

Office of the Chief Human Capital Officer

# 2007 DHS Employee Survey Results

*Engaging the Workforce*

## United States Secret Service



Homeland  
Security



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

Component-Level Results  
(U.S. Secret Service)

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

## SURVEY OBJECTIVE

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

## QUESTIONNAIRE CONTENT

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

## DATA COLLECTION

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

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

## REPORTED DATA

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

## SURVEY ITEMS AND RESPONSE CHOICES

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

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

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

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

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

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

#### HCAAF INDEX-LEVEL PERCENT POSITIVE RESPONSE

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

#### COMPARING YOUR SURVEY RESULTS

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

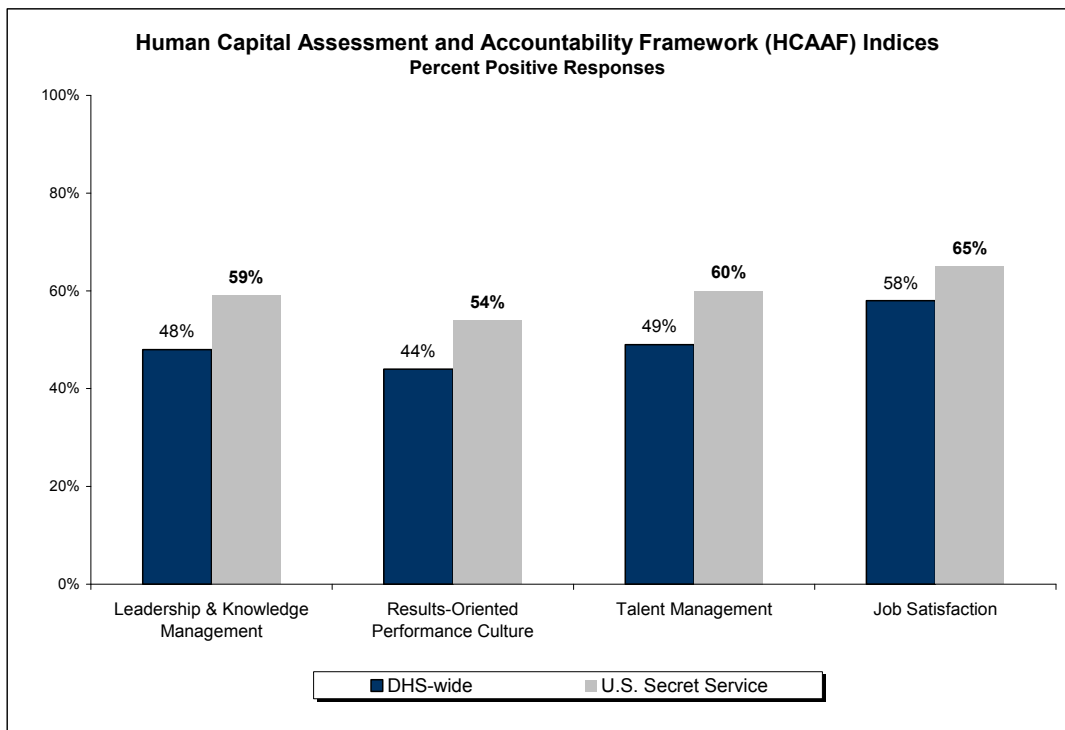
It is often useful to apply rules of thumb to determine the “notable” and “meaningful” results especially when comparing your 2007 DHS AES results to 2004 and 2006 Federal Human Capital Survey benchmark results. Therefore, we recommend the following guidelines:

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

## HUMAN CAPITAL ASSESSMENT AND ACCOUNTABILITY FRAMEWORK

The **U.S. Secret Service** is mandated by statute and executive order to carry out two significant missions: protection and criminal investigations. The Secret Service protects the president and vice president, their families, heads of state, and other designated individuals; investigates threats against these protectees; protects the White House, vice president's residence, foreign missions, and other buildings within Washington, D.C.; and plans and implements security designs for designated National Special Security Events. The Secret Service also investigates violations of laws relating to counterfeiting of obligations and securities of the United States; financial crimes that include, but are not limited to, access device fraud, financial institution fraud, identity theft, computer fraud; and computer-based attacks on our nation's financial, banking, and telecommunications infrastructure.

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	89.0	6.5	4.4
2006 FHCS	91.2	5.9	2.9
2004 FHCS	NA	NA	NA

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	62.9	18.8	18.4
2006 FHCS	64.7	20.5	14.8
2004 FHCS	NA	NA	NA

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	74.6	14.4	11.1
2006 FHCS	73.0	18.1	8.9
2004 FHCS	NA	NA	NA

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	86.5	9.1	4.3
2006 FHCS	86.8	9.7	3.5
2004 FHCS	NA	NA	NA

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	67.0	16.6	16.4
2006 FHCS	68.2	16.8	15.0
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	75.8	15.1	8.6	0.6
2006 FHCS	79.2	12.9	7.1	0.8
2004 FHCS	NA	NA	NA	NA

<i>7. My work unit is able to recruit people with the right skills.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	52.4	25.5	19.6	2.4
2006 FHCS	52.0	28.9	16.0	3.1
2004 FHCS	NA	NA	NA	NA

<i>8. I know how my work relates to the agency's goals and priorities.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	86.7	8.8	4.2	0.3
2006 FHCS	83.3	11.5	4.7	0.6
2004 FHCS	NA	NA	NA	NA

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	91.6	5.9	2.3	0.2
2006 FHCS	89.8	8.2	1.7	0.2
2004 FHCS	NA	NA	NA	NA

<i>10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	79.1	11.8	8.7	0.5
2006 FHCS	76.9	12.0	10.8	0.4
2004 FHCS	NA	NA	NA	NA

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	64.7	18.0	16.5	0.7
2006 FHCS	68.7	20.9	10.2	0.3
2004 FHCS	NA	NA	NA	NA

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.8	19.0	18.4	0.8
2006 FHCS	61.1	20.3	17.8	0.9
2004 FHCS	NA	NA	NA	NA

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	49.4	24.7	24.9	1.0
2006 FHCS	46.0	28.5	23.5	2.0
2004 FHCS	NA	NA	NA	NA

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	30.4	28.6	36.5	4.5
2006 FHCS	30.2	30.3	36.8	2.7
2004 FHCS	NA	NA	NA	NA

<i>15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	29.1	26.7	39.7	4.5
2006 FHCS	32.0	26.8	37.9	3.3
2004 FHCS	NA	NA	NA	NA

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	37.6	30.9	29.0	2.5
2006 FHCS	39.4	32.2	26.5	2.0
2004 FHCS	NA	NA	NA	NA

<i>17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	72.9	13.3	9.3	4.5
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	35.9	31.2	29.9	3.0
2006 FHCS	32.5	33.8	30.9	2.9
2004 FHCS	NA	NA	NA	NA

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	15.1	27.6	52.5	4.9
2006 FHCS	15.3	31.7	48.9	4.0
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	67.2	18.6	12.3	1.9
2006 FHCS	66.7	20.5	11.6	1.2
2004 FHCS	NA	NA	NA	NA

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	62.3	21.1	15.0	1.6
2006 FHCS	64.4	20.2	15.1	0.4
2004 FHCS	NA	NA	NA	NA

<i>22. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	64.4	20.5	13.4	1.7
2006 FHCS	71.6	16.6	9.8	2.0
2004 FHCS	NA	NA	NA	NA

<i>23. My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	71.5	14.6	12.8	1.0
2006 FHCS	76.5	14.4	8.6	0.6
2004 FHCS	NA	NA	NA	NA

<i>24. I have a high level of respect for my organization's senior leaders.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	51.9	23.5	24.1	0.5
2006 FHCS	54.9	23.8	21.0	0.3
2004 FHCS	NA	NA	NA	NA

