



# Department of Homeland Security: 2007 Annual Employee Survey (AES)

**Component-Level Results**  
(Federal Emergency Management Agency)

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# Table of Contents

Survey Background .....	1
Survey Objective .....	1
Questionnaire Content .....	1
Data Collection .....	1
Reported Data.....	1
Survey Items and Response Choices.....	1
HCAAF Index-Level Percent Positive Response .....	2
Comparing Your Survey Results .....	2
Human Capital Assessment & Accountability Framework .....	3
Trend Analysis.....	4
Subcomponent Comparisons .....	17
Demographic Characteristics .....	84

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# 2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY: SURVEY BACKGROUND

## SURVEY OBJECTIVE

The 2007 DHS Annual Employee Survey (AES) was conducted to collect data on DHS employees' perceptions of workforce management, organizational accomplishments, agency goals, leadership, and communication. DHS agency managers will use the findings to help sharpen polices for improving our agency performance.

## QUESTIONNAIRE CONTENT

The survey included a total of 78 items/subitems – 45 OPM prescribed items (40 survey questions and 5 demographic items), 5 additional demographic questions, and 28 DHS agency-specific items.

## DATA COLLECTION

**Method.** The survey sample included a total of 141,425 DHS employees across the 13 organizational components. The survey was administered electronically from October 26 through December 21, 2007. The sample was designed to ensure representative survey results would be reported by component and supervisory status (i.e., non-supervisory, supervisors and managers, and executives) as well as for the overall DHS workforce.

**Response Rate.** A total of 65,753 of 141,160 eligible employees responded to the survey, for a DHS-wide response rate of 47%.

## REPORTED DATA

The percentages presented in report tables are weighted data that are representative of the survey population of the DHS workforce. Data collected from DHS AES respondents were weighted to produce survey estimates that accurately represented the DHS population. This process did not change any answers; rather, it adjusted for over- and under-represented groups of respondents.

## SURVEY ITEMS AND RESPONSE CHOICES

Three 5-point Likert-type response scales were used in the survey: (a) Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree; (b) Very Satisfied, Satisfied, Neither Satisfied nor Dissatisfied, Dissatisfied, Very Dissatisfied; and (c) Very Good, Good, Fair, Poor, Very Poor. For questions 6 through 31 of the survey, respondents had the additional option of answering Do Not Know or No Basis to Judge.

The tables throughout the remaining sections of this report contain the percentages of positive, neutral, and negative perceptions for each survey item (all percentages in this document have been rounded to whole numbers). For most items, Positive, Neutral, and Negative were defined as follows:

**Percent Positive:** the combined percentages of respondents (DHS agency-wide or specific component level) who answered *Strongly Agree or Agree*, or *Very Satisfied or Satisfied*, or *Very Good or Good*, depending on the response categories used for the item.

**Percent Neutral:** the percentage of respondents choosing the middle response option in the 5-point scale (*Neither Agree Nor Disagree*, *Neither Satisfied Nor Dissatisfied*, *Fair*).

**Percent Negative:** the combined percentages of respondents answering *Strongly Disagree* or *Disagree*, or *Very Dissatisfied* or *Dissatisfied*, depending on the response categories used for the item.

Survey Response Categories					
Positive		Neutral	Negative		Don't Know/ No Basis to Judge
Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know
Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied	No Basis to Judge
Very Good	Good	Fair	Poor	Very Poor	NA

#### HCAAF INDEX-LEVEL PERCENT POSITIVE RESPONSE

Thirty-nine items were combined to form the four Human Capital Assessment and Accountability Framework (HCAAF) Indices. The index scores were calculated for each component and DHS overall by averaging the percent positive response on the items within an index. For example, for a 4-item index, if the item-level percent positive responses were 50 percent, 45 percent, 30 percent, and 35 percent, the component’s HCAAF-level percent positive response would be the average of these four percentages or  $(50\% + 45\% + 30\% + 35\%)/4 = 40\%$  positive.

#### COMPARING YOUR SURVEY RESULTS

**Statistical significant differences between percentages.** You may be interested in determining the statistical significance of differences between your component organization and DHS overall. Statistical significance is influenced by sample sizes, so that as the number of observations in comparison groups gets larger, small differences in scores will end up being statistically significant. While a 1 percent difference between percent positive scores might be statistically significant (that is, not due to chance), the difference is not likely to be meaningful or important, and nonsignificant differences are not always trivial.

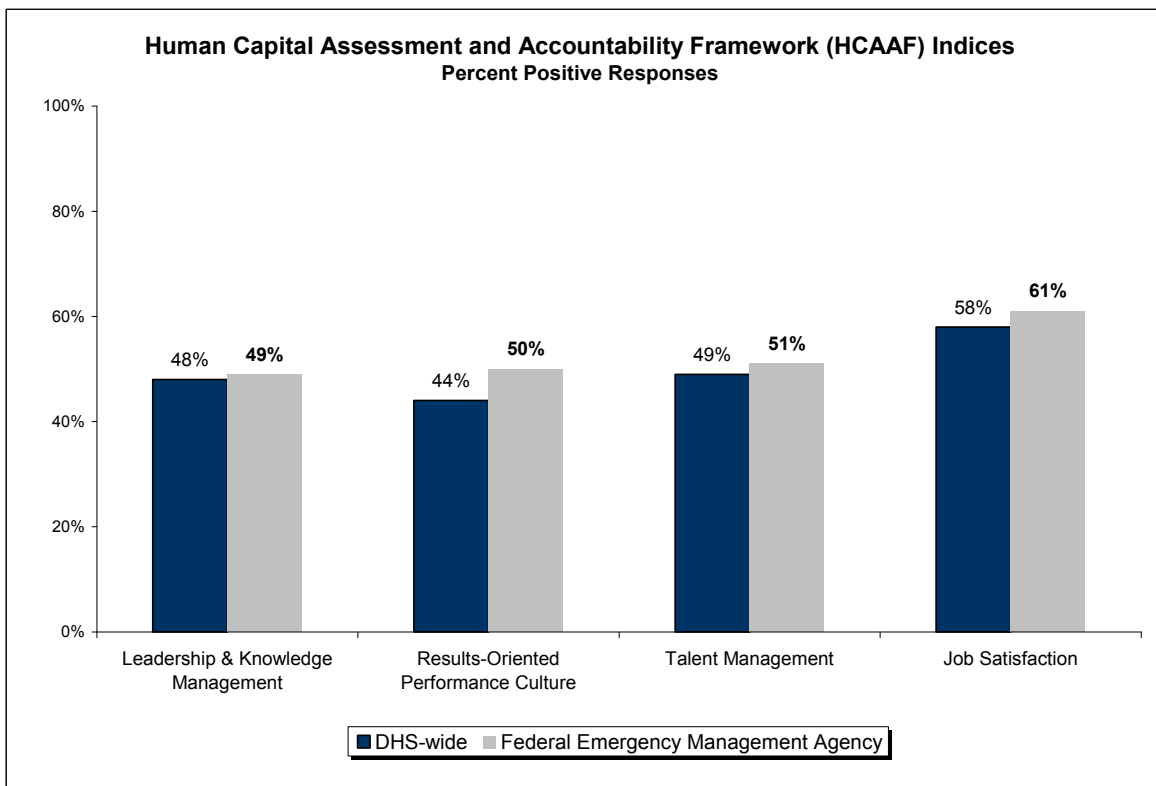
It is often useful to apply rules of thumb to determine the “notable” and “meaningful” results especially when comparing your 2007 DHS AES results to 2004 and 2006 Federal Human Capital Survey benchmark results. Therefore, we recommend the following guidelines:

- 5 percentage points.** A difference of 5 percentage points or more is notable (e.g., increased by 5 percentage points from 2006 to 2007 or a difference of 5 percentage points or more between subcomponent results).
- Strengths.** Survey items that are 65 percent or more positive are considered an area of strength.
- Challenges.** Survey items that are 35 percent or more negative are areas of weaknesses.
- Neutral.** Responses that are 30 percent or more neutral may indicate opportunities for more communication.

## HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY FRAMEWORK

The primary mission of the **Federal Emergency Management Agency** is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

This graph shows your 2007 component results compared with DHS agency-wide results for the four HCAAF Indices. The HCAAF indices are: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction.



**Leadership & Knowledge Management:** the extent our employees hold leadership in high regards; this index captures both overall as well as specific aspects of leadership. (See survey items: 5, 22, 24, 25, 26, 27, 29, 30, 31, 50, 54a, and 58)

**Results-Oriented Performance Culture:** the extent employees believe DHS culture promotes improvements in process, products and services, and organizational outcomes. (See survey items: 1, 8, 10, 14, 15, 16, 18, 19, 20, 21, 23, 28, and 53)

**Talent Management:** the extent our employees believe DHS has the talent required to accomplish our organizational goals. (See survey items: 2, 6, 7, 11, 12, 13, and 55)

**Job Satisfaction:** the extent our employees are satisfied with their jobs. (See survey items: 3, 4, 9, 51, 52, 56, and 57)



## TREND ANALYSIS

This is a summary of employee responses to the 2007 DHS Annual Employee Survey. Question-level results have been calculated for your component organization and compared to your results for the 2004 and 2006 Federal Human Capital Surveys. These trend data are presented in this report according to the question order in the survey. As shown in the table below, the results have been grouped into Positive, Neutral, Negative, and Don't Know (Do Not Know/No Basis to Judge) categories (as applicable); NA indicates data were not available for comparison.

<i>1. The people I work with cooperate to get the job done.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	77.5	11.9	10.6
2006 FHCS	81.0	8.6	10.4
2004 FHCS	NA	NA	NA

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	53.3	19.0	27.6
2006 FHCS	56.7	18.2	25.1
2004 FHCS	NA	NA	NA

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	72.2	13.9	14.0
2006 FHCS	68.8	16.8	14.4
2004 FHCS	NA	NA	NA

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	84.4	9.5	6.0
2006 FHCS	84.0	10.3	5.7
2004 FHCS	NA	NA	NA

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	60.6	17.5	22.0
2006 FHCS	58.1	19.1	22.9
2004 FHCS	NA	NA	NA



<i>6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	58.6	17.1	23.1	1.3
2006 FHCS	63.9	16.9	18.3	0.9
2004 FHCS	NA	NA	NA	NA

<i>7. My work unit is able to recruit people with the right skills.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	46.6	20.3	30.4	2.8
2006 FHCS	42.2	27.2	29.6	1.0
2004 FHCS	NA	NA	NA	NA

<i>8. I know how my work relates to the agency's goals and priorities.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	82.3	9.8	7.7	0.3
2006 FHCS	78.4	11.9	8.8	1.0
2004 FHCS	NA	NA	NA	NA

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	92.1	5.2	2.5	0.1
2006 FHCS	90.9	7.0	2.2	0.0
2004 FHCS	NA	NA	NA	NA

<i>10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	64.1	14.2	21.5	0.3
2006 FHCS	67.2	14.3	18.5	0.0
2004 FHCS	NA	NA	NA	NA

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	58.3	17.0	23.7	0.9
2006 FHCS	60.9	20.1	18.5	0.6
2004 FHCS	NA	NA	NA	NA

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	57.4	15.3	26.8	0.4
2006 FHCS	51.8	18.1	29.8	0.3
2004 FHCS	NA	NA	NA	NA

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	40.2	22.2	36.5	1.0
2006 FHCS	35.9	24.6	38.7	0.9
2004 FHCS	NA	NA	NA	NA

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	33.2	24.3	36.6	5.8
2006 FHCS	31.6	23.1	43.1	2.2
2004 FHCS	NA	NA	NA	NA

<i>15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	24.3	26.3	42.8	6.4
2006 FHCS	24.0	22.6	50.1	3.3
2004 FHCS	NA	NA	NA	NA

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	40.0	25.0	32.3	2.6
2006 FHCS	33.8	29.1	35.3	1.7
2004 FHCS	NA	NA	NA	NA

<i>17. 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).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.2	14.8	19.4	6.6
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>18. In my work unit, differences in performance are recognized in a meaningful way.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	34.1	26.7	35.0	4.1
2006 FHCS	22.0	31.4	43.0	3.6
2004 FHCS	NA	NA	NA	NA

