Office of the Chief Human Capital Officer

2007 DHS Employee Survey Results

Engaging the Workforce

United States Coast Guard

Homeland
Security

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

Component-Level Results
(U.S. Coast Guard)

February, 2008

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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 **United States Coast Guard** is a military, multimission, maritime service within the Department of Homeland Security and one of the nation's five armed services. Its core roles are to protect the public, the environment, and U.S. economic and security interests in any maritime region in which those interests may be at risk, including international waters and America's coasts, ports, and inland waterways.

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.

Human Capital Assessment and Accountability Framework (HCAAF) Indices
Percent Positive Responses

Index	DHS-wide	U.S. Coast Guard
Leadership & Knowledge Management	48%	63%
Results-Oriented Performance Culture	44%	57%
Talent Management	49%	61%
Job Satisfaction	58%	65%

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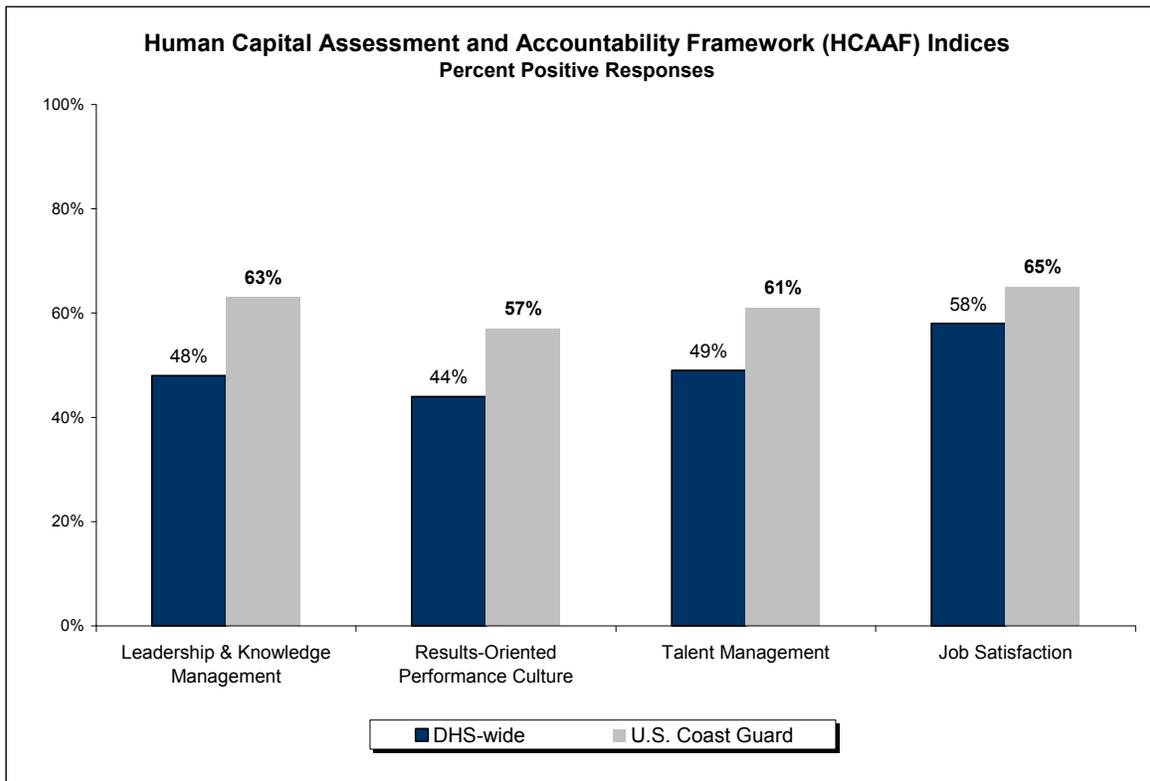
Leadership & Knowledge Management: the extent our employees hold leadership in high regards; this index captures both overall as well as specific aspects of leadership. (See survey items: 5, 22, 24, 25, 26, 27, 29, 30, 31, 50, 54a, and 58)

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.