<i>25. In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	39.7	27.2	32.3	0.7
2006 FHCS	42.5	29.5	27.5	0.5
2004 FHCS	NA	NA	NA	NA

<i>26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	49.7	27.9	15.3	7.0
2006 FHCS	59.3	26.1	10.8	3.8
2004 FHCS	NA	NA	NA	NA

<i>27. Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	70.2	18.1	10.7	1.1
2006 FHCS	71.2	15.2	13.1	0.5
2004 FHCS	NA	NA	NA	NA

<i>28. Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	44.6	29.2	23.6	2.5
2006 FHCS	40.9	32.3	25.2	1.6
2004 FHCS	NA	NA	NA	NA

<i>29. My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	72.4	15.4	11.5	0.6
2006 FHCS	68.4	12.9	18.3	0.4
2004 FHCS	NA	NA	NA	NA

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.8	20.3	17.2	0.7
2006 FHCS	63.7	20.0	15.8	0.6
2004 FHCS	NA	NA	NA	NA

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	74.1	13.4	11.4	1.0
2006 FHCS	80.2	10.1	8.9	0.8
2004 FHCS	NA	NA	NA	NA

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	81.8	10.1	8.1
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	62.1	22.0	16.0
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	36.2	36.0	27.7	0.0
2006 FHCS	42.3	30.1	25.7	2.0
2004 FHCS	NA	NA	NA	NA

<i>35. I am held accountable for achieving results.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	75.3	18.1	6.6	NA
2006 FHCS	78.0	15.7	5.7	0.6
2004 FHCS	NA	NA	NA	NA

36. Awards in my work unit depend on how well employees perform their jobs.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	39.9	29.8	30.3	NA
2006 FHCS	38.3	29.4	29.3	3.1
2004 FHCS	NA	NA	NA	NA

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	53.3	26.5	20.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

38. I know how to contact EEO Representatives in my component (For purposes of this question - Equal Employment Opportunity (EEO) representatives are EEO Counselors and Special Emphasis Program Managers).	Percent		
	Positive	Neutral	Negative
2007 DHS AES	87.4	8.8	3.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	77.8	13.4	8.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	60.8	25.6	13.5
2006 FHCS	66.8	21.5	11.7
2004 FHCS	NA	NA	NA

41. Sexual harassment is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	86.2	9.9	3.9
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	43.5	34.9	21.6
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	39.1	32.8	28.1
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	32.1	37.5	30.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42d. In the past year I have seen improvement in the following area: Recognition and Awards.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	30.5	36.1	33.5
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	37.1	30.7	32.2
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	40.5	34.5	25.1
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	39.7	34.3	26.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42h. In the past year I have seen improvement in the following area: Work Life Programs (i.e. Telework, alternative work schedules, access to Employee Assistance Programs).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	28.5	40.7	30.8
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	42.1	38.8	19.1
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	38.4	47.6	14.0
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	72.0	17.6	10.4
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	46.8	27.8	25.4
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	13.5	27.3	59.2
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	7.3	26.2	66.6
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	11.6	21.3	67.0
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 45 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	47.0	25.9	27.1
2006 FHCS	52.5	23.7	23.8
2004 FHCS	NA	NA	NA

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	40.0	27.1	33.0
2006 FHCS	57.5	22.3	20.2
2004 FHCS	NA	NA	NA

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	36.0	33.3	30.6
2006 FHCS	39.8	33.0	27.2
2004 FHCS	NA	NA	NA

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	49.0	26.5	24.5
2006 FHCS	53.0	24.0	23.0
2004 FHCS	NA	NA	NA

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	41.6	28.5	29.9
2006 FHCS	46.2	27.6	26.1
2004 FHCS	NA	NA	NA

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	48.3	26.1	25.6
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	53.0	23.0	24.0
2006 FHCS	53.4	24.8	21.8
2004 FHCS	NA	NA	NA

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	68.2	17.1	14.7
2006 FHCS	67.5	20.5	12.0
2004 FHCS	NA	NA	NA

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	59.6	16.5	23.9
2006 FHCS	61.1	16.8	22.2
2004 FHCS	NA	NA	NA

<i>58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	70.4	17.0	12.6
2006 FHCS	73.1	18.8	8.1
2004 FHCS	NA	NA	NA

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## Subcomponent Comparisons

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

Office of...	N	Office of...	N
U.S. Secret Service	2,686	Chief Counsel	11
The Director	22	Investigations	1,287
Administration	121	Protective Operations	696
Human Resources and Training	208	Protective Research	236
Government and Public Affairs	23	Missing, no subcomponent indicated	62
The Inspector	20		

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>U.S. Secret Service</b>	<b>89.0</b>	<b>6.5</b>	<b>4.4</b>
Office of the Director	87.5	8.7	3.7
Office of Administration	83.6	6.9	9.4
Office of Human Resources and Training	89.4	7.9	2.7
Office of Government and Public Affairs	86.4	7.1	6.5
Office of the Inspector	91.1	8.9	0.0
Office of Chief Counsel	100.0	0.0	0.0
Office of Investigations	92.2	4.9	2.9
Office of Protective Operations	86.6	7.8	5.6
Office of Protective Research	84.3	6.7	9.0

<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>U.S. Secret Service</b>	<b>62.9</b>	<b>18.8</b>	<b>18.4</b>
Office of the Director	78.7	17.6	3.7
Office of Administration	68.5	16.5	15.0
Office of Human Resources and Training	69.4	16.4	14.2
Office of Government and Public Affairs	74.2	8.8	17.0
Office of the Inspector	73.6	10.3	16.1
Office of Chief Counsel	81.1	0.0	18.9
Office of Investigations	69.4	15.5	15.3
Office of Protective Operations	53.2	24.3	22.4
Office of Protective Research	45.6	24.0	30.4

<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>U.S. Secret Service</b>	<b>74.6</b>	<b>14.4</b>	<b>11.1</b>
Office of the Director	87.6	3.7	8.8
Office of Administration	76.5	13.4	10.2
Office of Human Resources and Training	83.6	13.1	3.2
Office of Government and Public Affairs	78.3	9.0	12.6
Office of the Inspector	80.0	4.7	15.2
Office of Chief Counsel	82.1	8.1	9.8
Office of Investigations	79.6	12.0	8.4
Office of Protective Operations	64.6	19.5	15.8
Office of Protective Research	66.5	17.0	16.5

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>80.0</b>	<b>12.6</b>	<b>7.4</b>
<b>U.S. Secret Service</b>	<b>86.5</b>	<b>9.1</b>	<b>4.3</b>
Office of the Director	91.9	4.4	3.7
Office of Administration	85.0	9.7	5.2
Office of Human Resources and Training	90.6	7.4	2.0
Office of Government and Public Affairs	84.9	15.2	0.0
Office of the Inspector	68.5	25.5	6.0
Office of Chief Counsel	90.2	0.0	9.8
Office of Investigations	89.6	6.7	3.7
Office of Protective Operations	81.8	13.7	4.4
Office of Protective Research	83.4	8.3	8.2

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>58.3</b>	<b>18.8</b>	<b>22.9</b>
<b>U.S. Secret Service</b>	<b>67.0</b>	<b>16.6</b>	<b>16.4</b>
Office of the Director	75.6	17.3	7.1
Office of Administration	66.5	18.1	15.3
Office of Human Resources and Training	73.9	14.6	11.6
Office of Government and Public Affairs	75.9	10.0	14.1
Office of the Inspector	72.1	23.7	4.2
Office of Chief Counsel	81.2	9.8	9.1
Office of Investigations	73.1	13.4	13.6
Office of Protective Operations	58.3	20.3	21.4
Office of Protective Research	55.1	22.1	22.7