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	19.6	25.8	48.3	6.4
2006 FHCS	17.4	26.6	51.6	4.5
2004 FHCS	NA	NA	NA	NA

<i>20. My performance appraisal is a fair reflection of my performance.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	60.1	16.8	18.9	4.2
2006 FHCS	61.0	18.0	18.9	2.1
2004 FHCS	NA	NA	NA	NA

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	54.0	21.0	22.1	2.9
2006 FHCS	50.3	23.3	24.4	2.0
2004 FHCS	NA	NA	NA	NA

<i>22. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	53.7	23.0	21.2	2.1
2006 FHCS	56.6	19.8	20.7	3.0
2004 FHCS	NA	NA	NA	NA

<i>23. My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	76.5	12.4	9.8	1.3
2006 FHCS	75.0	14.0	9.9	1.1
2004 FHCS	NA	NA	NA	NA

<i>24. I have a high level of respect for my organization's senior leaders.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	42.1	23.4	33.7	0.8
2006 FHCS	36.4	22.4	40.6	0.7
2004 FHCS	NA	NA	NA	NA

<i>25. In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	30.4	29.1	39.9	0.6
2006 FHCS	26.6	26.6	46.4	0.4
2004 FHCS	NA	NA	NA	NA

<i>26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	43.3	27.7	22.6	6.5
2006 FHCS	41.3	28.6	25.4	4.7
2004 FHCS	NA	NA	NA	NA

<i>27. Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	66.4	17.8	13.3	2.4
2006 FHCS	61.7	17.4	19.5	1.3
2004 FHCS	NA	NA	NA	NA

<i>28. Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	39.3	24.6	34.4	1.6
2006 FHCS	41.5	24.5	31.9	2.1
2004 FHCS	NA	NA	NA	NA

<i>29. My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.7	14.6	25.5	0.2
2006 FHCS	50.0	14.2	35.3	0.6
2004 FHCS	NA	NA	NA	NA

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	48.0	23.2	28.2	0.6
2006 FHCS	42.0	25.9	31.8	0.4
2004 FHCS	NA	NA	NA	NA

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	56.5	20.1	21.7	1.8
2006 FHCS	60.9	19.7	17.5	2.0
2004 FHCS	NA	NA	NA	NA

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	66.5	13.1	20.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>33. My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	51.9	22.5	25.6
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>34. Employees are rewarded for providing high quality products and services to their customers.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	42.1	26.3	31.7	0.0
2006 FHCS	40.6	21.8	36.1	1.5
2004 FHCS	NA	NA	NA	NA

<i>35. I am held accountable for achieving results.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	76.1	15.9	8.0	NA
2006 FHCS	72.4	17.6	8.8	1.2
2004 FHCS	NA	NA	NA	NA

36. Awards in my work unit depend on how well employees perform their jobs.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	38.4	26.0	35.7	NA
2006 FHCS	35.7	23.2	38.0	3.0
2004 FHCS	NA	NA	NA	NA

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	44.0	24.6	31.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

38. I know how to contact EEO Representatives in my component (For purposes of this question - Equal Employment Opportunity (EEO) representatives are EEO Counselors and Special Emphasis Program Managers).	Percent		
	Positive	Neutral	Negative
2007 DHS AES	75.9	11.4	12.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	65.2	18.9	15.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	45.7	25.9	28.3
2006 FHCS	48.3	24.6	27.1
2004 FHCS	NA	NA	NA

41. Sexual harassment is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	75.0	16.4	8.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42a. In the past year I have seen improvement in the following area: Communication.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	39.9	27.2	32.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	33.9	26.2	39.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	25.1	34.5	40.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42d. In the past year I have seen improvement in the following area: Recognition and Awards.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	30.3	31.9	37.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	34.7	23.9	41.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42f. In the past year I have seen improvement in the following area: Supervision.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	37.4	30.3	32.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA



<i>42g. In the past year I have seen improvement in the following area: Training.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	33.2	28.6	38.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42h. In the past year I have seen improvement in the following area: Work Life Programs (i.e. Telework, alternative work schedules, access to Employee Assistance Programs).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	29.7	34.7	35.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	39.1	29.8	31.0
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>43. My organization supports my participation in volunteer activities.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	40.9	49.8	9.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>44. Instructions on how to do my job such as Standard Operating Procedures are available to me.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	39.9	22.9	37.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>45. Turnover of personnel has affected my work unit's ability to achieve objectives.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	45.5	27.7	26.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>46. I receive the weekly DHS Today newsletter.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	85.7	7.5	6.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>47. I read most of the news in DHS Today.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	46.3	24.5	29.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>48. I regularly access the DHS Online Intranet.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	37.4	25.5	37.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

*49. From the following list, indicate which employee communication topic is most important to you and which is least important to you:*

See page 73 for results.

<i>50. How satisfied are you with the information you receive from management on what's going on in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	37.6	22.8	39.7
2006 FHCS	35.4	22.6	41.9
2004 FHCS	NA	NA	NA

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	34.3	23.3	42.4
2006 FHCS	44.5	22.5	33.0
2004 FHCS	NA	NA	NA

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	29.6	32.4	37.9
2006 FHCS	28.8	27.8	43.4
2004 FHCS	NA	NA	NA

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	47.4	22.3	30.4
2006 FHCS	43.0	23.8	33.3
2004 FHCS	NA	NA	NA

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	30.7	27.3	42.0
2006 FHCS	29.0	24.2	46.8
2004 FHCS	NA	NA	NA

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	36.8	26.5	36.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>55. How satisfied are you with the training you receive for your present job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	40.8	27.0	32.3
2006 FHCS	42.3	28.2	29.6
2004 FHCS	NA	NA	NA

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	58.5	20.6	20.9
2006 FHCS	57.4	20.0	22.6
2004 FHCS	NA	NA	NA

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	59.6	18.2	22.3
2006 FHCS	59.0	20.7	20.3
2004 FHCS	NA	NA	NA

<i>58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	60.7	18.8	20.6
2006 FHCS	57.4	24.8	17.7
2004 FHCS	NA	NA	NA

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## Subcomponent Comparisons

The following table presents the number of employees that participated in the 2007 DHS Employee Survey for each subcomponent. These counts will vary slightly for each survey item since employees were given the option of skipping any item on the survey.

Office of...	N	Office of...	N
<b>Federal Emergency Management Agency</b>	1,273	Chief Counsel	16
The Administrator	24	National Capital Region Coordination	7
The Deputy Administrator	1	Regional Administrators & Regional Offices	202
The Associate Deputy Administrator Gulf Coast Recovery	6	Assistant Administrator, Logistics Management	41
Law Enforcement Advisor to the Administrator	6	Assistant Administrator, Disaster Assistance	64
Policy and Program Analysis	22	Assistant Administrator, Disaster Operations	117
Executive Secretariat	1	Assistant Administrator, Grants Programs	44
External Affairs	23	Deputy Administrator, National Preparedness	139
Associate Deputy Administrator	1	Assistant Administrator, U.S. Fire Administration National Fire Academy	51
Equal Rights	7	Assistant Administrator, National Continuity	54
Chief Financial Officer	48	Assistant Administrator, Mitigation	116
Management	143	Missing, no subcomponent indicated	140

This section of the report is a summary of employee responses to the 2007 DHS Annual Employee Survey. Question-level results have been calculated for each of your subcomponent organizations. They are presented in this report according to the question order in the survey and have been grouped into Positive, Neutral, Negative, and Do Not Know/No Basis to Judge (as applicable) categories; NR indicates results that are not reported due to insufficient sample size (less than 10 employees).

<i>1. The people I work with cooperate to get the job done.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>77.4</b>	<b>11.8</b>	<b>10.8</b>
<b>Federal Emergency Management Agency</b>	<b>77.5</b>	<b>11.9</b>	<b>10.6</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	78.3	17.1	4.6
Executive Secretariat	NR	NR	NR
External Affairs	78.7	11.7	9.5
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	62.9	13.4	23.6
Office of Management	71.3	15.2	13.5
Chief Counsel	80.3	19.7	0.0
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	77.7	12.4	9.9
Assistant Administrator, Logistics Management	70.9	12.3	16.8
Assistant Administrator, Disaster Assistance	78.8	11.0	10.3
Assistant Administrator, Disaster Operations	82.4	9.8	7.7
Assistant Administrator, Grants Programs	86.0	4.9	9.1
Deputy Administrator, National Preparedness	81.5	8.3	10.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	77.0	7.8	15.3
Assistant Administrator, National Continuity Programs	67.7	16.4	15.9
Assistant Administrator, Mitigation	86.6	6.9	6.5



<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>20.3</b>	<b>29.1</b>
<b>Federal Emergency Management Agency</b>	<b>53.3</b>	<b>19.0</b>	<b>27.6</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	56.3	29.7	14.0
Executive Secretariat	NR	NR	NR
External Affairs	48.0	7.2	44.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	32.9	25.8	41.2
Office of Management	48.9	17.9	33.2
Chief Counsel	70.2	12.2	17.6
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	50.7	18.9	30.4
Assistant Administrator, Logistics Management	66.4	17.2	16.4
Assistant Administrator, Disaster Assistance	55.1	18.6	26.4
Assistant Administrator, Disaster Operations	50.2	26.4	23.4
Assistant Administrator, Grants Programs	55.0	19.5	25.6
Deputy Administrator, National Preparedness	55.9	15.1	29.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	36.2	19.3	44.5
Assistant Administrator, National Continuity Programs	49.9	17.4	32.7
Assistant Administrator, Mitigation	62.6	15.5	22.0

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>64.5</b>	<b>16.8</b>	<b>18.6</b>
<b>Federal Emergency Management Agency</b>	<b>72.2</b>	<b>13.9</b>	<b>14.0</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	71.0	21.8	7.2
Executive Secretariat	NR	NR	NR
External Affairs	73.1	13.1	13.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	48.5	31.0	20.5
Office of Management	67.5	13.6	18.9
Chief Counsel	75.7	17.7	6.5
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	77.1	12.0	10.9
Assistant Administrator, Logistics Management	75.0	13.6	11.4
Assistant Administrator, Disaster Assistance	73.0	12.0	15.0
Assistant Administrator, Disaster Operations	71.5	16.5	12.0
Assistant Administrator, Grants Programs	74.7	11.1	14.2
Deputy Administrator, National Preparedness	77.8	11.6	10.6
Assistant Administrator, U.S. Fire Administration National Fire Academy	68.8	11.4	19.7
Assistant Administrator, National Continuity Programs	71.4	14.6	14.0
Assistant Administrator, Mitigation	72.4	13.7	13.9

4. I like the kind of work I do.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>80.0</b>	<b>12.6</b>	<b>7.4</b>
<b>Federal Emergency Management Agency</b>	<b>84.4</b>	<b>9.5</b>	<b>6.0</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	89.1	7.3	3.7
Executive Secretariat	NR	NR	NR
External Affairs	83.7	3.5	12.8
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	74.6	16.8	8.6
Office of Management	80.8	9.3	9.9
Chief Counsel	86.8	6.5	6.7
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	86.0	9.9	4.1
Assistant Administrator, Logistics Management	88.8	9.4	1.9
Assistant Administrator, Disaster Assistance	85.3	8.9	5.8
Assistant Administrator, Disaster Operations	86.3	11.3	2.4
Assistant Administrator, Grants Programs	77.8	16.7	5.5
Deputy Administrator, National Preparedness	87.9	5.6	6.5
Assistant Administrator, U.S. Fire Administration National Fire Academy	83.9	7.7	8.4
Assistant Administrator, National Continuity Programs	88.0	5.3	6.7
Assistant Administrator, Mitigation	82.8	10.5	6.7

5. I have trust and confidence in my supervisor.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>58.3</b>	<b>18.8</b>	<b>22.9</b>
<b>Federal Emergency Management Agency</b>	<b>60.6</b>	<b>17.5</b>	<b>22.0</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	73.4	17.8	8.8
Executive Secretariat	NR	NR	NR
External Affairs	48.9	17.0	34.1
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	43.9	28.2	28.0
Office of Management	56.3	13.7	30.1
Chief Counsel	82.5	11.1	6.4
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	61.5	16.0	22.5
Assistant Administrator, Logistics Management	53.4	32.3	14.2
Assistant Administrator, Disaster Assistance	54.7	22.4	22.9
Assistant Administrator, Disaster Operations	68.1	15.6	16.4
Assistant Administrator, Grants Programs	68.1	15.8	16.1
Deputy Administrator, National Preparedness	69.3	11.4	19.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	42.2	32.7	25.1
Assistant Administrator, National Continuity Programs	50.5	16.3	33.1
Assistant Administrator, Mitigation	63.7	17.5	18.7

