

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

Management Report

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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. Weekly reminders were emailed to all eligible nonrespondents to the survey. Technical support was provided via email and telephone to employees with questions or comments about the survey.

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. The survey data collected from DHS AES respondents (employees) were weighted to produce survey estimates that accurately represent 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 responses 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*, or *Very Poor* or *Poor*, 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

In the text, when a statement appears that X percentage “agreed” with the item, the percentage includes both those responding *Agreed* or *Strongly Agree* to the item. Similarly, “disagreed” represents those who said *Disagree* or *Strongly Disagree*.

CROSTABULATION RESULTS

Under the heading of “Notable Subgroup Findings,” the results of the selected crosstabulations highlight differences in perceptions within population subgroups. The subgroups examined were Gender, Race/Ethnicity, and Supervisory Status. For the crosstabulations, members of subgroups were combined if necessary to achieve two categories for each subgroup. For example, for the supervisory status subgroup the “supervisor” category includes supervisors, managers, and executives, and the “nonsupervisory” category includes nonsupervisors and team leaders.

For the race/ethnicity subgroup, non-minority respondents (White) represent one category, and the minority category includes respondents who identified themselves as Asian/Pacific Islander, Hispanic/Latino, Black/African American, American Indian/Alaska Native, or Other.

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

Statistically significant differences between percentages. You may be interested in determining the statistically significant 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.

Organization of the Report

The remainder of this document contains a profile of the respondents and the survey results. The survey results present multiple perspectives; these various views allow for a broad but interconnected picture of the State of DHS. The survey results are presented in the following order:

- Human Capital and Accountability Framework
- Performance Appraisal Assessment Tool
- Greatest Increases and Decreases in Positive Responses since 2006 FHCS
- Strengths and Challenges
- General Perceptions about DHS Organizational Culture
- Decision Aid

The report closes with an overall summary of the findings and recommendations for action planning derived from the findings.

The report appendix includes question-level results for DHS-wide and for each of the 13 components. The results are presented 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.

Respondent Characteristics

The proportions of respondents reporting various demographic and work-related characteristics were similar to the proportions of the total DHS population with those characteristics (Table 1). However, there were two notable differences: A higher proportion of Whites and Supervisors completed the survey than the proportion in DHS's survey population.

Table 1 summarizes respondent's answers to demographic questions (survey items 59-66). See Appendix B for more detail information about survey respondents' characteristics.

Table 1. Characteristics: DHS Survey Population and Survey Respondent Percentages

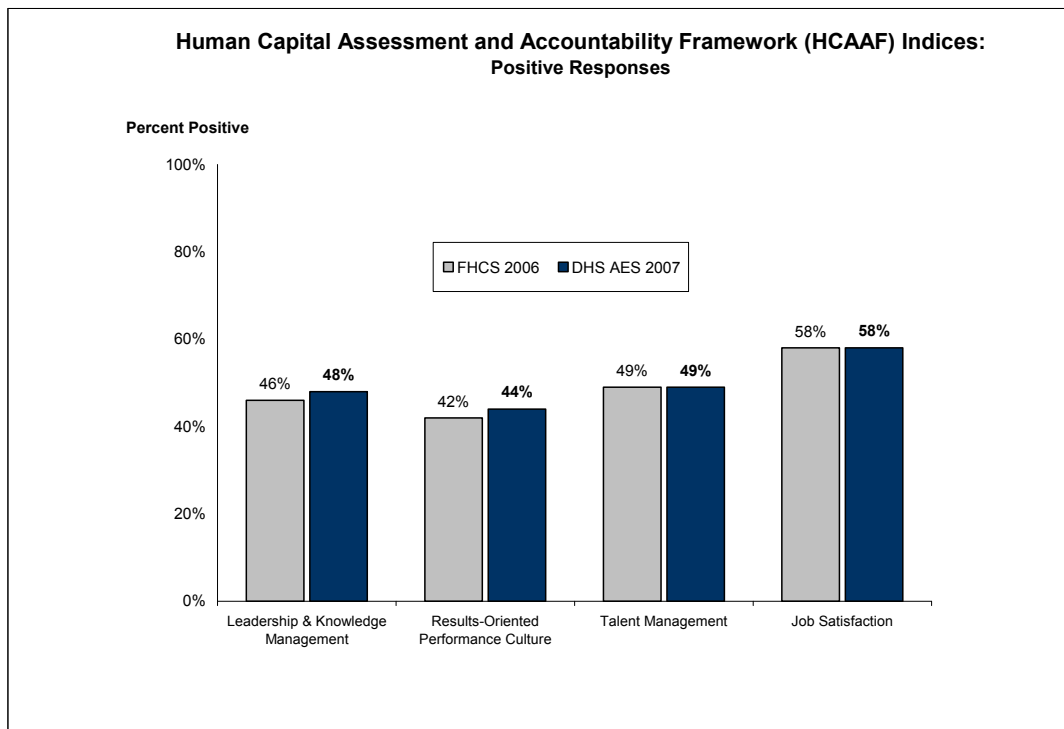
Characteristics	Percent	
	Survey Population	Survey Respondents [‡]
Supervisory Status		
Non-supervisor	86	61
Team Leader	NA	16
Subtotal (Non-supervisor)	86	77
Supervisor	14	15
Manager	NA	7
Subtotal (Supervisor)	14	22
Executive	<1	1
Gender		
Male	68	66
Female	32	33
Are You: Hispanic or Latino		
Yes	19	16
No	81	80
Racial Category		
White	60	72
Black or African American	15	12
Native Hawaiian or Other Pacific Islander	<1	1
Asian	4	4
American Indian or Alaska Native	1	1
Two or more races (not Hispanic or Latino)	<1	2
Agency Component		
Office of the Secretary	1	1
Office of Inspector General	<1	1
Under Secretary Management	<1	1
Under Secretary National Protection and Programs*	1	<1
Under Secretary Science & Technology	<1	<1
Citizenship and Immigration Services	5	6
U.S. Coast Guard	5	8
Customs and Border Protection	31	28
Federal Emergency Management Agency	2	2
Federal Law Enforcement Training Center	1	1
Immigration and Customs Enforcement	11	11
U.S. Secret Service	4	4
Transportation Security Administration	39	37

HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY FRAMEWORK

Figure 1 shows the results of the four Human Capital Assessment and Accountability Framework (HCAAF) Indices that were developed as part of OPM's Federal Human Capital Survey (FHCS). Percent positive results are presented for the 2006 FHCS and the 2007 DHS AES. The HCAAF indices are one measurement of performance that will enable you to track DHS progress in strategic human capital management. The HCAAF indices are: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. Descriptions of the indices, as well as the survey items that make up each of the indices, are as follows:

- ❑ **Leadership & Knowledge Management Index:** the extent our employees hold leadership in high regard; 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 Index:** 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 Index:** 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 Index:** the extent our employees are satisfied with their jobs. (See survey items: 3, 4, 9, 51, 52, 56, and 57)

Figure 1. DHS 2006 & 2007 HCAAF Results



Overall, the 2007 AES results for all four indices are equal to or slightly more positive than similar results from 2006 FHCS, and range from 44 percent to 58 percent positive. Responses improved slightly for two of the four indices – Leadership and Knowledge Management and Results-Oriented Performance Culture. The two other indices, Talent Management and Job Satisfaction, remained at the same levels over 2006-2007.

Results indicate that DHS employees are generally more satisfied with their jobs than they are with the leadership and culture found within the agency. Of the four indices measured, employees were least positive about factors influencing the performance improvement processes within DHS (Results-Oriented Performance Culture Index). This finding is consistent with the 2006 results.

DHS Component-level HCAAF Results. In order to better understand results that are presented by component, Table 2 shows the unweighted and weighted counts of employees who completed the 2007 DHS AES. Because the Transportation Security Administration (TSA) and Customs and Border Protection (CBP) components make up 70 percent of the overall DHS total, employee responses from these two components significantly influence the DHS-wide results.

Table 2. DHS Component-level Distribution

	Unweighted Count	Weighted Count	Percent	Cumulative Percent
DHS-wide	65,753	141,141	100.0%	
Transportation Security Administration	24,494	54,610	38.7%	38.7%
Customs and Border Protection	18,166	44,475	31.5%	70.2%
Immigration and Customs Enforcement	6,959	13,881	9.8%	80.0%
U.S. Coast Guard	5,341	8,668	6.1%	86.2%
Citizenship and Immigration Services	4,271	6,965	4.9%	91.1%
U.S. Secret Service	2,686	5,728	4.1%	95.2%
Federal Emergency Management Agency	1,273	2,574	1.8%	97.0%
Federal Law Enforcement Training Center	558	862	0.6%	97.6%
Under Secretary Management	449	702	0.5%	98.1%
Office of the Secretary	417	637	0.5%	98.6%
Office of Inspector General	336	515	0.4%	98.9%
Under Secretary National Protection and Programs	244	438	0.3%	99.2%
Under Secretary Science & Technology	162	252	0.2%	99.4%
Missing, no component indicated	397	834	0.6%	100.0%

Component-level HCAAF Results

Figure 2 presents the 2007 HCAAF results for DHS-wide and for the 13 individual components. In general:

- ❑ Index scores range from 40 to 71 percent across all components for the four indices. As mentioned earlier, the range across the DHS-wide scores for all four indices was 44 to 58 percent.
- ❑ Leadership and Knowledge Management index component scores range from 45 to 63 percent while the DHS score is 48 percent. Three components scored lower than the DHS average.
- ❑ Results for the second index, Results-Oriented Performance Culture, are generally less positive than the Leadership and Knowledge Management index. The DHS-wide average for the Results-Oriented Performance Culture index is 44 percent, while component scores range from 40 to 60 percent. Only two components scored lower than the DHS average.

Figure 2. Component-level HCAAF Percent Positive Results

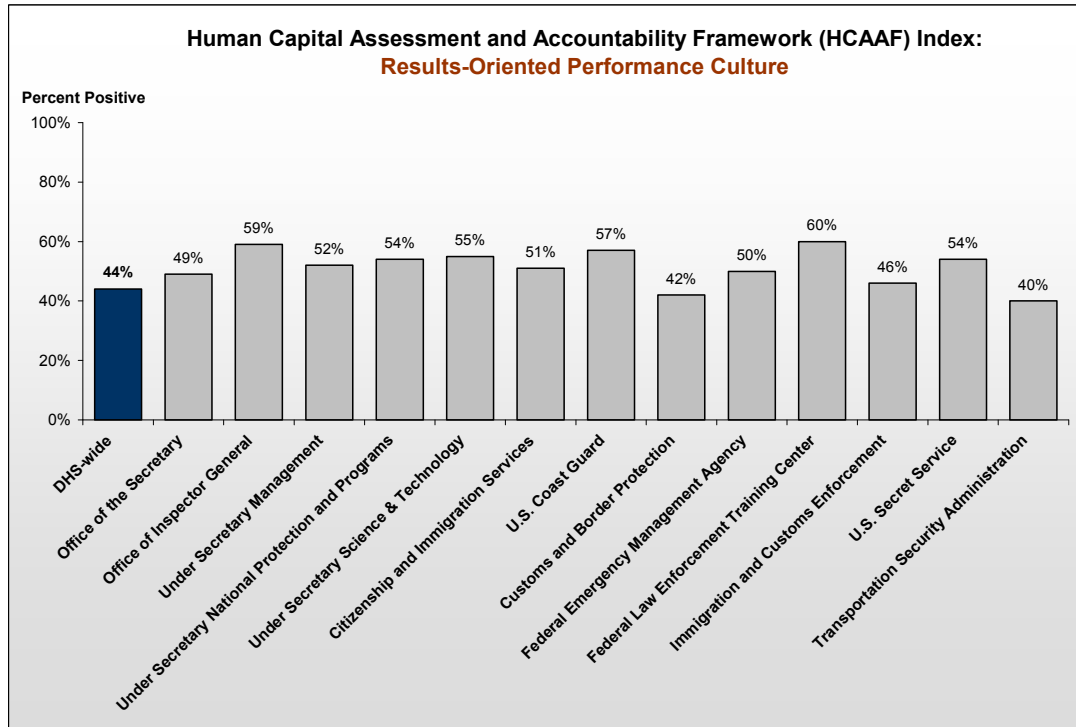
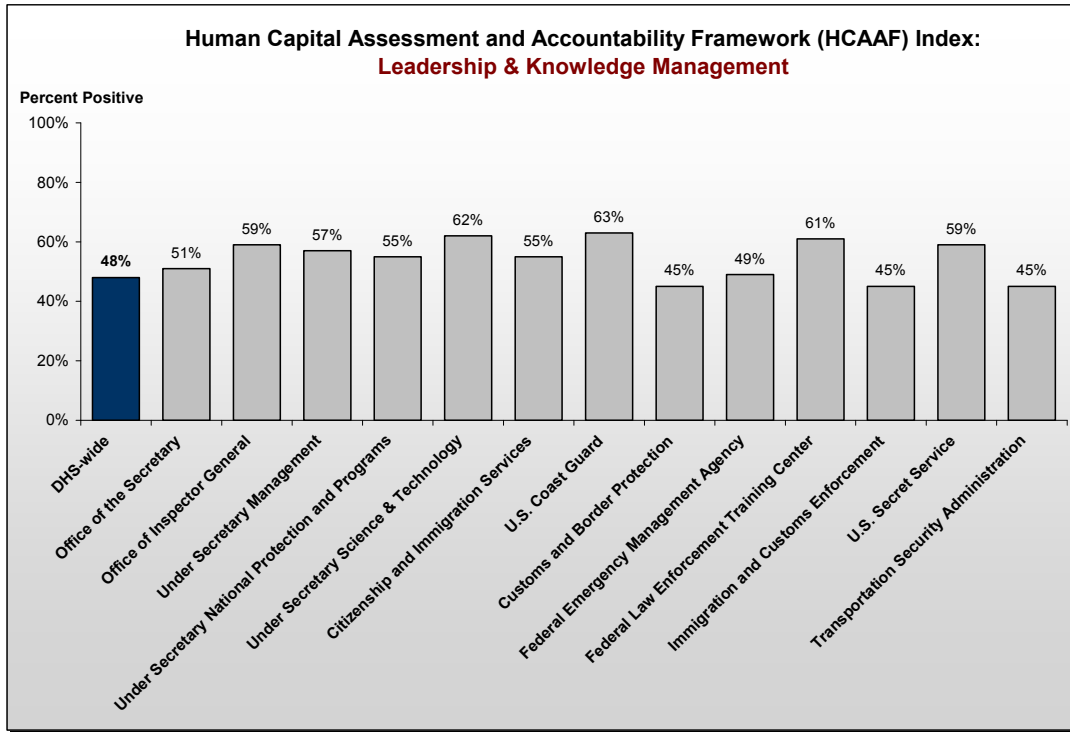
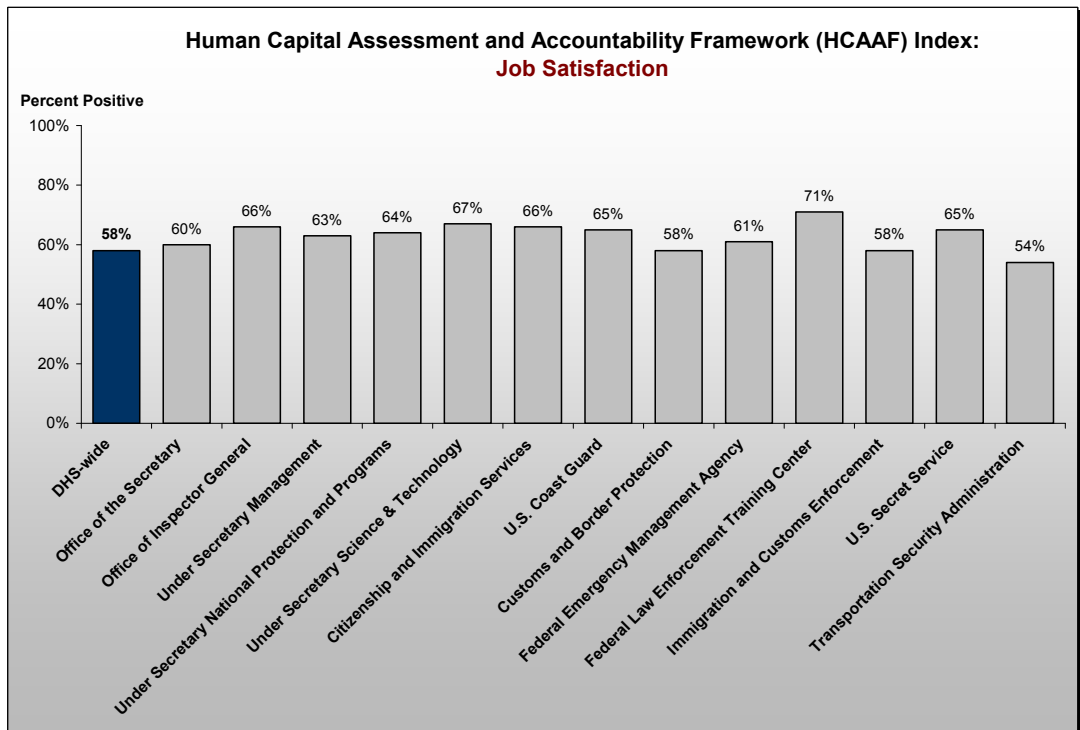
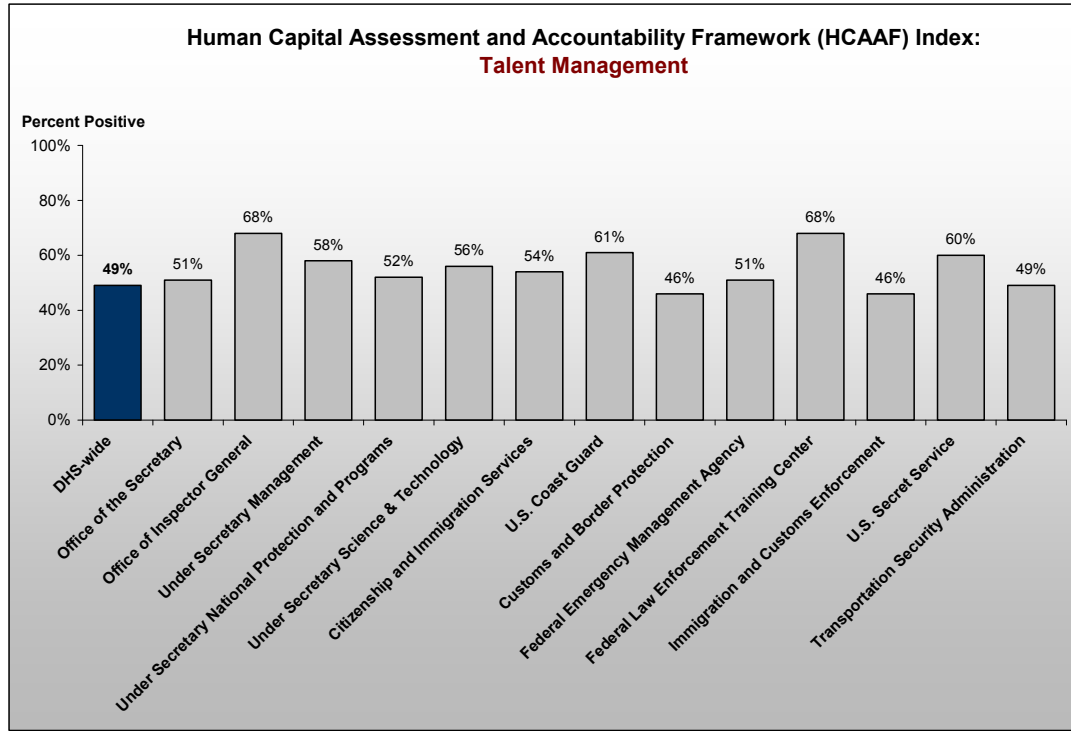