6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>63.0</b>	<b>17.2</b>	<b>19.1</b>	<b>0.6</b>
<b>U.S. Secret Service</b>	<b>75.8</b>	<b>15.1</b>	<b>8.6</b>	<b>0.6</b>
Office of the Director	82.2	14.2	3.7	0.0
Office of Administration	69.5	17.9	10.7	1.8
Office of Human Resources and Training	73.1	18.1	7.6	1.1
Office of Government and Public Affairs	73.9	19.1	2.8	4.2
Office of the Inspector	77.3	13.6	9.1	0.0
Office of Chief Counsel	65.0	26.0	9.1	0.0
Office of Investigations	82.1	11.7	5.8	0.4
Office of Protective Operations	70.8	17.7	11.0	0.5
Office of Protective Research	62.8	19.9	16.9	0.5

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>U.S. Secret Service</b>	<b>52.4</b>	<b>25.5</b>	<b>19.6</b>	<b>2.4</b>
Office of the Director	73.2	15.0	7.3	4.4
Office of Administration	57.5	21.7	18.5	2.3
Office of Human Resources and Training	49.5	25.5	22.4	2.6
Office of Government and Public Affairs	61.9	27.7	10.3	0.0
Office of the Inspector	64.0	15.0	21.0	0.0
Office of Chief Counsel	73.0	17.9	9.1	0.0
Office of Investigations	59.2	24.1	14.1	2.6
Office of Protective Operations	44.4	27.3	25.7	2.6
Office of Protective Research	34.1	29.6	35.9	0.4



<i>8. I know how my work relates to the agency's goals and priorities.</i>	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>U.S. Secret Service</b>	<b>86.7</b>	<b>8.8</b>	<b>4.2</b>	<b>0.3</b>
Office of the Director	90.1	5.3	4.6	0.0
Office of Administration	89.8	6.5	3.7	0.0
Office of Human Resources and Training	89.5	6.8	3.0	0.7
Office of Government and Public Affairs	93.5	6.5	0.0	0.0
Office of the Inspector	91.1	8.9	0.0	0.0
Office of Chief Counsel	82.9	8.1	9.1	0.0
Office of Investigations	88.4	7.9	3.6	0.2
Office of Protective Operations	84.6	9.6	5.6	0.3
Office of Protective Research	80.8	13.8	5.0	0.4

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>90.5</b>	<b>5.9</b>	<b>3.3</b>	<b>0.3</b>
<b>U.S. Secret Service</b>	<b>91.6</b>	<b>5.9</b>	<b>2.3</b>	<b>0.2</b>
Office of the Director	91.2	5.1	3.7	0.0
Office of Administration	90.9	5.6	3.6	0.0
Office of Human Resources and Training	93.7	4.4	1.8	0.0
Office of Government and Public Affairs	100.0	0.0	0.0	0.0
Office of the Inspector	89.2	10.7	0.0	0.0
Office of Chief Counsel	100.0	0.0	0.0	0.0
Office of Investigations	91.5	5.9	2.4	0.2
Office of Protective Operations	92.2	5.6	2.0	0.3
Office of Protective Research	89.4	8.5	2.0	0.0

<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
<b>DHS-wide</b>	<b>55.9</b>	<b>15.2</b>	<b>28.0</b>	<b>0.7</b>
<b>U.S. Secret Service</b>	<b>79.1</b>	<b>11.8</b>	<b>8.7</b>	<b>0.5</b>
Office of the Director	75.4	21.7	2.9	0.0
Office of Administration	82.6	13.4	3.9	0.0
Office of Human Resources and Training	69.3	13.6	15.9	1.2
Office of Government and Public Affairs	81.6	15.5	2.8	0.0
Office of the Inspector	91.5	4.2	4.2	0.0
Office of Chief Counsel	100.0	0.0	0.0	0.0
Office of Investigations	87.0	7.8	5.0	0.1
Office of Protective Operations	68.2	16.2	14.6	1.1
Office of Protective Research	74.0	15.9	10.2	0.0

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.2</b>	<b>20.1</b>	<b>27.3</b>	<b>1.3</b>
<b>U.S. Secret Service</b>	<b>64.7</b>	<b>18.0</b>	<b>16.5</b>	<b>0.7</b>
Office of the Director	78.3	4.4	13.5	3.7
Office of Administration	65.0	18.3	16.7	0.0
Office of Human Resources and Training	73.5	16.7	9.2	0.7
Office of Government and Public Affairs	71.0	14.7	7.6	6.6
Office of the Inspector	66.2	33.8	0.0	0.0
Office of Chief Counsel	73.1	8.1	18.9	0.0
Office of Investigations	72.2	14.6	12.9	0.3
Office of Protective Operations	52.9	23.4	22.3	1.5
Office of Protective Research	50.7	20.6	28.7	0.0

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.5</b>	<b>18.8</b>	<b>28.6</b>	<b>1.0</b>
<b>U.S. Secret Service</b>	<b>61.8</b>	<b>19.0</b>	<b>18.4</b>	<b>0.8</b>
Office of the Director	74.7	21.6	3.7	0.0
Office of Administration	65.0	15.8	17.4	1.7
Office of Human Resources and Training	74.3	14.1	10.9	0.7
Office of Government and Public Affairs	56.8	23.9	19.3	0.0
Office of the Inspector	59.3	19.9	20.8	0.0
Office of Chief Counsel	55.2	26.0	18.9	0.0
Office of Investigations	66.7	17.2	15.7	0.3
Office of Protective Operations	53.3	22.0	23.3	1.4
Office of Protective Research	50.9	23.5	24.9	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>U.S. Secret Service</b>	<b>49.4</b>	<b>24.7</b>	<b>24.9</b>	<b>1.0</b>
Office of the Director	73.0	18.6	8.4	0.0
Office of Administration	63.1	18.9	16.6	1.5
Office of Human Resources and Training	60.0	21.6	17.2	1.2
Office of Government and Public Affairs	66.3	20.0	7.1	6.6
Office of the Inspector	44.9	33.7	21.5	0.0
Office of Chief Counsel	73.0	17.9	9.1	0.0
Office of Investigations	51.6	23.8	23.7	0.8
Office of Protective Operations	45.9	25.6	27.1	1.4
Office of Protective Research	29.7	29.6	39.9	0.9

<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>U.S. Secret Service</b>	<b>30.4</b>	<b>28.6</b>	<b>36.5</b>	<b>4.5</b>
Office of the Director	61.2	11.9	18.0	8.9
Office of Administration	40.5	29.8	27.3	2.4
Office of Human Resources and Training	37.8	25.3	31.8	5.1
Office of Government and Public Affairs	52.3	31.8	9.0	7.0
Office of the Inspector	45.1	9.4	40.9	4.7
Office of Chief Counsel	59.8	20.6	19.6	0.0
Office of Investigations	31.9	31.5	31.8	4.9
Office of Protective Operations	26.0	25.7	44.0	4.3
Office of Protective Research	19.4	25.6	53.2	1.7

<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>U.S. Secret Service</b>	<b>29.1</b>	<b>26.7</b>	<b>39.7</b>	<b>4.5</b>
Office of the Director	50.6	6.9	33.5	9.0
Office of Administration	32.7	31.8	26.6	9.0
Office of Human Resources and Training	34.3	23.2	37.6	4.8
Office of Government and Public Affairs	53.6	28.5	17.8	0.0
Office of the Inspector	28.3	43.8	27.9	0.0
Office of Chief Counsel	30.9	25.9	35.1	8.1
Office of Investigations	30.0	27.7	37.8	4.6
Office of Protective Operations	28.1	26.0	41.9	4.0
Office of Protective Research	16.4	23.9	55.2	4.4