6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>63.0</b>	<b>17.2</b>	<b>19.1</b>	<b>0.6</b>
<b>Federal Emergency Management Agency</b>	<b>58.6</b>	<b>17.1</b>	<b>23.1</b>	<b>1.3</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	55.9	26.2	17.9	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	52.5	24.2	23.4	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	41.4	18.8	34.5	5.3
Office of Management	48.6	19.8	29.6	2.0
Chief Counsel	43.7	12.1	44.2	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	55.1	17.3	25.6	2.1
Assistant Administrator, Logistics Management	68.4	7.2	24.4	0.0
Assistant Administrator, Disaster Assistance	60.4	8.3	31.3	0.0
Assistant Administrator, Disaster Operations	65.4	21.4	13.2	0.0
Assistant Administrator, Grants Programs	61.7	13.7	24.6	0.0
Deputy Administrator, National Preparedness	63.5	15.4	19.0	2.2
Assistant Administrator, U.S. Fire Administration National Fire Academy	58.6	19.3	22.0	0.0
Assistant Administrator, National Continuity Programs	52.8	19.6	27.6	0.0
Assistant Administrator, Mitigation	60.4	18.2	19.3	2.2

7. My work unit is able to recruit people with the right skills.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>36.5</b>	<b>29.2</b>	<b>31.5</b>	<b>2.8</b>
<b>Federal Emergency Management Agency</b>	<b>46.6</b>	<b>20.3</b>	<b>30.4</b>	<b>2.8</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	53.6	25.5	17.8	3.1
Executive Secretariat	NR	NR	NR	NR
External Affairs	62.5	11.6	26.0	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	26.7	14.7	45.9	12.8
Office of Management	43.1	22.1	31.1	3.6
Chief Counsel	60.5	12.1	27.5	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	46.4	19.0	31.5	3.1
Assistant Administrator, Logistics Management	46.8	27.4	25.8	0.0
Assistant Administrator, Disaster Assistance	45.9	14.3	38.2	1.6
Assistant Administrator, Disaster Operations	53.0	16.2	30.0	0.9
Assistant Administrator, Grants Programs	28.1	25.8	44.0	2.0
Deputy Administrator, National Preparedness	49.5	22.3	27.4	0.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	43.4	23.1	33.5	0.0
Assistant Administrator, National Continuity Programs	43.2	16.6	36.4	3.9
Assistant Administrator, Mitigation	53.0	17.0	29.2	0.8

8. I know how my work relates to the agency's goals and priorities.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>80.0</b>	<b>11.0</b>	<b>8.4</b>	<b>0.6</b>
<b>Federal Emergency Management Agency</b>	<b>82.3</b>	<b>9.8</b>	<b>7.7</b>	<b>0.3</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	88.3	11.7	0.0	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	86.2	13.8	0.0	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	76.8	12.7	10.5	0.0
Office of Management	85.9	8.1	4.8	1.1
Chief Counsel	87.9	12.0	0.0	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	82.3	7.9	9.4	0.4
Assistant Administrator, Logistics Management	76.3	13.2	10.5	0.0
Assistant Administrator, Disaster Assistance	83.4	4.5	12.1	0.0
Assistant Administrator, Disaster Operations	81.5	11.2	7.3	0.0
Assistant Administrator, Grants Programs	73.3	13.7	13.1	0.0
Deputy Administrator, National Preparedness	79.8	8.8	10.7	0.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	74.3	8.1	17.6	0.0
Assistant Administrator, National Continuity Programs	84.6	8.9	6.5	0.0
Assistant Administrator, Mitigation	86.9	9.8	3.3	0.0



9. <i>The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>90.5</b>	<b>5.9</b>	<b>3.3</b>	<b>0.3</b>
<b>Federal Emergency Management Agency</b>	<b>92.1</b>	<b>5.2</b>	<b>2.5</b>	<b>0.1</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	95.9	4.1	0.0	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	91.9	3.7	4.4	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	96.0	4.0	0.0	0.0
Office of Management	93.2	4.8	1.9	0.0
Chief Counsel	93.3	0.0	6.7	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	93.6	3.2	2.6	0.5
Assistant Administrator, Logistics Management	85.1	14.8	0.0	0.0
Assistant Administrator, Disaster Assistance	91.0	0.0	9.0	0.0
Assistant Administrator, Disaster Operations	90.5	7.4	1.4	0.8
Assistant Administrator, Grants Programs	83.7	13.8	2.4	0.0
Deputy Administrator, National Preparedness	92.8	4.8	2.5	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	92.0	1.8	6.1	0.0
Assistant Administrator, National Continuity Programs	94.6	2.1	3.3	0.0
Assistant Administrator, Mitigation	91.2	6.9	2.0	0.0

10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>55.9</b>	<b>15.2</b>	<b>28.0</b>	<b>0.7</b>
<b>Federal Emergency Management Agency</b>	<b>64.1</b>	<b>14.2</b>	<b>21.5</b>	<b>0.3</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	77.2	5.7	17.2	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	56.6	27.0	16.3	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	76.5	13.1	10.4	0.0
Office of Management	60.7	17.0	21.6	0.7
Chief Counsel	20.7	28.8	50.4	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	61.7	12.2	26.0	0.0
Assistant Administrator, Logistics Management	85.7	2.5	11.8	0.0
Assistant Administrator, Disaster Assistance	58.2	11.5	30.3	0.0
Assistant Administrator, Disaster Operations	59.2	17.1	22.9	0.7
Assistant Administrator, Grants Programs	68.6	11.9	19.6	0.0
Deputy Administrator, National Preparedness	68.8	14.1	16.4	0.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	82.7	13.6	3.7	0.0
Assistant Administrator, National Continuity Programs	53.9	20.2	25.9	0.0
Assistant Administrator, Mitigation	66.9	10.5	22.6	0.0

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.2</b>	<b>20.1</b>	<b>27.3</b>	<b>1.3</b>
<b>Federal Emergency Management Agency</b>	<b>58.3</b>	<b>17.0</b>	<b>23.7</b>	<b>0.9</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	72.6	16.1	11.4	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	43.7	8.9	47.4	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	34.5	26.6	34.5	4.4
Office of Management	59.8	13.7	25.8	0.6
Chief Counsel	69.0	12.1	18.9	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	58.3	18.6	22.6	0.5
Assistant Administrator, Logistics Management	68.6	5.8	25.6	0.0
Assistant Administrator, Disaster Assistance	55.5	22.2	21.0	1.3
Assistant Administrator, Disaster Operations	57.7	21.2	19.6	1.6
Assistant Administrator, Grants Programs	59.6	12.1	26.1	2.2
Deputy Administrator, National Preparedness	61.3	19.2	19.5	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	43.8	17.0	37.4	1.9
Assistant Administrator, National Continuity Programs	56.9	12.7	28.6	1.9
Assistant Administrator, Mitigation	68.0	10.8	21.3	0.0

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.5</b>	<b>18.8</b>	<b>28.6</b>	<b>1.0</b>
<b>Federal Emergency Management Agency</b>	<b>57.4</b>	<b>15.3</b>	<b>26.8</b>	<b>0.4</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	62.7	24.8	12.5	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	63.6	4.4	32.1	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	35.0	20.7	42.5	1.8
Office of Management	50.9	16.2	32.9	0.0
Chief Counsel	70.1	11.1	18.9	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	54.9	17.6	27.0	0.5
Assistant Administrator, Logistics Management	65.8	16.8	17.5	0.0
Assistant Administrator, Disaster Assistance	59.9	21.9	18.2	0.0
Assistant Administrator, Disaster Operations	55.5	19.9	23.9	0.7
Assistant Administrator, Grants Programs	57.6	14.9	27.5	0.0
Deputy Administrator, National Preparedness	63.3	11.4	25.3	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	52.7	14.1	33.3	0.0
Assistant Administrator, National Continuity Programs	56.2	10.1	33.8	0.0
Assistant Administrator, Mitigation	55.3	10.9	33.0	0.7

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>44.7</b>	<b>23.6</b>	<b>30.3</b>	<b>1.3</b>
<b>Federal Emergency Management Agency</b>	<b>40.2</b>	<b>22.2</b>	<b>36.5</b>	<b>1.0</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	67.4	10.6	21.9	0.0
External Affairs	25.8	17.1	57.2	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	11.2	26.6	60.4	1.8
Office of Management	41.0	24.1	34.2	0.8
Chief Counsel	31.7	19.7	48.6	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	37.7	21.6	40.3	0.4
Assistant Administrator, Logistics Management	48.8	19.8	29.4	2.1
Assistant Administrator, Disaster Assistance	44.2	17.4	38.4	0.0
Assistant Administrator, Disaster Operations	40.7	23.0	35.7	0.7
Assistant Administrator, Grants Programs	31.6	22.6	43.6	2.2
Deputy Administrator, National Preparedness	43.0	20.2	35.9	0.9
Assistant Administrator, U.S. Fire Administration National Fire Academy	25.0	29.7	43.3	1.9
Assistant Administrator, National Continuity Programs	41.1	20.0	37.4	1.6
Assistant Administrator, Mitigation	46.0	22.1	31.2	0.7

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>25.1</b>	<b>24.5</b>	<b>45.2</b>	<b>5.1</b>
<b>Federal Emergency Management Agency</b>	<b>33.2</b>	<b>24.3</b>	<b>36.6</b>	<b>5.8</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	45.3	10.7	28.3	15.7
Executive Secretariat	NR	NR	NR	NR
External Affairs	19.2	28.5	48.8	3.6
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	8.2	29.4	48.9	13.5
Office of Management	30.6	25.4	38.6	5.5
Chief Counsel	62.6	5.7	31.7	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	37.5	22.6	37.2	2.7
Assistant Administrator, Logistics Management	28.3	24.4	36.0	11.2
Assistant Administrator, Disaster Assistance	43.5	17.3	36.3	2.9
Assistant Administrator, Disaster Operations	33.0	32.0	29.6	5.4
Assistant Administrator, Grants Programs	37.2	24.3	32.5	6.1
Deputy Administrator, National Preparedness	40.1	21.0	31.8	7.1
Assistant Administrator, U.S. Fire Administration National Fire Academy	21.4	18.4	58.3	1.9
Assistant Administrator, National Continuity Programs	28.0	20.6	38.2	13.2
Assistant Administrator, Mitigation	42.2	17.5	37.0	3.4

15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>25.5</b>	<b>23.4</b>	<b>45.8</b>	<b>5.4</b>
<b>Federal Emergency Management Agency</b>	<b>24.3</b>	<b>26.3</b>	<b>42.8</b>	<b>6.4</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	28.4	23.0	32.8	15.7
Executive Secretariat	NR	NR	NR	NR
External Affairs	8.9	33.0	58.0	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	9.1	25.8	55.7	9.4
Office of Management	22.8	22.6	49.0	5.6
Chief Counsel	30.7	25.4	38.2	5.7
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	21.8	26.8	47.0	4.4
Assistant Administrator, Logistics Management	25.8	26.5	45.1	2.6
Assistant Administrator, Disaster Assistance	39.6	14.1	42.7	3.7
Assistant Administrator, Disaster Operations	29.0	28.4	31.7	10.9
Assistant Administrator, Grants Programs	18.9	32.5	38.8	9.8
Deputy Administrator, National Preparedness	27.3	26.3	37.9	8.6
Assistant Administrator, U.S. Fire Administration National Fire Academy	14.9	23.4	59.9	1.9
Assistant Administrator, National Continuity Programs	24.2	17.8	53.0	5.0
Assistant Administrator, Mitigation	19.0	34.7	37.0	9.3