Figure 2. Component-level HCAAF Percent Positive Results (Continued)



- ❑ The third HCAAF Index, Talent Management, has a DHS average of 49 percent. Index scores for all components range from 46 to 68 percent. Two of the components, Federal Law Enforcement Training Center (FLETC) and the Office of Inspector General (OIG), had the highest percent positive scores, while two components fell below the DHS average.
- ❑ Finally, the Job Satisfaction index results are more positive than the other three indices. Averages for Job Satisfaction across the components range from 54 to 71 percent, and the DHS-wide average is 58 percent. As with the Talent Management index, the score for FLETC employees (71 percent) appears to stand above all other components on the Job Satisfaction index. Only one component scored below the DHS average.

Performance Appraisal Assessment Tool (PAAT) Items

Similar to the HCAAF Indices, the Performance Appraisal Assessment Tool (PAAT) is another assessment tool that DHS can use to gauge agency progress. The PAAT can facilitate DHS assessment and improvement of their agency appraisal programs. Fourteen items from the 2007 AES provide information on the status of DHS’s appraisal program. Table 3 below compares DHS’s 2004 and 2006 FHCS results with results from the 2007 DHS AES for survey items in the PAAT.

Table 3. Performance Appraisal Assessment Tool: Percent Positive Results

		Percent Positive		
		2004	2006	2007
Alignment	8. I know how my work relates to the agency’s goals and priorities.	78	77	80
	30. Managers communicate the goals and priorities of the organization.	49	49	48
Results	28. Employees have a feeling of personal empowerment with respect to work processes.	28	30	33
	35. I am held accountable for achieving results.	68	69	69
Credible Measures	34. Employees are rewarded for providing high quality products and services to their customers.	24	30	28
Differentiate Levels of Performance	18. In my work unit, differences in performance are recognized in a meaningful way.	21	22	29
Consequences Based on Performance	36. Awards in my work unit depend on how well employees perform their jobs.	31	29	31
	53. How satisfied are you with the recognition you receive for doing a good job?	36	35	35
	15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	25	23	26
Employee Involvement	51. How satisfied are you with your involvement in decisions that affect your work?	36	39	32
Feedback Process	21. Discussions with my supervisor/team leader about my performance are worthwhile.	50	48	50
Training and Competency Development	2. I am given a real opportunity to improve my skills in my organization.	49	49	51
Assessment and Guidance	26. Managers review and evaluate the organization’s progress toward meeting its goals and objectives.	40	42	38
Purpose of Performance Management	20. My performance appraisal is a fair reflection of my performance.	57	56	52

Overall, agreement levels (percent positive) increased from 2006 to 2007 for seven of the 14 PAAT items. The largest positive increase between 2006 and 2007 occurred for recognition of work performance – an increase of +7 percentage points. In 2007, 29 percent of DHS employees agreed that differences in work performance were recognized in a meaningful way compared to 22 percent in 2006. The six other PAAT items that increased from 2006 to 2007 ranged from one to four percentage points (see items: 8, 28, 35, 36, 15, and 2).

Agreement on two of the 14 PAAT items remained at the same levels for 2006-2007: Items 35 and 53. Only five of the PAAT items had smaller percentages of employees who agreed to the items in 2007 than 2006. The largest decrease, -7 percentage points, was found in satisfaction among employee involvement with decisions affecting their work (item 51).

Greatest Increases and Decreases Since 2006 FHCS

The following survey items had the greatest increase and decrease in the percentage of positive responses between the 2006 FHCS and 2007 DHS AES. The top 5 increases and decreases are presented in descending order by amount of change.

Table 4. Top 5 Increases and Decreases from 2006 to 2007 Survey Results

	Percent Positive		Percentage Point Increase
	2006	2007	
INCREASED			
18. In my work unit, differences in performance are recognized in a meaningful way.	22	29	+7
29. My workload is reasonable.	55	62	+7
16. Creativity and innovation are rewarded.	25	29	+4
12. My talents are used well in the workplace.	48	52	+4
8. I know how my work relates to the agency’s goals and priorities.	77	80	+3
	Percent Positive		Percentage Point Decrease
	2006	2007	
DECREASED			
51. How satisfied are you with your involvement in decisions that affect your work?	39	32	-7
57. Considering everything, how satisfied are you with your pay?	55	49	-6
6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	68	63	-5
20. My performance appraisal is a fair reflection of my performance.	56	52	-4
26. Managers review and evaluate the organization’s progress toward meeting its goals and objectives.	42	38	-4

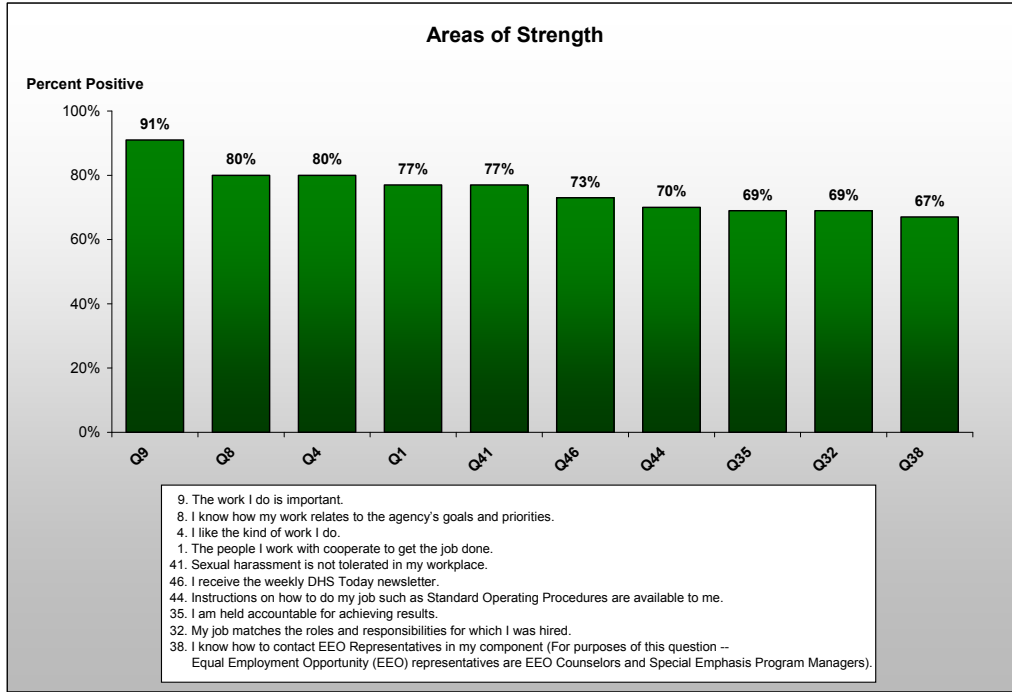
Of the top five increases, only two items increased by five percentage points or more, a cutoff that is generally considered notable. These two items involved recognition of work performance (item 18), as previously mentioned, and reasonableness of workload (item 29). Two items improved by four percentage points from 2006 to 2007. All other item increases were three percentage points or less.

Among the top five decreases, three items decreased by five percentage points or more. These items included satisfaction with decision-making involvement, satisfaction with pay, and ability of the workforce to accomplish goals. Fairness of performance appraisal and managerial evaluation of progress (items 20 and 26, respectively) decreased by four percentage points in 2007. All other decreases were three percentage points or less.

Strengths and Challenges

Overall, items where 65 percent or more employees responded positively are considered areas of **strength**; conversely, items where 35 percent or more responded negatively are considered **challenge** areas. Figure 3 presents the top ten items that relate to DHS strengths and Figure 4 presents the top ten challenges.

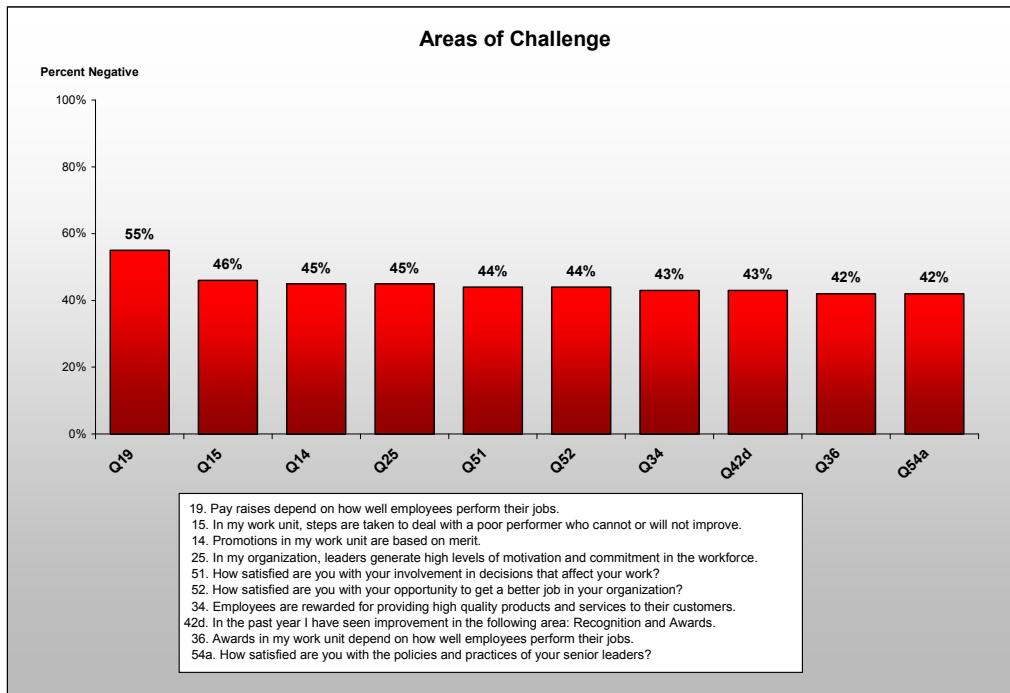
Figure 3. Agency Strengths



Strengths. The following findings indicate areas of success within DHS. The percentage of positive responses among the top ten DHS survey items range from 67 to 91 percent.

- ❑ More than 9 of 10 DHS employees agree that the work they do is important (91% for item 9). This is notably higher than any other strength found within the agency – no more than 80% of employees respond positively on any other item.
- ❑ Additionally, the percentage of positive responses to item 9 is first or second highest among employees from 12 of the 13 components. Employees from Science and Technology rate this item as third highest after item 46 (receiving the weekly DHS newsletter) and item 4 (I like the work I do).
- ❑ Other areas of strength where 80 percent of employees responded positively include: *I know how my work relates to agency goals* and *I like the work I do* – areas that individual employees can generally control or influence.

Figure 4. Agency Challenges



Challenges. The percentage of negative responses among the top ten DHS challenges range from 42 to 55 percent. Similar to strengths, the areas of challenge contain one item that stands out from all other items.

- ❑ DHS employees respond most negatively to the survey item that asks about pay raises and performance (item 19). Specifically, 55 percent of employees do not agree (disagree/strongly disagree) that pay raises depend on job performance. This is the only item where a majority of employees disagreed.
- ❑ Employees from 7 of the 13 components reported pay for performance (item 19) as the top challenge (highest percent negative) within their component.
- ❑ In general, challenges tend to be areas where the individual employee has less direct influence and/or control within the workplace (i.e., pay raises, promotions, awards, leadership, and availability of job opportunities.)

Summary

Employees appear to be more positive about their individual work performance and contributions than merits associated with job performance.