1. The people I work with cooperate to get the job done.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	85.0	8.7	6.4
2006 FHCS	84.5	8.3	7.3
2004 FHCS	NA	NA	NA

2. I am given a real opportunity to improve my skills in my organization.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	67.8	17.1	15.2
2006 FHCS	63.2	19.0	17.8
2004 FHCS	NA	NA	NA

3. My work gives me a feeling of personal accomplishment.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	75.5	14.4	10.1
2006 FHCS	75.0	14.1	10.9
2004 FHCS	NA	NA	NA

4. I like the kind of work I do.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	83.6	10.9	5.4
2006 FHCS	84.8	10.6	4.5
2004 FHCS	NA	NA	NA

5. I have trust and confidence in my supervisor.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	69.9	15.6	14.5
2006 FHCS	65.3	18.1	16.6
2004 FHCS	NA	NA	NA

6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	72.5	15.2	11.6	0.7
2006 FHCS	76.3	13.5	9.4	0.8
2004 FHCS	NA	NA	NA	NA

7. My work unit is able to recruit people with the right skills.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	46.7	29.4	21.4	2.5
2006 FHCS	43.6	30.8	21.8	3.8
2004 FHCS	NA	NA	NA	NA

8. I know how my work relates to the agency's goals and priorities.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	84.5	10.5	4.5	0.5
2006 FHCS	81.9	11.6	5.1	1.4
2004 FHCS	NA	NA	NA	NA

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	90.3	7.0	2.6	0.1
2006 FHCS	90.4	7.7	1.1	0.8
2004 FHCS	NA	NA	NA	NA

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
2007 DHS AES	68.6	14.9	16.1	0.4
2006 FHCS	67.3	15.4	16.3	1.0
2004 FHCS	NA	NA	NA	NA

11. Supervisors/team leaders in my work unit support employee development.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	69.3	16.5	13.4	0.8
2006 FHCS	66.0	18.7	14.9	0.4
2004 FHCS	NA	NA	NA	NA

12. My talents are used well in the workplace.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	67.8	15.6	16.1	0.5
2006 FHCS	62.6	17.5	18.5	1.4
2004 FHCS	NA	NA	NA	NA

13. My training needs are assessed.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	53.2	24.2	21.6	1.0
2006 FHCS	47.7	26.5	24.7	1.1
2004 FHCS	NA	NA	NA	NA

14. Promotions in my work unit are based on merit.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	35.7	29.4	30.0	4.9
2006 FHCS	33.3	26.7	35.3	4.8
2004 FHCS	NA	NA	NA	NA

15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	37.7	27.1	29.2	6.0
2006 FHCS	30.4	27.3	34.5	7.9
2004 FHCS	NA	NA	NA	NA

16. Creativity and innovation are rewarded.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	47.6	27.4	22.9	2.1
2006 FHCS	44.1	28.0	26.1	1.8
2004 FHCS	NA	NA	NA	NA

17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	72.3	12.9	11.6	3.2
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

18. In my work unit, differences in performance are recognized in a meaningful way.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	42.2	30.1	25.0	2.8
2006 FHCS	32.6	32.0	31.4	3.9
2004 FHCS	NA	NA	NA	NA

19. Pay raises depend on how well employees perform their jobs.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	19.2	28.4	47.1	5.3
2006 FHCS	22.1	29.1	43.6	5.2
2004 FHCS	NA	NA	NA	NA

20. My performance appraisal is a fair reflection of my performance.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	69.3	16.5	12.1	2.1
2006 FHCS	74.3	13.3	11.2	1.2
2004 FHCS	NA	NA	NA	NA

21. Discussions with my supervisor/team leader about my performance are worthwhile.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.0	22.2	15.3	1.6
2006 FHCS	60.7	21.2	16.6	1.5
2004 FHCS	NA	NA	NA	NA

22. Managers/supervisors/team leaders work well with employees of different backgrounds.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	67.0	18.8	12.6	1.6
2006 FHCS	67.5	20.0	9.8	2.7
2004 FHCS	NA	NA	NA	NA

23. My supervisor supports my need to balance work and family issues.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	80.8	11.7	6.8	0.7
2006 FHCS	80.6	11.6	7.1	0.8
2004 FHCS	NA	NA	NA	NA

24. I have a high level of respect for my organization's senior leaders.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	63.5	19.7	16.4	0.4
2006 FHCS	62.2	19.9	17.5	0.4
2004 FHCS	NA	NA	NA	NA

25. *In my organization, leaders generate high levels of motivation and commitment in the workforce.*	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	48.8	27.3	23.0	0.9
2006 FHCS	49.8	25.8	23.3	1.2
2004 FHCS	NA	NA	NA	NA