16. Creativity and innovation are rewarded.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>29.1</b>	<b>26.1</b>	<b>41.6</b>	<b>3.2</b>
<b>Federal Emergency Management Agency</b>	<b>40.0</b>	<b>25.0</b>	<b>32.3</b>	<b>2.6</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	39.3	39.1	16.1	5.5
Executive Secretariat	NR	NR	NR	NR
External Affairs	34.1	25.8	34.1	6.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	18.7	24.2	48.3	8.8
Office of Management	38.8	22.1	35.2	3.9
Chief Counsel	51.4	11.8	36.8	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	44.7	25.1	28.2	2.1
Assistant Administrator, Logistics Management	34.1	33.4	32.6	0.0
Assistant Administrator, Disaster Assistance	43.4	20.5	34.6	1.6
Assistant Administrator, Disaster Operations	43.9	26.0	26.4	3.7
Assistant Administrator, Grants Programs	36.0	31.7	32.3	0.0
Deputy Administrator, National Preparedness	44.0	26.9	26.9	2.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	31.4	16.4	50.1	2.0
Assistant Administrator, National Continuity Programs	38.6	22.7	35.2	3.5
Assistant Administrator, Mitigation	43.9	20.9	35.2	0.0

17. 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).	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>61.6</b>	<b>15.0</b>	<b>18.0</b>	<b>5.4</b>
<b>Federal Emergency Management Agency</b>	<b>59.2</b>	<b>14.8</b>	<b>19.4</b>	<b>6.6</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	72.4	21.0	3.1	3.5
Executive Secretariat	NR	NR	NR	NR
External Affairs	45.5	11.6	35.6	7.3
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	33.9	13.8	30.4	22.0
Office of Management	50.3	17.6	23.9	8.2
Chief Counsel	57.2	18.3	17.8	6.7
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	59.2	14.4	21.3	5.1
Assistant Administrator, Logistics Management	56.7	24.7	10.6	8.0
Assistant Administrator, Disaster Assistance	70.6	6.5	19.5	3.4
Assistant Administrator, Disaster Operations	72.8	12.6	8.3	6.3
Assistant Administrator, Grants Programs	66.2	9.4	22.4	2.0
Deputy Administrator, National Preparedness	65.8	15.8	13.7	4.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	61.3	7.6	29.2	1.9
Assistant Administrator, National Continuity Programs	48.6	17.0	28.6	5.7
Assistant Administrator, Mitigation	55.6	10.6	24.0	9.9

18. In my work unit, differences in performance are recognized in a meaningful way.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>28.5</b>	<b>27.0</b>	<b>41.6</b>	<b>2.9</b>
<b>Federal Emergency Management Agency</b>	<b>34.1</b>	<b>26.7</b>	<b>35.0</b>	<b>4.1</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	26.7	47.9	16.6	8.8
Executive Secretariat	NR	NR	NR	NR
External Affairs	19.5	14.5	57.5	8.6
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	13.2	20.0	55.3	11.6
Office of Management	37.1	20.3	37.2	5.4
Chief Counsel	52.1	16.1	31.8	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	36.8	27.4	32.0	3.8
Assistant Administrator, Logistics Management	31.0	29.3	36.9	2.9
Assistant Administrator, Disaster Assistance	33.8	29.3	31.8	5.2
Assistant Administrator, Disaster Operations	41.9	31.1	24.7	2.2
Assistant Administrator, Grants Programs	31.2	23.9	38.1	6.8
Deputy Administrator, National Preparedness	35.9	31.6	29.7	2.9
Assistant Administrator, U.S. Fire Administration National Fire Academy	28.6	24.9	46.6	0.0
Assistant Administrator, National Continuity Programs	27.2	21.3	49.8	1.7
Assistant Administrator, Mitigation	34.7	20.6	42.5	2.2

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>17.6</b>	<b>23.0</b>	<b>54.5</b>	<b>4.8</b>
<b>Federal Emergency Management Agency</b>	<b>19.6</b>	<b>25.8</b>	<b>48.3</b>	<b>6.4</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	30.2	23.8	30.4	15.7
Executive Secretariat	NR	NR	NR	NR
External Affairs	10.4	20.9	57.9	10.9
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	4.9	18.7	63.8	12.6
Office of Management	18.0	23.5	52.5	5.8
Chief Counsel	18.6	24.4	57.0	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	21.4	24.4	49.4	4.7
Assistant Administrator, Logistics Management	17.3	25.5	48.0	9.1
Assistant Administrator, Disaster Assistance	23.7	28.1	45.2	3.1
Assistant Administrator, Disaster Operations	21.8	30.6	39.0	8.7
Assistant Administrator, Grants Programs	19.1	21.0	49.9	10.0
Deputy Administrator, National Preparedness	26.6	25.3	41.8	6.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	15.0	16.0	67.2	1.9
Assistant Administrator, National Continuity Programs	18.8	19.2	57.1	4.8
Assistant Administrator, Mitigation	17.6	25.8	52.5	4.0

20. My performance appraisal is a fair reflection of my performance.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>52.3</b>	<b>20.3</b>	<b>24.2</b>	<b>3.2</b>
<b>Federal Emergency Management Agency</b>	<b>60.1</b>	<b>16.8</b>	<b>18.9</b>	<b>4.2</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	81.7	11.3	3.2	3.7
Executive Secretariat	NR	NR	NR	NR
External Affairs	54.2	18.5	23.6	3.7
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	31.0	29.5	28.5	11.1
Office of Management	54.8	16.1	24.6	4.4
Chief Counsel	81.2	12.0	6.8	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	62.6	14.6	18.9	3.9
Assistant Administrator, Logistics Management	57.6	20.2	15.5	6.8
Assistant Administrator, Disaster Assistance	59.9	12.5	24.8	2.7
Assistant Administrator, Disaster Operations	70.6	16.3	10.1	2.9
Assistant Administrator, Grants Programs	72.7	10.4	14.8	2.0
Deputy Administrator, National Preparedness	61.9	18.0	15.2	4.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	63.2	7.8	29.1	0.0
Assistant Administrator, National Continuity Programs	52.4	22.3	21.7	3.6
Assistant Administrator, Mitigation	59.6	16.1	23.6	0.8

21. Discussions with my supervisor/team leader about my performance are worthwhile.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>49.9</b>	<b>24.2</b>	<b>23.8</b>	<b>2.2</b>
<b>Federal Emergency Management Agency</b>	<b>54.0</b>	<b>21.0</b>	<b>22.1</b>	<b>2.9</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	67.5	21.7	7.1	3.7
Executive Secretariat	NR	NR	NR	NR
External Affairs	43.6	15.0	37.8	3.6
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	36.0	25.5	32.3	6.2
Office of Management	52.6	20.4	24.5	2.4
Chief Counsel	70.3	23.3	6.4	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	53.8	21.5	20.8	3.9
Assistant Administrator, Logistics Management	51.0	28.7	16.6	3.9
Assistant Administrator, Disaster Assistance	47.3	21.5	31.2	0.0
Assistant Administrator, Disaster Operations	67.4	18.8	11.3	2.4
Assistant Administrator, Grants Programs	55.5	20.7	23.8	0.0
Deputy Administrator, National Preparedness	57.5	18.3	21.5	2.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	51.1	15.4	31.5	2.0
Assistant Administrator, National Continuity Programs	42.1	17.3	34.9	5.8
Assistant Administrator, Mitigation	56.6	19.5	22.7	1.1

22. Managers/supervisors/team leaders work well with employees of different backgrounds.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>52.8</b>	<b>22.2</b>	<b>23.0</b>	<b>2.0</b>
<b>Federal Emergency Management Agency</b>	<b>53.7</b>	<b>23.0</b>	<b>21.2</b>	<b>2.1</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	44.9	45.8	9.3	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	51.4	25.7	17.7	5.2
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	31.0	34.2	32.3	2.6
Office of Management	53.3	23.1	22.9	0.6
Chief Counsel	81.1	12.4	6.5	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	58.7	20.8	19.0	1.5
Assistant Administrator, Logistics Management	55.5	22.4	18.4	3.9
Assistant Administrator, Disaster Assistance	48.6	27.3	22.4	1.6
Assistant Administrator, Disaster Operations	59.4	18.3	19.9	2.4
Assistant Administrator, Grants Programs	59.2	17.5	19.2	4.1
Deputy Administrator, National Preparedness	56.5	18.5	20.1	5.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	46.0	26.8	23.3	3.7
Assistant Administrator, National Continuity Programs	51.2	21.2	27.6	0.0
Assistant Administrator, Mitigation	52.6	24.0	20.8	2.5

23. <i>My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>62.2</b>	<b>17.9</b>	<b>18.3</b>	<b>1.6</b>
<b>Federal Emergency Management Agency</b>	<b>76.5</b>	<b>12.4</b>	<b>9.8</b>	<b>1.3</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	80.0	10.7	9.3	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	67.6	17.5	14.9	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	64.0	17.7	14.1	4.2
Office of Management	73.0	13.1	13.2	0.9
Chief Counsel	88.2	5.4	6.4	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	79.6	12.5	6.7	1.1
Assistant Administrator, Logistics Management	78.2	11.4	7.6	2.9
Assistant Administrator, Disaster Assistance	71.1	7.4	21.4	0.0
Assistant Administrator, Disaster Operations	80.9	11.8	5.8	1.4
Assistant Administrator, Grants Programs	80.5	6.9	10.6	2.0
Deputy Administrator, National Preparedness	79.4	10.9	9.7	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	82.3	15.8	0.0	1.9
Assistant Administrator, National Continuity Programs	75.6	12.8	9.9	1.7
Assistant Administrator, Mitigation	76.8	12.1	10.1	0.9



24. I have a high level of respect for my organization's senior leaders.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>42.3</b>	<b>22.4</b>	<b>34.5</b>	<b>0.8</b>
<b>Federal Emergency Management Agency</b>	<b>42.1</b>	<b>23.4</b>	<b>33.7</b>	<b>0.8</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	60.3	25.3	14.4	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	44.1	15.9	40.0	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	29.1	34.9	31.9	4.1
Office of Management	40.2	21.4	38.3	0.0
Chief Counsel	49.9	5.7	44.5	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	41.7	26.9	30.9	0.4
Assistant Administrator, Logistics Management	50.0	20.5	29.4	0.0
Assistant Administrator, Disaster Assistance	45.7	14.3	38.6	1.4
Assistant Administrator, Disaster Operations	35.4	26.6	36.4	1.6
Assistant Administrator, Grants Programs	28.5	30.5	36.3	4.8
Deputy Administrator, National Preparedness	45.1	23.5	31.5	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	35.6	26.8	35.6	1.9
Assistant Administrator, National Continuity Programs	36.2	17.4	44.1	2.4
Assistant Administrator, Mitigation	43.0	22.2	34.8	0.0

25. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>29.2</b>	<b>24.8</b>	<b>45.1</b>	<b>0.9</b>
<b>Federal Emergency Management Agency</b>	<b>30.4</b>	<b>29.1</b>	<b>39.9</b>	<b>0.6</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	39.0	39.3	21.6	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	27.5	28.1	40.8	3.6
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	4.2	31.3	61.9	2.6
Office of Management	25.5	30.0	44.4	0.0
Chief Counsel	38.2	25.1	36.7	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	28.3	32.8	38.6	0.4
Assistant Administrator, Logistics Management	42.1	25.3	32.6	0.0
Assistant Administrator, Disaster Assistance	41.5	18.3	40.2	0.0
Assistant Administrator, Disaster Operations	28.6	30.8	39.8	0.7
Assistant Administrator, Grants Programs	30.2	26.9	43.0	0.0
Deputy Administrator, National Preparedness	34.8	28.7	36.4	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	28.1	19.2	50.8	1.9
Assistant Administrator, National Continuity Programs	26.0	23.5	48.2	2.4
Assistant Administrator, Mitigation	29.4	29.9	40.7	0.0