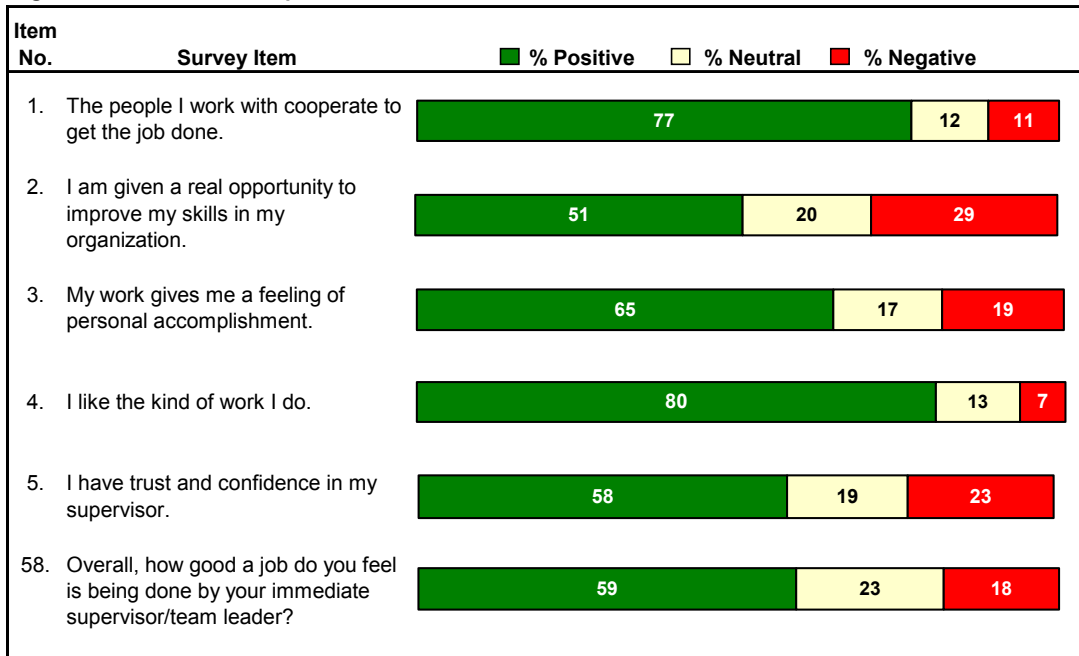
General Perceptions About the DHS Organizational Culture

Survey items in this section are grouped based on the 40 prescribed survey items that are required by OPM.

Personal Work Experience

Survey respondents expressed mostly positive perceptions about their personal work experience at DHS (Figure 5). Survey items addressing individual personal work experiences include items 1 – 5 and item 58.

Figure 5. Personal Work Experience



Employees indicated that they liked the work they did (80% for item 4), that the people they worked with cooperated to get the job done (77%, item 1), and that their work gave them a feeling of personal accomplishment (65%, item 3). The percentages of positive responses were slightly lower regarding their overall perception of their immediate supervisors' job performance (59%), their level of trust and confidence in their supervisor (58%), and the opportunities they have to improve their skills (51%).

Notable Subgroup Findings:

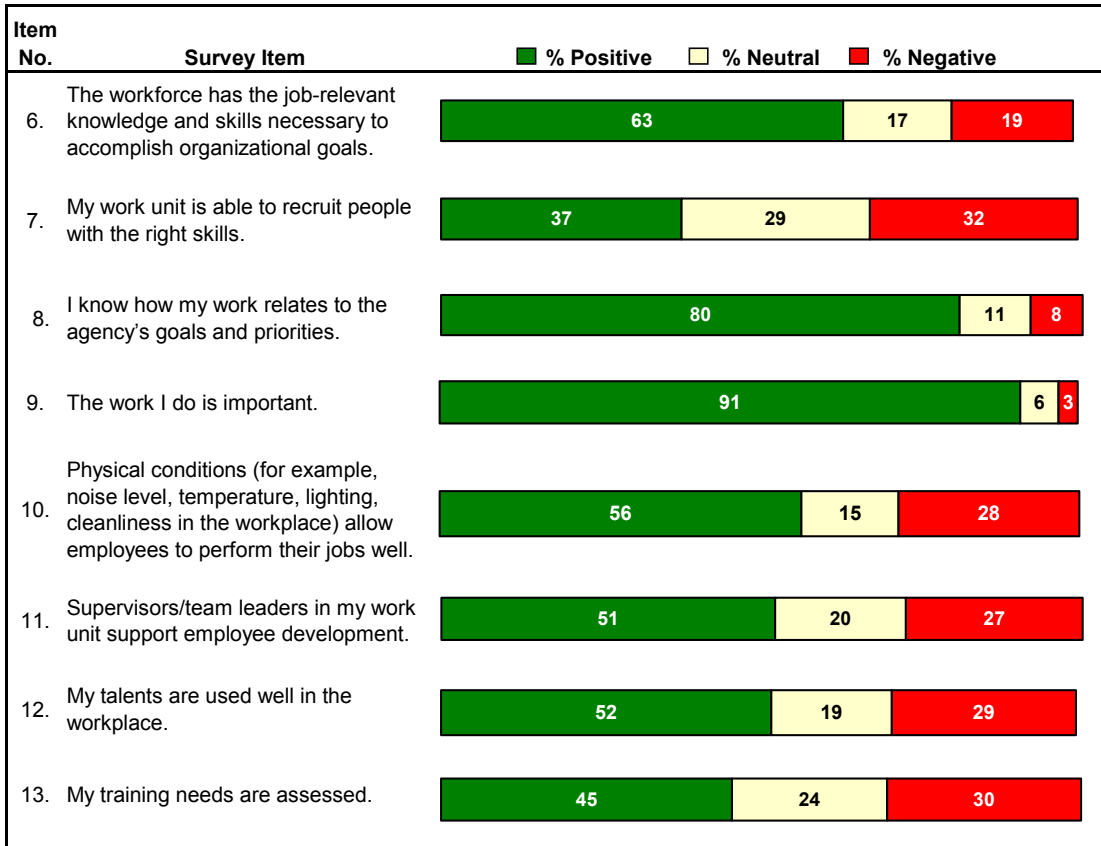
In general, managers and supervisors are more positive than nonsupervisors about:

- The opportunity to improve their skills (60% of supervisors versus 48% of nonsupervisors),
- The trust and confidence they have in their supervisor (67% of supervisors versus 56% of nonsupervisors), and
- Their work gives them a feeling of personal accomplishment (73% of supervisors versus 63% of nonsupervisors).

Recruitment, Development, and Retention

This section covers the recruitment of new employees as well as the development and retention of current employees at DHS (survey items 6–13). Employees’ perceptions for these survey items overall had the widest percent positive range; ranging from 37 percent positive to 91 percent positive.

Figure 6. Recruitment, Development, & Retention



Approximately nine-tenths (91%) of DHS employees indicated that the work they do is important (item 9). As stated earlier in this report, this is the highest item-level percent positive for the 2007 AES survey. Eight-tenths (80%) of employees indicated that they know how their work relates to DHS goals and priorities.

Employees were less positive in their perceptions that their work unit is able to recruit people with the right skills (37%) and that their individual training needs are assessed (45%). However, relatively high proportions of employees said that they neither agree nor disagree with these two items (29% and 24%, respectively).

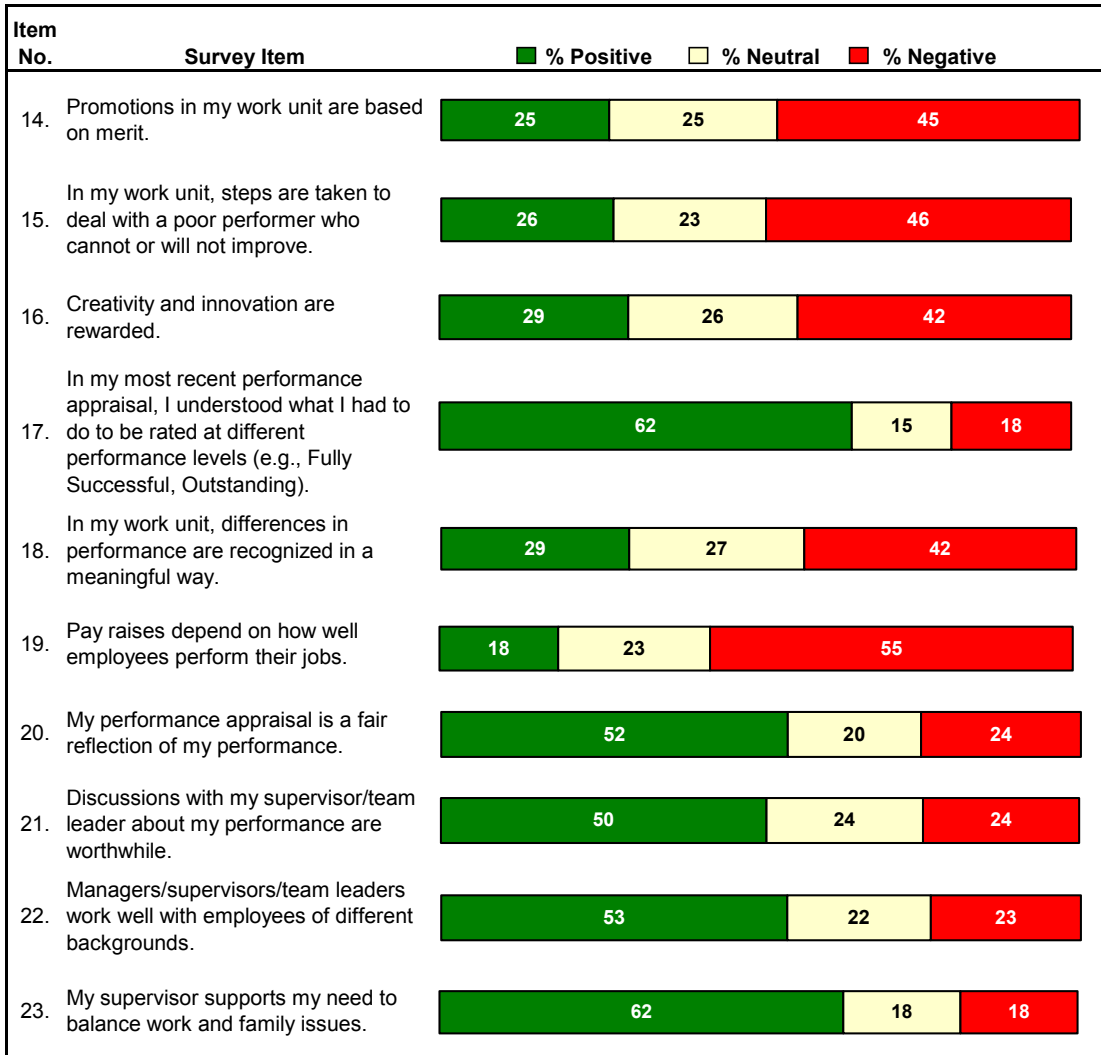
Notable Subgroup Findings:

- ❑ A higher percentage of females indicated they know how their work relates to the agency goals and priorities (84% females versus 78% males).
- ❑ Supervisors were more positive than nonsupervisors on six of the eight items in this group. These differences ranged up to 19 percentage points.
- ❑ Minorities were more positive than non-minorities for three of the eight items including: items 8, 10, and 13.

Performance Culture

This section includes survey items 14–23. The items cover two main subtopics addressing different aspects of performance culture; overall perceptions about whether or not DHS culture motivates employees to achieve high performance and whether DHS fosters a climate that values diversity.

Figure 7. Performance Culture



Employees had mixed perceptions about aspects of performance culture. Sixty-two percent of employees indicated that they understood the performance appraisal system (item 17) and that their supervisor supports their need to balance work and family issues (item 23). On the other hand, 55 percent of employees responded that they disagree/strongly disagree that pay raises were linked to performance (item 19). A larger percentage of employees responded negatively than positively to 5 of the 10 items in this group.

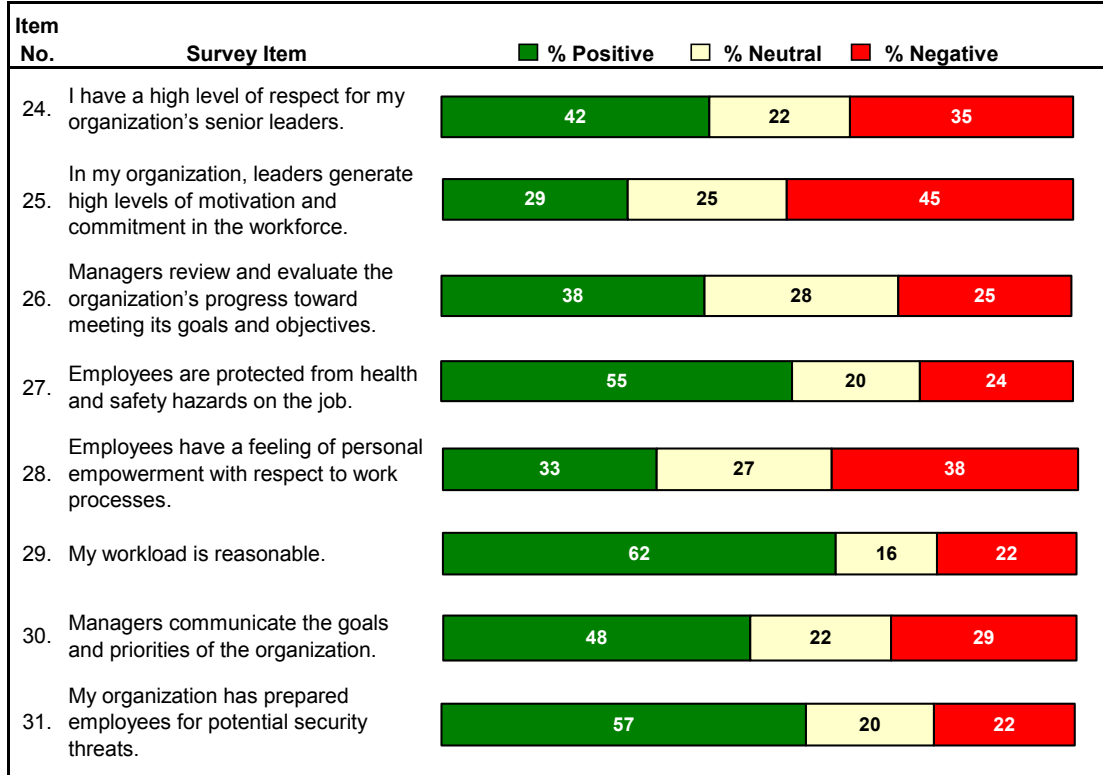
Notable Subgroup Findings:

- ❑ Supervisors were more positive than nonsupervisors on 6 of the 10 items in this group. These differences ranged up to 19 percentage points.
- ❑ Minority employees were more positive than non-minority employees for three items addressing how performance is evaluated (items 15, 17, and 18).

Employee Perceptions about Leadership

This section on DHS organizational culture includes survey items 24–31 addressing perceptions about overall leadership, more specifically perceptions about managers and supervisors.

Figure 8. Leadership



Positive perceptions about managers and supervisors ranged from 29 percent to 62 percent, a somewhat lower range than the range of positive general perceptions about other topic areas within DHS culture. Employees were most positive when answering that their workload is reasonable (62% for item 29), they are prepared for potential security threats (57% for item 31), and they are protected from health and safety hazards on the job (55% for item 27).

Employees' perceptions become more negative when indicating that their organizational leaders generate high levels of motivation and commitment in the workplace (45% disagreed/strongly disagreed with item 25), that employees have a feeling of personal empowerment with respect to work process (38% disagreed/strongly disagreed, item 28), and having a high level of respect for DHS senior leaders (35% disagreed/strongly disagreed, item 24).

It should also be noted that for items 25 and 28 a higher percentage of employees gave negative responses than positive ones.