26. *Managers review and evaluate the organization's progress toward meeting its goals and objectives.*	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.0	25.5	10.9	4.7
2006 FHCS	58.5	22.6	14.1	4.9
2004 FHCS	NA	NA	NA	NA

27. *Employees are protected from health and safety hazards on the job.*	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	78.9	13.5	6.6	1.0
2006 FHCS	78.6	12.4	7.8	1.2
2004 FHCS	NA	NA	NA	NA

28. *Employees have a feeling of personal empowerment with respect to work processes.*	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	52.1	27.3	18.7	1.8
2006 FHCS	50.0	26.2	21.7	2.2
2004 FHCS	NA	NA	NA	NA

29. *My workload is reasonable.*	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	69.1	14.5	16.0	0.4
2006 FHCS	62.3	16.1	20.6	1.0
2004 FHCS	NA	NA	NA	NA

30. Managers communicate the goals and priorities of the organization.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	62.5	20.8	16.0	0.7
2006 FHCS	61.2	20.2	17.7	0.8
2004 FHCS	NA	NA	NA	NA

31. My organization has prepared employees for potential security threats.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	68.9	18.7	10.8	1.5
2006 FHCS	69.2	18.6	10.5	1.7
2004 FHCS	NA	NA	NA	NA

32. My job matches the roles and responsibilities for which I was hired.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	73.0	12.6	14.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

33. My supervisor provides me with constructive suggestions to improve my job performance.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	60.4	23.0	16.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

34. Employees are rewarded for providing high quality products and services to their customers.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	48.7	28.0	23.3	0.0
2006 FHCS	49.6	23.7	24.9	1.8
2004 FHCS	NA	NA	NA	NA

35. I am held accountable for achieving results.	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	80.8	14.0	5.2	NA
2006 FHCS	80.8	14.0	4.1	1.1
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	48.3	28.1	23.6	NA
2006 FHCS	41.2	26.1	29.0	3.7
2004 FHCS	NA	NA	NA	NA

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	55.4	25.9	18.7
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	78.7	13.1	8.2
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	79.5	13.0	7.5
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	70.0	21.8	8.2
2006 FHCS	71.0	17.5	11.5
2004 FHCS	NA	NA	NA

41. Sexual harassment is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	88.1	9.0	2.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42a. In the past year I have seen improvement in the following area: Communication.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	48.5	31.3	20.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42b. In the past year I have seen improvement in the following area: Leadership.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	45.7	31.5	22.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	Percent		
	Positive	Neutral	Negative
2007 DHS AES	38.0	38.5	23.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42d. In the past year I have seen improvement in the following area: Recognition and Awards.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	38.7	36.9	24.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	Percent		
	Positive	Neutral	Negative
2007 DHS AES	43.9	30.7	25.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42f. In the past year I have seen improvement in the following area: Supervision.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	46.3	34.5	19.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42g. In the past year I have seen improvement in the following area: Training.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	45.5	33.6	21.0
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42h. In the past year I have seen improvement in the following area: Work Life Programs (i.e. Telework, alternative work schedules, access to Employee Assistance Programs).	Percent		
	Positive	Neutral	Negative
2007 DHS AES	43.4	39.4	17.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	Percent		
	Positive	Neutral	Negative
2007 DHS AES	46.9	32.5	20.6
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	67.3	26.8	5.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	63.5	18.7	17.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

45. Turnover of personnel has affected my work unit's ability to achieve objectives.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	43.3	30.7	26.0
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

46. I receive the weekly DHS Today newsletter.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	22.4	19.2	58.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

47. I read most of the news in DHS Today.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	13.9	26.2	59.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
2007 DHS AES	13.5	22.9	63.7
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 38 for results.

50. How satisfied are you with the information you receive from management on what's going on in your organization?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	52.2	26.5	21.3
2006 FHCS	52.4	22.8	24.8
2004 FHCS	NA	NA	NA

51. How satisfied are you with your involvement in decisions that affect your work?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	49.5	24.7	25.8
2006 FHCS	57.0	21.7	21.3
2004 FHCS	NA	NA	NA

52. How satisfied are you with your opportunity to get a better job in your organization?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	36.4	31.1	32.5
2006 FHCS	35.0	26.2	38.8
2004 FHCS	NA	NA	NA

53. How satisfied are you with the recognition you receive for doing a good job?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	51.5	24.8	23.8
2006 FHCS	51.9	23.9	24.2
2004 FHCS	NA	NA	NA

