



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

**Component-Level Results**  
(Citizenship and Immigration Services)

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

## SURVEY OBJECTIVE

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

## QUESTIONNAIRE CONTENT

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

## DATA COLLECTION

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

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

## REPORTED DATA

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

## SURVEY ITEMS AND RESPONSE CHOICES

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

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

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

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

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

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

#### HCAAF INDEX-LEVEL PERCENT POSITIVE RESPONSE

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

#### COMPARING YOUR SURVEY RESULTS

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

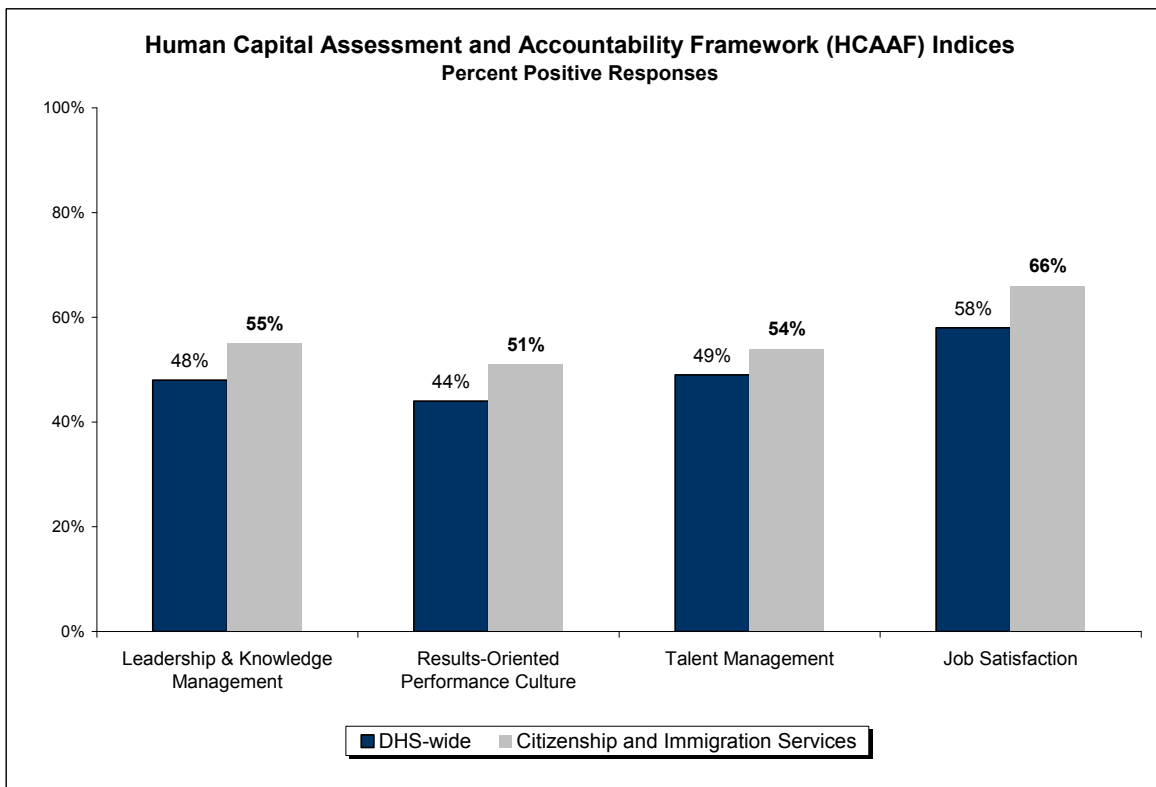
It is often useful to apply rules of thumb to determine the “notable” and “meaningful” results especially when comparing your 2007 DHS AES results to 2004 and 2006 Federal Human Capital Survey benchmark results. Therefore, we recommend the following guidelines:

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

## HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY FRAMEWORK

U.S. Citizenship and Immigration Services will secure America's promise as a nation of immigrants by providing accurate and useful information to our customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship, and ensuring the integrity of our immigration system.

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



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

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

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

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

## TREND ANALYSIS

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

<i>1. The people I work with cooperate to get the job done.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	79.8	10.8	9.4
2006 FHCS	82.1	9.0	8.9
2004 FHCS	84.1	5.9	10.0

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	55.3	19.9	24.9
2006 FHCS	55.1	19.6	25.3
2004 FHCS	55.0	18.3	26.7

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	75.4	13.0	11.6
2006 FHCS	71.6	15.1	13.3
2004 FHCS	67.2	16.8	16.0

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	84.1	11.0	4.9
2006 FHCS	84.4	10.0	5.6
2004 FHCS	80.3	12.2	7.5



<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	63.9	17.4	18.7
2006 FHCS	62.4	19.0	18.7
2004 FHCS	NA	NA	NA

<i>6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	63.6	18.2	17.5	0.6
2006 FHCS	65.9	17.5	14.8	1.9
2004 FHCS	66.3	18.0	15.2	0.4

<i>7. My work unit is able to recruit people with the right skills.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	46.4	27.6	23.3	2.8
2006 FHCS	39.4	30.6	25.1	4.9
2004 FHCS	37.4	30.3	28.4	3.9

<i>8. I know how my work relates to the agency's goals and priorities.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	86.3	8.0	5.2	0.5
2006 FHCS	84.3	9.4	5.6	0.7
2004 FHCS	82.3	10.5	6.6	0.6

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	93.8	4.1	1.8	0.2
2006 FHCS	92.0	5.1	2.2	0.7
2004 FHCS	89.0	7.3	3.5	0.1

<i>10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	62.0	13.9	23.9	0.3
2006 FHCS	62.2	13.8	23.0	1.0
2004 FHCS	63.9	12.4	22.9	0.8

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	57.0	18.9	23.2	0.9
2006 FHCS	56.4	20.8	21.6	1.2
2004 FHCS	55.8	23.2	20.6	0.3

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.4	16.2	21.6	0.9
2006 FHCS	57.5	17.2	23.7	1.6
2004 FHCS	59.6	17.6	22.0	0.8

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	45.7	23.6	29.3	1.4
2006 FHCS	41.5	25.9	29.9	2.7
2004 FHCS	39.6	28.8	30.3	1.3

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	32.9	26.2	35.8	5.0
2006 FHCS	29.7	27.0	37.1	6.2
2004 FHCS	30.5	26.5	36.7	6.3

<i>15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	28.3	27.4	36.6	7.8
2006 FHCS	29.3	24.3	39.5	7.0
2004 FHCS	29.7	25.4	37.6	7.4

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	37.4	26.1	33.7	2.8
2006 FHCS	33.5	26.3	36.4	3.7
2004 FHCS	35.4	23.5	37.6	3.4

<i>17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	71.2	11.7	13.9	3.2
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>18. In my work unit, differences in performance are recognized in a meaningful way.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	33.3	26.5	35.8	4.4
2006 FHCS	27.3	27.7	38.7	6.4
2004 FHCS	28.8	31.1	35.6	4.6

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	20.3	26.6	47.5	5.7
2006 FHCS	18.5	27.8	46.1	7.6
2004 FHCS	NA	NA	NA	NA

<i>20. My performance appraisal is a fair reflection of my performance.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	65.8	14.4	17.4	2.3
2006 FHCS	63.2	18.9	14.7	3.2
2004 FHCS	68.9	14.2	15.1	1.9

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	56.8	22.0	19.0	2.2
2006 FHCS	53.5	24.4	19.2	2.9
2004 FHCS	58.9	20.7	18.7	1.7

<i>22. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	56.6	21.4	19.3	2.7
2006 FHCS	62.8	19.4	13.6	4.1
2004 FHCS	61.3	19.9	15.1	3.7

<i>23. My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	74.1	14.7	9.6	1.6
2006 FHCS	76.0	14.3	8.8	1.0
2004 FHCS	75.5	13.6	9.1	1.8

<i>24. I have a high level of respect for my organization's senior leaders.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	51.7	22.2	25.3	0.7
2006 FHCS	49.1	22.8	26.6	1.6
2004 FHCS	48.4	24.8	26.4	0.4

25. <i>In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	38.7	26.0	34.1	1.1
2006 FHCS	34.5	29.4	34.5	1.6
2004 FHCS	36.2	27.9	35.4	0.6

26. <i>Managers review and evaluate the organization's progress toward meeting its goals and objectives.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	58.1	22.7	12.9	6.3
2006 FHCS	63.8	19.7	10.1	6.3
2004 FHCS	68.7	18.6	9.3	3.3

27. <i>Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	67.3	16.8	14.2	1.7
2006 FHCS	68.2	15.7	14.2	1.9
2004 FHCS	64.0	16.9	18.1	0.9

28. <i>Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	39.1	27.2	31.5	2.2
2006 FHCS	36.9	28.8	30.6	3.7
2004 FHCS	36.0	28.4	31.7	3.8

29. <i>My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.9	15.3	24.3	0.4
2006 FHCS	58.4	14.8	25.5	1.4
2004 FHCS	54.3	14.7	30.3	0.7

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.0	18.4	19.6	0.9
2006 FHCS	61.1	22.0	15.9	1.1
2004 FHCS	66.0	15.2	17.9	0.8

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	58.0	21.3	19.0	1.7
2006 FHCS	59.7	19.0	19.0	2.3
2004 FHCS	62.1	16.8	19.2	1.9

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	75.6	12.1	12.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>33. My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	54.3	23.8	21.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>34. Employees are rewarded for providing high quality products and services to their customers.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	37.6	25.9	36.5	0.0
2006 FHCS	35.1	24.2	37.6	3.1
2004 FHCS	40.5	21.7	34.1	3.7

<i>35. I am held accountable for achieving results.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	80.3	14.1	5.6	NA
2006 FHCS	81.4	12.1	5.3	1.2
2004 FHCS	81.6	10.6	6.8	1.0

<i>36. Awards in my work unit depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	39.4	27.2	33.3	NA
2006 FHCS	37.3	22.6	33.5	6.7
2004 FHCS	44.9	20.8	30.1	4.2

<i>37. Employees receive timely information about employee development programs and opportunities.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	46.8	25.9	27.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>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).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	72.3	13.6	14.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>39. Discrimination is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	65.8	19.7	14.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>40. I would recommend DHS as a place to work.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	65.6	21.1	13.4
2006 FHCS	61.5	20.6	17.9
2004 FHCS	59.0	21.2	19.8

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	80.3	13.9	5.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42a. In the past year I have seen improvement in the following area: Communication.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	47.1	24.8	28.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.7	26.5	30.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	31.9	33.4	34.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA



<i>42d. In the past year I have seen improvement in the following area: Recognition and Awards.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	31.9	30.7	37.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	44.2	25.5	30.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42f. In the past year I have seen improvement in the following area: Supervision.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	41.8	30.0	28.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42g. In the past year I have seen improvement in the following area: Training.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	46.3	25.1	28.6
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42h. In the past year I have seen improvement in the following area: Work Life Programs (i.e. Telework, alternative work schedules, access to Employee Assistance Programs).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	36.5	31.4	32.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.3	28.6	29.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>43. My organization supports my participation in volunteer activities.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	41.6	47.0	11.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>44. Instructions on how to do my job such as Standard Operating Procedures are available to me.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	65.5	17.6	17.0
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>45. Turnover of personnel has affected my work unit's ability to achieve objectives.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.0	31.3	26.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>46. I receive the weekly DHS Today newsletter.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	83.0	8.8	8.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>47. I read most of the news in DHS Today.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	60.7	18.5	20.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>48. I regularly access the DHS Online Intranet.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	57.6	20.8	21.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

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

See page 47 for results.