26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>38.4</b>	<b>28.2</b>	<b>24.8</b>	<b>8.7</b>
<b>Federal Emergency Management Agency</b>	<b>43.3</b>	<b>27.7</b>	<b>22.6</b>	<b>6.5</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	49.1	25.7	25.2	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	32.2	32.5	26.6	8.8
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	19.3	38.6	34.5	7.6
Office of Management	41.4	24.7	29.3	4.6
Chief Counsel	45.7	29.7	18.9	5.7
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	42.8	26.1	23.7	7.4
Assistant Administrator, Logistics Management	49.8	26.6	19.5	4.1
Assistant Administrator, Disaster Assistance	50.5	23.8	21.3	4.4
Assistant Administrator, Disaster Operations	42.2	33.0	20.8	4.0
Assistant Administrator, Grants Programs	38.6	29.1	29.3	3.0
Deputy Administrator, National Preparedness	50.6	23.0	21.3	5.1
Assistant Administrator, U.S. Fire Administration National Fire Academy	30.0	30.7	29.5	9.7
Assistant Administrator, National Continuity Programs	23.5	38.2	25.8	12.5
Assistant Administrator, Mitigation	55.4	25.2	13.7	5.8

27. <i>Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>54.8</b>	<b>19.6</b>	<b>24.4</b>	<b>1.2</b>
<b>Federal Emergency Management Agency</b>	<b>66.4</b>	<b>17.8</b>	<b>13.3</b>	<b>2.4</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	79.3	10.3	0.0	10.4
Executive Secretariat	NR	NR	NR	NR
External Affairs	53.5	36.8	9.7	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	65.2	15.6	6.6	12.6
Office of Management	68.4	19.8	9.9	2.0
Chief Counsel	45.0	24.7	30.3	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	65.3	18.2	16.2	0.4
Assistant Administrator, Logistics Management	75.1	19.0	6.0	0.0
Assistant Administrator, Disaster Assistance	68.7	10.3	19.7	1.3
Assistant Administrator, Disaster Operations	65.1	19.7	13.5	1.6
Assistant Administrator, Grants Programs	64.6	16.0	12.2	7.1
Deputy Administrator, National Preparedness	63.6	18.2	16.1	2.1
Assistant Administrator, U.S. Fire Administration National Fire Academy	82.8	9.4	7.8	0.0
Assistant Administrator, National Continuity Programs	59.2	13.7	22.2	4.9
Assistant Administrator, Mitigation	72.3	16.5	9.3	2.0

28. <i>Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>32.5</b>	<b>27.0</b>	<b>38.4</b>	<b>2.0</b>
<b>Federal Emergency Management Agency</b>	<b>39.3</b>	<b>24.6</b>	<b>34.4</b>	<b>1.6</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	48.0	34.3	17.7	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	43.4	15.6	37.4	3.6
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	12.7	38.3	43.9	5.1
Office of Management	36.8	20.7	40.2	2.3
Chief Counsel	44.7	13.6	41.7	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	40.1	26.9	32.9	0.0
Assistant Administrator, Logistics Management	46.8	19.7	31.4	2.1
Assistant Administrator, Disaster Assistance	43.1	16.0	40.9	0.0
Assistant Administrator, Disaster Operations	41.6	25.6	31.4	1.5
Assistant Administrator, Grants Programs	32.5	28.7	36.8	2.0
Deputy Administrator, National Preparedness	45.7	23.2	29.7	1.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	32.1	27.2	40.7	0.0
Assistant Administrator, National Continuity Programs	41.3	19.9	38.8	0.0
Assistant Administrator, Mitigation	40.9	21.3	36.0	1.8

29. My workload is reasonable.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>61.5</b>	<b>16.1</b>	<b>22.0</b>	<b>0.4</b>
<b>Federal Emergency Management Agency</b>	<b>59.7</b>	<b>14.6</b>	<b>25.5</b>	<b>0.2</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	65.6	3.5	30.8	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	43.3	26.8	30.0	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	37.9	13.6	48.5	0.0
Office of Management	53.5	14.4	32.0	0.0
Chief Counsel	37.6	25.4	37.0	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	59.9	12.1	27.6	0.4
Assistant Administrator, Logistics Management	60.7	21.7	17.7	0.0
Assistant Administrator, Disaster Assistance	54.5	19.6	25.8	0.0
Assistant Administrator, Disaster Operations	71.0	12.4	16.6	0.0
Assistant Administrator, Grants Programs	56.4	17.7	26.0	0.0
Deputy Administrator, National Preparedness	59.7	17.1	23.2	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	68.9	11.2	18.1	1.8
Assistant Administrator, National Continuity Programs	60.3	18.0	20.0	1.7
Assistant Administrator, Mitigation	61.9	12.8	25.3	0.0

30. Managers communicate the goals and priorities of the organization.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>48.2</b>	<b>21.9</b>	<b>28.8</b>	<b>1.0</b>
<b>Federal Emergency Management Agency</b>	<b>48.0</b>	<b>23.2</b>	<b>28.2</b>	<b>0.6</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	49.8	31.6	18.7	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	44.1	21.8	34.2	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	19.2	27.7	50.5	2.5
Office of Management	46.7	21.6	31.7	0.0
Chief Counsel	56.5	19.9	23.6	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	50.6	23.6	24.9	0.8
Assistant Administrator, Logistics Management	57.2	14.6	26.2	2.0
Assistant Administrator, Disaster Assistance	48.9	19.1	32.0	0.0
Assistant Administrator, Disaster Operations	49.3	21.5	28.5	0.7
Assistant Administrator, Grants Programs	26.6	33.0	40.4	0.0
Deputy Administrator, National Preparedness	49.5	26.7	23.9	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	43.9	13.5	42.6	0.0
Assistant Administrator, National Continuity Programs	34.1	28.5	37.3	0.0
Assistant Administrator, Mitigation	57.7	24.4	17.9	0.0

31. My organization has prepared employees for potential security threats.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>56.5</b>	<b>20.0</b>	<b>22.3</b>	<b>1.3</b>
<b>Federal Emergency Management Agency</b>	<b>56.5</b>	<b>20.1</b>	<b>21.7</b>	<b>1.8</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	59.9	26.1	14.0	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	31.2	40.4	28.4	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	39.5	31.1	21.9	7.5
Office of Management	59.6	13.4	24.9	2.2
Chief Counsel	43.8	25.7	30.5	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	54.2	19.9	24.7	1.3
Assistant Administrator, Logistics Management	72.9	12.6	14.5	0.0
Assistant Administrator, Disaster Assistance	53.4	27.4	17.5	1.6
Assistant Administrator, Disaster Operations	56.7	21.6	19.9	1.8
Assistant Administrator, Grants Programs	39.3	22.7	33.7	4.4
Deputy Administrator, National Preparedness	61.1	17.5	20.9	0.6
Assistant Administrator, U.S. Fire Administration National Fire Academy	59.3	19.4	19.4	1.9
Assistant Administrator, National Continuity Programs	62.2	14.5	21.8	1.6
Assistant Administrator, Mitigation	56.4	19.5	21.5	2.6



32. My job matches the roles and responsibilities for which I was hired.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.4</b>	<b>13.2</b>	<b>17.4</b>
<b>Federal Emergency Management Agency</b>	<b>66.5</b>	<b>13.1</b>	<b>20.4</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	83.3	7.8	8.8
Executive Secretariat	NR	NR	NR
External Affairs	65.8	12.3	21.9
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	34.4	23.2	42.3
Office of Management	59.9	13.7	26.4
Chief Counsel	86.8	6.7	6.5
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	70.8	12.3	16.8
Assistant Administrator, Logistics Management	70.6	14.6	14.8
Assistant Administrator, Disaster Assistance	68.6	6.7	24.7
Assistant Administrator, Disaster Operations	70.2	9.2	20.6
Assistant Administrator, Grants Programs	66.0	14.0	20.0
Deputy Administrator, National Preparedness	68.5	10.2	21.4
Assistant Administrator, U.S. Fire Administration National Fire Academy	65.0	9.6	25.4
Assistant Administrator, National Continuity Programs	65.0	13.7	21.3
Assistant Administrator, Mitigation	64.8	15.8	19.4

33. <i>My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>24.9</b>	<b>24.5</b>
<b>Federal Emergency Management Agency</b>	<b>51.9</b>	<b>22.5</b>	<b>25.6</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	64.3	28.9	6.8
Executive Secretariat	NR	NR	NR
External Affairs	27.7	36.7	35.5
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	24.6	24.6	50.8
Office of Management	50.7	20.2	29.2
Chief Counsel	69.5	17.6	12.9
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	53.3	20.5	26.1
Assistant Administrator, Logistics Management	48.1	36.4	15.5
Assistant Administrator, Disaster Assistance	51.5	9.4	39.1
Assistant Administrator, Disaster Operations	60.9	25.5	13.6
Assistant Administrator, Grants Programs	52.7	19.4	27.9
Deputy Administrator, National Preparedness	58.9	20.4	20.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	46.8	20.8	32.3
Assistant Administrator, National Continuity Programs	44.1	13.0	43.0
Assistant Administrator, Mitigation	55.7	18.8	25.5

34. Employees are rewarded for providing high quality products and services to their customers.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>27.5</b>	<b>29.6</b>	<b>42.9</b>	<b>0.0</b>
<b>Federal Emergency Management Agency</b>	<b>42.1</b>	<b>26.3</b>	<b>31.7</b>	<b>0.0</b>
Office of the Administrator	NR	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR	NR
Policy and Program Analysis	43.2	28.4	28.4	0.0
Executive Secretariat	NR	NR	NR	NR
External Affairs	31.2	16.5	52.2	0.0
Associate Deputy Administrator	NR	NR	NR	NR
Equal Rights	NR	NR	NR	NR
Chief Financial Officer	20.9	28.7	50.4	0.0
Office of Management	38.1	24.4	37.5	0.0
Chief Counsel	42.9	14.4	42.7	0.0
National Capital Region Coordination	NR	NR	NR	NR
Regional Administrators & Regional Offices	44.2	27.8	28.0	0.0
Assistant Administrator, Logistics Management	40.3	37.0	22.7	0.0
Assistant Administrator, Disaster Assistance	43.5	22.7	33.8	0.0
Assistant Administrator, Disaster Operations	49.0	29.5	21.4	0.0
Assistant Administrator, Grants Programs	42.5	19.4	38.1	0.0
Deputy Administrator, National Preparedness	46.8	28.2	25.0	0.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	32.3	25.6	42.2	0.0
Assistant Administrator, National Continuity Programs	50.2	17.5	32.4	0.0
Assistant Administrator, Mitigation	38.9	25.9	35.2	0.0

35. I am held accountable for achieving results.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.3</b>	<b>20.0</b>	<b>10.7</b>
<b>Federal Emergency Management Agency</b>	<b>76.1</b>	<b>15.9</b>	<b>8.0</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	100.0	0.0	0.0
Executive Secretariat	NR	NR	NR
External Affairs	75.1	9.4	15.6
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	62.3	24.5	13.2
Office of Management	71.9	19.3	8.8
Chief Counsel	75.9	24.1	0.0
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	76.6	15.4	7.9
Assistant Administrator, Logistics Management	78.8	16.0	5.2
Assistant Administrator, Disaster Assistance	75.5	13.7	10.8
Assistant Administrator, Disaster Operations	80.3	11.4	8.3
Assistant Administrator, Grants Programs	69.5	13.8	16.6
Deputy Administrator, National Preparedness	80.8	13.9	5.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	77.4	13.3	9.3
Assistant Administrator, National Continuity Programs	73.6	17.5	9.0
Assistant Administrator, Mitigation	73.7	18.4	7.8

36. Awards in my work unit depend on how well employees perform their jobs.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.4</b>	<b>26.3</b>	<b>42.2</b>
<b>Federal Emergency Management Agency</b>	<b>38.4</b>	<b>26.0</b>	<b>35.7</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	30.7	34.3	35.0
Executive Secretariat	NR	NR	NR
External Affairs	39.8	26.2	34.0
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	14.7	25.8	59.6
Office of Management	31.1	26.6	42.3
Chief Counsel	57.9	17.5	24.6
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	38.9	28.0	33.1
Assistant Administrator, Logistics Management	44.0	26.4	29.4
Assistant Administrator, Disaster Assistance	41.2	23.5	35.3
Assistant Administrator, Disaster Operations	44.5	26.5	29.1
Assistant Administrator, Grants Programs	34.9	29.0	36.1
Deputy Administrator, National Preparedness	52.9	23.2	23.9
Assistant Administrator, U.S. Fire Administration National Fire Academy	30.5	24.8	44.7
Assistant Administrator, National Continuity Programs	31.2	23.6	45.2
Assistant Administrator, Mitigation	34.8	25.3	39.9