54a. How satisfied are you with the policies and practices of your senior leaders?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	48.9	28.6	22.5
2006 FHCS	49.3	27.2	23.6
2004 FHCS	NA	NA	NA

54b. How satisfied are you with the policies and practices of senior leadership in your component?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	52.1	27.3	20.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

55. How satisfied are you with the training you receive for your present job?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	51.8	26.0	22.1
2006 FHCS	53.7	24.9	21.5
2004 FHCS	NA	NA	NA

56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	70.3	17.3	12.4
2006 FHCS	70.3	16.3	13.5
2004 FHCS	NA	NA	NA

57. Considering everything, how satisfied are you with your pay?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	53.7	20.0	26.3
2006 FHCS	59.1	19.7	21.2
2004 FHCS	NA	NA	NA

58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Percent		
	Positive	Neutral	Negative
2007 DHS AES	69.5	18.0	12.5
2006 FHCS	69.1	18.8	12.1
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. Coast Guard	5,341	District Units	1,279
Headquarters Staff	705	Atlantic Area	1,084
Headquarters Units	1,298	Pacific Area	584
District Staff	319	Missing, no subcomponent indicated	72

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).

1. The people I work with cooperate to get the job done.	Percent		
	Positive	Neutral	Negative
DHS-wide	**77.4**	**11.8**	**10.8**
U.S. Coast Guard	**85.0**	**8.7**	**6.4**
Headquarters Staff	84.2	8.8	7.0
Headquarters Units	84.9	8.6	6.6
District Staff	85.9	8.7	5.3
District Units	85.4	8.4	6.2
Atlantic Area	86.2	7.6	6.2
Pacific Area	83.8	10.6	5.6

2. I am given a real opportunity to improve my skills in my organization.	Percent		
	Positive	Neutral	Negative
DHS-wide	**50.5**	**20.3**	**29.1**
U.S. Coast Guard	**67.8**	**17.1**	**15.2**
Headquarters Staff	67.0	16.5	16.5
Headquarters Units	65.4	17.7	16.9
District Staff	75.8	11.5	12.6
District Units	68.8	17.0	14.2
Atlantic Area	67.6	17.6	14.8
Pacific Area	68.6	18.5	12.8

3. My work gives me a feeling of personal accomplishment.	Percent		
	Positive	Neutral	Negative
DHS-wide	**64.5**	**16.8**	**18.6**
U.S. Coast Guard	**75.5**	**14.4**	**10.1**
Headquarters Staff	77.6	12.0	10.3
Headquarters Units	75.8	13.6	10.5
District Staff	78.1	14.4	7.4
District Units	74.7	15.4	9.9
Atlantic Area	75.8	14.8	9.4
Pacific Area	72.9	16.5	10.5

4. I like the kind of work I do.	Percent		
	Positive	Neutral	Negative
DHS-wide	**80.0**	**12.6**	**7.4**
U.S. Coast Guard	**83.6**	**10.9**	**5.4**
Headquarters Staff	83.0	9.1	7.9
Headquarters Units	83.2	11.1	5.6
District Staff	87.9	9.0	3.1
District Units	85.1	10.3	4.6
Atlantic Area	83.6	11.9	4.5
Pacific Area	80.2	13.1	6.8

5. I have trust and confidence in my supervisor.	Percent		
	Positive	Neutral	Negative
DHS-wide	**58.3**	**18.8**	**22.9**
U.S. Coast Guard	**69.9**	**15.6**	**14.5**
Headquarters Staff	70.1	14.6	15.4
Headquarters Units	68.8	16.3	14.8
District Staff	74.4	13.0	12.6
District Units	71.4	14.7	14.0
Atlantic Area	67.0	18.0	15.0
Pacific Area	73.5	13.4	13.1

6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**63.0**	**17.2**	**19.1**	**0.6**
U.S. Coast Guard	**72.5**	**15.2**	**11.6**	**0.7**
Headquarters Staff	71.3	13.4	13.8	1.4
Headquarters Units	71.5	15.9	11.9	0.8
District Staff	75.5	13.7	10.7	0.0
District Units	74.8	13.9	10.9	0.4
Atlantic Area	73.6	15.8	10.0	0.6
Pacific Area	69.5	17.2	12.1	1.2