<i>50. How satisfied are you with the information you receive from management on what's going on in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	46.8	24.1	29.0
2006 FHCS	42.6	25.4	32.0
2004 FHCS	39.9	25.7	34.3

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	39.3	25.2	35.5
2006 FHCS	48.9	24.1	27.0
2004 FHCS	48.7	24.6	26.7

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	39.9	24.6	35.5
2006 FHCS	37.0	27.2	35.8
2004 FHCS	35.2	26.7	38.1

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	44.3	22.6	33.2
2006 FHCS	45.4	22.8	31.8
2004 FHCS	49.6	20.1	30.4

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	39.5	28.4	32.0
2006 FHCS	38.0	30.5	31.5
2004 FHCS	34.6	32.4	33.0

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.7	27.9	29.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>55. How satisfied are you with the training you receive for your present job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	47.3	24.0	28.7
2006 FHCS	47.7	23.3	29.0
2004 FHCS	48.2	23.3	28.5

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	67.5	17.9	14.6
2006 FHCS	65.7	17.6	16.7
2004 FHCS	66.1	18.7	15.2

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	63.7	16.0	20.3
2006 FHCS	65.1	17.1	17.8
2004 FHCS	61.0	17.2	21.8

<i>58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	65.3	19.8	14.9
2006 FHCS	67.7	19.1	13.3
2004 FHCS	61.7	23.4	15.0

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## Subcomponent Comparisons

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

Office of...	N	Office of...	N	Office of...	N
<b>CITIZENSHIP AND IMMIGRATION SERVICES</b>	4,271	National Security & Records Verification Directorate	241	Communications	25
The Director	136	Admin Appeals	34	Congressional Relations	31
Chief of Staff/Deputy Director	47	Administration	87	Chief Information Officer	81
Refugee, Asylum & International Operations Directorate	254	Chief Financial Officer	21	Domestic Operations	680
Chief Counsel	55	Citizenship	2,110	Missing, no subcomponent indicated	433
Policy & Strategy	7	Human Capital & Training	29		

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

<i>1. The people I work with cooperate to get the job done.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>77.4</b>	<b>11.8</b>	<b>10.8</b>
<b>Citizenship and Immigration Services</b>	<b>79.8</b>	<b>10.8</b>	<b>9.4</b>
Office of the Director	79.7	12.6	7.7
Office of the Chief of Staff/Deputy Director	81.2	8.7	10.1
Refugee, Asylum & International Operations Directorate	76.9	12.0	11.1
Office of Chief Counsel	93.4	5.0	1.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	80.7	7.6	11.7
Office of Admin Appeals	91.2	6.7	2.1
Office of Administration	59.7	28.4	11.9
Office of Chief Financial Officer	88.7	3.8	7.5
Office of Citizenship	79.4	10.8	9.8
Office of Human Capital & Training	66.9	10.6	22.6
Office of Communications	85.1	8.7	6.3
Office of Congressional Relations	65.1	18.6	16.3
Office of Chief Information Officer	80.0	11.6	8.4
Office of Domestic Operations	84.2	8.9	6.9

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>20.3</b>	<b>29.1</b>
<b>Citizenship and Immigration Services</b>	<b>55.3</b>	<b>19.9</b>	<b>24.9</b>
Office of the Director	59.9	19.3	20.7
Office of the Chief of Staff/Deputy Director	66.5	9.0	24.4
Refugee, Asylum & International Operations Directorate	58.3	19.0	22.8
Office of Chief Counsel	65.5	24.1	10.4
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	58.9	17.9	23.3
Office of Admin Appeals	66.6	12.7	20.7
Office of Administration	50.6	21.7	27.7
Office of Chief Financial Officer	90.6	5.6	3.8
Office of Citizenship	52.9	20.9	26.2
Office of Human Capital & Training	58.9	13.1	28.0
Office of Communications	59.5	29.6	11.0
Office of Congressional Relations	53.1	24.0	22.9
Office of Chief Information Officer	59.1	18.3	22.5
Office of Domestic Operations	59.8	18.5	21.7

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>64.5</b>	<b>16.8</b>	<b>18.6</b>
<b>Citizenship and Immigration Services</b>	<b>75.4</b>	<b>13.0</b>	<b>11.6</b>
Office of the Director	81.5	8.5	10.0
Office of the Chief of Staff/Deputy Director	82.2	11.7	6.1
Refugee, Asylum & International Operations Directorate	72.2	13.0	14.7
Office of Chief Counsel	78.3	18.2	3.5
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	73.9	11.0	15.1
Office of Admin Appeals	79.2	14.9	5.9
Office of Administration	72.6	16.5	10.9
Office of Chief Financial Officer	86.9	9.3	3.8
Office of Citizenship	75.6	13.1	11.3
Office of Human Capital & Training	76.6	0.0	23.4
Office of Communications	79.9	20.2	0.0
Office of Congressional Relations	87.1	9.4	3.6
Office of Chief Information Officer	76.0	9.3	14.7
Office of Domestic Operations	76.0	12.3	11.7



4. I like the kind of work I do.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>80.0</b>	<b>12.6</b>	<b>7.4</b>
<b>Citizenship and Immigration Services</b>	<b>84.1</b>	<b>11.0</b>	<b>4.9</b>
Office of the Director	83.8	10.4	5.7
Office of the Chief of Staff/Deputy Director	84.3	9.5	6.2
Refugee, Asylum & International Operations Directorate	80.7	13.7	5.6
Office of Chief Counsel	86.4	12.0	1.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	82.0	11.8	6.1
Office of Admin Appeals	85.4	8.8	5.9
Office of Administration	83.6	8.2	8.2
Office of Chief Financial Officer	90.6	9.3	0.0
Office of Citizenship	84.7	10.5	4.8
Office of Human Capital & Training	94.6	2.8	2.6
Office of Communications	81.6	12.7	5.7
Office of Congressional Relations	93.1	6.9	0.0
Office of Chief Information Officer	87.8	9.6	2.7
Office of Domestic Operations	84.6	11.1	4.2

5. I have trust and confidence in my supervisor.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>58.3</b>	<b>18.8</b>	<b>22.9</b>
<b>Citizenship and Immigration Services</b>	<b>63.9</b>	<b>17.4</b>	<b>18.7</b>
Office of the Director	68.0	14.7	17.3
Office of the Chief of Staff/Deputy Director	68.4	15.7	15.9
Refugee, Asylum & International Operations Directorate	64.5	18.7	16.8
Office of Chief Counsel	76.7	13.0	10.4
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	63.5	20.6	15.9
Office of Admin Appeals	87.8	2.7	9.5
Office of Administration	58.4	18.9	22.7
Office of Chief Financial Officer	94.4	5.6	0.0
Office of Citizenship	62.0	18.6	19.3
Office of Human Capital & Training	59.7	8.8	31.5
Office of Communications	75.1	7.2	17.7
Office of Congressional Relations	63.4	23.6	13.1
Office of Chief Information Officer	62.5	12.3	25.2
Office of Domestic Operations	67.5	14.3	18.2

6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>63.0</b>	<b>17.2</b>	<b>19.1</b>	<b>0.6</b>
<b>Citizenship and Immigration Services</b>	<b>63.6</b>	<b>18.2</b>	<b>17.5</b>	<b>0.6</b>
Office of the Director	68.4	18.1	10.2	3.2
Office of the Chief of Staff/Deputy Director	58.6	17.9	21.2	2.4
Refugee, Asylum & International Operations Directorate	70.1	14.4	14.9	0.6
Office of Chief Counsel	70.8	8.9	18.8	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	56.6	19.2	23.6	0.6
Office of Admin Appeals	87.2	2.7	10.2	0.0
Office of Administration	60.0	19.5	20.4	0.0
Office of Chief Financial Officer	73.3	22.8	3.9	0.0
Office of Citizenship	64.6	18.1	16.9	0.6
Office of Human Capital & Training	55.5	15.7	28.8	0.0
Office of Communications	56.2	18.6	25.2	0.0
Office of Congressional Relations	70.3	15.1	11.0	3.6
Office of Chief Information Officer	64.9	17.8	16.1	1.2
Office of Domestic Operations	64.6	17.0	18.1	0.4

7. My work unit is able to recruit people with the right skills.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>36.5</b>	<b>29.2</b>	<b>31.5</b>	<b>2.8</b>
<b>Citizenship and Immigration Services</b>	<b>46.4</b>	<b>27.6</b>	<b>23.3</b>	<b>2.8</b>
Office of the Director	55.2	24.4	15.4	5.1
Office of the Chief of Staff/Deputy Director	64.0	14.8	21.1	0.0
Refugee, Asylum & International Operations Directorate	59.8	23.1	14.9	2.3
Office of Chief Counsel	79.7	11.7	8.6	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	52.3	24.4	20.7	2.7
Office of Admin Appeals	86.0	12.0	2.1	0.0
Office of Administration	51.2	25.2	21.4	2.2
Office of Chief Financial Officer	62.1	20.6	13.5	3.8
Office of Citizenship	43.7	30.0	23.3	3.0
Office of Human Capital & Training	49.7	9.4	40.9	0.0
Office of Communications	51.6	23.6	15.8	9.0
Office of Congressional Relations	45.3	40.8	10.3	3.6
Office of Chief Information Officer	40.5	32.1	24.5	3.0
Office of Domestic Operations	46.4	25.0	27.1	1.5

8. I know how my work relates to the agency's goals and priorities.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>80.0</b>	<b>11.0</b>	<b>8.4</b>	<b>0.6</b>
<b>Citizenship and Immigration Services</b>	<b>86.3</b>	<b>8.0</b>	<b>5.2</b>	<b>0.5</b>
Office of the Director	88.9	6.3	3.3	1.5
Office of the Chief of Staff/Deputy Director	89.1	10.9	0.0	0.0
Refugee, Asylum & International Operations Directorate	88.3	6.3	4.7	0.6
Office of Chief Counsel	93.6	6.4	0.0	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	85.9	6.4	6.9	0.8
Office of Admin Appeals	95.1	2.8	2.1	0.0
Office of Administration	79.8	15.1	5.1	0.0
Office of Chief Financial Officer	96.2	3.8	0.0	0.0
Office of Citizenship	86.5	8.1	4.8	0.5
Office of Human Capital & Training	75.9	0.0	24.1	0.0
Office of Communications	79.0	21.0	0.0	0.0
Office of Congressional Relations	82.9	13.4	0.0	3.7
Office of Chief Information Officer	83.8	7.2	7.0	2.0
Office of Domestic Operations	88.3	7.1	4.3	0.4