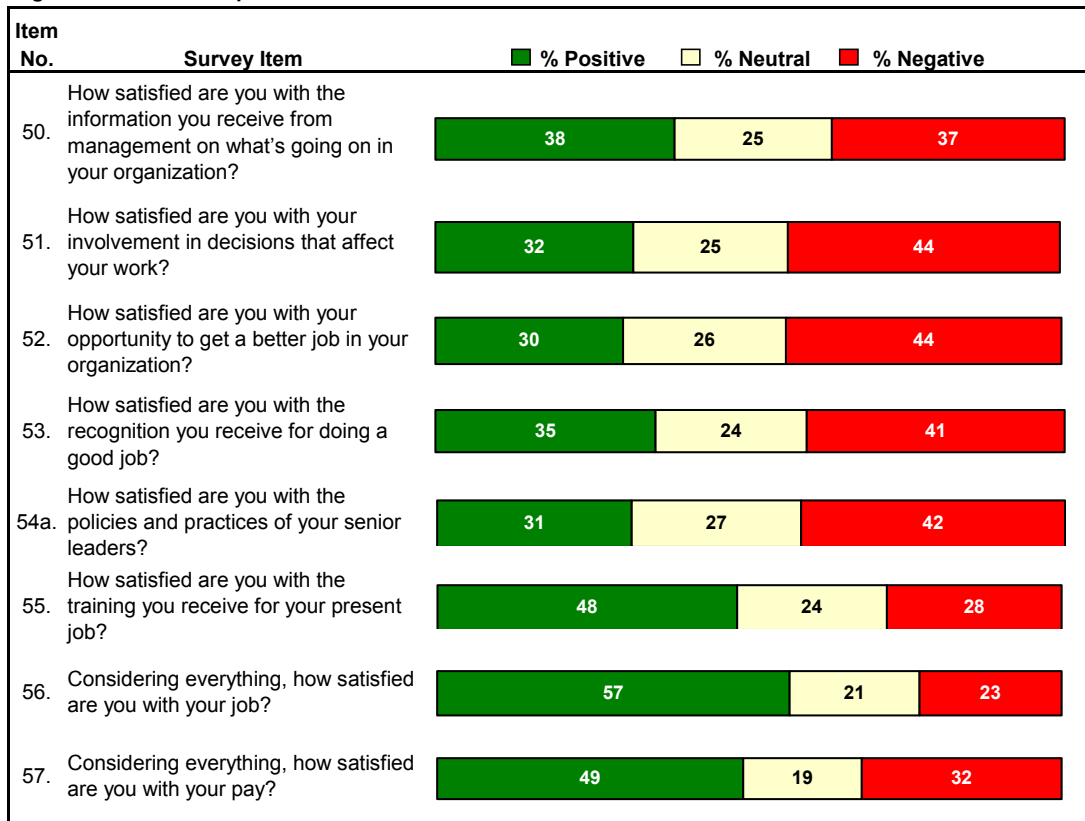
Notable Subgroup Findings: Overall minorities and supervisors are more positive about perceptions of DHS leadership.

- ❑ A larger percentage of females (60%) than males (55%) felt that DHS had prepared them for potential security threats.
- ❑ Supervisors were more positive than nonsupervisors on five of the eight items in this group. Similar to recruitment, development, and retention (page 14) and performance culture (page 15) these differences ranged up to 19 percentage points.
 - Item 27: Employees are protected from health and safety hazards (70% versus 51%)
 - Item 26: Managers review and evaluate the DHS progress toward meetings its goals and objectives (52% versus 35%)
 - Item 25: Leaders generate high levels of motivation and commitment (39% versus 27%)
 - Item 24: Overall respect for leaders (51% versus 40%)
- ❑ Minority employees were more positive than non-minority employees for four items:
 - Item 24: level of respect for senior leaders (47% versus 38%)
 - Item 25: levels of motivation and commitment generated by leaders (33% versus 27%)
 - Item 28: feeling of personal empowerment (36% versus 30%)
 - Item 30: managers communicate the goals and priorities of DHS (51% versus 46%)

Overall Workplace Satisfaction

This section addresses satisfaction more broadly than the Job Satisfaction Index presented earlier. For example some items in this section ask about information received, senior leaders' policies and practices, and job recognition.

Figure 9. Overall Workplace Satisfaction



The overall rating on workplace satisfaction was most positive (57% for item 56) followed by satisfaction with pay (49% for item 57) and training (48% for item 55). A larger percentage of employees responded negatively than positively to four of the eight items in this section with more than 40 percent of employees indicating that they were very dissatisfied or dissatisfied (items: 51, 52, 53, and 54a).

Notable Subgroup Findings:

- ❑ Supervisors were more satisfied than nonsupervisors on five of the eight items and the difference ranged from 10 to 16 percentage points.
- ❑ Minority employees were more satisfied than non-minority employees for three items:
 - Item 50: information received from management (42% versus 35%)
 - Item 56: with their job (60% versus 54%)
 - Item 52: better job opportunities (33% versus 28%)

Decision Aid

This table is a summary of all survey items that allows you to quickly identify DHS strengths and challenges. The survey results are presented in item order. This view of the survey results can be used to pinpoint possible focus areas for action planning. According to the convention described earlier in this report (*Comparing Your Survey Results*), 2007 DHS AES results are displayed in green or red – items with 65 percent positive or more are displayed in **green** and items with 35 percent negative or more are displayed in **red**. Items with 30 percent neutral or more are displayed in **blue**.

Items highly related to satisfaction and intent to leave, based on analyses conducted by OPM for the 2006 FHCS, are noted by an asterisk (*).

Survey Question Text	Percent Positive					
	2007 DHS AES			2006 FHCS		
	Positive	Neutral	Negative	Positive	Neutral	Negative
1. The people I work with cooperate to get the job done.	77	12	11	79	11	10
2. I am given a real opportunity to improve my skills in my organization.*	51	20	29	49	22	29
3. My work gives me a feeling of personal accomplishment.*	65	17	19	62	19	19
4. I like the kind of work I do.*	80	13	7	80	13	7
5. I have trust and confidence in my supervisor.	58	19	23	56	20	25
6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	63	17	19	68	16	16
7. My work unit is able to recruit people with the right skills.	37	29	32	33	31	31
8. I know how my work relates to the agency's goals and priorities.	80	11	8	77	13	10
9. The work I do is important.	91	6	3	89	7	3
10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	56	15	28	54	16	29
11. Supervisors/team leaders in my work unit support employee development.	51	20	27	52	23	24
12. My talents are used well in the workplace.	52	19	29	48	20	31
13. My training needs are assessed.	45	24	30	43	26	29
14. Promotions in my work unit are based on merit.	25	25	45	22	24	50
15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	26	23	46	23	24	49
16. Creativity and innovation are rewarded.	29	26	42	25	27	46
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).	62	15	18	NA	NA	NA
18. In my work unit, differences in performance are recognized in a meaningful way.	29	27	42	22	27	48
19. Pay raises depend on how well employees perform their jobs.	18	23	55	15	25	55

Survey Question Text	Percent Positive					
	2007 DHS AES			2006 FHCS		
	Positive	Neutral	Negative	Positive	Neutral	Negative
20. My performance appraisal is a fair reflection of my performance.	52	20	24	56	22	20
21. Discussions with my supervisor/team leader about my performance are worthwhile.	50	24	24	48	25	25
22. Managers/supervisors/team leaders work well with employees of different backgrounds.	53	22	23	56	23	18
23. My supervisor supports my need to balance work and family issues.	62	18	18	64	16	19
24. I have a high level of respect for my organization's senior leaders.*	42	22	35	41	23	36
25. In my organization, leaders generate high levels of motivation and commitment in the workforce.	29	25	45	27	25	48
26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	38	28	25	42	28	21
27. Employees are protected from health and safety hazards on the job.	55	20	24	52	19	27
28. Employees have a feeling of personal empowerment with respect to work processes.*	33	27	38	30	28	40
29. My workload is reasonable.*	62	16	22	55	17	27
30. Managers communicate the goals and priorities of the organization.	48	22	29	49	23	27
31. My organization has prepared employees for potential security threats.	57	20	22	60	18	21
32. My job matches the roles and responsibilities for which I was hired.	69	13	17	NA	NA	NA
33. My supervisor provides me with constructive suggestions to improve my job performance.	51	25	25	NA	NA	NA
34. Employees are rewarded for providing high quality products and services to their customers.	28	30	43	30	24	43
35. I am held accountable for achieving results.	69	20	11	69	19	11
36. Awards in my work unit depend on how well employees perform their jobs.	31	26	42	29	23	44
37. Employees receive timely information about employee development programs and opportunities.	39	25	35	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).	67	15	17	NA	NA	NA
39. Discrimination is not tolerated in my workplace.	66	18	16	NA	NA	NA
40. I would recommend DHS as a place to work.	54	24	22	51	23	26

Survey Question Text	Percent Positive					
	2007 DHS AES			2006 FHCS		
	Positive	Neutral	Negative	Positive	Neutral	Negative
41. Sexual harassment is not tolerated in my workplace.	77	15	9	NA	NA	NA
42a. In the past year I have seen improvement in the following area: Communication.	40	27	33	NA	NA	NA
42b. In the past year I have seen improvement in the following area: Leadership.	34	27	39	NA	NA	NA
42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	27	31	42	NA	NA	NA
42d. In the past year I have seen improvement in the following area: Recognition and Awards.	28	30	43	NA	NA	NA
42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	37	25	38	NA	NA	NA
42f. In the past year I have seen improvement in the following area: Supervision.	36	30	34	NA	NA	NA
42g. In the past year I have seen improvement in the following area: Training.	42	27	31	NA	NA	NA
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).	29	35	37	NA	NA	NA
42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	35	30	35	NA	NA	NA
43. My organization supports my participation in volunteer activities.	36	47	17	NA	NA	NA
44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	70	15	15	NA	NA	NA
45. Turnover of personnel has affected my work unit's ability to achieve objectives.	53	27	20	NA	NA	NA
46. I receive the weekly DHS Today newsletter.	73	12	15	NA	NA	NA
47. I read most of the news in DHS Today.	46	24	30	NA	NA	NA
48. I regularly access the DHS Online Intranet.	50	21	29	NA	NA	NA
50. How satisfied are you with the information you receive from management on what's going on in your organization?*	38	25	37	35	24	42
51. How satisfied are you with your involvement in decisions that affect your work?*	32	25	44	39	24	38
52. How satisfied are you with your opportunity to get a better job in your organization?*	30	26	44	28	26	46
53. How satisfied are you with the recognition you receive for doing a good job?*	35	24	41	35	24	41
54a. How satisfied are you with the policies and practices of your senior leaders?*	31	27	42	30	28	42

Survey Question Text	Percent Positive					
	2007 DHS AES			2006 FHCS		
	Positive	Neutral	Negative	Positive	Neutral	Negative
54b. How satisfied are you with the policies and practices of senior leadership in your component?	35	27	38	NA	NA	NA
55. How satisfied are you with the training you receive for your present job?*	48	24	28	48	24	28
56. Considering everything, how satisfied are you with your job?	57	21	23	57	21	23
57. Considering everything, how satisfied are you with your pay?*	49	19	32	55	18	27
58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?*	59	23	18	57	24	19

Summary.

- ❑ A total of 12 survey items had percent positive ratings of 65 percent or more
- ❑ Seven items had percent neutral ratings of 30 percent or more
- ❑ 23 items had percent negative ratings of 35 percent or more
- ❑ Of the 14 items that are highly related to job satisfaction and intent to leave:
 - Two items are strengths (items 3 and 4)
 - Seven items are challenges (items: 24, 28, 50, 51, 52, 53, and 54a)

Overall Summary

This section contains an overall summary of the findings for the DHS AES. Like many other Federal and private sector employees, DHS employees want to feel their talents are being well used, they are demanding strong leadership, and they want to be valued and respected within the agency.

Employees appear to be more positive about their individual work performance than merits associated with their job performance.

- ❑ Employees agree that the work they do is important. This is the highest percent positive with more than 9 out of 10 employees agreeing.
- ❑ 8 out of 10 employees report that they know how their work relates to DHS goals and they like the work they do.
- ❑ Employees do not agree that pay raises depend on how well they perform their jobs. This was the highest percent negative response and the only item with a majority of employees disagreeing.

HCAAF Indices.

- ❑ The 2007 HCAAF index results were slightly more positive than the 2006 FHCS HCAAF results.
 - ❑ Leadership & Knowledge Management (from 46% to 48%)
 - ❑ Results-Oriented Performance Culture (from 42% to 44%)
 - ❑ Talent Management (remained at 49%)
 - ❑ Job Satisfaction (remained at 58%)
- ❑ Results for the Job Satisfaction index were more positive than the other three indices.
- ❑ TSA, CBP, and ICE were the bottom three components for all four HCAAF indices.

Notable Subgroup Findings.

- ❑ Not surprisingly, supervisors were more positive than nonsupervisors.
- ❑ However, minorities were more positive than non-minorities.
- ❑ There were very few gender differences across the board.

Decision Aid.

- ❑ Overall DHS employees rated twice as many items as an area of challenge than an area of strength for the agency (22 items versus 12 items).
- ❑ 7 of the 14 items that are highly related to employee job satisfaction and intent to leave are currently areas of challenge for DHS. These seven items are potential focal areas for DHS action planning.

Recommendations for Action Planning

The delivery of survey results is not the end point in the survey process, it is just the beginning. It is often the case that the perceived failure of surveys to create lasting change is actually due to faulty or nonexistent action planning or survey followup.

Four Basic Steps of Action Planning

❑ *First Step: Review and Discuss Relevant Information*

As an initial step, we recommend that the Office of the Chief Human Capital Officer (Office sponsoring the survey) carefully review and reflect on all the survey findings. It may be productive to supplement the DHS AES findings with other available information about employees' perceptions about their work experiences at DHS.

DHS management may wish to form teams with responsibility for focusing on particular survey topics. In addition, DHS could explore some of the findings in greater depth by conducting focus groups, in-depth interviews, and/or "town hall" meetings. The overall goal of these activities would be to discuss the findings and identify strengths and areas for improvement. The Decision Aid section of this report may be a helpful tool in that task. For example the seven challenge areas highly related to employee job satisfaction and intent to leave could be a starting point.

Summary:

- Review and discuss findings and supplementary information
- Consider conducting additional research such as focus groups, interviews, and/or town-hall meetings
- Identify strengths and weaknesses for improvement

❑ *Second Step: Develop Action Plans*

After all the information deemed as important is gathered, reflected upon, and discussed, attention should be shifted to action planning. It is extremely critical that planning activities include input from both supervisors and nonsupervisors. The survey findings indicate a divergence of perceptions between these two groups. Also, planning activities will require top-level management support and promotion for successful implementation.

Establishing short- and long-term goals is another important step in the action planning phase. Given the inevitable constraints of budget monies, time, and other resources to implement the goals; DHS would need to set priorities among the goals.

Summary:

- Develop an action plan
 - Invite input from employees representing diverse groups
 - Establish short- and long-term goals
 - Set priorities
 - Establish measures for evaluating action plan elements

- Secure top-level management endorsement and support and secure appropriate resources to carry out the plan
- Establish a timeframe for achieving priority goals

□ *Third Step: Communicate and Implement Action Plan Goals and Priorities*

The goals and priorities established in the second step will need to be communicated effectively to managers and selected others. Managers and supervisors perform a fundamental role; they are the frontline agents for promoting enhancements and consequently, the success of the overall plan relies on them.

DHS can also draw on other resources for communicating its newly established goals and priorities, namely the weekly DHS Today newsletter since a large majority of employees reported they received the newsletter. The newsletter can be used as a vehicle to communicate survey findings and followup initiatives, thus assuring employees that participating in the survey is a worthwhile endeavor – *that their opinions are given serious attention and can lead to positive changes.*

Summary

- Effectively communicate the action plan goals and priorities to managers and others who will likely serve as frontline agents for disseminating information about the plan to employees
- Draw on existing resources and initiatives to reinforce efforts to promote the plan

□ *Fourth Step: Monitor and Evaluate Effectiveness*

Any new initiatives will need to be monitored for effectiveness after implementation and plans should be made on specific ways to measure such effectiveness. Regular performance reports can indicate which initiatives are working or not working, leading to decisions about which initiatives should be continued, modified, or discontinued.