7. My work unit is able to recruit people with the right skills.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**36.5**	**29.2**	**31.5**	**2.8**
U.S. Coast Guard	**46.7**	**29.4**	**21.4**	**2.5**
Headquarters Staff	49.4	26.4	20.9	3.3
Headquarters Units	50.7	27.4	19.5	2.4
District Staff	51.2	29.3	17.0	2.6
District Units	44.5	31.9	20.6	3.0
Atlantic Area	45.4	29.2	23.4	2.0
Pacific Area	41.6	31.4	25.5	1.5

8. I know how my work relates to the agency's goals and priorities.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**80.0**	**11.0**	**8.4**	**0.6**
U.S. Coast Guard	**84.5**	**10.5**	**4.5**	**0.5**
Headquarters Staff	83.4	10.7	5.3	0.6
Headquarters Units	84.9	9.8	4.9	0.4
District Staff	85.9	9.8	4.3	0.0
District Units	85.4	10.3	3.9	0.5
Atlantic Area	84.0	11.0	4.6	0.3
Pacific Area	83.2	12.0	3.9	0.9

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**90.5**	**5.9**	**3.3**	**0.3**
U.S. Coast Guard	**90.3**	**7.0**	**2.6**	**0.1**
Headquarters Staff	91.6	4.6	3.7	0.1
Headquarters Units	90.8	6.7	2.5	0.0
District Staff	90.1	7.0	2.9	0.0
District Units	90.6	7.5	1.7	0.2
Atlantic Area	90.1	7.0	2.7	0.2
Pacific Area	88.9	8.3	2.8	0.0

10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**55.9**	**15.2**	**28.0**	**0.7**
U.S. Coast Guard	**68.6**	**14.9**	**16.1**	**0.4**
Headquarters Staff	70.2	12.6	17.0	0.1
Headquarters Units	68.0	14.4	17.2	0.3
District Staff	76.2	12.3	10.9	0.6
District Units	68.7	15.6	15.4	0.2
Atlantic Area	67.6	15.5	16.2	0.6
Pacific Area	67.0	16.4	15.8	0.7

11. Supervisors/team leaders in my work unit support employee development.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**51.2**	**20.1**	**27.3**	**1.3**
U.S. Coast Guard	**69.3**	**16.5**	**13.4**	**0.8**
Headquarters Staff	69.7	15.2	13.9	1.2
Headquarters Units	68.8	16.2	14.7	0.4
District Staff	74.5	13.3	11.5	0.7
District Units	71.9	14.5	13.0	0.7
Atlantic Area	66.8	19.4	12.8	1.0
Pacific Area	68.2	18.8	12.2	0.7

12. My talents are used well in the workplace.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**51.5**	**18.8**	**28.6**	**1.0**
U.S. Coast Guard	**67.8**	**15.6**	**16.1**	**0.5**
Headquarters Staff	69.3	13.7	16.3	0.7
Headquarters Units	65.9	16.7	17.1	0.4
District Staff	71.5	12.5	15.3	0.7
District Units	69.0	15.0	15.7	0.3
Atlantic Area	66.5	17.0	16.3	0.3
Pacific Area	69.5	14.8	14.9	0.8

13. My training needs are assessed.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**44.7**	**23.6**	**30.3**	**1.3**
U.S. Coast Guard	**53.2**	**24.2**	**21.6**	**1.0**
Headquarters Staff	48.3	23.2	27.0	1.5
Headquarters Units	50.3	25.6	23.4	0.7
District Staff	53.8	20.8	24.7	0.7
District Units	57.5	23.3	18.4	0.7
Atlantic Area	54.5	24.1	20.0	1.5
Pacific Area	53.6	24.9	20.5	1.0

14. Promotions in my work unit are based on merit.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**25.1**	**24.5**	**45.2**	**5.1**
U.S. Coast Guard	**35.7**	**29.4**	**30.0**	**4.9**
Headquarters Staff	37.1	26.3	27.2	9.4
Headquarters Units	34.7	30.1	30.6	4.5
District Staff	41.4	27.5	27.3	3.9
District Units	34.2	32.6	28.9	4.3
Atlantic Area	35.7	28.7	31.9	3.8
Pacific Area	38.2	26.8	30.6	4.4