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>90.5</b>	<b>5.9</b>	<b>3.3</b>	<b>0.3</b>
<b>Citizenship and Immigration Services</b>	<b>93.8</b>	<b>4.1</b>	<b>1.8</b>	<b>0.2</b>
Office of the Director	94.9	2.4	2.0	0.6
Office of the Chief of Staff/Deputy Director	90.9	7.0	2.1	0.0
Refugee, Asylum & International Operations Directorate	93.3	3.0	3.0	0.7
Office of Chief Counsel	89.7	10.3	0.0	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	91.6	4.6	2.8	1.0
Office of Admin Appeals	93.2	4.2	2.7	0.0
Office of Administration	94.4	2.7	2.9	0.0
Office of Chief Financial Officer	94.7	5.2	0.0	0.0
Office of Citizenship	94.4	3.9	1.6	0.2
Office of Human Capital & Training	87.9	6.9	5.2	0.0
Office of Communications	100.0	0.0	0.0	0.0
Office of Congressional Relations	93.1	6.9	0.0	0.0
Office of Chief Information Officer	92.4	5.6	2.0	0.0
Office of Domestic Operations	93.7	4.0	2.3	0.1

10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>55.9</b>	<b>15.2</b>	<b>28.0</b>	<b>0.7</b>
<b>Citizenship and Immigration Services</b>	<b>62.0</b>	<b>13.9</b>	<b>23.9</b>	<b>0.3</b>
Office of the Director	61.6	15.2	22.6	0.6
Office of the Chief of Staff/Deputy Director	70.4	19.4	10.4	0.0
Refugee, Asylum & International Operations Directorate	65.8	16.4	17.9	0.0
Office of Chief Counsel	85.6	8.2	6.3	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	58.0	17.1	24.6	0.3
Office of Admin Appeals	91.9	6.0	2.1	0.0
Office of Administration	66.0	13.7	20.2	0.0
Office of Chief Financial Officer	66.0	14.3	19.8	0.0
Office of Citizenship	60.7	13.6	25.4	0.3
Office of Human Capital & Training	71.1	11.7	17.3	0.0
Office of Communications	66.8	12.0	21.2	0.0
Office of Congressional Relations	64.6	5.5	26.3	3.6
Office of Chief Information Officer	61.7	22.9	15.4	0.0
Office of Domestic Operations	66.3	10.7	22.7	0.2

11. Supervisors/team leaders in my work unit support employee development.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.2</b>	<b>20.1</b>	<b>27.3</b>	<b>1.3</b>
<b>Citizenship and Immigration Services</b>	<b>57.0</b>	<b>18.9</b>	<b>23.2</b>	<b>0.9</b>
Office of the Director	62.7	20.2	14.5	2.6
Office of the Chief of Staff/Deputy Director	74.5	9.8	15.7	0.0
Refugee, Asylum & International Operations Directorate	54.8	21.6	21.3	2.2
Office of Chief Counsel	77.9	14.8	7.3	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	61.6	17.6	20.8	0.0
Office of Admin Appeals	75.9	9.4	14.7	0.0
Office of Administration	49.9	26.7	22.2	1.1
Office of Chief Financial Officer	94.4	5.6	0.0	0.0
Office of Citizenship	53.2	19.5	26.3	1.0
Office of Human Capital & Training	62.8	8.8	28.4	0.0
Office of Communications	62.9	15.0	22.2	0.0
Office of Congressional Relations	63.6	12.0	24.3	0.0
Office of Chief Information Officer	63.8	18.9	17.2	0.0
Office of Domestic Operations	65.4	16.1	17.9	0.6

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.5</b>	<b>18.8</b>	<b>28.6</b>	<b>1.0</b>
<b>Citizenship and Immigration Services</b>	<b>61.4</b>	<b>16.2</b>	<b>21.6</b>	<b>0.9</b>
Office of the Director	74.2	10.7	13.7	1.5
Office of the Chief of Staff/Deputy Director	72.6	14.6	10.4	2.4
Refugee, Asylum & International Operations Directorate	59.5	19.5	19.2	1.7
Office of Chief Counsel	81.4	5.1	13.5	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	61.2	16.2	22.1	0.4
Office of Admin Appeals	80.5	4.8	14.7	0.0
Office of Administration	62.1	13.5	23.4	1.1
Office of Chief Financial Officer	83.1	13.1	3.8	0.0
Office of Citizenship	59.8	16.8	22.7	0.8
Office of Human Capital & Training	61.2	9.7	29.1	0.0
Office of Communications	74.2	14.0	11.9	0.0
Office of Congressional Relations	69.2	12.0	12.8	6.0
Office of Chief Information Officer	59.4	20.0	20.6	0.0
Office of Domestic Operations	66.0	13.9	19.3	0.8

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>44.7</b>	<b>23.6</b>	<b>30.3</b>	<b>1.3</b>
<b>Citizenship and Immigration Services</b>	<b>45.7</b>	<b>23.6</b>	<b>29.3</b>	<b>1.4</b>
Office of the Director	52.4	28.4	17.0	2.3
Office of the Chief of Staff/Deputy Director	59.6	21.4	19.0	0.0
Refugee, Asylum & International Operations Directorate	45.5	24.8	27.0	2.6
Office of Chief Counsel	48.2	32.3	17.9	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	45.3	21.9	31.9	0.9
Office of Admin Appeals	53.9	28.1	18.1	0.0
Office of Administration	43.9	30.2	23.7	2.3
Office of Chief Financial Officer	87.8	12.3	0.0	0.0
Office of Citizenship	46.8	22.0	30.0	1.1
Office of Human Capital & Training	31.0	27.9	41.0	0.0
Office of Communications	41.8	24.7	28.6	4.9
Office of Congressional Relations	55.9	26.5	10.4	7.2
Office of Chief Information Officer	52.0	19.4	28.6	0.0
Office of Domestic Operations	43.6	24.6	30.4	1.4

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>25.1</b>	<b>24.5</b>	<b>45.2</b>	<b>5.1</b>
<b>Citizenship and Immigration Services</b>	<b>32.9</b>	<b>26.2</b>	<b>35.8</b>	<b>5.0</b>
Office of the Director	36.9	22.8	30.6	9.7
Office of the Chief of Staff/Deputy Director	50.4	23.2	19.8	6.7
Refugee, Asylum & International Operations Directorate	41.2	20.5	33.7	4.6
Office of Chief Counsel	49.7	33.6	15.1	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	32.3	31.7	29.5	6.6
Office of Admin Appeals	66.7	31.2	2.1	0.0
Office of Administration	35.5	22.1	35.1	7.3
Office of Chief Financial Officer	53.9	28.5	3.8	13.9
Office of Citizenship	28.8	26.9	39.8	4.6
Office of Human Capital & Training	27.8	14.1	48.7	9.4
Office of Communications	40.2	13.0	43.6	3.2
Office of Congressional Relations	37.1	22.7	29.1	11.2
Office of Chief Information Officer	33.5	28.3	32.0	6.2
Office of Domestic Operations	41.1	25.5	29.1	4.3

<i>15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>25.5</b>	<b>23.4</b>	<b>45.8</b>	<b>5.4</b>
<b>Citizenship and Immigration Services</b>	<b>28.3</b>	<b>27.4</b>	<b>36.6</b>	<b>7.8</b>
Office of the Director	37.3	25.5	25.2	12.0
Office of the Chief of Staff/Deputy Director	39.6	32.0	22.8	5.7
Refugee, Asylum & International Operations Directorate	31.2	29.4	31.2	8.2
Office of Chief Counsel	32.8	38.8	18.6	9.7
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	29.5	27.4	32.9	10.0
Office of Admin Appeals	48.7	24.7	12.0	14.6
Office of Administration	18.7	37.5	37.4	6.4
Office of Chief Financial Officer	35.8	38.2	12.3	13.9
Office of Citizenship	26.8	26.4	39.7	7.1
Office of Human Capital & Training	20.4	7.2	59.4	12.9
Office of Communications	19.9	31.9	39.6	8.6
Office of Congressional Relations	27.5	32.3	33.0	7.2
Office of Chief Information Officer	25.9	22.1	39.9	12.0
Office of Domestic Operations	33.0	26.7	33.9	6.4

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>29.1</b>	<b>26.1</b>	<b>41.6</b>	<b>3.2</b>
<b>Citizenship and Immigration Services</b>	<b>37.4</b>	<b>26.1</b>	<b>33.7</b>	<b>2.8</b>
Office of the Director	43.4	24.4	27.4	4.8
Office of the Chief of Staff/Deputy Director	59.9	23.8	13.8	2.4
Refugee, Asylum & International Operations Directorate	40.6	23.1	29.6	6.7
Office of Chief Counsel	62.6	19.7	17.8	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	37.8	28.3	31.8	2.2
Office of Admin Appeals	61.6	29.6	8.8	0.0
Office of Administration	35.6	29.3	32.9	2.3
Office of Chief Financial Officer	73.0	11.2	7.5	8.3
Office of Citizenship	33.7	26.8	37.0	2.4
Office of Human Capital & Training	36.4	18.1	37.1	8.4
Office of Communications	45.5	21.0	28.3	5.2
Office of Congressional Relations	39.3	30.3	23.1	7.2
Office of Chief Information Officer	45.8	21.0	33.2	0.0
Office of Domestic Operations	44.9	26.2	27.2	1.6

<i>17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>61.6</b>	<b>15.0</b>	<b>18.0</b>	<b>5.4</b>
<b>Citizenship and Immigration Services</b>	<b>71.2</b>	<b>11.7</b>	<b>13.9</b>	<b>3.2</b>
Office of the Director	79.0	10.4	8.4	2.3
Office of the Chief of Staff/Deputy Director	62.9	8.9	14.8	13.4
Refugee, Asylum & International Operations Directorate	69.5	11.4	15.6	3.5
Office of Chief Counsel	69.1	17.7	3.5	9.8
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	73.7	9.4	13.4	3.5
Office of Admin Appeals	90.0	7.2	0.0	2.7
Office of Administration	72.4	10.5	12.7	4.5
Office of Chief Financial Officer	81.8	0.0	7.5	10.7
Office of Citizenship	71.3	12.4	13.4	2.8
Office of Human Capital & Training	50.4	16.5	25.0	8.1
Office of Communications	71.3	23.8	5.0	0.0
Office of Congressional Relations	76.2	18.3	5.5	0.0
Office of Chief Information Officer	68.2	11.3	17.2	3.4
Office of Domestic Operations	70.7	10.0	16.6	2.7

18. In my work unit, differences in performance are recognized in a meaningful way.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>28.5</b>	<b>27.0</b>	<b>41.6</b>	<b>2.9</b>
<b>Citizenship and Immigration Services</b>	<b>33.3</b>	<b>26.5</b>	<b>35.8</b>	<b>4.4</b>
Office of the Director	40.0	23.9	29.7	6.4
Office of the Chief of Staff/Deputy Director	47.0	17.7	20.4	15.0
Refugee, Asylum & International Operations Directorate	36.6	20.9	37.0	5.4
Office of Chief Counsel	50.3	28.1	11.9	9.7
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	33.8	29.0	32.0	5.1
Office of Admin Appeals	58.9	11.7	10.5	18.9
Office of Administration	26.6	27.4	42.9	3.1
Office of Chief Financial Officer	64.5	9.4	12.3	13.9
Office of Citizenship	32.6	26.3	38.0	3.1
Office of Human Capital & Training	23.1	16.0	52.9	8.1
Office of Communications	41.2	20.1	27.0	11.8
Office of Congressional Relations	29.1	28.0	36.8	6.0
Office of Chief Information Officer	33.4	25.1	33.6	7.8
Office of Domestic Operations	33.5	29.3	32.0	5.3