Summary

- Implement the plan and monitor and evaluate the effectiveness of activities to achieve priority goals
- Use, as appropriate, evaluation tools such as progress reports on achieving specific goals, benchmark data, employee evaluations of activities such as training courses, and employee surveys
- Use performance reports to decide:
 - (1) Which initiatives have been successful and should be either continued or ended because they are no longer necessary
 - (2) Which initiatives have not been successful and may need to be modified or discontinued

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Appendix A. Question-Level Results

1. The people I work with cooperate to get the job done.	Percent		
	Positive	Neutral	Negative
DHS-wide	77.4	11.8	10.8
Office of the Secretary	74.9	12.5	12.6
Office of Inspector General	84.0	6.9	9.2
Under Secretary Management	78.8	11.2	10.1
Under Secretary National Protection and Programs	77.7	8.6	13.6
Under Secretary Science & Technology	80.9	11.8	7.2
Citizenship and Immigration Services	79.8	10.8	9.4
U.S. Coast Guard	85.0	8.7	6.4
Customs and Border Protection	75.4	12.7	12.0
Federal Emergency Management Agency	77.5	11.9	10.6
Federal Law Enforcement Training Center	81.0	9.6	9.3
Immigration and Customs Enforcement	76.6	11.1	12.3
U.S. Secret Service	89.0	6.5	4.4
Transportation Security Administration	76.6	12.3	11.1

2. I am given a real opportunity to improve my skills in my organization.	Percent		
	Positive	Neutral	Negative
DHS-wide	50.5	20.3	29.1
Office of the Secretary	58.5	17.3	24.2
Office of Inspector General	71.4	14.4	14.2
Under Secretary Management	64.2	17.0	18.7
Under Secretary National Protection and Programs	57.5	19.4	23.1
Under Secretary Science & Technology	60.6	21.6	17.9
Citizenship and Immigration Services	55.3	19.9	24.9
U.S. Coast Guard	67.8	17.1	15.2
Customs and Border Protection	48.5	19.7	31.7
Federal Emergency Management Agency	53.3	19.0	27.6
Federal Law Enforcement Training Center	71.6	14.6	13.7
Immigration and Customs Enforcement	46.8	21.1	32.1
U.S. Secret Service	62.9	18.8	18.4
Transportation Security Administration	47.5	21.6	30.8

3. My work gives me a feeling of personal accomplishment.	Percent		
	Positive	Neutral	Negative
DHS-wide	64.5	16.8	18.6
Office of the Secretary	68.5	14.8	16.7
Office of Inspector General	77.0	10.1	12.9
Under Secretary Management	67.7	17.5	14.8
Under Secretary National Protection and Programs	70.1	11.2	18.6
Under Secretary Science & Technology	77.7	9.3	13.0
Citizenship and Immigration Services	75.4	13.0	11.6
U.S. Coast Guard	75.5	14.4	10.1
Customs and Border Protection	61.2	16.8	22.0
Federal Emergency Management Agency	72.2	13.9	14.0
Federal Law Enforcement Training Center	81.2	9.4	9.4
Immigration and Customs Enforcement	63.1	15.5	21.3
U.S. Secret Service	74.6	14.4	11.1
Transportation Security Administration	62.6	18.7	18.8

4. I like the kind of work I do.	Percent		
	Positive	Neutral	Negative
DHS-wide	80.0	12.6	7.4
Office of the Secretary	77.2	14.2	8.6
Office of Inspector General	84.8	7.3	7.9
Under Secretary Management	79.8	13.4	6.7
Under Secretary National Protection and Programs	80.0	10.1	9.9
Under Secretary Science & Technology	88.7	7.3	3.9
Citizenship and Immigration Services	84.1	11.0	4.9
U.S. Coast Guard	83.6	10.9	5.4
Customs and Border Protection	80.8	11.2	7.9
Federal Emergency Management Agency	84.4	9.5	6.0
Federal Law Enforcement Training Center	90.0	6.3	3.7
Immigration and Customs Enforcement	77.2	12.3	10.6
U.S. Secret Service	86.5	9.1	4.3
Transportation Security Administration	78.0	15.0	7.1

5. I have trust and confidence in my supervisor.	Percent		
	Positive	Neutral	Negative
DHS-wide	58.3	18.8	22.9
Office of the Secretary	63.1	15.8	21.2
Office of Inspector General	65.8	14.9	19.4
Under Secretary Management	67.9	15.4	16.6
Under Secretary National Protection and Programs	68.1	13.6	18.3
Under Secretary Science & Technology	68.3	14.9	16.7
Citizenship and Immigration Services	63.9	17.4	18.7
U.S. Coast Guard	69.9	15.6	14.5
Customs and Border Protection	55.0	19.6	25.4
Federal Emergency Management Agency	60.6	17.5	22.0
Federal Law Enforcement Training Center	71.2	11.3	17.4
Immigration and Customs Enforcement	59.1	17.1	23.8
U.S. Secret Service	67.0	16.6	16.4
Transportation Security Administration	56.8	19.8	23.5

6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	63.0	17.2	19.1	0.6
Office of the Secretary	55.3	16.8	25.9	2.0
Office of Inspector General	71.5	14.9	13.2	0.3
Under Secretary Management	59.2	17.1	22.7	1.0
Under Secretary National Protection and Programs	60.9	12.0	27.0	0.0
Under Secretary Science & Technology	59.6	16.6	23.2	0.6
Citizenship and Immigration Services	63.6	18.2	17.5	0.6
U.S. Coast Guard	72.5	15.2	11.6	0.7
Customs and Border Protection	56.2	17.6	25.6	0.6
Federal Emergency Management Agency	58.6	17.1	23.1	1.3
Federal Law Enforcement Training Center	77.2	11.6	10.2	1.0
Immigration and Customs Enforcement	54.6	18.9	25.5	1.1
U.S. Secret Service	75.8	15.1	8.6	0.6
Transportation Security Administration	67.9	16.9	14.7	0.5

7. My work unit is able to recruit people with the right skills.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	36.5	29.2	31.5	2.8
Office of the Secretary	43.9	22.5	31.3	2.2
Office of Inspector General	58.7	18.9	21.2	1.3
Under Secretary Management	50.2	20.4	27.7	1.7
Under Secretary National Protection and Programs	43.4	25.1	30.4	1.0
Under Secretary Science & Technology	45.9	17.1	35.7	1.3
Citizenship and Immigration Services	46.4	27.6	23.3	2.8
U.S. Coast Guard	46.7	29.4	21.4	2.5
Customs and Border Protection	33.3	29.0	34.7	3.0
Federal Emergency Management Agency	46.6	20.3	30.4	2.8
Federal Law Enforcement Training Center	61.2	20.2	17.3	1.4
Immigration and Customs Enforcement	37.2	26.4	33.0	3.4
U.S. Secret Service	52.4	25.5	19.6	2.4
Transportation Security Administration	32.8	31.6	33.0	2.6

8. I know how my work relates to the agency's goals and priorities.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	80.0	11.0	8.4	0.6
Office of the Secretary	76.8	11.3	11.3	0.5
Office of Inspector General	86.1	6.8	6.2	0.8
Under Secretary Management	83.5	8.2	7.2	1.0
Under Secretary National Protection and Programs	78.8	8.1	11.8	1.3
Under Secretary Science & Technology	82.0	7.5	10.5	0.0
Citizenship and Immigration Services	86.3	8.0	5.2	0.5
U.S. Coast Guard	84.5	10.5	4.5	0.5
Customs and Border Protection	76.6	12.1	10.7	0.6
Federal Emergency Management Agency	82.3	9.8	7.7	0.3
Federal Law Enforcement Training Center	89.8	6.0	4.1	0.2
Immigration and Customs Enforcement	71.3	13.1	14.4	1.2
U.S. Secret Service	86.7	8.8	4.2	0.3
Transportation Security Administration	82.5	10.5	6.5	0.5

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	90.5	5.9	3.3	0.3
Office of the Secretary	84.3	7.0	8.4	0.3
Office of Inspector General	87.7	8.3	3.7	0.2
Under Secretary Management	87.9	6.9	5.1	0.0
Under Secretary National Protection and Programs	90.0	4.7	4.8	0.5
Under Secretary Science & Technology	88.2	7.9	3.9	0.0
Citizenship and Immigration Services	93.8	4.1	1.8	0.2
U.S. Coast Guard	90.3	7.0	2.6	0.1
Customs and Border Protection	88.4	6.5	4.7	0.4
Federal Emergency Management Agency	92.1	5.2	2.5	0.1
Federal Law Enforcement Training Center	95.5	2.7	1.1	0.6
Immigration and Customs Enforcement	84.3	8.7	6.5	0.5
U.S. Secret Service	91.6	5.9	2.3	0.2
Transportation Security Administration	93.3	4.6	1.9	0.2

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
DHS-wide	55.9	15.2	28.0	0.7
Office of the Secretary	45.2	12.3	41.9	0.6
Office of Inspector General	78.7	9.7	11.6	0.0
Under Secretary Management	50.2	14.8	34.5	0.5
Under Secretary National Protection and Programs	63.8	13.1	22.8	0.3
Under Secretary Science & Technology	71.5	12.4	16.1	0.0
Citizenship and Immigration Services	62.0	13.9	23.9	0.3
U.S. Coast Guard	68.6	14.9	16.1	0.4
Customs and Border Protection	55.3	15.8	28.0	0.8
Federal Emergency Management Agency	64.1	14.2	21.5	0.3
Federal Law Enforcement Training Center	78.2	9.7	11.7	0.4
Immigration and Customs Enforcement	63.4	12.7	23.1	0.8
U.S. Secret Service	79.1	11.8	8.7	0.5
Transportation Security Administration	48.5	16.2	34.5	0.9

11. Supervisors/team leaders in my work unit support employee development.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	51.2	20.1	27.3	1.3
Office of the Secretary	60.6	15.0	23.0	1.4
Office of Inspector General	75.6	10.4	13.7	0.3
Under Secretary Management	70.0	12.9	15.8	1.2
Under Secretary National Protection and Programs	64.0	16.3	17.7	2.0
Under Secretary Science & Technology	64.5	18.9	16.0	0.6
Citizenship and Immigration Services	57.0	18.9	23.2	0.9
U.S. Coast Guard	69.3	16.5	13.4	0.8
Customs and Border Protection	47.1	20.0	31.5	1.5
Federal Emergency Management Agency	58.3	17.0	23.7	0.9
Federal Law Enforcement Training Center	72.1	14.3	12.8	0.7
Immigration and Customs Enforcement	52.7	19.2	26.6	1.4
U.S. Secret Service	64.7	18.0	16.5	0.7
Transportation Security Administration	47.9	21.9	28.8	1.4

12. My talents are used well in the workplace.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	51.5	18.8	28.6	1.0
Office of the Secretary	56.2	13.1	29.9	0.7
Office of Inspector General	66.4	12.6	20.7	0.3
Under Secretary Management	61.9	14.7	23.0	0.4
Under Secretary National Protection and Programs	60.5	13.3	25.3	0.9
Under Secretary Science & Technology	66.4	14.9	18.7	0.0
Citizenship and Immigration Services	61.4	16.2	21.6	0.9
U.S. Coast Guard	67.8	15.6	16.1	0.5
Customs and Border Protection	51.0	19.0	29.0	0.9
Federal Emergency Management Agency	57.4	15.3	26.8	0.4
Federal Law Enforcement Training Center	70.7	11.6	16.8	0.9
Immigration and Customs Enforcement	53.6	18.3	27.0	1.1
U.S. Secret Service	61.8	19.0	18.4	0.8
Transportation Security Administration	45.5	20.0	33.3	1.2

13. My training needs are assessed.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	44.7	23.6	30.3	1.3
Office of the Secretary	39.0	22.4	36.6	2.0
Office of Inspector General	69.1	15.1	15.3	0.5
Under Secretary Management	50.5	20.1	27.8	1.6
Under Secretary National Protection and Programs	40.0	22.2	35.0	2.8
Under Secretary Science & Technology	45.3	29.6	23.0	2.0
Citizenship and Immigration Services	45.7	23.6	29.3	1.4
U.S. Coast Guard	53.2	24.2	21.6	1.0
Customs and Border Protection	40.6	23.8	34.1	1.4
Federal Emergency Management Agency	40.2	22.2	36.5	1.0
Federal Law Enforcement Training Center	60.8	19.4	18.9	0.9
Immigration and Customs Enforcement	36.6	24.1	37.6	1.7
U.S. Secret Service	49.4	24.7	24.9	1.0
Transportation Security Administration	47.9	23.4	27.5	1.2

14. Promotions in my work unit are based on merit.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	25.1	24.5	45.2	5.1
Office of the Secretary	36.6	22.1	30.7	10.7
Office of Inspector General	45.5	18.0	30.8	5.7
Under Secretary Management	39.7	26.7	22.9	10.7
Under Secretary National Protection and Programs	36.2	26.9	28.4	8.6
Under Secretary Science & Technology	37.5	24.4	25.5	12.7
Citizenship and Immigration Services	32.9	26.2	35.8	5.0
U.S. Coast Guard	35.7	29.4	30.0	4.9
Customs and Border Protection	24.1	24.9	45.6	5.3
Federal Emergency Management Agency	33.2	24.3	36.6	5.8
Federal Law Enforcement Training Center	40.3	24.7	30.8	4.1
Immigration and Customs Enforcement	26.9	25.2	41.9	6.1
U.S. Secret Service	30.4	28.6	36.5	4.5
Transportation Security Administration	20.9	22.3	52.1	4.7

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
DHS-wide	25.5	23.4	45.8	5.4
Office of the Secretary	27.4	27.2	31.6	13.7
Office of Inspector General	30.7	29.4	30.6	9.3
Under Secretary Management	28.8	27.2	27.4	16.5
Under Secretary National Protection and Programs	26.2	29.5	33.6	10.6
Under Secretary Science & Technology	27.1	28.0	30.5	14.3
Citizenship and Immigration Services	28.3	27.4	36.6	7.8
U.S. Coast Guard	37.7	27.1	29.2	6.0
Customs and Border Protection	23.1	23.7	47.8	5.4
Federal Emergency Management Agency	24.3	26.3	42.8	6.4
Federal Law Enforcement Training Center	31.3	27.3	35.2	6.2
Immigration and Customs Enforcement	23.9	25.5	43.6	7.0
U.S. Secret Service	29.1	26.7	39.7	4.5
Transportation Security Administration	25.1	20.5	50.2	4.2

16. Creativity and innovation are rewarded.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	29.1	26.1	41.6	3.2
Office of the Secretary	43.2	21.0	31.6	4.1
Office of Inspector General	50.6	21.2	24.8	3.5
Under Secretary Management	43.3	30.1	21.6	5.1
Under Secretary National Protection and Programs	46.0	25.4	25.7	3.0
Under Secretary Science & Technology	50.8	24.5	21.0	3.6
Citizenship and Immigration Services	37.4	26.1	33.7	2.8
U.S. Coast Guard	47.6	27.4	22.9	2.1
Customs and Border Protection	27.9	24.6	44.1	3.4
Federal Emergency Management Agency	40.0	25.0	32.3	2.6
Federal Law Enforcement Training Center	58.9	22.0	17.4	1.6
Immigration and Customs Enforcement	31.8	24.6	40.3	3.4
U.S. Secret Service	37.6	30.9	29.0	2.5
Transportation Security Administration	22.7	27.0	47.0	3.2

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
DHS-wide	61.6	15.0	18.0	5.4
Office of the Secretary	57.7	11.0	19.0	12.3
Office of Inspector General	65.4	12.3	17.5	4.8
Under Secretary Management	55.3	14.6	19.2	10.9
Under Secretary National Protection and Programs	64.5	11.1	16.6	7.9
Under Secretary Science & Technology	65.4	10.5	13.7	10.3
Citizenship and Immigration Services	71.2	11.7	13.9	3.2
U.S. Coast Guard	72.3	12.9	11.6	3.2
Customs and Border Protection	59.5	16.6	17.4	6.6
Federal Emergency Management Agency	59.2	14.8	19.4	6.6
Federal Law Enforcement Training Center	77.1	7.6	13.4	2.0
Immigration and Customs Enforcement	63.5	13.9	17.1	5.6
U.S. Secret Service	72.9	13.3	9.3	4.5
Transportation Security Administration	58.8	15.1	21.3	4.8