15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**25.5**	**23.4**	**45.8**	**5.4**
U.S. Coast Guard	**37.7**	**27.1**	**29.2**	**6.0**
Headquarters Staff	31.9	30.4	26.0	11.6
Headquarters Units	32.0	27.9	33.5	6.6
District Staff	40.2	26.9	25.6	7.4
District Units	43.9	24.4	27.0	4.6
Atlantic Area	38.4	26.2	30.9	4.5
Pacific Area	40.0	28.8	27.0	4.2

16. Creativity and innovation are rewarded.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**29.1**	**26.1**	**41.6**	**3.2**
U.S. Coast Guard	**47.6**	**27.4**	**22.9**	**2.1**
Headquarters Staff	47.7	26.4	22.3	3.6
Headquarters Units	45.8	28.3	24.3	1.7
District Staff	54.8	24.2	19.1	1.8
District Units	47.8	27.7	22.4	2.1
Atlantic Area	47.2	28.2	22.7	1.8
Pacific Area	48.4	26.4	23.3	1.8

17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**61.6**	**15.0**	**18.0**	**5.4**
U.S. Coast Guard	**72.3**	**12.9**	**11.6**	**3.2**
Headquarters Staff	70.8	10.8	12.4	6.0
Headquarters Units	72.5	12.8	12.3	2.3
District Staff	70.9	12.3	11.1	5.7
District Units	75.5	12.7	9.3	2.6
Atlantic Area	71.9	14.2	11.6	2.3
Pacific Area	69.0	13.0	13.7	4.3

18. In my work unit, differences in performance are recognized in a meaningful way.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**28.5**	**27.0**	**41.6**	**2.9**
U.S. Coast Guard	**42.2**	**30.1**	**25.0**	**2.8**
Headquarters Staff	41.1	25.7	26.9	6.3
Headquarters Units	39.0	30.8	27.5	2.7
District Staff	45.9	27.4	24.2	2.4
District Units	43.2	32.7	21.9	2.1
Atlantic Area	42.4	29.1	26.4	2.1
Pacific Area	45.8	30.8	21.7	1.8

19. Pay raises depend on how well employees perform their jobs.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**17.6**	**23.0**	**54.5**	**4.8**
U.S. Coast Guard	**19.2**	**28.4**	**47.1**	**5.3**
Headquarters Staff	22.6	28.3	38.5	10.7
Headquarters Units	19.8	28.9	46.4	4.9
District Staff	24.6	26.4	43.7	5.3
District Units	18.7	28.6	48.2	4.5
Atlantic Area	18.1	26.3	50.7	4.9
Pacific Area	16.0	31.8	49.4	2.8

20. My performance appraisal is a fair reflection of my performance.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**52.3**	**20.3**	**24.2**	**3.2**
U.S. Coast Guard	**69.3**	**16.5**	**12.1**	**2.1**
Headquarters Staff	71.7	12.2	11.6	4.6
Headquarters Units	70.9	14.5	12.8	1.8
District Staff	73.1	14.9	10.4	1.6
District Units	70.9	16.3	11.1	1.7
Atlantic Area	66.6	19.3	12.5	1.6
Pacific Area	65.4	20.9	11.8	2.0

21. Discussions with my supervisor/team leader about my performance are worthwhile.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**49.9**	**24.2**	**23.8**	**2.2**
U.S. Coast Guard	**61.0**	**22.2**	**15.3**	**1.6**
Headquarters Staff	61.5	18.1	17.6	2.8
Headquarters Units	60.1	23.8	14.9	1.2
District Staff	61.7	22.1	14.7	1.3
District Units	63.0	20.5	15.0	1.5
Atlantic Area	59.9	23.2	15.3	1.7
Pacific Area	60.4	24.6	13.5	1.4

22. Managers/supervisors/team leaders work well with employees of different backgrounds.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**52.8**	**22.2**	**23.0**	**2.0**
U.S. Coast Guard	**67.0**	**18.8**	**12.6**	**1.6**
Headquarters Staff	67.3	17.1	13.4	2.2
Headquarters Units	67.6	18.7	11.8	1.8
District Staff	73.7	15.3	9.9	1.1
District Units	66.4	19.4	12.8	1.4
Atlantic Area	66.7	18.9	12.9	1.4
Pacific Area	67.3	19.1	12.5	1.1