<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>U.S. Secret Service</b>	<b>37.6</b>	<b>30.9</b>	<b>29.0</b>	<b>2.5</b>
Office of the Director	59.1	16.3	24.6	0.0
Office of Administration	38.2	36.3	23.2	2.3
Office of Human Resources and Training	39.6	33.1	25.2	2.0
Office of Government and Public Affairs	48.4	44.1	7.5	0.0
Office of the Inspector	61.4	18.5	20.1	0.0
Office of Chief Counsel	44.5	26.8	28.7	0.0
Office of Investigations	40.8	31.4	24.8	3.0
Office of Protective Operations	33.5	29.4	34.7	2.4
Office of Protective Research	25.2	29.7	44.2	0.9

<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>U.S. Secret Service</b>	<b>72.9</b>	<b>13.3</b>	<b>9.3</b>	<b>4.5</b>
Office of the Director	65.5	20.8	3.7	10.0
Office of Administration	67.9	10.1	15.0	7.0
Office of Human Resources and Training	72.5	12.3	6.1	9.2
Office of Government and Public Affairs	86.0	6.5	4.2	3.3
Office of the Inspector	75.3	19.7	5.0	0.0
Office of Chief Counsel	74.0	0.0	0.0	25.9
Office of Investigations	75.8	12.6	7.1	4.5
Office of Protective Operations	71.3	15.2	10.8	2.6
Office of Protective Research	65.1	13.1	18.2	3.5

<i>18. In my work unit, differences in performance are recognized in a meaningful way.</i>	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>U.S. Secret Service</b>	<b>35.9</b>	<b>31.2</b>	<b>29.9</b>	<b>3.0</b>
Office of the Director	52.7	23.7	23.6	0.0
Office of Administration	39.5	30.4	22.8	7.3
Office of Human Resources and Training	41.8	27.1	27.1	4.0
Office of Government and Public Affairs	40.9	36.0	11.6	11.5
Office of the Inspector	40.1	29.5	30.4	0.0
Office of Chief Counsel	39.1	27.7	17.2	16.1
Office of Investigations	38.3	31.3	27.3	3.1
Office of Protective Operations	33.4	32.0	33.1	1.5
Office of Protective Research	20.2	32.6	45.3	1.9

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>17.6</b>	<b>23.0</b>	<b>54.5</b>	<b>4.8</b>
<b>U.S. Secret Service</b>	<b>15.1</b>	<b>27.6</b>	<b>52.5</b>	<b>4.9</b>
Office of the Director	43.8	27.2	28.9	0.0
Office of Administration	32.0	22.6	35.5	9.9
Office of Human Resources and Training	20.1	27.4	46.2	6.2
Office of Government and Public Affairs	18.5	30.0	47.0	4.5
Office of the Inspector	27.6	24.8	47.5	0.0
Office of Chief Counsel	17.7	36.6	35.9	9.8
Office of Investigations	14.5	28.9	51.4	5.2
Office of Protective Operations	12.3	26.7	57.3	3.7
Office of Protective Research	8.3	25.5	62.5	3.7

<i>20. My performance appraisal is a fair reflection of my performance.</i>	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>U.S. Secret Service</b>	<b>67.2</b>	<b>18.6</b>	<b>12.3</b>	<b>1.9</b>
Office of the Director	60.1	19.3	13.5	7.1
Office of Administration	67.3	14.0	14.2	4.5
Office of Human Resources and Training	70.5	14.9	9.8	4.9
Office of Government and Public Affairs	87.7	12.3	0.0	0.0
Office of the Inspector	59.4	24.1	16.6	0.0
Office of Chief Counsel	91.9	0.0	8.1	0.0
Office of Investigations	71.8	16.9	9.7	1.6
Office of Protective Operations	60.4	22.0	16.3	1.3
Office of Protective Research	61.5	19.6	17.2	1.7

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	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>U.S. Secret Service</b>	<b>62.3</b>	<b>21.1</b>	<b>15.0</b>	<b>1.6</b>
Office of the Director	62.2	28.4	9.4	0.0
Office of Administration	61.4	20.4	16.5	1.8
Office of Human Resources and Training	64.1	22.6	10.1	3.1
Office of Government and Public Affairs	83.1	8.8	8.2	0.0
Office of the Inspector	64.7	30.3	5.0	0.0
Office of Chief Counsel	65.0	35.0	0.0	0.0
Office of Investigations	68.2	18.4	11.5	2.0
Office of Protective Operations	56.2	23.0	19.7	1.0
Office of Protective Research	48.5	27.8	22.8	0.9

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>U.S. Secret Service</b>	<b>64.4</b>	<b>20.5</b>	<b>13.4</b>	<b>1.7</b>
Office of the Director	78.4	15.0	6.6	0.0
Office of Administration	62.6	22.7	14.2	0.6
Office of Human Resources and Training	70.0	19.6	9.1	1.2
Office of Government and Public Affairs	82.9	9.4	7.6	0.0
Office of the Inspector	81.5	18.5	0.0	0.0
Office of Chief Counsel	71.4	9.8	18.9	0.0
Office of Investigations	69.8	17.7	10.6	1.9
Office of Protective Operations	57.6	24.4	16.7	1.3
Office of Protective Research	49.6	24.7	24.0	1.7

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>U.S. Secret Service</b>	<b>71.5</b>	<b>14.6</b>	<b>12.8</b>	<b>1.0</b>
Office of the Director	80.1	9.0	7.5	3.4
Office of Administration	81.9	7.6	9.0	1.5
Office of Human Resources and Training	83.9	10.6	3.5	2.0
Office of Government and Public Affairs	87.8	4.7	3.6	3.9
Office of the Inspector	67.7	27.4	4.9	0.0
Office of Chief Counsel	90.9	9.1	0.0	0.0
Office of Investigations	76.7	11.7	10.4	1.2
Office of Protective Operations	59.2	20.6	19.9	0.3
Office of Protective Research	63.7	19.5	16.0	0.9



24. <i>I have a high level of respect for my organization's senior leaders.</i>	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>U.S. Secret Service</b>	<b>51.9</b>	<b>23.5</b>	<b>24.1</b>	<b>0.5</b>
Office of the Director	81.2	9.9	8.8	0.0
Office of Administration	74.5	15.8	9.6	0.0
Office of Human Resources and Training	51.4	23.9	23.0	1.7
Office of Government and Public Affairs	79.7	12.8	7.5	0.0
Office of the Inspector	49.6	34.4	16.1	0.0
Office of Chief Counsel	82.9	8.1	9.1	0.0
Office of Investigations	56.9	22.8	20.0	0.2
Office of Protective Operations	44.2	25.5	29.7	0.7
Office of Protective Research	29.9	26.7	43.0	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
<b>DHS-wide</b>	<b>29.2</b>	<b>24.8</b>	<b>45.1</b>	<b>0.9</b>
<b>U.S. Secret Service</b>	<b>39.7</b>	<b>27.2</b>	<b>32.3</b>	<b>0.7</b>
Office of the Director	56.8	17.0	26.2	0.0
Office of Administration	53.4	25.6	21.0	0.0
Office of Human Resources and Training	40.1	29.2	29.3	1.5
Office of Government and Public Affairs	59.5	29.5	11.0	0.0
Office of the Inspector	40.0	39.0	21.0	0.0
Office of Chief Counsel	65.0	16.1	18.9	0.0
Office of Investigations	43.6	27.2	28.4	0.8
Office of Protective Operations	35.6	26.8	37.4	0.3
Office of Protective Research	19.4	27.3	52.8	0.4