18. In my work unit, differences in performance are recognized in a meaningful way.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	28.5	27.0	41.6	2.9
Office of the Secretary	33.6	26.5	29.1	10.7
Office of Inspector General	44.7	19.1	31.4	4.8
Under Secretary Management	36.9	24.5	27.3	11.2
Under Secretary National Protection and Programs	38.0	23.4	31.2	7.5
Under Secretary Science & Technology	39.4	21.2	28.3	11.2
Citizenship and Immigration Services	33.3	26.5	35.8	4.4
U.S. Coast Guard	42.2	30.1	25.0	2.8
Customs and Border Protection	26.6	26.7	43.7	2.9
Federal Emergency Management Agency	34.1	26.7	35.0	4.1
Federal Law Enforcement Training Center	48.9	24.7	24.2	2.2
Immigration and Customs Enforcement	32.3	26.2	37.7	3.9
U.S. Secret Service	35.9	31.2	29.9	3.0
Transportation Security Administration	24.5	26.7	46.7	2.0

19. Pay raises depend on how well employees perform their jobs.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	17.6	23.0	54.5	4.8
Office of the Secretary	27.9	18.9	34.5	18.8
Office of Inspector General	24.2	28.2	39.4	8.3
Under Secretary Management	26.8	26.0	28.5	18.6
Under Secretary National Protection and Programs	25.6	24.8	36.8	12.8
Under Secretary Science & Technology	25.6	26.0	33.0	15.3
Citizenship and Immigration Services	20.3	26.6	47.5	5.7
U.S. Coast Guard	19.2	28.4	47.1	5.3
Customs and Border Protection	10.5	25.1	58.8	5.6
Federal Emergency Management Agency	19.6	25.8	48.3	6.4
Federal Law Enforcement Training Center	22.4	28.6	43.8	5.2
Immigration and Customs Enforcement	13.6	25.9	54.6	5.9
U.S. Secret Service	15.1	27.6	52.5	4.9
Transportation Security Administration	23.6	18.4	54.9	3.1

20. My performance appraisal is a fair reflection of my performance.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	52.3	20.3	24.2	3.2
Office of the Secretary	57.4	16.0	13.6	13.0
Office of Inspector General	68.9	11.5	14.1	5.5
Under Secretary Management	54.6	20.4	12.1	12.9
Under Secretary National Protection and Programs	63.8	16.6	13.7	5.9
Under Secretary Science & Technology	55.3	22.4	12.1	10.1
Citizenship and Immigration Services	65.8	14.4	17.4	2.3
U.S. Coast Guard	69.3	16.5	12.1	2.1
Customs and Border Protection	53.1	23.1	20.9	2.9
Federal Emergency Management Agency	60.1	16.8	18.9	4.2
Federal Law Enforcement Training Center	73.4	10.9	14.7	0.9
Immigration and Customs Enforcement	59.6	19.0	17.6	3.9
U.S. Secret Service	67.2	18.6	12.3	1.9
Transportation Security Administration	42.8	20.4	33.6	3.3

21. Discussions with my supervisor/team leader about my performance are worthwhile.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	49.9	24.2	23.8	2.2
Office of the Secretary	55.0	21.1	19.6	4.2
Office of Inspector General	61.3	17.7	18.9	2.1
Under Secretary Management	60.7	15.1	17.3	6.9
Under Secretary National Protection and Programs	61.3	16.7	18.6	3.4
Under Secretary Science & Technology	57.4	21.9	15.9	4.7
Citizenship and Immigration Services	56.8	22.0	19.0	2.2
U.S. Coast Guard	61.0	22.2	15.3	1.6
Customs and Border Protection	47.1	26.0	24.6	2.4
Federal Emergency Management Agency	54.0	21.0	22.1	2.9
Federal Law Enforcement Training Center	66.2	15.3	18.1	0.4
Immigration and Customs Enforcement	51.5	24.1	21.8	2.6
U.S. Secret Service	62.3	21.1	15.0	1.6
Transportation Security Administration	46.8	24.2	27.0	2.0

22. Managers/supervisors/team leaders work well with employees of different backgrounds.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	52.8	22.2	23.0	2.0
Office of the Secretary	59.3	17.3	19.5	3.9
Office of Inspector General	70.3	15.3	12.4	2.0
Under Secretary Management	67.8	15.8	13.0	3.5
Under Secretary National Protection and Programs	68.6	13.6	16.7	1.1
Under Secretary Science & Technology	65.6	19.0	13.6	1.8
Citizenship and Immigration Services	56.6	21.4	19.3	2.7
U.S. Coast Guard	67.0	18.8	12.6	1.6
Customs and Border Protection	51.4	22.0	24.7	2.0
Federal Emergency Management Agency	53.7	23.0	21.2	2.1
Federal Law Enforcement Training Center	68.2	15.2	14.6	2.0
Immigration and Customs Enforcement	53.8	21.0	23.0	2.2
U.S. Secret Service	64.4	20.5	13.4	1.7
Transportation Security Administration	48.9	23.7	25.5	1.9

23. My supervisor supports my need to balance work and family issues.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	62.2	17.9	18.3	1.6
Office of the Secretary	72.4	13.8	11.6	2.2
Office of Inspector General	82.5	8.5	6.6	2.5
Under Secretary Management	79.3	13.1	6.7	0.9
Under Secretary National Protection and Programs	80.8	8.6	10.0	0.7
Under Secretary Science & Technology	81.1	10.7	6.4	1.7
Citizenship and Immigration Services	74.1	14.7	9.6	1.6
U.S. Coast Guard	80.8	11.7	6.8	0.7
Customs and Border Protection	61.6	17.0	20.0	1.5
Federal Emergency Management Agency	76.5	12.4	9.8	1.3
Federal Law Enforcement Training Center	81.5	10.5	7.3	0.7
Immigration and Customs Enforcement	72.2	13.5	13.1	1.2
U.S. Secret Service	71.5	14.6	12.8	1.0
Transportation Security Administration	52.9	22.1	22.9	2.0

24. I have a high level of respect for my organization's senior leaders.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	42.3	22.4	34.5	0.8
Office of the Secretary	55.8	16.6	26.8	0.8
Office of Inspector General	56.8	19.2	24.0	0.0
Under Secretary Management	56.7	18.7	23.5	1.0
Under Secretary National Protection and Programs	48.4	20.4	31.3	0.0
Under Secretary Science & Technology	54.6	19.2	25.7	0.6
Citizenship and Immigration Services	51.7	22.2	25.3	0.7
U.S. Coast Guard	63.5	19.7	16.4	0.4
Customs and Border Protection	40.6	21.7	36.9	0.8
Federal Emergency Management Agency	42.1	23.4	33.7	0.8
Federal Law Enforcement Training Center	52.4	21.7	25.6	0.3
Immigration and Customs Enforcement	38.8	21.6	38.6	1.0
U.S. Secret Service	51.9	23.5	24.1	0.5
Transportation Security Administration	38.0	23.6	37.5	0.9

25. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	29.2	24.8	45.1	0.9
Office of the Secretary	40.0	21.4	38.2	0.4
Office of Inspector General	44.0	22.7	33.0	0.3
Under Secretary Management	45.2	22.1	31.4	1.3
Under Secretary National Protection and Programs	39.0	21.7	38.4	0.8
Under Secretary Science & Technology	48.7	24.3	26.4	0.6
Citizenship and Immigration Services	38.7	26.0	34.1	1.1
U.S. Coast Guard	48.8	27.3	23.0	0.9
Customs and Border Protection	27.1	23.5	48.5	1.0
Federal Emergency Management Agency	30.4	29.1	39.9	0.6
Federal Law Enforcement Training Center	43.1	27.5	29.2	0.2
Immigration and Customs Enforcement	28.0	23.9	47.0	1.1
U.S. Secret Service	39.7	27.2	32.3	0.7
Transportation Security Administration	25.1	24.9	49.3	0.8

26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	38.4	28.2	24.8	8.7
Office of the Secretary	44.7	19.5	28.1	7.6
Office of Inspector General	49.0	23.0	19.7	8.2
Under Secretary Management	59.3	17.6	16.4	6.7
Under Secretary National Protection and Programs	51.2	23.0	21.6	4.2
Under Secretary Science & Technology	57.5	25.7	14.0	2.8
Citizenship and Immigration Services	58.1	22.7	12.9	6.3
U.S. Coast Guard	59.0	25.5	10.9	4.7
Customs and Border Protection	36.1	27.7	27.3	8.8
Federal Emergency Management Agency	43.3	27.7	22.6	6.5
Federal Law Enforcement Training Center	54.0	25.7	13.0	7.4
Immigration and Customs Enforcement	37.0	27.8	26.2	9.0
U.S. Secret Service	49.7	27.9	15.3	7.0
Transportation Security Administration	32.5	30.1	27.6	9.8

27. Employees are protected from health and safety hazards on the job.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	54.8	19.6	24.4	1.2
Office of the Secretary	60.7	17.4	17.6	4.2
Office of Inspector General	79.6	10.9	9.5	0.0
Under Secretary Management	61.9	21.3	11.6	5.2
Under Secretary National Protection and Programs	72.5	12.8	12.6	2.1
Under Secretary Science & Technology	82.9	11.9	4.1	1.1
Citizenship and Immigration Services	67.3	16.8	14.2	1.7
U.S. Coast Guard	78.9	13.5	6.6	1.0
Customs and Border Protection	50.2	20.7	27.8	1.1
Federal Emergency Management Agency	66.4	17.8	13.3	2.4
Federal Law Enforcement Training Center	82.0	9.4	7.8	0.8
Immigration and Customs Enforcement	57.8	20.7	19.5	2.0
U.S. Secret Service	70.2	18.1	10.7	1.1
Transportation Security Administration	49.1	20.2	29.9	0.9

28. Employees have a feeling of personal empowerment with respect to work processes.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	32.5	27.0	38.4	2.0
Office of the Secretary	38.4	20.0	39.4	2.2
Office of Inspector General	54.1	21.4	22.7	1.8
Under Secretary Management	48.6	20.5	28.3	2.6
Under Secretary National Protection and Programs	46.2	19.7	32.6	1.5
Under Secretary Science & Technology	54.6	15.8	27.9	1.7
Citizenship and Immigration Services	39.1	27.2	31.5	2.2
U.S. Coast Guard	52.1	27.3	18.7	1.8
Customs and Border Protection	30.3	26.4	41.0	2.3
Federal Emergency Management Agency	39.3	24.6	34.4	1.6
Federal Law Enforcement Training Center	50.8	25.2	22.5	1.5
Immigration and Customs Enforcement	33.2	27.1	37.0	2.7
U.S. Secret Service	44.6	29.2	23.6	2.5
Transportation Security Administration	27.6	27.6	43.2	1.7

29. My workload is reasonable.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	61.5	16.1	22.0	0.4
Office of the Secretary	52.3	15.1	31.9	0.6
Office of Inspector General	69.4	11.6	19.0	0.0
Under Secretary Management	54.3	15.5	29.7	0.5
Under Secretary National Protection and Programs	53.9	15.5	30.5	0.0
Under Secretary Science & Technology	61.1	11.5	26.9	0.6
Citizenship and Immigration Services	59.9	15.3	24.3	0.4
U.S. Coast Guard	69.1	14.5	16.0	0.4
Customs and Border Protection	62.3	16.1	21.1	0.4
Federal Emergency Management Agency	59.7	14.6	25.5	0.2
Federal Law Enforcement Training Center	70.4	10.7	18.5	0.5
Immigration and Customs Enforcement	57.0	16.7	25.8	0.5
U.S. Secret Service	72.4	15.4	11.5	0.6
Transportation Security Administration	60.0	16.6	23.1	0.3

30. Managers communicate the goals and priorities of the organization.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	48.2	21.9	28.8	1.0
Office of the Secretary	49.8	16.9	32.3	1.0
Office of Inspector General	60.5	15.5	23.5	0.5
Under Secretary Management	64.1	19.0	16.1	0.8
Under Secretary National Protection and Programs	54.6	16.9	28.6	0.0
Under Secretary Science & Technology	60.7	18.3	21.0	0.0
Citizenship and Immigration Services	61.0	18.4	19.6	0.9
U.S. Coast Guard	62.5	20.8	16.0	0.7
Customs and Border Protection	48.9	21.4	28.8	1.0
Federal Emergency Management Agency	48.0	23.2	28.2	0.6
Federal Law Enforcement Training Center	59.4	21.4	18.5	0.6
Immigration and Customs Enforcement	44.8	21.6	32.6	1.0
U.S. Secret Service	61.8	20.3	17.2	0.7
Transportation Security Administration	42.6	23.4	32.7	1.3

31. My organization has prepared employees for potential security threats.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	56.5	20.0	22.3	1.3
Office of the Secretary	46.2	22.8	28.5	2.5
Office of Inspector General	59.1	20.7	18.0	2.2
Under Secretary Management	46.2	25.7	23.5	4.5
Under Secretary National Protection and Programs	61.1	16.7	22.2	0.0
Under Secretary Science & Technology	68.9	20.5	8.3	2.4
Citizenship and Immigration Services	58.0	21.3	19.0	1.7
U.S. Coast Guard	68.9	18.7	10.8	1.5
Customs and Border Protection	50.7	21.2	26.6	1.4
Federal Emergency Management Agency	56.5	20.1	21.7	1.8
Federal Law Enforcement Training Center	66.0	20.3	11.7	2.0
Immigration and Customs Enforcement	43.8	22.3	31.6	2.4
U.S. Secret Service	74.1	13.4	11.4	1.0
Transportation Security Administration	60.6	18.9	19.8	0.7

32. My job matches the roles and responsibilities for which I was hired.	Percent		
	Positive	Neutral	Negative
DHS-wide	69.4	13.2	17.4
Office of the Secretary	65.9	10.9	23.2
Office of Inspector General	78.2	7.6	14.2
Under Secretary Management	73.3	11.5	15.1
Under Secretary National Protection and Programs	65.7	11.8	22.5
Under Secretary Science & Technology	71.6	10.3	18.2
Citizenship and Immigration Services	75.6	12.1	12.4
U.S. Coast Guard	73.0	12.6	14.4
Customs and Border Protection	63.6	13.7	22.6
Federal Emergency Management Agency	66.5	13.1	20.4
Federal Law Enforcement Training Center	80.5	8.6	10.9
Immigration and Customs Enforcement	60.3	14.2	25.5
U.S. Secret Service	81.8	10.1	8.1
Transportation Security Administration	73.6	13.3	13.1

33. My supervisor provides me with constructive suggestions to improve my job performance.	Percent		
	Positive	Neutral	Negative
DHS-wide	50.5	24.9	24.5
Office of the Secretary	52.4	21.0	26.5
Office of Inspector General	62.0	15.3	22.7
Under Secretary Management	60.8	19.4	19.8
Under Secretary National Protection and Programs	58.0	23.6	18.5
Under Secretary Science & Technology	59.2	19.4	21.5
Citizenship and Immigration Services	54.3	23.8	21.9
U.S. Coast Guard	60.4	23.0	16.5
Customs and Border Protection	45.9	26.5	27.6
Federal Emergency Management Agency	51.9	22.5	25.6
Federal Law Enforcement Training Center	64.9	18.7	16.5
Immigration and Customs Enforcement	50.4	25.3	24.2
U.S. Secret Service	62.1	22.0	16.0
Transportation Security Administration	50.5	24.5	25.1

34. Employees are rewarded for providing high quality products and services to their customers.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	27.5	29.6	42.9	0.0
Office of the Secretary	46.2	26.3	27.5	0.0
Office of Inspector General	51.6	23.0	25.4	0.0
Under Secretary Management	45.0	31.1	23.9	0.0
Under Secretary National Protection and Programs	45.1	28.3	26.6	0.0
Under Secretary Science & Technology	50.0	25.1	24.8	0.0
Citizenship and Immigration Services	37.6	25.9	36.5	0.0
U.S. Coast Guard	48.7	28.0	23.3	0.0
Customs and Border Protection	24.3	31.0	44.7	0.0
Federal Emergency Management Agency	42.1	26.3	31.7	0.0
Federal Law Enforcement Training Center	56.8	21.0	22.2	0.0
Immigration and Customs Enforcement	29.9	32.7	37.3	0.0
U.S. Secret Service	36.2	36.0	27.7	0.0
Transportation Security Administration	22.0	28.0	50.0	0.0