19. Pay raises depend on how well employees perform their jobs.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>17.6</b>	<b>23.0</b>	<b>54.5</b>	<b>4.8</b>
<b>Citizenship and Immigration Services</b>	<b>20.3</b>	<b>26.6</b>	<b>47.5</b>	<b>5.7</b>
Office of the Director	22.1	27.5	42.4	7.9
Office of the Chief of Staff/Deputy Director	29.7	23.0	28.6	18.6
Refugee, Asylum & International Operations Directorate	21.5	22.5	49.5	6.5
Office of Chief Counsel	24.7	31.9	32.0	11.3
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	18.8	31.5	43.2	6.5
Office of Admin Appeals	28.8	31.9	23.2	16.2
Office of Administration	24.7	20.6	47.9	6.8
Office of Chief Financial Officer	31.7	10.3	29.9	28.2
Office of Citizenship	20.9	27.1	47.3	4.8
Office of Human Capital & Training	6.5	20.9	60.9	11.8
Office of Communications	34.1	22.2	35.5	8.3
Office of Congressional Relations	27.6	30.6	34.7	7.2
Office of Chief Information Officer	22.1	20.7	51.7	5.6
Office of Domestic Operations	18.5	26.2	51.8	3.5



20. My performance appraisal is a fair reflection of my performance.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>52.3</b>	<b>20.3</b>	<b>24.2</b>	<b>3.2</b>
<b>Citizenship and Immigration Services</b>	<b>65.8</b>	<b>14.4</b>	<b>17.4</b>	<b>2.3</b>
Office of the Director	66.3	12.6	19.7	1.3
Office of the Chief of Staff/Deputy Director	62.7	13.7	10.5	13.2
Refugee, Asylum & International Operations Directorate	67.9	15.1	13.9	3.2
Office of Chief Counsel	91.2	1.6	7.2	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	67.5	14.8	14.9	2.7
Office of Admin Appeals	86.0	14.0	0.0	0.0
Office of Administration	58.9	16.2	20.0	5.0
Office of Chief Financial Officer	79.9	10.7	3.8	5.6
Office of Citizenship	65.5	14.4	18.7	1.5
Office of Human Capital & Training	70.3	6.1	15.5	8.1
Office of Communications	70.3	20.2	9.5	0.0
Office of Congressional Relations	69.4	7.9	20.3	2.4
Office of Chief Information Officer	59.3	14.4	23.9	2.4
Office of Domestic Operations	65.8	16.4	14.8	3.0

21. Discussions with my supervisor/team leader about my performance are worthwhile.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>49.9</b>	<b>24.2</b>	<b>23.8</b>	<b>2.2</b>
<b>Citizenship and Immigration Services</b>	<b>56.8</b>	<b>22.0</b>	<b>19.0</b>	<b>2.2</b>
Office of the Director	55.3	23.2	18.7	2.8
Office of the Chief of Staff/Deputy Director	68.3	14.4	12.1	5.1
Refugee, Asylum & International Operations Directorate	56.0	22.2	20.1	1.7
Office of Chief Counsel	72.6	15.7	8.5	3.1
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	59.5	22.2	16.2	2.0
Office of Admin Appeals	70.7	23.1	6.1	0.0
Office of Administration	57.7	16.4	24.7	1.3
Office of Chief Financial Officer	72.5	27.5	0.0	0.0
Office of Citizenship	57.0	21.9	19.3	1.7
Office of Human Capital & Training	25.5	33.7	35.2	5.5
Office of Communications	65.0	21.8	13.3	0.0
Office of Congressional Relations	71.2	5.6	20.7	2.4
Office of Chief Information Officer	59.8	14.4	23.2	2.6
Office of Domestic Operations	55.3	22.9	18.4	3.3

22. <i>Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>52.8</b>	<b>22.2</b>	<b>23.0</b>	<b>2.0</b>
<b>Citizenship and Immigration Services</b>	<b>56.6</b>	<b>21.4</b>	<b>19.3</b>	<b>2.7</b>
Office of the Director	54.8	21.4	20.6	3.1
Office of the Chief of Staff/Deputy Director	61.0	18.2	18.6	2.1
Refugee, Asylum & International Operations Directorate	57.0	20.2	19.1	3.7
Office of Chief Counsel	72.4	10.1	12.8	4.7
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	60.5	19.8	18.1	1.6
Office of Admin Appeals	85.1	8.8	6.1	0.0
Office of Administration	43.5	33.2	21.6	1.8
Office of Chief Financial Officer	73.3	23.0	3.8	0.0
Office of Citizenship	55.0	21.4	21.0	2.6
Office of Human Capital & Training	43.7	16.3	39.9	0.0
Office of Communications	80.3	3.8	15.9	0.0
Office of Congressional Relations	59.7	26.3	14.0	0.0
Office of Chief Information Officer	59.2	21.9	17.9	1.0
Office of Domestic Operations	61.8	20.9	15.8	1.6

23. <i>My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>62.2</b>	<b>17.9</b>	<b>18.3</b>	<b>1.6</b>
<b>Citizenship and Immigration Services</b>	<b>74.1</b>	<b>14.7</b>	<b>9.6</b>	<b>1.6</b>
Office of the Director	66.8	20.2	12.4	0.6
Office of the Chief of Staff/Deputy Director	82.5	11.3	6.2	0.0
Refugee, Asylum & International Operations Directorate	69.5	18.5	10.2	1.7
Office of Chief Counsel	90.5	6.0	3.6	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	79.0	14.1	5.5	1.5
Office of Admin Appeals	81.1	18.9	0.0	0.0
Office of Administration	74.8	16.0	9.2	0.0
Office of Chief Financial Officer	92.5	7.5	0.0	0.0
Office of Citizenship	72.2	14.7	11.5	1.6
Office of Human Capital & Training	59.0	23.6	17.3	0.0
Office of Communications	83.4	11.6	5.0	0.0
Office of Congressional Relations	78.1	10.3	8.0	3.6
Office of Chief Information Officer	77.8	13.2	7.3	1.8
Office of Domestic Operations	80.2	10.9	7.2	1.8

24. I have a high level of respect for my organization's senior leaders.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>42.3</b>	<b>22.4</b>	<b>34.5</b>	<b>0.8</b>
<b>Citizenship and Immigration Services</b>	<b>51.7</b>	<b>22.2</b>	<b>25.3</b>	<b>0.7</b>
Office of the Director	58.9	23.3	17.8	0.0
Office of the Chief of Staff/Deputy Director	61.4	20.9	17.7	0.0
Refugee, Asylum & International Operations Directorate	53.8	20.9	24.2	1.2
Office of Chief Counsel	58.3	26.0	14.1	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	46.7	26.1	27.2	0.0
Office of Admin Appeals	75.2	10.1	14.7	0.0
Office of Administration	55.2	17.7	27.1	0.0
Office of Chief Financial Officer	86.9	13.1	0.0	0.0
Office of Citizenship	51.8	22.2	25.4	0.7
Office of Human Capital & Training	41.1	13.0	45.9	0.0
Office of Communications	54.8	18.7	26.4	0.0
Office of Congressional Relations	52.6	20.7	23.2	3.5
Office of Chief Information Officer	53.5	18.4	28.2	0.0
Office of Domestic Operations	52.7	20.9	25.9	0.5

25. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>29.2</b>	<b>24.8</b>	<b>45.1</b>	<b>0.9</b>
<b>Citizenship and Immigration Services</b>	<b>38.7</b>	<b>26.0</b>	<b>34.1</b>	<b>1.1</b>
Office of the Director	42.6	31.9	24.8	0.8
Office of the Chief of Staff/Deputy Director	56.1	21.5	20.1	2.4
Refugee, Asylum & International Operations Directorate	43.1	21.4	34.7	0.8
Office of Chief Counsel	49.0	31.6	17.5	1.9
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	34.5	27.2	37.3	1.0
Office of Admin Appeals	64.0	18.6	14.7	2.7
Office of Administration	36.4	27.6	34.8	1.1
Office of Chief Financial Officer	69.2	21.4	3.8	5.6
Office of Citizenship	38.4	26.8	33.8	0.9
Office of Human Capital & Training	38.6	11.8	49.6	0.0
Office of Communications	44.0	20.2	35.7	0.0
Office of Congressional Relations	45.9	21.4	32.7	0.0
Office of Chief Information Officer	39.0	26.1	35.0	0.0
Office of Domestic Operations	41.5	24.0	33.1	1.5

26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>38.4</b>	<b>28.2</b>	<b>24.8</b>	<b>8.7</b>
<b>Citizenship and Immigration Services</b>	<b>58.1</b>	<b>22.7</b>	<b>12.9</b>	<b>6.3</b>
Office of the Director	60.5	21.4	11.1	7.0
Office of the Chief of Staff/Deputy Director	72.4	12.8	10.3	4.5
Refugee, Asylum & International Operations Directorate	66.9	15.6	12.2	5.3
Office of Chief Counsel	52.3	27.8	8.2	11.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	47.9	26.1	18.8	7.1
Office of Admin Appeals	67.9	23.3	2.1	6.7
Office of Administration	43.8	33.7	20.5	2.0
Office of Chief Financial Officer	78.6	17.6	3.8	0.0
Office of Citizenship	57.7	24.0	12.1	6.1
Office of Human Capital & Training	31.5	22.8	31.4	14.3
Office of Communications	54.2	20.7	21.7	3.3
Office of Congressional Relations	58.6	25.4	12.3	3.6
Office of Chief Information Officer	45.7	25.0	24.3	4.9
Office of Domestic Operations	66.0	16.6	11.8	5.6

27. Employees are protected from health and safety hazards on the job.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>54.8</b>	<b>19.6</b>	<b>24.4</b>	<b>1.2</b>
<b>Citizenship and Immigration Services</b>	<b>67.3</b>	<b>16.8</b>	<b>14.2</b>	<b>1.7</b>
Office of the Director	69.2	17.3	11.9	1.6
Office of the Chief of Staff/Deputy Director	72.6	12.5	12.1	2.8
Refugee, Asylum & International Operations Directorate	69.3	19.1	10.5	1.0
Office of Chief Counsel	84.1	7.8	6.5	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	64.4	20.5	14.8	0.3
Office of Admin Appeals	73.9	17.3	2.1	6.7
Office of Administration	61.5	25.6	12.9	0.0
Office of Chief Financial Officer	84.0	4.7	3.8	7.5
Office of Citizenship	63.9	17.4	16.9	1.8
Office of Human Capital & Training	71.1	10.0	13.4	5.5
Office of Communications	64.2	21.4	14.4	0.0
Office of Congressional Relations	69.0	23.1	3.4	4.4
Office of Chief Information Officer	70.2	17.2	12.5	0.0
Office of Domestic Operations	77.6	12.2	9.2	1.1