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>U.S. Secret Service</b>	<b>49.7</b>	<b>27.9</b>	<b>15.3</b>	<b>7.0</b>
Office of the Director	59.5	27.1	8.7	4.8
Office of Administration	60.5	22.9	12.0	4.5
Office of Human Resources and Training	51.8	27.6	15.0	5.6
Office of Government and Public Affairs	64.0	24.6	0.0	11.5
Office of the Inspector	63.6	24.5	6.9	5.0
Office of Chief Counsel	73.0	0.0	18.9	8.1
Office of Investigations	54.8	25.7	11.6	7.9
Office of Protective Operations	43.7	31.0	19.7	5.6
Office of Protective Research	31.3	32.9	29.0	6.8

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>U.S. Secret Service</b>	<b>70.2</b>	<b>18.1</b>	<b>10.7</b>	<b>1.1</b>
Office of the Director	89.8	7.3	2.9	0.0
Office of Administration	86.4	10.0	1.5	2.0
Office of Human Resources and Training	72.8	17.8	8.3	1.1
Office of Government and Public Affairs	91.4	8.6	0.0	0.0
Office of the Inspector	72.3	23.5	4.2	0.0
Office of Chief Counsel	91.0	0.0	9.1	0.0
Office of Investigations	74.5	17.0	7.2	1.2
Office of Protective Operations	58.7	22.6	18.1	0.7
Office of Protective Research	67.1	15.7	16.3	0.8

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>U.S. Secret Service</b>	<b>44.6</b>	<b>29.2</b>	<b>23.6</b>	<b>2.5</b>
Office of the Director	63.1	22.2	14.7	0.0
Office of Administration	45.5	27.1	24.0	3.3
Office of Human Resources and Training	47.2	33.5	16.5	2.8
Office of Government and Public Affairs	55.9	21.5	15.5	7.0
Office of the Inspector	54.7	8.9	31.7	4.7
Office of Chief Counsel	36.4	44.7	18.9	0.0
Office of Investigations	49.5	29.0	18.3	3.2
Office of Protective Operations	39.6	28.7	30.6	1.1
Office of Protective Research	29.6	28.4	41.1	0.9

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>U.S. Secret Service</b>	<b>72.4</b>	<b>15.4</b>	<b>11.5</b>	<b>0.6</b>
Office of the Director	86.3	9.9	3.8	0.0
Office of Administration	79.4	12.0	7.6	0.9
Office of Human Resources and Training	73.1	9.7	16.0	1.2
Office of Government and Public Affairs	90.5	0.0	9.4	0.0
Office of the Inspector	76.8	9.4	13.8	0.0
Office of Chief Counsel	83.9	0.0	16.1	0.0
Office of Investigations	73.9	14.3	11.3	0.5
Office of Protective Operations	73.1	19.1	7.4	0.4
Office of Protective Research	58.6	17.2	23.9	0.4

<i>30. Managers communicate the goals and priorities of the organization.</i>	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>U.S. Secret Service</b>	<b>61.8</b>	<b>20.3</b>	<b>17.2</b>	<b>0.7</b>
Office of the Director	79.1	9.9	11.1	0.0
Office of Administration	67.5	16.7	15.9	0.0
Office of Human Resources and Training	62.7	23.2	13.5	0.7
Office of Government and Public Affairs	88.4	8.6	3.0	0.0
Office of the Inspector	69.7	30.3	0.0	0.0
Office of Chief Counsel	81.1	9.8	9.1	0.0
Office of Investigations	68.1	18.5	12.6	0.9
Office of Protective Operations	55.1	22.4	22.2	0.4
Office of Protective Research	39.9	23.6	36.0	0.5

<i>31. My organization has prepared employees for potential security threats.</i>	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>U.S. Secret Service</b>	<b>74.1</b>	<b>13.4</b>	<b>11.4</b>	<b>1.0</b>
Office of the Director	91.3	0.0	8.8	0.0
Office of Administration	85.9	8.2	5.8	0.0
Office of Human Resources and Training	79.0	11.0	9.0	1.1
Office of Government and Public Affairs	84.3	6.6	4.6	4.5
Office of the Inspector	84.0	16.1	0.0	0.0
Office of Chief Counsel	91.0	0.0	9.1	0.0
Office of Investigations	79.0	11.5	8.5	0.9
Office of Protective Operations	64.3	16.5	18.2	1.1
Office of Protective Research	63.9	21.4	13.8	0.9

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.4</b>	<b>13.2</b>	<b>17.4</b>
<b>U.S. Secret Service</b>	<b>81.8</b>	<b>10.1</b>	<b>8.1</b>
Office of the Director	86.4	4.4	9.1
Office of Administration	75.3	10.9	13.8
Office of Human Resources and Training	82.7	9.7	7.5
Office of Government and Public Affairs	69.0	13.3	17.7
Office of the Inspector	75.6	15.0	9.4
Office of Chief Counsel	81.1	9.1	9.8
Office of Investigations	86.8	7.7	5.5
Office of Protective Operations	78.6	12.3	9.1
Office of Protective Research	69.9	14.2	15.9

<i>33. My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>24.9</b>	<b>24.5</b>
<b>U.S. Secret Service</b>	<b>62.1</b>	<b>22.0</b>	<b>16.0</b>
Office of the Director	68.1	24.7	7.1
Office of Administration	60.7	22.9	16.4
Office of Human Resources and Training	67.0	22.8	10.3
Office of Government and Public Affairs	84.3	0.0	15.7
Office of the Inspector	64.3	26.1	9.6
Office of Chief Counsel	48.8	24.2	27.0
Office of Investigations	69.4	18.1	12.6
Office of Protective Operations	53.5	26.0	20.6
Office of Protective Research	44.6	30.4	25.0

<i>34. 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>U.S. Secret Service</b>	<b>36.2</b>	<b>36.0</b>	<b>27.7</b>	<b>0.0</b>
Office of the Director	54.9	31.5	13.6	0.0
Office of Administration	48.6	26.8	24.5	0.0
Office of Human Resources and Training	39.7	32.0	28.3	0.0
Office of Government and Public Affairs	62.9	12.4	24.6	0.0
Office of the Inspector	49.2	32.0	18.8	0.0
Office of Chief Counsel	70.5	10.7	18.9	0.0
Office of Investigations	38.5	36.9	24.6	0.0
Office of Protective Operations	30.3	39.0	30.7	0.0
Office of Protective Research	26.5	33.4	40.2	0.0

<i>35. 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>U.S. Secret Service</b>	<b>75.3</b>	<b>18.1</b>	<b>6.6</b>
Office of the Director	88.2	8.1	3.7
Office of Administration	80.4	14.3	5.4
Office of Human Resources and Training	77.7	16.8	5.4
Office of Government and Public Affairs	83.4	12.1	4.5
Office of the Inspector	75.3	15.8	8.9
Office of Chief Counsel	82.1	17.9	0.0
Office of Investigations	79.4	15.1	5.6
Office of Protective Operations	68.7	22.7	8.5
Office of Protective Research	68.1	22.3	9.7

<i>36. Awards in my work unit depend on how well employees perform their jobs.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.4</b>	<b>26.3</b>	<b>42.2</b>
<b>U.S. Secret Service</b>	<b>39.9</b>	<b>29.8</b>	<b>30.3</b>
Office of the Director	70.4	0.0	29.5
Office of Administration	47.8	25.7	26.4
Office of Human Resources and Training	41.4	26.4	32.2
Office of Government and Public Affairs	57.3	25.4	17.3
Office of the Inspector	49.7	31.4	18.8
Office of Chief Counsel	65.0	8.1	27.0
Office of Investigations	43.2	30.3	26.5
Office of Protective Operations	34.6	30.4	35.1
Office of Protective Research	27.3	31.6	41.1