35. I am held accountable for achieving results.	Percent		
	Positive	Neutral	Negative
DHS-wide	69.3	20.0	10.7
Office of the Secretary	76.0	16.6	7.5
Office of Inspector General	82.0	12.4	5.6
Under Secretary Management	84.3	10.5	5.2
Under Secretary National Protection and Programs	80.3	12.0	7.8
Under Secretary Science & Technology	77.8	13.7	8.4
Citizenship and Immigration Services	80.3	14.1	5.6
U.S. Coast Guard	80.8	14.0	5.2
Customs and Border Protection	65.1	22.1	12.8
Federal Emergency Management Agency	76.1	15.9	8.0
Federal Law Enforcement Training Center	80.1	14.1	5.8
Immigration and Customs Enforcement	72.8	17.7	9.5
U.S. Secret Service	75.3	18.1	6.6
Transportation Security Administration	67.0	21.4	11.5

36. Awards in my work unit depend on how well employees perform their jobs.	Percent		
	Positive	Neutral	Negative
DHS-wide	31.4	26.3	42.2
Office of the Secretary	37.5	30.4	32.1
Office of Inspector General	47.5	25.0	27.4
Under Secretary Management	42.4	34.9	22.8
Under Secretary National Protection and Programs	43.9	29.6	26.5
Under Secretary Science & Technology	44.5	29.1	26.4
Citizenship and Immigration Services	39.4	27.2	33.3
U.S. Coast Guard	48.3	28.1	23.6
Customs and Border Protection	29.4	26.2	44.5
Federal Emergency Management Agency	38.4	26.0	35.7
Federal Law Enforcement Training Center	48.8	24.7	26.5
Immigration and Customs Enforcement	37.5	24.9	37.7
U.S. Secret Service	39.9	29.8	30.3
Transportation Security Administration	26.0	25.7	48.3

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
DHS-wide	39.4	25.3	35.3
Office of the Secretary	49.1	20.8	30.1
Office of Inspector General	62.4	17.2	20.4
Under Secretary Management	49.8	25.4	24.8
Under Secretary National Protection and Programs	46.4	22.5	31.1
Under Secretary Science & Technology	54.0	24.3	21.7
Citizenship and Immigration Services	46.8	25.9	27.4
U.S. Coast Guard	55.4	25.9	18.7
Customs and Border Protection	34.8	25.4	39.7
Federal Emergency Management Agency	44.0	24.6	31.4
Federal Law Enforcement Training Center	60.7	22.7	16.6
Immigration and Customs Enforcement	35.3	26.4	38.3
U.S. Secret Service	53.3	26.5	20.1
Transportation Security Administration	37.9	24.7	37.5

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
DHS-wide	67.3	15.3	17.4
Office of the Secretary	53.6	16.9	29.5
Office of Inspector General	63.6	19.8	16.5
Under Secretary Management	50.0	20.2	29.8
Under Secretary National Protection and Programs	57.5	16.2	26.2
Under Secretary Science & Technology	52.5	14.5	33.1
Citizenship and Immigration Services	72.3	13.6	14.1
U.S. Coast Guard	78.7	13.1	8.2
Customs and Border Protection	70.5	14.5	15.1
Federal Emergency Management Agency	75.9	11.4	12.7
Federal Law Enforcement Training Center	85.3	7.2	7.4
Immigration and Customs Enforcement	66.3	15.6	18.1
U.S. Secret Service	87.4	8.8	3.7
Transportation Security Administration	60.4	17.2	22.5

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
DHS-wide	65.9	18.3	15.8
Office of the Secretary	67.6	21.6	10.8
Office of Inspector General	69.1	18.7	12.2
Under Secretary Management	70.2	21.3	8.5
Under Secretary National Protection and Programs	75.3	12.8	11.9
Under Secretary Science & Technology	79.7	13.3	7.0
Citizenship and Immigration Services	65.8	19.7	14.5
U.S. Coast Guard	79.5	13.0	7.5
Customs and Border Protection	66.3	18.5	15.3
Federal Emergency Management Agency	65.2	18.9	15.9
Federal Law Enforcement Training Center	74.5	14.6	10.9
Immigration and Customs Enforcement	67.8	17.7	14.5
U.S. Secret Service	77.8	13.4	8.8
Transportation Security Administration	61.3	19.5	19.2

40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
DHS-wide	54.1	24.4	21.5
Office of the Secretary	49.0	27.8	23.1
Office of Inspector General	59.5	23.2	17.3
Under Secretary Management	50.8	26.5	22.8
Under Secretary National Protection and Programs	51.3	20.7	27.9
Under Secretary Science & Technology	48.9	26.0	25.1
Citizenship and Immigration Services	65.6	21.1	13.4
U.S. Coast Guard	70.0	21.8	8.2
Customs and Border Protection	52.9	22.4	24.6
Federal Emergency Management Agency	45.7	25.9	28.3
Federal Law Enforcement Training Center	71.6	18.2	10.2
Immigration and Customs Enforcement	52.4	22.8	24.8
U.S. Secret Service	60.8	25.6	13.5
Transportation Security Administration	51.2	26.9	21.8

41. Sexual harassment is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
DHS-wide	76.5	14.8	8.7
Office of the Secretary	75.7	18.9	5.4
Office of Inspector General	79.5	16.0	4.5
Under Secretary Management	76.3	20.0	3.7
Under Secretary National Protection and Programs	82.5	12.6	5.0
Under Secretary Science & Technology	82.4	13.3	4.3
Citizenship and Immigration Services	80.3	13.9	5.9
U.S. Coast Guard	88.1	9.0	2.9
Customs and Border Protection	77.5	15.2	7.3
Federal Emergency Management Agency	75.0	16.4	8.7
Federal Law Enforcement Training Center	84.8	10.8	4.4
Immigration and Customs Enforcement	79.6	14.0	6.4
U.S. Secret Service	86.2	9.9	3.9
Transportation Security Administration	71.2	16.1	12.7

42a. In the past year I have seen improvement in the following area: Communication.	Percent		
	Positive	Neutral	Negative
DHS-wide	39.6	27.0	33.4
Office of the Secretary	40.4	28.6	31.0
Office of Inspector General	51.5	23.2	25.4
Under Secretary Management	48.6	26.0	25.4
Under Secretary National Protection and Programs	42.2	22.0	35.8
Under Secretary Science & Technology	53.4	24.7	21.9
Citizenship and Immigration Services	47.1	24.8	28.1
U.S. Coast Guard	48.5	31.3	20.2
Customs and Border Protection	36.9	26.3	36.9
Federal Emergency Management Agency	39.9	27.2	32.9
Federal Law Enforcement Training Center	44.0	30.3	25.7
Immigration and Customs Enforcement	37.4	25.8	36.8
U.S. Secret Service	43.5	34.9	21.6
Transportation Security Administration	39.3	26.4	34.3

42b. In the past year I have seen improvement in the following area: Leadership.	Percent		
	Positive	Neutral	Negative
DHS-wide	34.4	26.5	39.0
Office of the Secretary	36.7	28.2	35.1
Office of Inspector General	42.8	26.8	30.5
Under Secretary Management	45.1	25.9	29.0
Under Secretary National Protection and Programs	34.1	20.3	45.6
Under Secretary Science & Technology	55.6	21.5	22.9
Citizenship and Immigration Services	42.7	26.5	30.8
U.S. Coast Guard	45.7	31.5	22.8
Customs and Border Protection	32.0	25.3	42.6
Federal Emergency Management Agency	33.9	26.2	39.9
Federal Law Enforcement Training Center	41.8	29.3	28.9
Immigration and Customs Enforcement	33.6	23.9	42.5
U.S. Secret Service	39.1	32.8	28.1
Transportation Security Administration	32.9	26.6	40.5

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
DHS-wide	27.4	31.1	41.6
Office of the Secretary	29.6	37.9	32.5
Office of Inspector General	35.0	35.3	29.8
Under Secretary Management	31.3	42.9	25.8
Under Secretary National Protection and Programs	30.6	31.5	38.0
Under Secretary Science & Technology	34.7	34.7	30.7
Citizenship and Immigration Services	31.9	33.4	34.7
U.S. Coast Guard	38.0	38.5	23.5
Customs and Border Protection	24.3	30.8	44.9
Federal Emergency Management Agency	25.1	34.5	40.3
Federal Law Enforcement Training Center	36.0	32.4	31.6
Immigration and Customs Enforcement	26.8	32.1	41.1
U.S. Secret Service	32.1	37.5	30.4
Transportation Security Administration	27.0	28.2	44.7

42d. In the past year I have seen improvement in the following area: Recognition and Awards.	Percent		
	Positive	Neutral	Negative
DHS-wide	27.5	29.7	42.8
Office of the Secretary	31.3	36.0	32.6
Office of Inspector General	43.0	30.4	26.6
Under Secretary Management	32.6	38.4	29.0
Under Secretary National Protection and Programs	42.0	28.7	29.3
Under Secretary Science & Technology	46.5	29.7	23.8
Citizenship and Immigration Services	31.9	30.7	37.4
U.S. Coast Guard	38.7	36.9	24.5
Customs and Border Protection	24.4	29.0	46.6
Federal Emergency Management Agency	30.3	31.9	37.7
Federal Law Enforcement Training Center	45.1	31.9	23.0
Immigration and Customs Enforcement	34.4	27.0	38.5
U.S. Secret Service	30.5	36.1	33.5
Transportation Security Administration	24.7	28.7	46.6

42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	Percent		
	Positive	Neutral	Negative
DHS-wide	37.4	25.0	37.6
Office of the Secretary	39.2	25.4	35.4
Office of Inspector General	46.7	22.1	31.2
Under Secretary Management	40.2	26.5	33.3
Under Secretary National Protection and Programs	31.1	22.8	46.1
Under Secretary Science & Technology	43.2	25.2	31.6
Citizenship and Immigration Services	44.2	25.5	30.3
U.S. Coast Guard	43.9	30.7	25.5
Customs and Border Protection	36.4	22.0	41.6
Federal Emergency Management Agency	34.7	23.9	41.3
Federal Law Enforcement Training Center	52.8	24.2	23.0
Immigration and Customs Enforcement	39.7	18.9	41.4
U.S. Secret Service	37.1	30.7	32.2
Transportation Security Administration	35.5	27.4	37.0

42f. In the past year I have seen improvement in the following area: Supervision.	Percent		
	Positive	Neutral	Negative
DHS-wide	36.2	29.9	34.0
Office of the Secretary	36.1	34.1	29.7
Office of Inspector General	47.3	29.0	23.7
Under Secretary Management	42.8	31.5	25.7
Under Secretary National Protection and Programs	42.2	28.4	29.5
Under Secretary Science & Technology	51.6	27.9	20.6
Citizenship and Immigration Services	41.8	30.0	28.1
U.S. Coast Guard	46.3	34.5	19.2
Customs and Border Protection	34.7	27.8	37.5
Federal Emergency Management Agency	37.4	30.3	32.4
Federal Law Enforcement Training Center	48.4	28.1	23.3
Immigration and Customs Enforcement	38.7	27.1	34.2
U.S. Secret Service	40.5	34.5	25.1
Transportation Security Administration	33.5	30.8	35.7

42g. In the past year I have seen improvement in the following area: Training.	Percent		
	Positive	Neutral	Negative
DHS-wide	42.1	27.0	30.9
Office of the Secretary	42.2	31.7	26.1
Office of Inspector General	55.4	30.0	14.7
Under Secretary Management	47.1	32.4	20.5
Under Secretary National Protection and Programs	45.9	23.0	31.1
Under Secretary Science & Technology	49.5	29.7	20.8
Citizenship and Immigration Services	46.3	25.1	28.6
U.S. Coast Guard	45.5	33.6	21.0
Customs and Border Protection	36.9	27.1	36.1
Federal Emergency Management Agency	33.2	28.6	38.1
Federal Law Enforcement Training Center	50.7	31.1	18.2
Immigration and Customs Enforcement	34.2	26.4	39.4
U.S. Secret Service	39.7	34.3	26.1
Transportation Security Administration	47.5	25.2	27.4

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).	Percent		
	Positive	Neutral	Negative
DHS-wide	28.5	34.8	36.7
Office of the Secretary	33.5	30.9	35.5
Office of Inspector General	61.4	23.5	15.1
Under Secretary Management	30.6	35.2	34.2
Under Secretary National Protection and Programs	28.6	31.7	39.7
Under Secretary Science & Technology	43.3	36.3	20.5
Citizenship and Immigration Services	36.5	31.4	32.1
U.S. Coast Guard	43.4	39.4	17.2
Customs and Border Protection	25.9	33.3	40.9
Federal Emergency Management Agency	29.7	34.7	35.5
Federal Law Enforcement Training Center	36.2	39.2	24.6
Immigration and Customs Enforcement	22.2	35.7	42.1
U.S. Secret Service	28.5	40.7	30.8
Transportation Security Administration	28.3	35.0	36.8

42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	Percent		
	Positive	Neutral	Negative
DHS-wide	35.3	29.6	35.1
Office of the Secretary	39.4	23.7	36.9
Office of Inspector General	44.3	35.2	20.4
Under Secretary Management	30.0	34.0	36.0
Under Secretary National Protection and Programs	42.8	31.3	26.0
Under Secretary Science & Technology	38.0	41.8	20.3
Citizenship and Immigration Services	42.3	28.6	29.2
U.S. Coast Guard	46.9	32.5	20.6
Customs and Border Protection	34.8	27.5	37.8
Federal Emergency Management Agency	39.1	29.8	31.0
Federal Law Enforcement Training Center	52.2	32.8	14.9
Immigration and Customs Enforcement	33.1	28.2	38.8
U.S. Secret Service	42.1	38.8	19.1
Transportation Security Administration	32.2	30.2	37.6

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
DHS-wide	35.6	47.0	17.4
Office of the Secretary	36.7	55.4	8.0
Office of Inspector General	42.2	50.3	7.5
Under Secretary Management	38.3	53.9	7.7
Under Secretary National Protection and Programs	35.1	55.0	9.9
Under Secretary Science & Technology	37.0	58.7	4.3
Citizenship and Immigration Services	41.6	47.0	11.3
U.S. Coast Guard	67.3	26.8	5.9
Customs and Border Protection	35.0	44.8	20.2
Federal Emergency Management Agency	40.9	49.8	9.3
Federal Law Enforcement Training Center	72.6	22.3	5.1
Immigration and Customs Enforcement	29.4	54.3	16.3
U.S. Secret Service	38.4	47.6	14.0
Transportation Security Administration	30.5	49.9	19.6

44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	Percent		
	Positive	Neutral	Negative
DHS-wide	69.5	15.3	15.2
Office of the Secretary	30.2	27.1	42.7
Office of Inspector General	66.9	18.3	14.9
Under Secretary Management	40.3	19.4	40.3
Under Secretary National Protection and Programs	35.8	29.4	34.8
Under Secretary Science & Technology	50.1	29.7	20.2
Citizenship and Immigration Services	65.5	17.6	17.0
U.S. Coast Guard	63.5	18.7	17.7
Customs and Border Protection	61.1	19.3	19.7
Federal Emergency Management Agency	39.9	22.9	37.2
Federal Law Enforcement Training Center	78.1	13.3	8.7
Immigration and Customs Enforcement	51.0	22.0	27.0
U.S. Secret Service	72.0	17.6	10.4
Transportation Security Administration	84.9	8.4	6.7

45. Turnover of personnel has affected my work unit's ability to achieve objectives.	Percent		
	Positive	Neutral	Negative
DHS-wide	53.3	26.6	20.1
Office of the Secretary	50.3	24.4	25.3
Office of Inspector General	39.1	26.6	34.3
Under Secretary Management	50.4	25.7	23.9
Under Secretary National Protection and Programs	54.2	25.0	20.8
Under Secretary Science & Technology	36.1	24.5	39.5
Citizenship and Immigration Services	42.0	31.3	26.7
U.S. Coast Guard	43.3	30.7	26.0
Customs and Border Protection	57.5	25.1	17.5
Federal Emergency Management Agency	45.5	27.7	26.8
Federal Law Enforcement Training Center	33.9	28.2	37.9
Immigration and Customs Enforcement	48.2	28.1	23.8
U.S. Secret Service	46.8	27.8	25.4
Transportation Security Administration	56.0	25.9	18.1