28. <i>Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>32.5</b>	<b>27.0</b>	<b>38.4</b>	<b>2.0</b>
<b>Citizenship and Immigration Services</b>	<b>39.1</b>	<b>27.2</b>	<b>31.5</b>	<b>2.2</b>
Office of the Director	36.7	30.6	29.2	3.5
Office of the Chief of Staff/Deputy Director	47.6	26.9	22.6	2.8
Refugee, Asylum & International Operations Directorate	43.3	23.8	29.6	3.2
Office of Chief Counsel	53.2	36.4	8.8	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	39.2	23.7	35.8	1.5
Office of Admin Appeals	64.4	24.1	8.8	2.7
Office of Administration	38.2	25.7	34.1	2.1
Office of Chief Financial Officer	70.6	29.4	0.0	0.0
Office of Citizenship	38.8	26.8	32.0	2.3
Office of Human Capital & Training	26.1	16.0	52.4	5.5
Office of Communications	51.3	22.9	25.9	0.0
Office of Congressional Relations	35.2	32.0	32.7	0.0
Office of Chief Information Officer	40.7	33.0	26.4	0.0
Office of Domestic Operations	39.2	28.6	30.5	1.7

29. <i>My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>61.5</b>	<b>16.1</b>	<b>22.0</b>	<b>0.4</b>
<b>Citizenship and Immigration Services</b>	<b>59.9</b>	<b>15.3</b>	<b>24.3</b>	<b>0.4</b>
Office of the Director	58.6	19.5	20.1	1.7
Office of the Chief of Staff/Deputy Director	73.6	15.0	11.4	0.0
Refugee, Asylum & International Operations Directorate	52.8	16.5	30.7	0.0
Office of Chief Counsel	60.1	15.0	23.3	1.6
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	56.9	17.8	25.3	0.0
Office of Admin Appeals	92.5	5.4	2.1	0.0
Office of Administration	55.0	17.1	27.8	0.0
Office of Chief Financial Officer	74.5	8.7	16.9	0.0
Office of Citizenship	60.1	14.9	24.7	0.3
Office of Human Capital & Training	30.7	19.1	50.1	0.0
Office of Communications	71.1	11.7	17.2	0.0
Office of Congressional Relations	71.4	11.0	11.6	6.0
Office of Chief Information Officer	63.4	12.8	23.9	0.0
Office of Domestic Operations	63.9	13.3	22.1	0.7

30. Managers communicate the goals and priorities of the organization.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>48.2</b>	<b>21.9</b>	<b>28.8</b>	<b>1.0</b>
<b>Citizenship and Immigration Services</b>	<b>61.0</b>	<b>18.4</b>	<b>19.6</b>	<b>0.9</b>
Office of the Director	64.7	19.3	13.8	2.2
Office of the Chief of Staff/Deputy Director	76.9	11.7	11.4	0.0
Refugee, Asylum & International Operations Directorate	64.0	15.6	20.1	0.4
Office of Chief Counsel	73.2	14.8	12.0	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	53.2	19.5	27.4	0.0
Office of Admin Appeals	81.4	12.5	6.1	0.0
Office of Administration	49.1	23.7	25.7	1.4
Office of Chief Financial Officer	86.9	13.1	0.0	0.0
Office of Citizenship	60.8	18.4	19.7	1.1
Office of Human Capital & Training	30.6	12.1	57.3	0.0
Office of Communications	58.4	26.1	15.5	0.0
Office of Congressional Relations	70.5	3.8	25.8	0.0
Office of Chief Information Officer	57.1	18.9	22.8	1.2
Office of Domestic Operations	63.9	17.8	17.7	0.7

31. My organization has prepared employees for potential security threats.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>56.5</b>	<b>20.0</b>	<b>22.3</b>	<b>1.3</b>
<b>Citizenship and Immigration Services</b>	<b>58.0</b>	<b>21.3</b>	<b>19.0</b>	<b>1.7</b>
Office of the Director	63.6	13.9	17.9	4.6
Office of the Chief of Staff/Deputy Director	61.2	9.6	29.2	0.0
Refugee, Asylum & International Operations Directorate	63.6	18.7	14.5	3.1
Office of Chief Counsel	52.1	23.7	20.9	3.2
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	46.0	24.8	27.9	1.2
Office of Admin Appeals	52.5	22.0	18.7	6.7
Office of Administration	59.4	26.1	14.5	0.0
Office of Chief Financial Officer	42.2	41.8	12.3	3.8
Office of Citizenship	60.4	20.1	18.2	1.3
Office of Human Capital & Training	33.9	9.0	48.9	8.1
Office of Communications	55.1	25.4	19.5	0.0
Office of Congressional Relations	67.7	16.2	16.2	0.0
Office of Chief Information Officer	49.9	26.9	18.6	4.7
Office of Domestic Operations	57.1	23.0	18.6	1.3

32. My job matches the roles and responsibilities for which I was hired.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.4</b>	<b>13.2</b>	<b>17.4</b>
<b>Citizenship and Immigration Services</b>	<b>75.6</b>	<b>12.1</b>	<b>12.4</b>
Office of the Director	73.6	16.3	10.1
Office of the Chief of Staff/Deputy Director	74.0	10.8	15.2
Refugee, Asylum & International Operations Directorate	77.0	8.3	14.6
Office of Chief Counsel	70.6	17.7	11.7
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	70.9	10.1	19.0
Office of Admin Appeals	91.2	6.7	2.1
Office of Administration	61.2	19.6	19.2
Office of Chief Financial Officer	100.0	0.0	0.0
Office of Citizenship	75.7	12.3	11.9
Office of Human Capital & Training	61.0	12.8	26.1
Office of Communications	84.1	4.1	11.9
Office of Congressional Relations	82.3	6.4	11.2
Office of Chief Information Officer	65.5	22.6	12.0
Office of Domestic Operations	79.9	10.1	10.1

33. My supervisor provides me with constructive suggestions to improve my job performance.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>24.9</b>	<b>24.5</b>
<b>Citizenship and Immigration Services</b>	<b>54.3</b>	<b>23.8</b>	<b>21.9</b>
Office of the Director	59.1	20.1	20.9
Office of the Chief of Staff/Deputy Director	64.7	23.5	11.9
Refugee, Asylum & International Operations Directorate	57.7	19.1	23.2
Office of Chief Counsel	55.6	29.5	14.8
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	54.5	23.0	22.5
Office of Admin Appeals	79.9	10.6	9.5
Office of Administration	45.2	25.8	29.0
Office of Chief Financial Officer	81.0	19.0	0.0
Office of Citizenship	53.8	24.7	21.4
Office of Human Capital & Training	38.0	40.5	21.6
Office of Communications	59.1	20.3	20.7
Office of Congressional Relations	61.6	16.5	21.9
Office of Chief Information Officer	60.0	22.0	18.0
Office of Domestic Operations	53.4	23.0	23.6

34. <i>Employees are rewarded for providing high quality products and services to their customers.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>27.5</b>	<b>29.6</b>	<b>42.9</b>	<b>0.0</b>
<b>Citizenship and Immigration Services</b>	<b>37.6</b>	<b>25.9</b>	<b>36.5</b>	<b>0.0</b>
Office of the Director	38.8	28.1	33.1	0.0
Office of the Chief of Staff/Deputy Director	52.1	24.1	23.8	0.0
Refugee, Asylum & International Operations Directorate	47.2	21.0	31.8	0.0
Office of Chief Counsel	56.5	27.8	15.7	0.0
Office of Policy & Strategy	NR	NR	NR	NR
National Security & Records Verification Directorate	40.8	24.8	34.4	0.0
Office of Admin Appeals	71.1	14.2	14.7	0.0
Office of Administration	32.1	25.0	43.0	0.0
Office of Chief Financial Officer	63.3	25.5	11.3	0.0
Office of Citizenship	33.5	27.1	39.4	0.0
Office of Human Capital & Training	36.3	9.7	54.0	0.0
Office of Communications	50.4	19.2	30.4	0.0
Office of Congressional Relations	39.8	31.7	28.5	0.0
Office of Chief Information Officer	40.3	29.7	30.0	0.0
Office of Domestic Operations	45.5	23.8	30.7	0.0

35. <i>I am held accountable for achieving results.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.3</b>	<b>20.0</b>	<b>10.7</b>
<b>Citizenship and Immigration Services</b>	<b>80.3</b>	<b>14.1</b>	<b>5.6</b>
Office of the Director	86.1	8.2	5.6
Office of the Chief of Staff/Deputy Director	85.3	12.2	2.4
Refugee, Asylum & International Operations Directorate	83.6	10.3	6.2
Office of Chief Counsel	83.1	15.3	1.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	81.3	13.8	4.8
Office of Admin Appeals	76.5	17.6	5.9
Office of Administration	77.0	19.3	3.6
Office of Chief Financial Officer	83.8	12.5	3.8
Office of Citizenship	79.2	14.8	6.0
Office of Human Capital & Training	67.5	9.5	23.0
Office of Communications	84.4	12.4	3.3
Office of Congressional Relations	94.2	5.8	0.0
Office of Chief Information Officer	77.7	14.1	8.2
Office of Domestic Operations	81.9	12.7	5.4



36. Awards in my work unit depend on how well employees perform their jobs.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.4</b>	<b>26.3</b>	<b>42.2</b>
<b>Citizenship and Immigration Services</b>	<b>39.4</b>	<b>27.2</b>	<b>33.3</b>
Office of the Director	37.4	35.0	27.6
Office of the Chief of Staff/Deputy Director	49.0	29.8	21.2
Refugee, Asylum & International Operations Directorate	43.1	24.0	32.8
Office of Chief Counsel	51.9	38.0	10.1
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	38.9	30.7	30.4
Office of Admin Appeals	65.0	28.9	6.1
Office of Administration	34.0	29.3	36.7
Office of Chief Financial Officer	57.8	28.6	13.6
Office of Citizenship	37.2	26.6	36.2
Office of Human Capital & Training	25.8	19.3	54.9
Office of Communications	46.1	30.9	23.0
Office of Congressional Relations	41.3	22.2	36.5
Office of Chief Information Officer	39.5	25.0	35.6
Office of Domestic Operations	47.1	26.9	25.9

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.4</b>	<b>25.3</b>	<b>35.3</b>
<b>Citizenship and Immigration Services</b>	<b>46.8</b>	<b>25.9</b>	<b>27.4</b>
Office of the Director	51.6	25.3	23.2
Office of the Chief of Staff/Deputy Director	58.7	18.2	23.1
Refugee, Asylum & International Operations Directorate	46.2	25.5	28.3
Office of Chief Counsel	64.1	27.1	8.7
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	46.5	23.9	29.6
Office of Admin Appeals	64.3	25.1	10.6
Office of Administration	42.3	29.3	28.5
Office of Chief Financial Officer	78.0	12.6	9.4
Office of Citizenship	44.9	26.2	28.9
Office of Human Capital & Training	51.4	18.3	30.3
Office of Communications	48.0	33.6	18.3
Office of Congressional Relations	48.1	27.5	24.4
Office of Chief Information Officer	42.2	25.5	32.3
Office of Domestic Operations	52.2	24.2	23.5