<i>37. Employees receive timely information about employee development programs and opportunities.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.4</b>	<b>25.3</b>	<b>35.3</b>
<b>U.S. Secret Service</b>	<b>53.3</b>	<b>26.5</b>	<b>20.1</b>
Office of the Director	69.6	13.5	16.9
Office of Administration	64.5	21.3	14.3
Office of Human Resources and Training	53.3	30.8	15.8
Office of Government and Public Affairs	62.9	34.1	3.0
Office of the Inspector	75.1	16.0	8.9
Office of Chief Counsel	91.0	0.0	9.1
Office of Investigations	56.8	24.7	18.5
Office of Protective Operations	48.4	28.6	23.1
Office of Protective Research	37.8	31.5	30.8

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>U.S. Secret Service</b>	<b>87.4</b>	<b>8.8</b>	<b>3.7</b>
Office of the Director	82.8	13.6	3.7
Office of Administration	86.6	8.5	4.9
Office of Human Resources and Training	90.6	6.8	2.5
Office of Government and Public Affairs	91.7	3.7	4.6
Office of the Inspector	95.7	4.2	0.0
Office of Chief Counsel	91.0	0.0	9.1
Office of Investigations	88.7	7.8	3.5
Office of Protective Operations	86.4	10.0	3.6
Office of Protective Research	80.3	13.1	6.7

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>65.9</b>	<b>18.3</b>	<b>15.8</b>
<b>U.S. Secret Service</b>	<b>77.8</b>	<b>13.4</b>	<b>8.8</b>
Office of the Director	88.9	7.5	3.7
Office of Administration	69.6	20.2	10.1
Office of Human Resources and Training	75.1	15.9	8.9
Office of Government and Public Affairs	71.9	11.5	16.6
Office of the Inspector	81.5	4.7	13.8
Office of Chief Counsel	100.0	0.0	0.0
Office of Investigations	83.4	10.4	6.3
Office of Protective Operations	71.9	16.7	11.4
Office of Protective Research	68.0	15.6	16.4



<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>U.S. Secret Service</b>	<b>60.8</b>	<b>25.6</b>	<b>13.5</b>
Office of the Director	68.2	13.7	18.1
Office of Administration	60.3	27.1	12.6
Office of Human Resources and Training	60.4	26.3	13.3
Office of Government and Public Affairs	51.8	15.8	32.4
Office of the Inspector	49.1	39.0	11.9
Office of Chief Counsel	73.0	17.9	9.1
Office of Investigations	67.8	22.1	10.1
Office of Protective Operations	57.3	26.5	16.3
Office of Protective Research	35.9	39.8	24.3

<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>U.S. Secret Service</b>	<b>86.2</b>	<b>9.9</b>	<b>3.9</b>
Office of the Director	88.2	11.8	0.0
Office of Administration	84.1	14.4	1.4
Office of Human Resources and Training	87.0	11.7	1.3
Office of Government and Public Affairs	87.9	12.1	0.0
Office of the Inspector	90.7	9.4	0.0
Office of Chief Counsel	100.0	0.0	0.0
Office of Investigations	88.3	7.7	3.9
Office of Protective Operations	84.7	10.3	4.9
Office of Protective Research	78.5	16.7	4.8

<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>U.S. Secret Service</b>	<b>43.5</b>	<b>34.9</b>	<b>21.6</b>
Office of the Director	43.7	40.9	15.4
Office of Administration	46.7	35.1	18.2
Office of Human Resources and Training	44.1	36.2	19.7
Office of Government and Public Affairs	45.6	31.2	23.2
Office of the Inspector	53.7	42.1	4.2
Office of Chief Counsel	65.0	8.1	27.0
Office of Investigations	46.2	35.0	18.8
Office of Protective Operations	41.7	33.7	24.5
Office of Protective Research	31.0	35.2	33.8

<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>U.S. Secret Service</b>	<b>39.1</b>	<b>32.8</b>	<b>28.1</b>
Office of the Director	52.2	21.9	25.9
Office of Administration	40.5	36.6	22.8
Office of Human Resources and Training	40.3	34.9	24.8
Office of Government and Public Affairs	43.8	33.0	23.2
Office of the Inspector	58.6	25.3	16.1
Office of Chief Counsel	55.2	8.1	36.8
Office of Investigations	42.3	33.6	24.1
Office of Protective Operations	37.5	30.0	32.4
Office of Protective Research	23.1	32.9	44.0

<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
<b>DHS-wide</b>	<b>27.4</b>	<b>31.1</b>	<b>41.6</b>
<b>U.S. Secret Service</b>	<b>32.1</b>	<b>37.5</b>	<b>30.4</b>
Office of the Director	44.9	27.2	28.1
Office of Administration	37.6	40.1	22.3
Office of Human Resources and Training	32.4	41.3	26.4
Office of Government and Public Affairs	26.5	65.5	8.0
Office of the Inspector	44.3	34.2	21.5
Office of Chief Counsel	39.1	32.3	28.7
Office of Investigations	32.7	38.7	28.5
Office of Protective Operations	33.3	33.7	32.9
Office of Protective Research	20.0	34.7	45.2

<i>42d. In the past year I have seen improvement in the following area: Recognition and Awards.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.5</b>	<b>29.7</b>	<b>42.8</b>
<b>U.S. Secret Service</b>	<b>30.5</b>	<b>36.1</b>	<b>33.5</b>
Office of the Director	48.0	22.5	29.5
Office of Administration	41.7	37.6	20.7
Office of Human Resources and Training	29.7	39.0	31.4
Office of Government and Public Affairs	40.6	46.5	12.9
Office of the Inspector	44.8	34.2	21.0
Office of Chief Counsel	65.0	16.1	18.9
Office of Investigations	32.2	36.4	31.3
Office of Protective Operations	26.8	35.7	37.6
Office of Protective Research	21.2	30.6	48.3

<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
<b>DHS-wide</b>	<b>37.4</b>	<b>25.0</b>	<b>37.6</b>
<b>U.S. Secret Service</b>	<b>37.1</b>	<b>30.7</b>	<b>32.2</b>
Office of the Director	44.5	31.7	23.9
Office of Administration	48.4	31.5	20.1
Office of Human Resources and Training	37.4	32.2	30.4
Office of Government and Public Affairs	26.8	59.5	13.6
Office of the Inspector	26.6	31.9	41.4
Office of Chief Counsel	57.0	16.1	27.0
Office of Investigations	40.6	31.6	27.9
Office of Protective Operations	34.6	28.3	37.1
Office of Protective Research	19.6	28.7	51.7

<i>42f. In the past year I have seen improvement in the following area: Supervision.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>36.2</b>	<b>29.9</b>	<b>34.0</b>
<b>U.S. Secret Service</b>	<b>40.5</b>	<b>34.5</b>	<b>25.1</b>
Office of the Director	42.9	31.2	25.9
Office of Administration	45.2	31.9	23.0
Office of Human Resources and Training	41.9	39.9	18.1
Office of Government and Public Affairs	47.3	27.6	25.1
Office of the Inspector	46.8	36.4	16.8
Office of Chief Counsel	57.0	16.1	27.0
Office of Investigations	43.9	34.8	21.3
Office of Protective Operations	38.2	32.6	29.3
Office of Protective Research	25.0	35.3	39.7

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>U.S. Secret Service</b>	<b>39.7</b>	<b>34.3</b>	<b>26.1</b>
Office of the Director	59.5	19.7	20.8
Office of Administration	54.1	31.6	14.2
Office of Human Resources and Training	41.0	36.8	22.1
Office of Government and Public Affairs	46.1	41.8	12.1
Office of the Inspector	45.9	47.2	6.9
Office of Chief Counsel	48.9	42.1	9.1
Office of Investigations	38.4	36.9	24.7
Office of Protective Operations	42.7	29.4	27.9
Office of Protective Research	28.9	29.5	41.5