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.4</b>	<b>25.3</b>	<b>35.3</b>
<b>Federal Emergency Management Agency</b>	<b>44.0</b>	<b>24.6</b>	<b>31.4</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	42.9	38.6	18.5
Executive Secretariat	NR	NR	NR
External Affairs	41.8	21.5	36.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	29.1	20.6	50.2
Office of Management	41.8	27.3	30.9
Chief Counsel	46.4	22.5	31.1
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	42.9	28.5	28.7
Assistant Administrator, Logistics Management	44.0	31.4	24.6
Assistant Administrator, Disaster Assistance	44.3	22.0	33.7
Assistant Administrator, Disaster Operations	44.0	18.4	37.6
Assistant Administrator, Grants Programs	28.2	25.5	46.3
Deputy Administrator, National Preparedness	51.1	19.1	29.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	45.8	26.5	27.7
Assistant Administrator, National Continuity Programs	32.0	35.3	32.7
Assistant Administrator, Mitigation	51.0	22.0	27.0

38. I know how to contact EEO Representatives in my component (For purposes of this question -- Equal Employment Opportunity (EEO) representatives are EEO Counselors and Special Emphasis Program Managers).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>67.3</b>	<b>15.3</b>	<b>17.4</b>
<b>Federal Emergency Management Agency</b>	<b>75.9</b>	<b>11.4</b>	<b>12.7</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	77.2	19.5	3.2
Executive Secretariat	NR	NR	NR
External Affairs	73.2	5.2	21.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	72.4	12.7	14.9
Office of Management	80.4	9.2	10.4
Chief Counsel	100.0	0.0	0.0
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	80.9	6.0	13.0
Assistant Administrator, Logistics Management	75.4	6.4	18.3
Assistant Administrator, Disaster Assistance	77.1	17.3	5.5
Assistant Administrator, Disaster Operations	78.9	10.7	10.4
Assistant Administrator, Grants Programs	39.1	19.1	41.9
Deputy Administrator, National Preparedness	74.0	12.7	13.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	75.0	9.4	15.7
Assistant Administrator, National Continuity Programs	65.1	18.1	16.7
Assistant Administrator, Mitigation	74.3	14.1	11.7

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>65.9</b>	<b>18.3</b>	<b>15.8</b>
<b>Federal Emergency Management Agency</b>	<b>65.2</b>	<b>18.9</b>	<b>15.9</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	62.7	31.5	5.7
Executive Secretariat	NR	NR	NR
External Affairs	61.6	23.7	14.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	36.5	26.3	37.2
Office of Management	61.4	22.4	16.2
Chief Counsel	70.0	11.1	18.9
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	69.3	14.5	16.2
Assistant Administrator, Logistics Management	66.6	18.2	15.2
Assistant Administrator, Disaster Assistance	69.3	15.3	15.4
Assistant Administrator, Disaster Operations	71.4	19.3	9.3
Assistant Administrator, Grants Programs	65.9	23.8	10.3
Deputy Administrator, National Preparedness	74.5	14.6	10.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	54.9	19.6	25.5
Assistant Administrator, National Continuity Programs	59.9	20.1	20.0
Assistant Administrator, Mitigation	60.4	18.5	21.1



40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>54.1</b>	<b>24.4</b>	<b>21.5</b>
<b>Federal Emergency Management Agency</b>	<b>45.7</b>	<b>25.9</b>	<b>28.3</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	49.0	39.2	11.8
Executive Secretariat	NR	NR	NR
External Affairs	34.7	26.7	38.5
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	27.4	27.1	45.5
Office of Management	43.6	25.4	31.0
Chief Counsel	32.1	25.3	42.5
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	45.0	27.6	27.5
Assistant Administrator, Logistics Management	54.2	28.6	17.2
Assistant Administrator, Disaster Assistance	46.1	21.5	32.5
Assistant Administrator, Disaster Operations	44.9	27.8	27.3
Assistant Administrator, Grants Programs	43.2	20.4	36.4
Deputy Administrator, National Preparedness	49.5	24.1	26.4
Assistant Administrator, U.S. Fire Administration National Fire Academy	29.7	32.7	37.5
Assistant Administrator, National Continuity Programs	40.0	32.2	27.9
Assistant Administrator, Mitigation	37.9	29.3	32.7

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>76.5</b>	<b>14.8</b>	<b>8.7</b>
<b>Federal Emergency Management Agency</b>	<b>75.0</b>	<b>16.4</b>	<b>8.7</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	81.6	18.4	0.0
Executive Secretariat	NR	NR	NR
External Affairs	65.2	24.0	10.8
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	54.9	38.3	6.8
Office of Management	73.2	18.2	8.6
Chief Counsel	75.7	17.6	6.7
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	77.1	13.6	9.2
Assistant Administrator, Logistics Management	76.4	17.2	6.4
Assistant Administrator, Disaster Assistance	78.8	15.0	6.2
Assistant Administrator, Disaster Operations	78.1	13.6	8.1
Assistant Administrator, Grants Programs	67.2	23.6	9.2
Deputy Administrator, National Preparedness	74.6	16.4	8.9
Assistant Administrator, U.S. Fire Administration National Fire Academy	70.2	13.8	16.0
Assistant Administrator, National Continuity Programs	77.7	11.4	10.9
Assistant Administrator, Mitigation	73.5	13.2	13.3

<i>42a. In the past year I have seen improvement in the following area: Communication.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.6</b>	<b>27.0</b>	<b>33.4</b>
<b>Federal Emergency Management Agency</b>	<b>39.9</b>	<b>27.2</b>	<b>32.9</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	57.2	26.2	16.7
Executive Secretariat	NR	NR	NR
External Affairs	35.0	24.1	41.0
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	26.2	23.1	50.7
Office of Management	39.6	27.6	32.9
Chief Counsel	50.9	11.9	37.3
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	39.5	28.1	32.4
Assistant Administrator, Logistics Management	46.6	16.1	37.3
Assistant Administrator, Disaster Assistance	55.4	15.4	29.2
Assistant Administrator, Disaster Operations	40.6	30.4	29.0
Assistant Administrator, Grants Programs	28.8	25.2	46.0
Deputy Administrator, National Preparedness	40.7	32.1	27.1
Assistant Administrator, U.S. Fire Administration National Fire Academy	32.0	25.8	42.2
Assistant Administrator, National Continuity Programs	34.8	25.8	39.5
Assistant Administrator, Mitigation	40.8	25.7	33.4

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>34.4</b>	<b>26.5</b>	<b>39.0</b>
<b>Federal Emergency Management Agency</b>	<b>33.9</b>	<b>26.2</b>	<b>39.9</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	52.9	17.8	29.3
Executive Secretariat	NR	NR	NR
External Affairs	29.6	22.4	48.1
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	27.2	32.0	40.8
Office of Management	30.6	23.7	45.7
Chief Counsel	31.9	24.0	44.1
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	32.7	30.1	37.2
Assistant Administrator, Logistics Management	41.1	23.8	35.2
Assistant Administrator, Disaster Assistance	42.9	19.3	37.7
Assistant Administrator, Disaster Operations	34.2	25.1	40.7
Assistant Administrator, Grants Programs	24.2	23.9	51.9
Deputy Administrator, National Preparedness	35.9	26.3	37.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	18.7	30.8	50.5
Assistant Administrator, National Continuity Programs	32.0	24.4	43.6
Assistant Administrator, Mitigation	34.0	26.1	39.9

42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.4</b>	<b>31.1</b>	<b>41.6</b>
<b>Federal Emergency Management Agency</b>	<b>25.1</b>	<b>34.5</b>	<b>40.3</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	46.1	22.6	31.3
Executive Secretariat	NR	NR	NR
External Affairs	22.3	29.0	48.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	7.1	37.0	56.0
Office of Management	26.2	28.7	45.1
Chief Counsel	5.7	38.7	55.7
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	21.8	34.4	43.7
Assistant Administrator, Logistics Management	30.9	25.6	43.5
Assistant Administrator, Disaster Assistance	40.3	26.1	33.6
Assistant Administrator, Disaster Operations	26.7	40.2	33.1
Assistant Administrator, Grants Programs	20.2	32.0	47.8
Deputy Administrator, National Preparedness	29.8	35.6	34.5
Assistant Administrator, U.S. Fire Administration National Fire Academy	18.6	29.1	52.2
Assistant Administrator, National Continuity Programs	25.9	24.0	50.1
Assistant Administrator, Mitigation	23.2	37.3	39.6

42d. In the past year I have seen improvement in the following area: Recognition and Awards.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.5</b>	<b>29.7</b>	<b>42.8</b>
<b>Federal Emergency Management Agency</b>	<b>30.3</b>	<b>31.9</b>	<b>37.7</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	33.8	30.7	35.4
Executive Secretariat	NR	NR	NR
External Affairs	35.7	25.3	39.0
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	15.6	31.5	52.9
Office of Management	30.4	29.6	40.1
Chief Counsel	12.2	44.5	43.4
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	28.3	36.6	35.2
Assistant Administrator, Logistics Management	40.2	24.3	35.4
Assistant Administrator, Disaster Assistance	41.1	17.9	41.0
Assistant Administrator, Disaster Operations	33.6	30.6	35.8
Assistant Administrator, Grants Programs	17.0	37.9	45.1
Deputy Administrator, National Preparedness	35.0	34.7	30.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	20.6	26.8	52.5
Assistant Administrator, National Continuity Programs	37.4	30.2	32.4
Assistant Administrator, Mitigation	24.7	34.1	41.2

42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>37.4</b>	<b>25.0</b>	<b>37.6</b>
<b>Federal Emergency Management Agency</b>	<b>34.7</b>	<b>23.9</b>	<b>41.3</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	50.2	21.0	28.9
External Affairs	39.5	19.2	41.2
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	26.1	21.5	52.4
Office of Management	36.3	19.5	44.3
Chief Counsel	5.7	13.3	81.0
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	33.4	29.2	37.5
Assistant Administrator, Logistics Management	50.3	10.5	39.3
Assistant Administrator, Disaster Assistance	41.2	24.5	34.3
Assistant Administrator, Disaster Operations	38.0	22.0	40.1
Assistant Administrator, Grants Programs	17.5	24.1	58.4
Deputy Administrator, National Preparedness	27.9	26.4	45.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	24.4	24.3	51.3
Assistant Administrator, National Continuity Programs	31.9	34.4	33.8
Assistant Administrator, Mitigation	37.5	18.2	44.3

<i>42f. In the past year I have seen improvement in the following area: Supervision.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>36.2</b>	<b>29.9</b>	<b>34.0</b>
<b>Federal Emergency Management Agency</b>	<b>37.4</b>	<b>30.3</b>	<b>32.4</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	56.7	22.7	20.6
Executive Secretariat	NR	NR	NR
External Affairs	31.2	25.3	43.5
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	20.6	37.1	42.4
Office of Management	29.7	30.2	40.1
Chief Counsel	54.9	5.4	39.8
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	35.3	34.0	30.7
Assistant Administrator, Logistics Management	38.9	31.5	29.6
Assistant Administrator, Disaster Assistance	49.8	13.9	36.3
Assistant Administrator, Disaster Operations	44.3	32.3	23.4
Assistant Administrator, Grants Programs	30.0	34.9	35.0
Deputy Administrator, National Preparedness	37.6	32.4	29.9
Assistant Administrator, U.S. Fire Administration National Fire Academy	26.4	34.4	39.1
Assistant Administrator, National Continuity Programs	33.1	26.9	39.9
Assistant Administrator, Mitigation	39.9	28.6	31.6