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
<b>DHS-wide</b>	<b>67.3</b>	<b>15.3</b>	<b>17.4</b>
<b>Citizenship and Immigration Services</b>	<b>72.3</b>	<b>13.6</b>	<b>14.1</b>
Office of the Director	70.5	16.2	13.3
Office of the Chief of Staff/Deputy Director	74.9	13.7	11.4
Refugee, Asylum & International Operations Directorate	65.7	15.4	18.9
Office of Chief Counsel	68.6	11.2	20.2
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	66.3	13.5	20.1
Office of Admin Appeals	62.3	16.3	21.5
Office of Administration	73.0	20.1	6.8
Office of Chief Financial Officer	78.1	14.3	7.5
Office of Citizenship	73.7	13.5	12.8
Office of Human Capital & Training	87.2	12.8	0.0
Office of Communications	69.3	10.9	19.7
Office of Congressional Relations	75.3	7.1	17.7
Office of Chief Information Officer	71.8	16.7	11.5
Office of Domestic Operations	77.3	9.9	12.8
39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>65.9</b>	<b>18.3</b>	<b>15.8</b>
<b>Citizenship and Immigration Services</b>	<b>65.8</b>	<b>19.7</b>	<b>14.5</b>
Office of the Director	64.6	19.9	15.5
Office of the Chief of Staff/Deputy Director	66.9	18.4	14.8
Refugee, Asylum & International Operations Directorate	66.3	18.8	14.9
Office of Chief Counsel	76.3	15.8	8.0
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	67.3	20.5	12.2
Office of Admin Appeals	81.4	14.6	4.0
Office of Administration	67.0	17.9	15.0
Office of Chief Financial Officer	91.2	8.8	0.0
Office of Citizenship	62.9	21.2	15.9
Office of Human Capital & Training	46.1	25.4	28.5
Office of Communications	80.9	11.3	7.9
Office of Congressional Relations	53.1	21.8	25.0
Office of Chief Information Officer	78.1	15.4	6.5
Office of Domestic Operations	73.7	14.4	11.8

<i>40. I would recommend DHS as a place to work.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>54.1</b>	<b>24.4</b>	<b>21.5</b>
<b>Citizenship and Immigration Services</b>	<b>65.6</b>	<b>21.1</b>	<b>13.4</b>
Office of the Director	68.6	20.5	10.9
Office of the Chief of Staff/Deputy Director	69.5	23.1	7.4
Refugee, Asylum & International Operations Directorate	64.4	21.2	14.5
Office of Chief Counsel	74.8	21.7	3.5
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	56.2	25.2	18.6
Office of Admin Appeals	70.1	25.8	4.2
Office of Administration	58.0	27.7	14.2
Office of Chief Financial Officer	82.2	17.8	0.0
Office of Citizenship	67.2	19.9	12.9
Office of Human Capital & Training	44.7	23.4	31.9
Office of Communications	69.6	13.0	17.4
Office of Congressional Relations	53.0	22.7	24.3
Office of Chief Information Officer	65.7	19.4	14.9
Office of Domestic Operations	68.5	18.7	12.9

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>76.5</b>	<b>14.8</b>	<b>8.7</b>
<b>Citizenship and Immigration Services</b>	<b>80.3</b>	<b>13.9</b>	<b>5.9</b>
Office of the Director	80.6	14.0	5.5
Office of the Chief of Staff/Deputy Director	85.2	12.7	2.1
Refugee, Asylum & International Operations Directorate	79.4	14.9	5.8
Office of Chief Counsel	92.1	4.7	3.3
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	73.7	22.8	3.5
Office of Admin Appeals	80.6	16.7	2.7
Office of Administration	78.8	14.5	6.7
Office of Chief Financial Officer	85.6	14.4	0.0
Office of Citizenship	81.1	13.0	5.9
Office of Human Capital & Training	62.5	24.6	13.0
Office of Communications	78.2	10.4	11.4
Office of Congressional Relations	77.1	16.2	6.7
Office of Chief Information Officer	82.6	11.0	6.4
Office of Domestic Operations	81.9	11.7	6.3

<i>42a. In the past year I have seen improvement in the following area: Communication.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.6</b>	<b>27.0</b>	<b>33.4</b>
<b>Citizenship and Immigration Services</b>	<b>47.1</b>	<b>24.8</b>	<b>28.1</b>
Office of the Director	53.7	24.0	22.3
Office of the Chief of Staff/Deputy Director	65.9	15.0	19.0
Refugee, Asylum & International Operations Directorate	43.3	26.7	30.0
Office of Chief Counsel	65.4	20.3	14.4
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	45.5	18.8	35.6
Office of Admin Appeals	52.1	35.4	12.6
Office of Administration	36.3	37.0	26.8
Office of Chief Financial Officer	77.6	14.9	7.5
Office of Citizenship	47.4	24.7	27.8
Office of Human Capital & Training	32.8	8.1	59.1
Office of Communications	49.9	23.5	26.7
Office of Congressional Relations	50.9	19.2	29.8
Office of Chief Information Officer	48.4	22.6	28.9
Office of Domestic Operations	49.7	23.5	26.8

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>34.4</b>	<b>26.5</b>	<b>39.0</b>
<b>Citizenship and Immigration Services</b>	<b>42.7</b>	<b>26.5</b>	<b>30.8</b>
Office of the Director	54.2	21.1	24.7
Office of the Chief of Staff/Deputy Director	65.8	12.6	21.6
Refugee, Asylum & International Operations Directorate	42.0	27.2	30.8
Office of Chief Counsel	38.0	41.6	20.4
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	37.0	28.8	34.3
Office of Admin Appeals	40.2	51.7	8.2
Office of Administration	37.4	33.9	28.8
Office of Chief Financial Officer	81.3	14.9	3.8
Office of Citizenship	42.9	25.7	31.4
Office of Human Capital & Training	24.5	21.4	54.1
Office of Communications	46.9	31.0	22.1
Office of Congressional Relations	47.0	31.5	21.4
Office of Chief Information Officer	44.0	24.6	31.4
Office of Domestic Operations	44.9	26.4	28.8

42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.4</b>	<b>31.1</b>	<b>41.6</b>
<b>Citizenship and Immigration Services</b>	<b>31.9</b>	<b>33.4</b>	<b>34.7</b>
Office of the Director	36.0	35.7	28.3
Office of the Chief of Staff/Deputy Director	43.1	27.7	29.3
Refugee, Asylum & International Operations Directorate	35.8	29.8	34.4
Office of Chief Counsel	31.9	55.9	12.2
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	30.7	36.0	33.4
Office of Admin Appeals	36.1	52.3	11.6
Office of Administration	30.1	36.0	33.9
Office of Chief Financial Officer	50.4	28.0	21.7
Office of Citizenship	32.7	32.2	35.0
Office of Human Capital & Training	12.7	19.2	68.1
Office of Communications	43.4	33.5	23.0
Office of Congressional Relations	37.0	31.1	31.8
Office of Chief Information Officer	33.7	28.1	38.1
Office of Domestic Operations	29.5	34.5	36.0

42d. In the past year I have seen improvement in the following area: Recognition and Awards.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.5</b>	<b>29.7</b>	<b>42.8</b>
<b>Citizenship and Immigration Services</b>	<b>31.9</b>	<b>30.7</b>	<b>37.4</b>
Office of the Director	37.9	31.7	30.3
Office of the Chief of Staff/Deputy Director	47.6	24.4	28.0
Refugee, Asylum & International Operations Directorate	41.3	29.5	29.1
Office of Chief Counsel	39.4	43.0	17.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	27.1	38.1	34.8
Office of Admin Appeals	34.2	53.1	12.7
Office of Administration	28.5	34.1	37.4
Office of Chief Financial Officer	58.9	25.1	16.0
Office of Citizenship	31.2	29.0	39.8
Office of Human Capital & Training	14.9	24.9	60.3
Office of Communications	45.2	31.7	23.1
Office of Congressional Relations	36.4	27.6	36.0
Office of Chief Information Officer	28.1	30.2	41.7
Office of Domestic Operations	32.0	34.4	33.6

42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>37.4</b>	<b>25.0</b>	<b>37.6</b>
<b>Citizenship and Immigration Services</b>	<b>44.2</b>	<b>25.5</b>	<b>30.3</b>
Office of the Director	50.2	26.9	22.9
Office of the Chief of Staff/Deputy Director	58.6	19.3	22.1
Refugee, Asylum & International Operations Directorate	54.2	22.5	23.3
Office of Chief Counsel	59.2	19.2	21.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	36.3	34.2	29.5
Office of Admin Appeals	56.2	34.3	9.6
Office of Administration	51.6	27.6	20.7
Office of Chief Financial Officer	55.2	30.7	14.1
Office of Citizenship	43.2	25.0	31.8
Office of Human Capital & Training	36.7	18.1	45.1
Office of Communications	59.5	22.3	18.1
Office of Congressional Relations	49.4	21.9	28.7
Office of Chief Information Officer	42.8	22.9	34.2
Office of Domestic Operations	44.7	26.2	29.0

42f. In the past year I have seen improvement in the following area: Supervision.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>36.2</b>	<b>29.9</b>	<b>34.0</b>
<b>Citizenship and Immigration Services</b>	<b>41.8</b>	<b>30.0</b>	<b>28.1</b>
Office of the Director	53.2	25.4	21.4
Office of the Chief of Staff/Deputy Director	46.6	35.7	17.7
Refugee, Asylum & International Operations Directorate	45.2	25.0	29.8
Office of Chief Counsel	40.8	42.9	16.2
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	41.8	32.6	25.6
Office of Admin Appeals	51.8	40.1	8.2
Office of Administration	38.4	34.0	27.6
Office of Chief Financial Officer	62.2	28.4	9.4
Office of Citizenship	41.9	28.5	29.7
Office of Human Capital & Training	25.3	21.3	53.3
Office of Communications	34.3	49.1	16.5
Office of Congressional Relations	43.5	24.1	32.4
Office of Chief Information Officer	43.9	31.2	25.0
Office of Domestic Operations	40.8	33.0	26.2

42g. In the past year I have seen improvement in the following area: Training.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>42.1</b>	<b>27.0</b>	<b>30.9</b>
<b>Citizenship and Immigration Services</b>	<b>46.3</b>	<b>25.1</b>	<b>28.6</b>
Office of the Director	47.2	24.6	28.1
Office of the Chief of Staff/Deputy Director	63.2	17.5	19.4
Refugee, Asylum & International Operations Directorate	52.0	25.9	22.1
Office of Chief Counsel	61.1	24.8	14.1
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	40.0	28.3	31.6
Office of Admin Appeals	38.4	46.9	14.7
Office of Administration	44.3	24.9	30.8
Office of Chief Financial Officer	73.8	22.5	3.8
Office of Citizenship	45.0	24.6	30.4
Office of Human Capital & Training	48.1	16.9	34.9
Office of Communications	57.8	22.3	20.0
Office of Congressional Relations	51.5	20.0	28.5
Office of Chief Information Officer	45.6	22.8	31.5
Office of Domestic Operations	50.3	25.6	24.1