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>U.S. Secret Service</b>	<b>28.5</b>	<b>40.7</b>	<b>30.8</b>
Office of the Director	41.8	41.1	17.1
Office of Administration	42.8	33.6	23.6
Office of Human Resources and Training	36.5	36.6	27.0
Office of Government and Public Affairs	26.8	37.0	36.3
Office of the Inspector	34.5	39.8	25.7
Office of Chief Counsel	66.7	24.2	9.1
Office of Investigations	27.8	42.8	29.4
Office of Protective Operations	29.2	41.5	29.3
Office of Protective Research	14.1	32.8	53.0

<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
<b>DHS-wide</b>	<b>35.3</b>	<b>29.6</b>	<b>35.1</b>
<b>U.S. Secret Service</b>	<b>42.1</b>	<b>38.8</b>	<b>19.1</b>
Office of the Director	52.1	32.0	15.9
Office of Administration	56.4	34.6	9.0
Office of Human Resources and Training	49.4	32.6	18.0
Office of Government and Public Affairs	30.7	36.1	33.3
Office of the Inspector	35.2	51.4	13.3
Office of Chief Counsel	74.8	16.1	9.1
Office of Investigations	46.2	39.0	14.8
Office of Protective Operations	36.6	35.1	28.2
Office of Protective Research	25.6	52.6	21.8

<i>43. My organization supports my participation in volunteer activities.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.6</b>	<b>47.0</b>	<b>17.4</b>
<b>U.S. Secret Service</b>	<b>38.4</b>	<b>47.6</b>	<b>14.0</b>
Office of the Director	44.5	34.4	21.0
Office of Administration	47.3	46.9	5.8
Office of Human Resources and Training	44.4	47.1	8.5
Office of Government and Public Affairs	51.7	45.3	3.0
Office of the Inspector	44.8	55.2	0.0
Office of Chief Counsel	54.5	28.4	17.2
Office of Investigations	43.5	44.0	12.4
Office of Protective Operations	29.1	52.3	18.6
Office of Protective Research	25.4	55.5	19.1

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>U.S. Secret Service</b>	<b>72.0</b>	<b>17.6</b>	<b>10.4</b>
Office of the Director	82.6	8.3	9.1
Office of Administration	63.0	21.0	16.0
Office of Human Resources and Training	70.2	17.7	12.1
Office of Government and Public Affairs	60.8	30.1	9.1
Office of the Inspector	65.4	34.6	0.0
Office of Chief Counsel	56.9	8.1	35.1
Office of Investigations	77.6	15.8	6.7
Office of Protective Operations	69.9	18.0	12.2
Office of Protective Research	54.3	22.4	23.3

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>U.S. Secret Service</b>	<b>46.8</b>	<b>27.8</b>	<b>25.4</b>
Office of the Director	29.9	29.5	40.6
Office of Administration	36.3	32.9	30.8
Office of Human Resources and Training	53.8	28.5	17.7
Office of Government and Public Affairs	22.1	26.9	51.0
Office of the Inspector	70.7	19.3	10.1
Office of Chief Counsel	48.2	34.0	17.7
Office of Investigations	40.9	28.8	30.3
Office of Protective Operations	50.9	27.6	21.5
Office of Protective Research	69.7	18.9	11.4

<i>46. I receive the weekly DHS Today newsletter.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>73.1</b>	<b>12.0</b>	<b>14.8</b>
<b>U.S. Secret Service</b>	<b>13.5</b>	<b>27.3</b>	<b>59.2</b>
Office of the Director	30.5	35.1	34.4
Office of Administration	22.8	27.7	49.4
Office of Human Resources and Training	16.7	24.2	59.1
Office of Government and Public Affairs	39.2	36.4	24.3
Office of the Inspector	18.0	46.9	35.2
Office of Chief Counsel	8.1	18.7	73.2
Office of Investigations	12.3	24.1	63.6
Office of Protective Operations	12.6	31.6	55.8
Office of Protective Research	11.4	29.1	59.5

<i>47. I read most of the news in DHS Today.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>46.0</b>	<b>23.6</b>	<b>30.4</b>
<b>U.S. Secret Service</b>	<b>7.3</b>	<b>26.2</b>	<b>66.6</b>
Office of the Director	20.1	18.1	61.7
Office of Administration	13.2	29.0	57.8
Office of Human Resources and Training	8.9	29.6	61.5
Office of Government and Public Affairs	12.8	36.3	50.8
Office of the Inspector	8.4	24.1	67.5
Office of Chief Counsel	17.9	18.7	63.4
Office of Investigations	6.7	22.6	70.8
Office of Protective Operations	7.1	30.0	62.9
Office of Protective Research	4.4	29.0	66.6



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>U.S. Secret Service</b>	<b>11.6</b>	<b>21.3</b>	<b>67.0</b>
Office of the Director	21.3	16.3	62.4
Office of Administration	26.9	22.0	51.1
Office of Human Resources and Training	14.7	22.5	62.8
Office of Government and Public Affairs	25.1	32.9	41.9
Office of the Inspector	13.1	14.6	72.4
Office of Chief Counsel	9.8	26.8	63.4
Office of Investigations	9.5	18.9	71.6
Office of Protective Operations	12.0	25.4	62.6
Office of Protective Research	8.1	19.9	72.0

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>U.S. Secret Service</b>		
Operations news	55.8	3.4
Policy news	22.2	4.8
Secretary news	1.2	47.1
Human Interest news	4.6	35.1
Human Resources news	16.2	9.6

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

50. How satisfied are you with the information you receive from management on what's going on in your organization?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>38.0</b>	<b>25.4</b>	<b>36.6</b>
<b>U.S. Secret Service</b>	<b>47.0</b>	<b>25.9</b>	<b>27.1</b>
Office of the Director	57.1	14.1	28.8
Office of Administration	55.0	23.4	21.5
Office of Human Resources and Training	47.2	30.5	22.4
Office of Government and Public Affairs	79.0	18.0	3.0
Office of the Inspector	49.8	34.8	15.3
Office of Chief Counsel	80.3	10.7	9.1
Office of Investigations	52.2	24.9	22.9
Office of Protective Operations	40.3	28.0	31.8
Office of Protective Research	28.8	24.1	47.1

<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>U.S. Secret Service</b>	<b>40.0</b>	<b>27.1</b>	<b>33.0</b>
Office of the Director	55.8	19.9	24.4
Office of Administration	50.7	21.0	28.3
Office of Human Resources and Training	47.2	28.8	24.1
Office of Government and Public Affairs	72.0	16.1	12.0
Office of the Inspector	33.2	43.3	23.5
Office of Chief Counsel	73.1	8.1	18.9
Office of Investigations	42.8	27.9	29.3
Office of Protective Operations	34.1	27.6	38.4
Office of Protective Research	26.2	22.5	51.3

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>30.2</b>	<b>26.3</b>	<b>43.5</b>
<b>U.S. Secret Service</b>	<b>36.0</b>	<b>33.3</b>	<b>30.6</b>
Office of the Director	54.7	23.9	21.5
Office of Administration	47.4	24.2	28.4
Office of Human Resources and Training	35.9	32.8	31.3
Office of Government and Public Affairs	63.3	13.8	22.9
Office of the Inspector	40.2	34.8	25.0
Office of Chief Counsel	55.2	17.9	27.0
Office of Investigations	38.8	34.9	26.3
Office of Protective Operations	32.3	34.2	33.5
Office of Protective Research	22.7	29.4	48.0

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.2</b>	<b>23.5</b>	<b>41.3</b>
<b>U.S. Secret Service</b>	<b>49.0</b>	<b>26.5</b>	<b>24.5</b>
Office of the Director	71.2	7.1	21.8
Office of Administration	52.7	24.2	23.1
Office of Human Resources and Training	47.9	29.4	22.6
Office of Government and Public Affairs	75.4	13.6	11.0
Office of the Inspector	54.5	26.7	18.8
Office of Chief Counsel	55.2	26.0	18.9
Office of Investigations	55.4	24.8	19.7
Office of Protective Operations	40.1	27.4	32.4
Office of Protective Research	34.1	32.9	33.0