<i>42g. In the past year I have seen improvement in the following area: Training.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>42.1</b>	<b>27.0</b>	<b>30.9</b>
<b>Federal Emergency Management Agency</b>	<b>33.2</b>	<b>28.6</b>	<b>38.1</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	37.5	25.0	37.6
Executive Secretariat	NR	NR	NR
External Affairs	33.7	20.4	45.9
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	19.7	29.0	51.3
Office of Management	33.8	28.7	37.5
Chief Counsel	5.7	22.6	71.7
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	28.3	31.3	40.4
Assistant Administrator, Logistics Management	51.2	20.4	28.4
Assistant Administrator, Disaster Assistance	51.0	13.7	35.3
Assistant Administrator, Disaster Operations	28.7	25.7	45.8
Assistant Administrator, Grants Programs	13.2	40.5	46.2
Deputy Administrator, National Preparedness	32.3	36.0	31.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	30.2	21.1	48.8
Assistant Administrator, National Continuity Programs	43.8	21.2	34.9
Assistant Administrator, Mitigation	35.6	33.0	31.4

<i>42h. In the past year I have seen improvement in the following area: Work Life Programs (i.e. Telework, alternative work schedules, access to Employee Assistance Programs).</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>28.5</b>	<b>34.8</b>	<b>36.7</b>
<b>Federal Emergency Management Agency</b>	<b>29.7</b>	<b>34.7</b>	<b>35.5</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	35.5	24.8	39.7
Executive Secretariat	NR	NR	NR
External Affairs	21.7	31.4	46.8
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	14.6	27.9	57.5
Office of Management	24.9	36.8	38.3
Chief Counsel	13.3	23.7	63.0
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	31.9	33.2	35.0
Assistant Administrator, Logistics Management	32.2	34.0	33.7
Assistant Administrator, Disaster Assistance	34.4	20.8	44.9
Assistant Administrator, Disaster Operations	26.9	40.0	33.1
Assistant Administrator, Grants Programs	33.9	32.2	33.8
Deputy Administrator, National Preparedness	36.6	32.2	31.2
Assistant Administrator, U.S. Fire Administration National Fire Academy	34.6	30.4	35.0
Assistant Administrator, National Continuity Programs	20.8	50.5	28.7
Assistant Administrator, Mitigation	28.9	41.3	29.8

42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.3</b>	<b>29.6</b>	<b>35.1</b>
<b>Federal Emergency Management Agency</b>	<b>39.1</b>	<b>29.8</b>	<b>31.0</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	40.1	35.0	24.9
Executive Secretariat	NR	NR	NR
External Affairs	48.7	11.0	40.2
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	42.3	29.2	28.5
Office of Management	37.6	28.1	34.4
Chief Counsel	0.0	19.0	81.0
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	34.0	33.9	32.1
Assistant Administrator, Logistics Management	36.8	37.2	25.9
Assistant Administrator, Disaster Assistance	48.1	20.9	31.0
Assistant Administrator, Disaster Operations	35.7	29.2	35.1
Assistant Administrator, Grants Programs	39.2	28.1	32.7
Deputy Administrator, National Preparedness	48.7	26.8	24.6
Assistant Administrator, U.S. Fire Administration National Fire Academy	44.3	36.4	19.3
Assistant Administrator, National Continuity Programs	33.7	33.3	33.0
Assistant Administrator, Mitigation	37.8	31.9	30.2

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.6</b>	<b>47.0</b>	<b>17.4</b>
<b>Federal Emergency Management Agency</b>	<b>40.9</b>	<b>49.8</b>	<b>9.3</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	58.6	41.4	0.0
Executive Secretariat	NR	NR	NR
External Affairs	12.8	87.2	0.0
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	22.4	62.5	15.1
Office of Management	39.0	50.4	10.6
Chief Counsel	40.3	42.0	17.8
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	41.2	52.0	6.9
Assistant Administrator, Logistics Management	43.2	54.3	2.4
Assistant Administrator, Disaster Assistance	37.4	51.3	11.4
Assistant Administrator, Disaster Operations	43.7	46.3	9.9
Assistant Administrator, Grants Programs	38.1	52.3	9.6
Deputy Administrator, National Preparedness	48.9	41.7	9.5
Assistant Administrator, U.S. Fire Administration National Fire Academy	59.1	39.1	1.9
Assistant Administrator, National Continuity Programs	25.3	61.5	13.1
Assistant Administrator, Mitigation	42.1	46.4	11.6

44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.5</b>	<b>15.3</b>	<b>15.2</b>
<b>Federal Emergency Management Agency</b>	<b>39.9</b>	<b>22.9</b>	<b>37.2</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	41.8	24.3	33.9
Executive Secretariat	NR	NR	NR
External Affairs	39.1	26.2	34.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	16.0	27.9	56.0
Office of Management	30.7	22.9	46.4
Chief Counsel	33.1	36.3	30.7
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	37.1	21.1	41.7
Assistant Administrator, Logistics Management	47.9	30.2	21.9
Assistant Administrator, Disaster Assistance	53.0	14.6	32.5
Assistant Administrator, Disaster Operations	46.8	24.2	29.1
Assistant Administrator, Grants Programs	20.3	12.4	67.2
Deputy Administrator, National Preparedness	45.9	21.0	33.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	22.7	27.0	50.2
Assistant Administrator, National Continuity Programs	38.8	23.3	38.0
Assistant Administrator, Mitigation	34.5	28.0	37.5

<i>45. Turnover of personnel has affected my work unit's ability to achieve objectives.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>53.3</b>	<b>26.6</b>	<b>20.1</b>
<b>Federal Emergency Management Agency</b>	<b>45.5</b>	<b>27.7</b>	<b>26.8</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	56.3	22.1	21.6
Executive Secretariat	NR	NR	NR
External Affairs	52.5	12.8	34.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	54.6	30.3	15.1
Office of Management	50.0	27.0	22.9
Chief Counsel	35.3	22.8	41.9
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	41.1	36.2	22.8
Assistant Administrator, Logistics Management	49.0	27.7	23.4
Assistant Administrator, Disaster Assistance	48.7	16.2	35.1
Assistant Administrator, Disaster Operations	40.0	24.3	35.6
Assistant Administrator, Grants Programs	69.8	10.4	19.8
Deputy Administrator, National Preparedness	47.0	29.4	23.6
Assistant Administrator, U.S. Fire Administration National Fire Academy	38.3	30.9	30.7
Assistant Administrator, National Continuity Programs	43.7	28.1	28.2
Assistant Administrator, Mitigation	39.5	27.2	33.3

46. I receive the weekly DHS Today newsletter.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>73.1</b>	<b>12.0</b>	<b>14.8</b>
<b>Federal Emergency Management Agency</b>	<b>85.7</b>	<b>7.5</b>	<b>6.8</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	77.0	7.0	15.9
Executive Secretariat	NR	NR	NR
External Affairs	87.3	5.4	7.3
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	84.2	8.3	7.5
Office of Management	89.0	5.2	5.8
Chief Counsel	78.2	10.7	11.1
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	84.3	8.9	6.7
Assistant Administrator, Logistics Management	81.1	8.7	10.2
Assistant Administrator, Disaster Assistance	84.5	10.5	5.0
Assistant Administrator, Disaster Operations	88.6	6.1	5.3
Assistant Administrator, Grants Programs	95.9	2.0	2.1
Deputy Administrator, National Preparedness	85.6	7.5	6.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	82.1	7.9	9.9
Assistant Administrator, National Continuity Programs	96.2	1.9	1.8
Assistant Administrator, Mitigation	87.0	5.6	7.4

47. I read most of the news in DHS Today.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>46.0</b>	<b>23.6</b>	<b>30.4</b>
<b>Federal Emergency Management Agency</b>	<b>46.3</b>	<b>24.5</b>	<b>29.2</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	48.1	25.2	26.7
Executive Secretariat	NR	NR	NR
External Affairs	42.8	27.9	29.3
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	42.6	28.1	29.2
Office of Management	51.2	20.8	28.0
Chief Counsel	19.0	37.8	43.3
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	42.1	25.0	32.9
Assistant Administrator, Logistics Management	53.3	16.1	30.6
Assistant Administrator, Disaster Assistance	49.0	25.6	25.5
Assistant Administrator, Disaster Operations	45.9	24.0	30.2
Assistant Administrator, Grants Programs	55.9	24.4	19.8
Deputy Administrator, National Preparedness	52.9	26.6	20.5
Assistant Administrator, U.S. Fire Administration National Fire Academy	47.7	17.6	34.7
Assistant Administrator, National Continuity Programs	43.5	28.4	28.2
Assistant Administrator, Mitigation	47.3	17.0	35.7



48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.7</b>	<b>21.4</b>	<b>28.8</b>
<b>Federal Emergency Management Agency</b>	<b>37.4</b>	<b>25.5</b>	<b>37.1</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	53.8	15.8	30.4
Executive Secretariat	NR	NR	NR
External Affairs	32.3	28.0	39.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	36.3	24.4	39.2
Office of Management	41.3	23.1	35.6
Chief Counsel	6.7	36.1	57.2
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	33.8	21.1	45.1
Assistant Administrator, Logistics Management	45.9	30.6	23.4
Assistant Administrator, Disaster Assistance	51.0	20.7	28.3
Assistant Administrator, Disaster Operations	37.4	23.6	39.1
Assistant Administrator, Grants Programs	48.5	29.8	21.6
Deputy Administrator, National Preparedness	42.4	24.6	32.9
Assistant Administrator, U.S. Fire Administration National Fire Academy	26.3	24.7	49.0
Assistant Administrator, National Continuity Programs	36.0	33.7	30.3
Assistant Administrator, Mitigation	28.6	20.9	50.6

49. From the following list, indicate which employee communication topic is most important to you and which is least important to you:	Percent	
	Most	Least
<b>Federal Emergency Management Agency</b>		
Operations news	35.5	6.2
Policy news	31.9	5.0
Secretary news	2.2	41.3
Human Interest news	4.2	40.2
Human Resources news	26.2	7.3

\*These results are reported at the component level only.

50. How satisfied are you with the information you receive from management on what's going on in your organization?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>38.0</b>	<b>25.4</b>	<b>36.6</b>
<b>Federal Emergency Management Agency</b>	<b>37.6</b>	<b>22.8</b>	<b>39.7</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	44.4	19.3	36.3
Executive Secretariat	NR	NR	NR
External Affairs	37.7	16.7	45.6
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	8.7	29.0	62.3
Office of Management	36.1	21.6	42.3
Chief Counsel	33.7	41.9	24.5
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	36.9	22.3	40.8
Assistant Administrator, Logistics Management	51.9	16.5	31.7
Assistant Administrator, Disaster Assistance	43.7	25.6	30.6
Assistant Administrator, Disaster Operations	42.8	25.5	31.7
Assistant Administrator, Grants Programs	22.6	12.9	64.5
Deputy Administrator, National Preparedness	33.9	24.3	41.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	35.7	19.5	44.8
Assistant Administrator, National Continuity Programs	28.1	19.0	52.9
Assistant Administrator, Mitigation	41.3	25.5	33.2

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.6</b>	<b>24.6</b>	<b>43.7</b>
<b>Federal Emergency Management Agency</b>	<b>34.3</b>	<b>23.3</b>	<b>42.4</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	46.9	28.2	24.8
Executive Secretariat	NR	NR	NR
External Affairs	33.2	20.2	46.6
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	7.1	30.0	62.9
Office of Management	31.9	19.4	48.6
Chief Counsel	41.8	5.4	52.8
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	33.3	23.9	42.9
Assistant Administrator, Logistics Management	47.5	19.7	32.9
Assistant Administrator, Disaster Assistance	32.4	24.4	43.2
Assistant Administrator, Disaster Operations	36.9	26.5	36.6
Assistant Administrator, Grants Programs	22.3	12.6	65.1
Deputy Administrator, National Preparedness	36.9	20.8	42.4
Assistant Administrator, U.S. Fire Administration National Fire Academy	40.1	17.1	42.8
Assistant Administrator, National Continuity Programs	31.8	20.9	47.3
Assistant Administrator, Mitigation	45.2	21.9	32.9

52. How satisfied are you with your opportunity to get a better job in your organization?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>30.2</b>	<b>26.3</b>	<b>43.5</b>
<b>Federal Emergency Management Agency</b>	<b>29.6</b>	<b>32.4</b>	<b>37.9</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	41.7	23.9	34.4
Executive Secretariat	NR	NR	NR
External Affairs	19.3	31.2	49.5
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	12.3	47.8	39.9
Office of Management	24.5	35.2	40.4
Chief Counsel	15.4	52.5	32.1
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	26.9	32.3	40.8
Assistant Administrator, Logistics Management	32.7	21.6	45.7
Assistant Administrator, Disaster Assistance	41.9	24.1	34.0
Assistant Administrator, Disaster Operations	35.0	33.2	31.8
Assistant Administrator, Grants Programs	21.6	37.6	40.8
Deputy Administrator, National Preparedness	31.3	32.9	35.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	26.4	19.3	54.3
Assistant Administrator, National Continuity Programs	28.2	27.3	44.5
Assistant Administrator, Mitigation	38.5	28.7	32.7