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
<b>DHS-wide</b>	<b>28.5</b>	<b>34.8</b>	<b>36.7</b>
<b>Citizenship and Immigration Services</b>	<b>36.5</b>	<b>31.4</b>	<b>32.1</b>
Office of the Director	47.9	29.5	22.6
Office of the Chief of Staff/Deputy Director	46.1	25.6	28.2
Refugee, Asylum & International Operations Directorate	31.5	34.6	34.0
Office of Chief Counsel	66.2	26.6	7.2
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	29.5	34.8	35.8
Office of Admin Appeals	66.9	28.9	4.2
Office of Administration	41.0	28.0	30.9
Office of Chief Financial Officer	28.9	42.7	28.5
Office of Citizenship	38.5	29.2	32.3
Office of Human Capital & Training	27.2	30.5	42.3
Office of Communications	51.2	16.8	31.9
Office of Congressional Relations	46.6	21.6	31.8
Office of Chief Information Officer	30.1	40.1	29.7
Office of Domestic Operations	29.9	36.3	33.8

42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.3</b>	<b>29.6</b>	<b>35.1</b>
<b>Citizenship and Immigration Services</b>	<b>42.3</b>	<b>28.6</b>	<b>29.2</b>
Office of the Director	41.8	29.2	28.9
Office of the Chief of Staff/Deputy Director	53.4	32.8	13.8
Refugee, Asylum & International Operations Directorate	50.4	26.4	23.3
Office of Chief Counsel	49.8	39.2	11.1
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	40.8	31.3	27.9
Office of Admin Appeals	42.7	55.2	2.1
Office of Administration	52.7	24.4	22.9
Office of Chief Financial Officer	29.3	38.5	32.3
Office of Citizenship	43.0	26.0	31.0
Office of Human Capital & Training	15.2	50.4	34.4
Office of Communications	44.4	23.0	32.6
Office of Congressional Relations	50.3	28.7	21.0
Office of Chief Information Officer	42.7	22.8	34.5
Office of Domestic Operations	41.5	32.1	26.4

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.6</b>	<b>47.0</b>	<b>17.4</b>
<b>Citizenship and Immigration Services</b>	<b>41.6</b>	<b>47.0</b>	<b>11.3</b>
Office of the Director	40.6	44.5	14.9
Office of the Chief of Staff/Deputy Director	40.0	54.7	5.3
Refugee, Asylum & International Operations Directorate	42.0	43.4	14.5
Office of Chief Counsel	39.7	51.2	9.1
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	36.9	54.0	9.1
Office of Admin Appeals	35.9	61.4	2.7
Office of Administration	45.9	44.0	10.0
Office of Chief Financial Officer	64.5	35.4	0.0
Office of Citizenship	43.5	45.2	11.3
Office of Human Capital & Training	20.1	68.0	11.8
Office of Communications	43.2	49.5	7.2
Office of Congressional Relations	41.6	47.1	11.3
Office of Chief Information Officer	49.2	43.5	7.3
Office of Domestic Operations	41.2	48.0	10.8



44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.5</b>	<b>15.3</b>	<b>15.2</b>
<b>Citizenship and Immigration Services</b>	<b>65.5</b>	<b>17.6</b>	<b>17.0</b>
Office of the Director	69.5	18.8	11.7
Office of the Chief of Staff/Deputy Director	61.4	18.5	20.2
Refugee, Asylum & International Operations Directorate	65.7	17.7	16.5
Office of Chief Counsel	44.0	24.2	31.7
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	60.0	20.1	19.9
Office of Admin Appeals	71.6	18.4	10.1
Office of Administration	48.5	27.1	24.4
Office of Chief Financial Officer	58.5	9.4	32.2
Office of Citizenship	69.6	16.5	13.9
Office of Human Capital & Training	19.9	27.1	53.0
Office of Communications	50.2	22.8	27.0
Office of Congressional Relations	54.0	23.1	22.8
Office of Chief Information Officer	50.3	26.0	23.7
Office of Domestic Operations	63.1	17.2	19.7

45. Turnover of personnel has affected my work unit's ability to achieve objectives.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>53.3</b>	<b>26.6</b>	<b>20.1</b>
<b>Citizenship and Immigration Services</b>	<b>42.0</b>	<b>31.3</b>	<b>26.7</b>
Office of the Director	36.3	36.2	27.6
Office of the Chief of Staff/Deputy Director	53.3	21.7	24.9
Refugee, Asylum & International Operations Directorate	50.3	25.8	23.9
Office of Chief Counsel	37.2	26.1	36.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	42.6	30.7	26.6
Office of Admin Appeals	18.7	30.3	51.0
Office of Administration	30.6	34.2	35.3
Office of Chief Financial Officer	26.3	40.7	33.0
Office of Citizenship	41.2	32.9	26.0
Office of Human Capital & Training	65.8	16.6	17.6
Office of Communications	31.6	36.0	32.5
Office of Congressional Relations	29.3	17.8	52.9
Office of Chief Information Officer	50.2	22.1	27.7
Office of Domestic Operations	43.6	30.3	26.1

46. I receive the weekly DHS Today newsletter.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>73.1</b>	<b>12.0</b>	<b>14.8</b>
<b>Citizenship and Immigration Services</b>	<b>83.0</b>	<b>8.8</b>	<b>8.2</b>
Office of the Director	80.0	12.2	7.9
Office of the Chief of Staff/Deputy Director	85.5	6.2	8.3
Refugee, Asylum & International Operations Directorate	84.1	8.7	7.2
Office of Chief Counsel	77.4	13.3	9.3
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	81.5	4.4	14.1
Office of Admin Appeals	86.7	0.0	13.4
Office of Administration	79.8	13.8	6.4
Office of Chief Financial Officer	91.3	8.7	0.0
Office of Citizenship	83.8	9.4	6.8
Office of Human Capital & Training	83.2	5.1	11.7
Office of Communications	88.2	7.6	4.1
Office of Congressional Relations	80.1	7.0	12.9
Office of Chief Information Officer	82.4	11.9	5.8
Office of Domestic Operations	82.6	6.7	10.7

47. I read most of the news in DHS Today.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>46.0</b>	<b>23.6</b>	<b>30.4</b>
<b>Citizenship and Immigration Services</b>	<b>60.7</b>	<b>18.5</b>	<b>20.7</b>
Office of the Director	54.3	25.9	19.8
Office of the Chief of Staff/Deputy Director	53.5	30.4	16.1
Refugee, Asylum & International Operations Directorate	54.7	17.0	28.3
Office of Chief Counsel	53.9	14.6	31.4
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	57.6	23.4	18.9
Office of Admin Appeals	56.4	10.1	33.4
Office of Administration	62.8	22.8	14.3
Office of Chief Financial Officer	65.2	13.0	21.8
Office of Citizenship	63.8	18.4	17.8
Office of Human Capital & Training	40.9	10.7	48.3
Office of Communications	54.8	14.7	30.5
Office of Congressional Relations	60.4	18.4	21.2
Office of Chief Information Officer	51.5	25.6	22.9
Office of Domestic Operations	59.5	15.8	24.7

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.7</b>	<b>21.4</b>	<b>28.8</b>
<b>Citizenship and Immigration Services</b>	<b>57.6</b>	<b>20.8</b>	<b>21.7</b>
Office of the Director	52.8	22.2	24.9
Office of the Chief of Staff/Deputy Director	69.2	20.2	10.6
Refugee, Asylum & International Operations Directorate	50.5	23.5	26.0
Office of Chief Counsel	59.4	17.9	22.8
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	56.1	22.2	21.7
Office of Admin Appeals	32.2	12.7	55.0
Office of Administration	59.2	21.7	19.1
Office of Chief Financial Officer	55.1	23.2	21.8
Office of Citizenship	59.7	21.2	19.0
Office of Human Capital & Training	46.9	23.6	29.4
Office of Communications	84.9	3.8	11.4
Office of Congressional Relations	61.4	21.7	17.0
Office of Chief Information Officer	47.8	23.3	28.9
Office of Domestic Operations	56.6	18.2	25.3

49. From the following list, indicate which employee communication topic is most important to you and which is least important to you:	Percent	
	Most	Least
<b>Citizenship and Immigration Services</b>		
Operations news	32.3	4.9
Policy news	43.8	4.0
Secretary news	1.2	45.5
Human Interest news	5.0	37.3
Human Resources news	17.7	8.2

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

<i>50. How satisfied are you with the information you receive from management on what's going on in your organization?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>38.0</b>	<b>25.4</b>	<b>36.6</b>
<b>Citizenship and Immigration Services</b>	<b>46.8</b>	<b>24.1</b>	<b>29.0</b>
Office of the Director	47.2	24.5	28.3
Office of the Chief of Staff/Deputy Director	64.5	13.6	21.9
Refugee, Asylum & International Operations Directorate	48.2	21.6	30.1
Office of Chief Counsel	60.1	22.3	17.6
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	40.3	24.7	35.0
Office of Admin Appeals	67.7	16.9	15.5
Office of Administration	45.1	27.0	28.0
Office of Chief Financial Officer	87.0	9.3	3.8
Office of Citizenship	47.4	24.7	27.9
Office of Human Capital & Training	36.2	8.3	55.6
Office of Communications	54.6	24.0	21.4
Office of Congressional Relations	34.7	14.8	50.5
Office of Chief Information Officer	46.5	22.9	30.6
Office of Domestic Operations	48.8	22.3	29.0

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.6</b>	<b>24.6</b>	<b>43.7</b>
<b>Citizenship and Immigration Services</b>	<b>39.3</b>	<b>25.2</b>	<b>35.5</b>
Office of the Director	44.5	27.7	27.7
Office of the Chief of Staff/Deputy Director	55.0	23.0	22.0
Refugee, Asylum & International Operations Directorate	41.6	24.7	33.8
Office of Chief Counsel	54.2	23.7	22.2
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	36.4	24.4	39.2
Office of Admin Appeals	60.0	21.2	18.8
Office of Administration	42.4	26.5	31.1
Office of Chief Financial Officer	64.2	30.7	5.1
Office of Citizenship	38.7	24.8	36.5
Office of Human Capital & Training	21.6	22.5	56.0
Office of Communications	40.6	25.8	33.8
Office of Congressional Relations	37.6	37.5	24.9
Office of Chief Information Officer	37.3	27.1	35.6
Office of Domestic Operations	41.8	25.0	33.2

52. How satisfied are you with your opportunity to get a better job in your organization?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>30.2</b>	<b>26.3</b>	<b>43.5</b>
<b>Citizenship and Immigration Services</b>	<b>39.9</b>	<b>24.6</b>	<b>35.5</b>
Office of the Director	38.6	33.7	27.8
Office of the Chief of Staff/Deputy Director	50.0	28.3	21.8
Refugee, Asylum & International Operations Directorate	37.6	23.2	39.1
Office of Chief Counsel	49.3	21.9	28.7
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	41.0	27.9	31.0
Office of Admin Appeals	61.9	22.6	15.5
Office of Administration	29.2	28.9	41.9
Office of Chief Financial Officer	56.6	38.7	4.7
Office of Citizenship	38.1	24.5	37.4
Office of Human Capital & Training	32.7	26.8	40.5
Office of Communications	42.7	32.4	24.9
Office of Congressional Relations	49.6	0.0	50.4
Office of Chief Information Officer	28.2	23.1	48.8
Office of Domestic Operations	48.0	22.4	29.6