46. I receive the weekly DHS Today newsletter.	Percent		
	Positive	Neutral	Negative
DHS-wide	73.1	12.0	14.8
Office of the Secretary	90.9	4.8	4.3
Office of Inspector General	92.8	4.7	2.5
Under Secretary Management	90.8	5.2	4.0
Under Secretary National Protection and Programs	81.1	9.2	9.7
Under Secretary Science & Technology	91.9	4.7	3.4
Citizenship and Immigration Services	83.0	8.8	8.2
U.S. Coast Guard	22.4	19.2	58.3
Customs and Border Protection	70.2	15.2	14.7
Federal Emergency Management Agency	85.7	7.5	6.8
Federal Law Enforcement Training Center	72.3	13.3	14.3
Immigration and Customs Enforcement	75.6	12.6	11.8
U.S. Secret Service	13.5	27.3	59.2
Transportation Security Administration	86.6	7.4	6.0

47. I read most of the news in DHS Today.	Percent		
	Positive	Neutral	Negative
DHS-wide	46.0	23.6	30.4
Office of the Secretary	52.9	19.8	27.4
Office of Inspector General	54.2	23.2	22.7
Under Secretary Management	59.8	18.3	21.8
Under Secretary National Protection and Programs	51.8	21.1	27.1
Under Secretary Science & Technology	55.1	16.9	28.0
Citizenship and Immigration Services	60.7	18.5	20.7
U.S. Coast Guard	13.9	26.2	59.9
Customs and Border Protection	41.6	26.3	32.1
Federal Emergency Management Agency	46.3	24.5	29.2
Federal Law Enforcement Training Center	43.1	28.8	28.1
Immigration and Customs Enforcement	42.7	25.3	32.0
U.S. Secret Service	7.3	26.2	66.6
Transportation Security Administration	57.6	20.7	21.7

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
DHS-wide	49.7	21.4	28.8
Office of the Secretary	64.7	15.2	20.2
Office of Inspector General	51.2	22.0	26.9
Under Secretary Management	74.7	12.0	13.2
Under Secretary National Protection and Programs	45.7	23.4	30.8
Under Secretary Science & Technology	41.0	20.5	38.4
Citizenship and Immigration Services	57.6	20.8	21.7
U.S. Coast Guard	13.5	22.9	63.7
Customs and Border Protection	53.9	20.1	26.0
Federal Emergency Management Agency	37.4	25.5	37.1
Federal Law Enforcement Training Center	41.6	28.1	30.3
Immigration and Customs Enforcement	50.8	21.7	27.6
U.S. Secret Service	11.6	21.3	67.0
Transportation Security Administration	55.0	22.1	22.9

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
DHS-wide		
Operations news	51.2	3.6
Policy news	26.8	3.9
Secretary news	1.4	48.1
Human Interest news	4.1	36.0
Human Resources news	16.5	8.4

*These results are reported at the DHS-wide 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
DHS-wide	38.0	25.4	36.6
Office of the Secretary	37.5	22.5	40.0
Office of Inspector General	46.5	24.2	29.3
Under Secretary Management	47.0	24.8	28.2
Under Secretary National Protection and Programs	40.7	20.4	38.8
Under Secretary Science & Technology	52.9	20.3	26.8
Citizenship and Immigration Services	46.8	24.1	29.0
U.S. Coast Guard	52.2	26.5	21.3
Customs and Border Protection	36.2	25.9	37.9
Federal Emergency Management Agency	37.6	22.8	39.7
Federal Law Enforcement Training Center	51.3	22.7	25.9
Immigration and Customs Enforcement	33.2	24.0	42.8
U.S. Secret Service	47.0	25.9	27.1
Transportation Security Administration	35.9	25.4	38.7

51. How satisfied are you with your involvement in decisions that affect your work?	Percent		
	Positive	Neutral	Negative
DHS-wide	31.6	24.6	43.7
Office of the Secretary	40.3	21.4	38.3
Office of Inspector General	46.5	21.3	32.2
Under Secretary Management	47.1	21.7	31.3
Under Secretary National Protection and Programs	42.6	22.5	34.9
Under Secretary Science & Technology	54.6	15.8	29.6
Citizenship and Immigration Services	39.3	25.2	35.5
U.S. Coast Guard	49.5	24.7	25.8
Customs and Border Protection	30.0	23.9	46.1
Federal Emergency Management Agency	34.3	23.3	42.4
Federal Law Enforcement Training Center	46.0	22.6	31.4
Immigration and Customs Enforcement	30.6	24.1	45.3
U.S. Secret Service	40.0	27.1	33.0
Transportation Security Administration	27.4	25.1	47.5

52. How satisfied are you with your opportunity to get a better job in your organization?	Percent		
	Positive	Neutral	Negative
DHS-wide	30.2	26.3	43.5
Office of the Secretary	32.3	31.8	35.8
Office of Inspector General	34.8	31.9	33.2
Under Secretary Management	38.5	32.1	29.3
Under Secretary National Protection and Programs	37.3	30.9	31.8
Under Secretary Science & Technology	30.3	42.3	27.4
Citizenship and Immigration Services	39.9	24.6	35.5
U.S. Coast Guard	36.4	31.1	32.5
Customs and Border Protection	31.3	25.9	42.7
Federal Emergency Management Agency	29.6	32.4	37.9
Federal Law Enforcement Training Center	40.5	26.2	33.3
Immigration and Customs Enforcement	32.2	27.5	40.3
U.S. Secret Service	36.0	33.3	30.6
Transportation Security Administration	25.5	24.3	50.2

53. How satisfied are you with the recognition you receive for doing a good job?	Percent		
	Positive	Neutral	Negative
DHS-wide	35.2	23.5	41.3
Office of the Secretary	51.9	18.8	29.3
Office of Inspector General	53.4	20.4	26.3
Under Secretary Management	50.8	22.9	26.4
Under Secretary National Protection and Programs	52.8	21.4	25.8
Under Secretary Science & Technology	54.2	22.3	23.5
Citizenship and Immigration Services	44.3	22.6	33.2
U.S. Coast Guard	51.5	24.8	23.8
Customs and Border Protection	33.5	24.5	42.0
Federal Emergency Management Agency	47.4	22.3	30.4
Federal Law Enforcement Training Center	60.6	19.0	20.5
Immigration and Customs Enforcement	42.8	22.7	34.5
U.S. Secret Service	49.0	26.5	24.5
Transportation Security Administration	27.7	22.6	49.6

54a. How satisfied are you with the policies and practices of your senior leaders?	Percent		
	Positive	Neutral	Negative
DHS-wide	31.3	26.8	41.8
Office of the Secretary	39.0	22.6	38.4
Office of Inspector General	45.9	24.4	29.7
Under Secretary Management	43.6	24.0	32.4
Under Secretary National Protection and Programs	34.6	25.2	40.2
Under Secretary Science & Technology	49.4	21.7	28.9
Citizenship and Immigration Services	39.5	28.4	32.0
U.S. Coast Guard	48.9	28.6	22.5
Customs and Border Protection	29.5	26.0	44.5
Federal Emergency Management Agency	30.7	27.3	42.0
Federal Law Enforcement Training Center	44.7	25.7	29.5
Immigration and Customs Enforcement	30.0	25.7	44.3
U.S. Secret Service	41.6	28.5	29.9
Transportation Security Administration	27.6	27.1	45.3

54b. How satisfied are you with the policies and practices of senior leadership in your component?	Percent		
	Positive	Neutral	Negative
DHS-wide	34.8	27.1	38.0
Office of the Secretary	39.0	24.9	36.2
Office of Inspector General	48.7	21.5	29.8
Under Secretary Management	44.1	24.7	31.2
Under Secretary National Protection and Programs	35.9	25.5	38.7
Under Secretary Science & Technology	59.0	16.2	24.8
Citizenship and Immigration Services	42.7	27.9	29.4
U.S. Coast Guard	52.1	27.3	20.5
Customs and Border Protection	33.1	26.7	40.1
Federal Emergency Management Agency	36.8	26.5	36.7
Federal Law Enforcement Training Center	47.0	24.6	28.4
Immigration and Customs Enforcement	34.1	25.5	40.3
U.S. Secret Service	48.3	26.1	25.6
Transportation Security Administration	30.6	27.9	41.5

55. How satisfied are you with the training you receive for your present job?	Percent		
	Positive	Neutral	Negative
DHS-wide	48.4	23.6	28.0
Office of the Secretary	40.9	28.6	30.5
Office of Inspector General	67.8	18.1	14.1
Under Secretary Management	50.6	28.3	21.1
Under Secretary National Protection and Programs	41.4	29.6	29.1
Under Secretary Science & Technology	49.4	28.3	22.3
Citizenship and Immigration Services	47.3	24.0	28.7
U.S. Coast Guard	51.8	26.0	22.1
Customs and Border Protection	43.9	24.1	32.0
Federal Emergency Management Agency	40.8	27.0	32.3
Federal Law Enforcement Training Center	62.5	22.5	15.0
Immigration and Customs Enforcement	38.0	24.3	37.5
U.S. Secret Service	53.0	23.0	24.0
Transportation Security Administration	53.9	22.2	23.9

56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
DHS-wide	56.8	20.5	22.8
Office of the Secretary	54.1	19.0	26.9
Office of Inspector General	66.5	17.2	16.3
Under Secretary Management	56.6	20.5	22.9
Under Secretary National Protection and Programs	59.8	14.2	26.0
Under Secretary Science & Technology	68.9	12.6	18.6
Citizenship and Immigration Services	67.5	17.9	14.6
U.S. Coast Guard	70.3	17.3	12.4
Customs and Border Protection	55.4	19.6	25.0
Federal Emergency Management Agency	58.5	20.6	20.9
Federal Law Enforcement Training Center	73.3	14.6	12.2
Immigration and Customs Enforcement	55.5	19.5	25.0
U.S. Secret Service	68.2	17.1	14.7
Transportation Security Administration	53.0	22.9	24.1

57. Considering everything, how satisfied are you with your pay?	Percent		
	Positive	Neutral	Negative
DHS-wide	49.4	19.1	31.6
Office of the Secretary	62.5	16.6	20.9
Office of Inspector General	65.6	15.0	19.3
Under Secretary Management	61.4	21.3	17.4
Under Secretary National Protection and Programs	68.0	16.6	15.4
Under Secretary Science & Technology	60.3	20.7	19.0
Citizenship and Immigration Services	63.7	16.0	20.3
U.S. Coast Guard	53.7	20.0	26.3
Customs and Border Protection	59.0	19.1	21.8
Federal Emergency Management Agency	59.6	18.2	22.3
Federal Law Enforcement Training Center	71.1	15.6	13.4
Immigration and Customs Enforcement	62.8	15.7	21.4
U.S. Secret Service	59.6	16.5	23.9
Transportation Security Administration	32.9	20.4	46.8

58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Percent		
	Positive	Neutral	Negative
DHS-wide	59.3	22.6	18.0
Office of the Secretary	62.3	17.2	20.5
Office of Inspector General	66.3	19.5	14.2
Under Secretary Management	69.7	16.3	14.0
Under Secretary National Protection and Programs	69.5	14.2	16.3
Under Secretary Science & Technology	73.1	17.1	9.9
Citizenship and Immigration Services	65.3	19.8	14.9
U.S. Coast Guard	69.5	18.0	12.5
Customs and Border Protection	56.9	23.8	19.3
Federal Emergency Management Agency	60.7	18.8	20.6
Federal Law Enforcement Training Center	71.2	14.6	14.2
Immigration and Customs Enforcement	62.0	20.0	17.9
U.S. Secret Service	70.4	17.0	12.6
Transportation Security Administration	56.5	24.5	19.0

Appendix B. Demographic Characteristics

The following tables present demographic information on the participating employees.

59. What is your supervisory status?	% of Respondents
Non-supervisor	60.7
Team leader	16.2
Supervisor	15.1
Manager	6.6
Executive	0.9
Missing	0.6

60. Are you:	% of Respondents
Male	65.5
Female	33.3
Missing	1.2

61. Are you Hispanic or Latino?	% of Respondents
Yes	16.4
No	79.5
Missing	4.0

62. Please select the racial category or categories with which you most closely identify	% of Respondents
White	72.0
Black or African American	11.7
Native Hawaiian or other Pacific Islander	1.3
Asian	4.0
American Indian or Alaska Native	1.2
Two or more races (Not Hispanic or Latino)	2.3
Missing	7.5

64. What is your occupational group?	% of Respondents
Social Science, Psychology, and Welfare Group - 0100 Series	0.6
Human Resources Management Group - 0200 Series	1.3
General Administrative, Clerical, and Office Services Group - 0300 Series	9.2
Natural Resources Management and Biological Sciences Group - 0400 Series	1.2
Accounting and Budget Group - 0500 Series	1.9
Medical, Hospital, Dental, and Public Health Group - 0600 Series	0.2
Engineering and Architecture Group - 0800 Series	1.0
Legal and Kindred Group - 0900 Series	1.9
Information and Arts Group - 1000 Series	0.2
Business and Industry Group - 1100 Series	1.1
Physical Sciences Group - 1300 Series	0.2
Library and Archives Group - 1400 Series	0.0
Mathematics and Statistics Group - 1500 Series	0.1
Equipment, Facilities, and Services Group - 1600 Series	0.4
Education Group - 1700 Series	0.6
Investigation Group - 1800 Series	32.8
Supply Group - 2000 Series	0.4
Transportation Group - 2100 Series	11.6
Information Technology Group - 2200 Series	1.7
Electronic Equipment Installation and Maintenance Group - 2600 Series	0.2
Electrical Installation and Maintenance Group - 2800 Series	0.1
General Services and Support Work Group - 3500 Series	0.2
Metal Work Group - 3800 Series	0.1
General Maintenance and Operations Work Group - 4700 Series	0.4
Mobile Equipment Operation and Transportation Group - 5700 Series	0.1
Unique Occupations Group - 0000 Series	0.6
Other (Job Title not found in any category above)	29.2
Missing	2.6

65. Please indicate your work status:	% of Respondents
Full time	94.0
Part time	5.1
Missing	0.9

66. Do you work in the...	% of Respondents
United States	
Location not indicated	1.2
Alaska	0.9
Alabama	0.5
Arkansas	0.3
Arizona	3.6
California	10.6
Colorado	1.3
Connecticut	0.6
District of Columbia	8.5
Delaware	0.0
Florida	6.8
Georgia	2.7
Hawaii	1.5
Iowa	0.3
Idaho	0.3
Illinois	2.4
Indiana	0.8
Kansas	0.4
Kentucky	0.7
Louisiana	0.9
Massachusetts	1.4
Maryland	1.8
Maine	0.8
Michigan	2.4
Minnesota	1.3
Missouri	1.2
Mississippi	0.3
Montana	0.6
North Carolina	1.8
North Dakota	0.5
Nebraska	0.8
New Hampshire	0.2
New Jersey	1.8
New Mexico	1.0

66. Do you work in the...	% of Respondents
United States (continue)	
Nevada	0.9
New York	5.5
Ohio	1.3
Oklahoma	0.4
Oregon	0.8
Pennsylvania	1.9
Rhode Island	0.3
South Carolina	0.7
South Dakota	0.1
Tennessee	1.0
Texas	11.6
Utah	0.5
Virginia	6.2
Vermont	1.4
Washington	2.7
Wisconsin	0.7
West Virginia	0.3
Wyoming	0.1
U.S. Territories	
Location not indicated	0.0
American Samoa	0.0
Guam	0.2
Northern Mariana Islands	0.1
Puerto Rico	0.8
US Virgin Islands	0.3
International location	
Location not indicated	0.0
Africa (includes Egypt)	0.0
Other International Location	0.1
Asia	0.1
Australia	0.0
Bermuda	0.0
Caribbean	0.0
Canada	0.2

66. Do you work in the...	% of Respondents
International location (continue)	
Europe	0.1
South America	0.0
The Middle East	0.0
Multiple locations	
Missing	1.2