53. How satisfied are you with the recognition you receive for doing a good job?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.2</b>	<b>23.5</b>	<b>41.3</b>
<b>Federal Emergency Management Agency</b>	<b>47.4</b>	<b>22.3</b>	<b>30.4</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	42.2	20.9	37.0
Executive Secretariat	NR	NR	NR
External Affairs	47.0	17.2	35.9
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	17.8	36.8	45.4
Office of Management	42.7	18.1	39.2
Chief Counsel	46.1	17.6	36.4
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	50.6	23.2	26.1
Assistant Administrator, Logistics Management	50.1	17.6	32.3
Assistant Administrator, Disaster Assistance	43.6	21.4	35.0
Assistant Administrator, Disaster Operations	56.0	20.1	24.0
Assistant Administrator, Grants Programs	52.4	16.8	30.7
Deputy Administrator, National Preparedness	52.7	23.7	23.6
Assistant Administrator, U.S. Fire Administration National Fire Academy	39.8	25.1	35.1
Assistant Administrator, National Continuity Programs	52.2	20.6	27.2
Assistant Administrator, Mitigation	47.0	21.0	32.0

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.3</b>	<b>26.8</b>	<b>41.8</b>
<b>Federal Emergency Management Agency</b>	<b>30.7</b>	<b>27.3</b>	<b>42.0</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	46.0	33.4	20.6
Executive Secretariat	NR	NR	NR
External Affairs	38.8	16.0	45.2
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	8.0	48.8	43.2
Office of Management	27.2	26.6	46.3
Chief Counsel	40.7	11.9	47.4
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	29.8	25.9	44.3
Assistant Administrator, Logistics Management	43.0	21.2	35.7
Assistant Administrator, Disaster Assistance	30.6	26.7	42.7
Assistant Administrator, Disaster Operations	29.9	27.5	42.7
Assistant Administrator, Grants Programs	20.2	24.8	54.9
Deputy Administrator, National Preparedness	34.1	30.1	35.8
Assistant Administrator, U.S. Fire Administration National Fire Academy	24.4	26.5	49.2
Assistant Administrator, National Continuity Programs	28.9	21.8	49.3
Assistant Administrator, Mitigation	32.4	24.4	43.2

54b. How satisfied are you with the policies and practices of senior leadership in your component?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>34.8</b>	<b>27.1</b>	<b>38.0</b>
<b>Federal Emergency Management Agency</b>	<b>36.8</b>	<b>26.5</b>	<b>36.7</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	53.0	30.9	16.1
Executive Secretariat	NR	NR	NR
External Affairs	37.7	13.6	48.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	7.7	45.4	47.0
Office of Management	30.4	26.8	42.8
Chief Counsel	52.1	19.4	28.5
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	39.6	25.3	35.0
Assistant Administrator, Logistics Management	45.8	23.5	30.7
Assistant Administrator, Disaster Assistance	35.9	23.5	40.6
Assistant Administrator, Disaster Operations	41.3	20.5	38.2
Assistant Administrator, Grants Programs	34.5	35.9	29.6
Deputy Administrator, National Preparedness	38.7	30.0	31.2
Assistant Administrator, U.S. Fire Administration National Fire Academy	26.5	28.6	45.0
Assistant Administrator, National Continuity Programs	32.8	21.9	45.3
Assistant Administrator, Mitigation	42.7	21.6	35.8

55. How satisfied are you with the training you receive for your present job?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>48.4</b>	<b>23.6</b>	<b>28.0</b>
<b>Federal Emergency Management Agency</b>	<b>40.8</b>	<b>27.0</b>	<b>32.3</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	49.2	16.8	34.0
Executive Secretariat	NR	NR	NR
External Affairs	31.4	39.3	29.3
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	13.3	38.3	48.3
Office of Management	33.1	32.3	34.7
Chief Counsel	33.0	22.8	44.1
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	39.0	27.5	33.4
Assistant Administrator, Logistics Management	58.5	17.9	23.7
Assistant Administrator, Disaster Assistance	42.6	26.9	30.5
Assistant Administrator, Disaster Operations	37.7	17.5	44.8
Assistant Administrator, Grants Programs	26.0	33.3	40.8
Deputy Administrator, National Preparedness	41.4	32.5	26.1
Assistant Administrator, U.S. Fire Administration National Fire Academy	34.1	27.5	38.3
Assistant Administrator, National Continuity Programs	49.3	25.0	25.7
Assistant Administrator, Mitigation	52.3	26.8	20.9



56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>56.8</b>	<b>20.5</b>	<b>22.8</b>
<b>Federal Emergency Management Agency</b>	<b>58.5</b>	<b>20.6</b>	<b>20.9</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	67.4	12.7	19.8
Executive Secretariat	NR	NR	NR
External Affairs	56.4	16.6	27.0
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	39.8	37.6	22.6
Office of Management	52.9	21.3	25.7
Chief Counsel	62.2	18.9	18.9
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	60.3	21.8	17.9
Assistant Administrator, Logistics Management	51.8	33.0	15.2
Assistant Administrator, Disaster Assistance	59.6	17.5	23.0
Assistant Administrator, Disaster Operations	62.2	21.2	16.5
Assistant Administrator, Grants Programs	50.9	22.0	27.0
Deputy Administrator, National Preparedness	59.8	18.9	21.3
Assistant Administrator, U.S. Fire Administration National Fire Academy	58.9	17.1	24.0
Assistant Administrator, National Continuity Programs	59.6	17.4	23.0
Assistant Administrator, Mitigation	61.9	14.5	23.6

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.4</b>	<b>19.1</b>	<b>31.6</b>
<b>Federal Emergency Management Agency</b>	<b>59.6</b>	<b>18.2</b>	<b>22.3</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	61.3	16.5	22.3
Executive Secretariat	NR	NR	NR
External Affairs	49.5	10.8	39.7
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	49.0	23.9	27.1
Office of Management	52.9	15.8	31.3
Chief Counsel	41.0	26.3	32.7
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	58.1	21.0	20.8
Assistant Administrator, Logistics Management	64.4	12.3	23.3
Assistant Administrator, Disaster Assistance	60.6	14.9	24.4
Assistant Administrator, Disaster Operations	66.7	16.2	17.2
Assistant Administrator, Grants Programs	59.7	21.4	18.9
Deputy Administrator, National Preparedness	61.1	18.3	20.7
Assistant Administrator, U.S. Fire Administration National Fire Academy	60.9	23.0	16.2
Assistant Administrator, National Continuity Programs	63.6	17.1	19.4
Assistant Administrator, Mitigation	65.2	15.4	19.4

58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>59.3</b>	<b>22.6</b>	<b>18.0</b>
<b>Federal Emergency Management Agency</b>	<b>60.7</b>	<b>18.8</b>	<b>20.6</b>
Office of the Administrator	NR	NR	NR
Office of the Deputy Administrator	NR	NR	NR
Office of the Associate Deputy Administrator Gulf Coast Recovery	NR	NR	NR
Law Enforcement Advisor to the Administrator	NR	NR	NR
Policy and Program Analysis	81.7	9.4	8.8
Executive Secretariat	NR	NR	NR
External Affairs	51.3	14.5	34.2
Associate Deputy Administrator	NR	NR	NR
Equal Rights	NR	NR	NR
Chief Financial Officer	43.5	33.2	23.4
Office of Management	51.0	20.5	28.5
Chief Counsel	88.2	5.4	6.4
National Capital Region Coordination	NR	NR	NR
Regional Administrators & Regional Offices	61.6	17.7	20.7
Assistant Administrator, Logistics Management	58.6	20.9	20.5
Assistant Administrator, Disaster Assistance	61.0	20.4	18.7
Assistant Administrator, Disaster Operations	73.5	14.7	11.7
Assistant Administrator, Grants Programs	66.0	11.1	22.9
Deputy Administrator, National Preparedness	60.4	24.5	15.0
Assistant Administrator, U.S. Fire Administration National Fire Academy	53.8	28.9	17.2
Assistant Administrator, National Continuity Programs	44.8	14.9	40.2
Assistant Administrator, Mitigation	67.0	14.1	18.8

## Demographic Characteristics

The following tables present demographic information on the participating employees. The first three tables display the supervisory status, gender, and ethnicity of responding employees. The fourth table shows the racial categories selected by employees to describe themselves. Percentages may not sum to 100 percent since employees were able to select from more than one racial category. Other demographics include employees' occupational group, work status, and work location.

<i>59. What is your supervisory status?</i>	% of Respondents
Non-supervisor	60.0
Team leader	19.2
Supervisor	11.4
Manager	7.3
Executive	2.0

<i>60. Are you:</i>	% of Respondents
Male	57.3
Female	42.7

<i>61. Are you Hispanic or Latino?</i>	% of Respondents
Yes	5.7
No	94.3

<i>62. Please select the racial category or categories with which you most closely identify (select one or more)</i>	% of Respondents
White	76.0
Black or African American	16.5
Native Hawaiian or other Pacific Islander	1.8
Asian	3.1
American Indian or Alaska Native	3.7
Two or more races (Not Hispanic or Latino)	3.1

<i>63. What is your component organization?</i>	% of Respondents
Results from this question are used to break out employee responses for each component-specific report.	

<i>64. What is your occupational group?</i>	<i>% of Respondents</i>
Social Science, Psychology, and Welfare Group - 0100 Series	0.2
Human Resources Management Group - 0200 Series	3.2
General Administrative, Clerical, and Office Services Group - 0300 Series	32.6
Natural Resources Management and Biological Sciences Group - 0400 Series	0.5
Accounting and Budget Group - 0500 Series	5.3
Medical, Hospital, Dental, and Public Health Group - 0600 Series	0.1
Engineering and Architecture Group - 0800 Series	3.3
Legal and Kindred Group - 0900 Series	1.3
Information and Arts Group - 1000 Series	1.2
Business and Industry Group - 1100 Series	3.7
Physical Sciences Group - 1300 Series	0.2
Library and Archives Group - 1400 Series	0.1
Mathematics and Statistics Group - 1500 Series	0.1
Equipment, Facilities, and Services Group - 1600 Series	1.9
Education Group - 1700 Series	3.2
Investigation Group - 1800 Series	0.4
Supply Group - 2000 Series	1.3
Transportation Group - 2100 Series	0.2
Information Technology Group - 2200 Series	8.5
Electronic Equipment Installation and Maintenance Group - 2600 Series	0.6
Electrical Installation and Maintenance Group - 2800 Series	0.6
General Services and Support Work Group - 3500 Series	0.5
Metal Work Group - 3800 Series	0.2
General Maintenance and Operations Work Group - 4700 Series	1.4
Mobile Equipment Operation and Transportation Group - 5700 Series	0.5
Unique Occupations Group - 0000 Series	1.1
Other (Job Title not found in any category above)	27.6

<i>65. Please indicate your work status:</i>	<i>% of Respondents</i>
Full time	98.4
Part time	1.6

<i>66. Do you work in the...</i>		<b>% of Respondents</b>
United States	Location not indicated	1.7
	Alabama	1.0
	California	3.2
	Colorado	3.1
	District of Columbia	30.2
	Delaware	0.1
	Florida	0.3
	Georgia	4.6
	Hawaii	0.1
	Illinois	2.5
	Kansas	0.1
	Louisiana	0.4
	Massachusetts	3.3
	Maryland	6.9
	Missouri	1.7
	Mississippi	0.9
	North Carolina	0.1
	New York	2.0
	Oklahoma	0.1
	Pennsylvania	2.8
	Texas	7.0
	Virginia	23.3
	Vermont	0.1
	Washington	2.9
	West Virginia	0.1
U.S. Territories	Location not indicated	0.1
	Puerto Rico	1.4
International location	Caribbean	0.1