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.3</b>	<b>26.8</b>	<b>41.8</b>
<b>U.S. Secret Service</b>	<b>41.6</b>	<b>28.5</b>	<b>29.9</b>
Office of the Director	64.0	18.8	17.2
Office of Administration	45.3	30.4	24.2
Office of Human Resources and Training	42.1	28.9	29.0
Office of Government and Public Affairs	51.7	26.3	22.0
Office of the Inspector	44.7	30.1	25.2
Office of Chief Counsel	73.0	8.1	18.9
Office of Investigations	46.2	29.7	24.1
Office of Protective Operations	37.6	25.9	36.5
Office of Protective Research	21.3	30.1	48.5

<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>U.S. Secret Service</b>	<b>48.3</b>	<b>26.1</b>	<b>25.6</b>
Office of the Director	67.4	16.0	16.5
Office of Administration	51.4	28.8	19.7
Office of Human Resources and Training	49.7	29.1	21.2
Office of Government and Public Affairs	70.2	17.7	12.1
Office of the Inspector	55.6	18.5	25.9
Office of Chief Counsel	73.0	9.8	17.2
Office of Investigations	54.2	25.1	20.7
Office of Protective Operations	42.7	25.9	31.4
Office of Protective Research	25.4	30.9	43.7

<i>55. How satisfied are you with the training you receive for your present job?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>48.4</b>	<b>23.6</b>	<b>28.0</b>
<b>U.S. Secret Service</b>	<b>53.0</b>	<b>23.0</b>	<b>24.0</b>
Office of the Director	60.6	21.3	18.0
Office of Administration	65.9	18.9	15.1
Office of Human Resources and Training	61.5	22.1	16.3
Office of Government and Public Affairs	67.5	24.8	7.6
Office of the Inspector	56.2	33.9	9.9
Office of Chief Counsel	66.7	33.3	0.0
Office of Investigations	55.4	20.9	23.7
Office of Protective Operations	50.3	24.7	25.1
Office of Protective Research	33.4	27.6	38.9

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>56.8</b>	<b>20.5</b>	<b>22.8</b>
<b>U.S. Secret Service</b>	<b>68.2</b>	<b>17.1</b>	<b>14.7</b>
Office of the Director	78.1	9.0	12.9
Office of Administration	73.7	10.5	15.8
Office of Human Resources and Training	71.1	20.6	8.3
Office of Government and Public Affairs	84.1	8.2	7.6
Office of the Inspector	61.1	30.4	8.4
Office of Chief Counsel	73.1	26.9	0.0
Office of Investigations	75.7	12.7	11.6
Office of Protective Operations	58.9	22.5	18.5
Office of Protective Research	49.1	25.6	25.3

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.4</b>	<b>19.1</b>	<b>31.6</b>
<b>U.S. Secret Service</b>	<b>59.6</b>	<b>16.5</b>	<b>23.9</b>
Office of the Director	81.9	12.7	5.4
Office of Administration	53.9	19.9	26.2
Office of Human Resources and Training	49.2	19.7	31.2
Office of Government and Public Affairs	83.7	16.3	0.0
Office of the Inspector	51.9	9.6	38.5
Office of Chief Counsel	65.0	8.1	27.0
Office of Investigations	68.5	14.4	17.1
Office of Protective Operations	44.3	18.1	37.5
Office of Protective Research	65.7	20.5	13.8

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>U.S. Secret Service</b>	<b>70.4</b>	<b>17.0</b>	<b>12.6</b>
Office of the Director	83.7	3.8	12.5
Office of Administration	65.6	17.9	16.5
Office of Human Resources and Training	76.6	15.3	8.1
Office of Government and Public Affairs	77.7	8.7	13.6
Office of the Inspector	80.8	14.5	4.7
Office of Chief Counsel	81.2	9.8	9.1
Office of Investigations	76.1	15.1	8.7
Office of Protective Operations	62.2	20.2	17.7
Office of Protective Research	58.5	19.8	21.6

## 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	61.9
Team leader	17.0
Supervisor	13.6
Manager	6.4
Executive	1.2

<i>60. Are you:</i>	% of Respondents
Male	71.2
Female	28.8

<i>61. Are you Hispanic or Latino?</i>	% of Respondents
Yes	7.1
No	92.9

<i>62. Please select the racial category or categories with which you most closely identify (select one or more)</i>	% of Respondents
White	76.9
Black or African American	15.7
Native Hawaiian or other Pacific Islander	1.1
Asian	3.7
American Indian or Alaska Native	2.0
Two or more races (Not Hispanic or Latino)	1.6

<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	1.7
General Administrative, Clerical, and Office Services Group - 0300 Series	11.0
Accounting and Budget Group - 0500 Series	1.4
Medical, Hospital, Dental, and Public Health Group - 0600 Series	0.1
Engineering and Architecture Group - 0800 Series	0.8
Legal and Kindred Group - 0900 Series	0.5
Information and Arts Group - 1000 Series	0.3
Business and Industry Group - 1100 Series	0.4
Physical Sciences Group - 1300 Series	0.6
Mathematics and Statistics Group - 1500 Series	0.2
Equipment, Facilities, and Services Group - 1600 Series	0.3
Education Group - 1700 Series	0.5
Investigation Group - 1800 Series	55.1
Supply Group - 2000 Series	0.3
Transportation Group - 2100 Series	0.5
Information Technology Group - 2200 Series	2.2
Electronic Equipment Installation and Maintenance Group - 2600 Series	0.1
General Services and Support Work Group - 3500 Series	0.2
Metal Work Group - 3800 Series	0.0
General Maintenance and Operations Work Group - 4700 Series	0.0
Mobile Equipment Operation and Transportation Group - 5700 Series	0.0
Unique Occupations Group - 0000 Series	1.5
Other (Job Title not found in any category above)	21.2

<i>65. Please indicate your work status:</i>	<i>% of Respondents</i>
Full time	99.8
Part time	0.2



<i>66. Do you work in the...</i>		<i>% of Respondents</i>
United States	Location not indicated	1.3
	Alaska	0.0
	Alabama	0.8
	Arkansas	0.2
	Arizona	0.5
	California	5.4
	Colorado	0.4
	Connecticut	0.2
	District of Columbia	45.8
	Delaware	0.0
	Florida	4.0
	Georgia	2.4
	Hawaii	0.6
	Iowa	0.1
	Idaho	0.0
	Illinois	2.7
	Indiana	0.6
	Kansas	0.2
	Kentucky	0.3
	Louisiana	0.6
	Massachusetts	0.7
	Maryland	5.1
	Maine	0.1
	Michigan	1.0
	Minnesota	0.3
	Missouri	0.8
	Mississippi	0.2
	Montana	0.1
	North Carolina	0.9
	Nebraska	0.1
	New Hampshire	0.0
	New Jersey	1.7
	New Mexico	0.1

<i>66. Do you work in the...</i>		% of Respondents
	New York	7.0
	Ohio	1.5
	Oklahoma	0.5
	Oregon	0.2
	Pennsylvania	1.8
	Rhode Island	0.2
	South Carolina	0.5
	South Dakota	0.1
	Tennessee	0.8
	Texas	5.5
	Utah	0.2
	Virginia	1.1
	Vermont	0.1
	Washington	1.3
	Wisconsin	0.4
	West Virginia	0.0
	Wyoming	0.0
U.S. Territories	Guam	0.2
	Puerto Rico	0.2
International location	Location not indicated	0.0
	Other International Location	0.0
	Asia	0.1
	Canada	0.1
	Europe	0.4
	South America	0.2
	The Middle East	0.0