79	3.84	3.55	3.66	3.57

2014 FO/HQ Climate	SecD	TSC	TD	WMD	All HQ Average
I've seen or heard the results from last year's survey	3.21	3.76	3.40	3.10	3.40
I'm interested in seeing or hearing the results from this year's survey	4.26	4.38	4.50	4.30	4.38
I've experienced significant change at work in the last year (e.g., reorganization, changes to job role)	3.55	3.93	4.10	3.88	3.69
When someone is selected for a leadership position at the FBI, I assume they are a high quality leader	3.21	3.74	2.80	3.06	3.26
(O)The strategic direction of the FBI aligns with and supports the mission of the FBI	3.80	3.95	3.72	3.92	3.93
I understand the strategy of the FBI	4.18	4.26	4.03	4.16	4.22
I am an active participant in my own development	4.28	4.34	4.38	4.35	4.33
I have sufficient information regarding changes taking place at work	3.50	3.56	3.15	3.50	3.54
(Reverse - higher is better) Who you know is more important than what you know or what you can do	2.34	2.40	2.43	2.29	2.40
The FBI is like a family with high standards	3.43	3.61	2.94	3.39	3.49
People who want to be leaders in this organization are doing it for the right reasons	3.03	3.25	2.49	3.01	3.08
Employees have a responsibility when it comes to morale	4.15	4.36	4.29	4.30	4.33
I want to be (or continue to be) a formal leader in this organization	4.05	3.97	3.72	4.04	3.95
(Reverse - higher is better) It takes more effort than necessary to get stuff done around here	2.63	2.82	2.20	2.44	2.66
The American public has a positive view of the FBI	3.98	4.01	4.02	4.14	4.11