53. How satisfied are you with the recognition you receive for doing a good job?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.2</b>	<b>23.5</b>	<b>41.3</b>
<b>Citizenship and Immigration Services</b>	<b>44.3</b>	<b>22.6</b>	<b>33.2</b>
Office of the Director	46.3	24.5	29.1
Office of the Chief of Staff/Deputy Director	61.8	19.9	18.3
Refugee, Asylum & International Operations Directorate	52.0	19.3	28.7
Office of Chief Counsel	72.0	15.1	12.8
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	45.7	22.6	31.8
Office of Admin Appeals	77.2	19.4	3.4
Office of Administration	38.3	26.8	34.9
Office of Chief Financial Officer	70.1	16.8	13.1
Office of Citizenship	40.6	23.0	36.4
Office of Human Capital & Training	41.6	18.2	40.1
Office of Communications	52.7	19.9	27.4
Office of Congressional Relations	47.5	15.9	36.5
Office of Chief Information Officer	45.8	22.5	31.7
Office of Domestic Operations	49.8	22.6	27.6

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.3</b>	<b>26.8</b>	<b>41.8</b>
<b>Citizenship and Immigration Services</b>	<b>39.5</b>	<b>28.4</b>	<b>32.0</b>
Office of the Director	51.0	25.2	23.7
Office of the Chief of Staff/Deputy Director	57.1	22.9	20.0
Refugee, Asylum & International Operations Directorate	45.6	25.7	28.8
Office of Chief Counsel	56.4	20.6	23.0
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	31.7	30.6	37.6
Office of Admin Appeals	58.7	29.4	12.0
Office of Administration	34.0	32.9	33.1
Office of Chief Financial Officer	62.7	33.6	3.8
Office of Citizenship	38.9	29.1	32.0
Office of Human Capital & Training	18.6	38.6	42.7
Office of Communications	31.7	28.2	40.2
Office of Congressional Relations	33.7	27.1	39.2
Office of Chief Information Officer	33.8	29.1	37.1
Office of Domestic Operations	43.7	25.1	31.1

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>34.8</b>	<b>27.1</b>	<b>38.0</b>
<b>Citizenship and Immigration Services</b>	<b>42.7</b>	<b>27.9</b>	<b>29.4</b>
Office of the Director	54.6	24.8	20.6
Office of the Chief of Staff/Deputy Director	58.5	25.9	15.5
Refugee, Asylum & International Operations Directorate	49.3	22.5	28.2
Office of Chief Counsel	61.7	14.6	23.7
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	36.5	31.0	32.5
Office of Admin Appeals	66.9	20.5	12.6
Office of Administration	37.9	31.1	31.0
Office of Chief Financial Officer	61.9	28.8	9.3
Office of Citizenship	40.6	29.1	30.2
Office of Human Capital & Training	22.2	31.5	46.3
Office of Communications	35.6	32.0	32.5
Office of Congressional Relations	43.7	30.5	25.7
Office of Chief Information Officer	37.7	25.5	36.9
Office of Domestic Operations	48.8	24.3	27.0

55. How satisfied are you with the training you receive for your present job?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>48.4</b>	<b>23.6</b>	<b>28.0</b>
<b>Citizenship and Immigration Services</b>	<b>47.3</b>	<b>24.0</b>	<b>28.7</b>
Office of the Director	42.7	33.4	23.8
Office of the Chief of Staff/Deputy Director	53.4	26.1	20.6
Refugee, Asylum & International Operations Directorate	51.6	23.2	25.2
Office of Chief Counsel	46.9	35.3	17.9
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	42.9	25.7	31.4
Office of Admin Appeals	65.1	20.5	14.4
Office of Administration	43.9	24.3	31.9
Office of Chief Financial Officer	83.2	16.8	0.0
Office of Citizenship	47.4	23.1	29.5
Office of Human Capital & Training	47.4	31.1	21.5
Office of Communications	48.8	26.9	24.3
Office of Congressional Relations	52.7	17.1	30.2
Office of Chief Information Officer	51.0	26.0	23.0
Office of Domestic Operations	47.1	23.2	29.8

56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>56.8</b>	<b>20.5</b>	<b>22.8</b>
<b>Citizenship and Immigration Services</b>	<b>67.5</b>	<b>17.9</b>	<b>14.6</b>
Office of the Director	67.9	16.8	15.2
Office of the Chief of Staff/Deputy Director	71.8	16.1	12.2
Refugee, Asylum & International Operations Directorate	66.9	18.4	14.8
Office of Chief Counsel	81.2	14.1	4.7
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	65.5	16.9	17.7
Office of Admin Appeals	85.3	0.0	14.7
Office of Administration	64.5	17.0	18.6
Office of Chief Financial Officer	96.3	3.8	0.0
Office of Citizenship	66.7	19.0	14.4
Office of Human Capital & Training	54.3	5.4	40.4
Office of Communications	76.8	18.2	5.0
Office of Congressional Relations	73.7	20.1	6.2
Office of Chief Information Officer	66.0	19.5	14.4
Office of Domestic Operations	70.1	15.3	14.6

57. Considering everything, how satisfied are you with your pay?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.4</b>	<b>19.1</b>	<b>31.6</b>
<b>Citizenship and Immigration Services</b>	<b>63.7</b>	<b>16.0</b>	<b>20.3</b>
Office of the Director	58.1	15.8	26.1
Office of the Chief of Staff/Deputy Director	56.5	18.9	24.6
Refugee, Asylum & International Operations Directorate	59.3	13.4	27.3
Office of Chief Counsel	80.4	9.3	10.3
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	73.1	15.1	11.7
Office of Admin Appeals	87.7	8.8	3.5
Office of Administration	58.4	15.4	26.2
Office of Chief Financial Officer	74.3	9.4	16.4
Office of Citizenship	61.3	17.0	21.8
Office of Human Capital & Training	65.5	13.2	21.2
Office of Communications	71.4	16.8	11.8
Office of Congressional Relations	49.7	25.8	24.7
Office of Chief Information Officer	59.4	23.1	17.5
Office of Domestic Operations	71.2	13.3	15.6

58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>59.3</b>	<b>22.6</b>	<b>18.0</b>
<b>Citizenship and Immigration Services</b>	<b>65.3</b>	<b>19.8</b>	<b>14.9</b>
Office of the Director	68.6	19.4	11.9
Office of the Chief of Staff/Deputy Director	78.8	13.3	7.9
Refugee, Asylum & International Operations Directorate	65.3	21.9	12.9
Office of Chief Counsel	77.2	19.6	3.2
Office of Policy & Strategy	NR	NR	NR
National Security & Records Verification Directorate	65.8	19.1	15.0
Office of Admin Appeals	84.1	6.5	9.5
Office of Administration	69.1	15.7	15.3
Office of Chief Financial Officer	94.4	5.6	0.0
Office of Citizenship	63.3	20.9	15.8
Office of Human Capital & Training	53.1	15.4	31.5
Office of Communications	78.9	8.1	13.0
Office of Congressional Relations	63.3	24.2	12.4
Office of Chief Information Officer	62.7	24.1	13.1
Office of Domestic Operations	67.6	16.7	15.7



## Demographic Characteristics

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

<i>59. What is your supervisory status?</i>	% of Respondents
Non-supervisor	71.8
Team leader	8.3
Supervisor	13.7
Manager	5.4
Executive	0.8

<i>60. Are you:</i>	% of Respondents
Male	40.8
Female	59.2

<i>61. Are you Hispanic or Latino?</i>	% of Respondents
Yes	14.2
No	85.8

<i>62. Please select the racial category or categories with which you most closely identify (select one or more)</i>	% of Respondents
White	66.4
Black or African American	17.3
Native Hawaiian or other Pacific Islander	2.2
Asian	10.4
American Indian or Alaska Native	2.1
Two or more races (Not Hispanic or Latino)	2.0

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

<i>64. What is your occupational group?</i>	<i>% of Respondents</i>
Social Science, Psychology, and Welfare Group - 0100 Series	0.8
Human Resources Management Group - 0200 Series	0.6
General Administrative, Clerical, and Office Services Group - 0300 Series	25.3
Natural Resources Management and Biological Sciences Group - 0400 Series	0.0
Accounting and Budget Group - 0500 Series	0.5
Engineering and Architecture Group - 0800 Series	0.1
Legal and Kindred Group - 0900 Series	5.9
Information and Arts Group - 1000 Series	1.2
Business and Industry Group - 1100 Series	0.6
Mathematics and Statistics Group - 1500 Series	0.1
Equipment, Facilities, and Services Group - 1600 Series	0.1
Education Group - 1700 Series	0.0
Investigation Group - 1800 Series	29.7
Supply Group - 2000 Series	0.2
Information Technology Group - 2200 Series	1.6
General Services and Support Work Group - 3500 Series	0.6
Unique Occupations Group - 0000 Series	0.2
Other (Job Title not found in any category above)	32.3

<i>65. Please indicate your work status:</i>	<i>% of Respondents</i>
Full time	99.0
Part time	1.0

<i>66. Do you work in the...</i>		% of Respondents
United States	Location not indicated	1.1
	Alaska	0.2
	Alabama	0.0
	Arkansas	0.2
	Arizona	0.9
	California	20.6
	Colorado	0.5
	Connecticut	0.5
	District of Columbia	9.3
	Delaware	0.0
	Florida	4.7
	Georgia	1.2
	Hawaii	0.4
	Iowa	0.1
	Idaho	0.2
	Illinois	2.4
	Indiana	0.2
	Kansas	0.0
	Kentucky	0.3
	Louisiana	0.2
	Massachusetts	1.1
	Maryland	1.0
	Maine	0.3
	Michigan	0.7
	Minnesota	0.6
	Missouri	7.4
	Mississippi	0.0
	Montana	0.1
	North Carolina	0.4
	Nebraska	7.7
	New Hampshire	0.1
	New Jersey	2.3
	New Mexico	0.2
	Nevada	0.4
	New York	6.1
	Ohio	0.9

<i>66. Do you work in the...</i>		<b>% of Respondents</b>
	Oklahoma	0.3
	Oregon	0.3
	Pennsylvania	1.0
	Rhode Island	0.3
	South Carolina	0.3
	South Dakota	0.1
	Tennessee	0.4
	Texas	10.8
	Utah	0.3
	Virginia	1.4
	Vermont	9.5
	Washington	1.2
	Wisconsin	0.3
	West Virginia	0.0
U.S. Territories	Guam	0.2
	Puerto Rico	0.3
	US Virgin Islands	0.1
International location	Africa (includes Egypt)	0.0
	Other International Location	0.2
	Asia	0.2
	Caribbean	0.1
	Europe	0.1
	South America	0.0