23. My supervisor supports my need to balance work and family issues.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**62.2**	**17.9**	**18.3**	**1.6**
U.S. Coast Guard	**80.8**	**11.7**	**6.8**	**0.7**
Headquarters Staff	82.5	9.0	7.4	1.2
Headquarters Units	84.3	10.0	5.5	0.3
District Staff	84.2	9.5	5.5	0.8
District Units	79.4	12.0	7.6	1.0
Atlantic Area	79.4	13.5	6.6	0.5
Pacific Area	77.7	14.3	7.3	0.8

24. I have a high level of respect for my organization's senior leaders.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**42.3**	**22.4**	**34.5**	**0.8**
U.S. Coast Guard	**63.5**	**19.7**	**16.4**	**0.4**
Headquarters Staff	66.7	17.2	16.0	0.1
Headquarters Units	59.0	22.1	18.4	0.4
District Staff	73.6	14.5	11.6	0.3
District Units	67.7	18.8	13.3	0.3
Atlantic Area	60.0	20.1	19.5	0.4
Pacific Area	63.5	21.1	14.2	1.2

25. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**29.2**	**24.8**	**45.1**	**0.9**
U.S. Coast Guard	**48.8**	**27.3**	**23.0**	**0.9**
Headquarters Staff	51.3	27.4	20.8	0.5
Headquarters Units	45.6	27.9	25.6	1.1
District Staff	56.4	24.0	19.2	0.5
District Units	52.1	25.6	21.2	1.0
Atlantic Area	46.4	27.3	25.3	1.0
Pacific Area	48.5	30.3	20.6	0.6

26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**38.4**	**28.2**	**24.8**	**8.7**
U.S. Coast Guard	**59.0**	**25.5**	**10.9**	**4.7**
Headquarters Staff	57.9	23.8	13.7	4.6
Headquarters Units	58.6	25.5	11.0	4.9
District Staff	58.1	26.6	10.4	4.9
District Units	61.9	24.6	9.5	4.0
Atlantic Area	58.0	26.1	10.1	5.8
Pacific Area	58.4	26.9	11.4	3.3

27. Employees are protected from health and safety hazards on the job.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**54.8**	**19.6**	**24.4**	**1.2**
U.S. Coast Guard	**78.9**	**13.5**	**6.6**	**1.0**
Headquarters Staff	77.1	15.8	4.7	2.4
Headquarters Units	79.6	12.6	6.9	0.9
District Staff	81.1	14.0	4.0	0.7
District Units	78.9	13.9	6.4	0.8
Atlantic Area	79.3	12.7	7.1	0.9
Pacific Area	78.9	12.6	8.1	0.5

28. Employees have a feeling of personal empowerment with respect to work processes.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**32.5**	**27.0**	**38.4**	**2.0**
U.S. Coast Guard	**52.1**	**27.3**	**18.7**	**1.8**
Headquarters Staff	51.1	25.8	20.4	2.5
Headquarters Units	51.3	27.2	20.2	1.4
District Staff	59.1	23.8	16.6	0.5
District Units	52.2	29.5	16.6	1.6
Atlantic Area	51.9	26.2	19.4	2.4
Pacific Area	52.6	28.0	17.5	1.9

29. My workload is reasonable.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**61.5**	**16.1**	**22.0**	**0.4**
U.S. Coast Guard	**69.1**	**14.5**	**16.0**	**0.4**
Headquarters Staff	65.1	13.8	20.8	0.4
Headquarters Units	68.7	14.2	17.1	0.1
District Staff	71.3	12.7	15.8	0.2
District Units	71.9	13.5	13.9	0.7
Atlantic Area	68.1	16.5	15.3	0.1
Pacific Area	68.2	15.1	15.9	0.6

30. Managers communicate the goals and priorities of the organization.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**48.2**	**21.9**	**28.8**	**1.0**
U.S. Coast Guard	**62.5**	**20.8**	**16.0**	**0.7**
Headquarters Staff	60.9	20.1	18.1	0.9
Headquarters Units	60.3	21.9	17.1	0.7
District Staff	63.8	22.2	13.4	0.5
District Units	65.1	19.7	14.5	0.6
Atlantic Area	61.9	20.9	16.4	0.9
Pacific Area	63.8	20.6	15.2	0.5

31. My organization has prepared employees for potential security threats.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**56.5**	**20.0**	**22.3**	**1.3**
U.S. Coast Guard	**68.9**	**18.7**	**10.8**	**1.5**
Headquarters Staff	64.6	18.9	12.8	3.7
Headquarters Units	66.0	20.2	12.7	1.0
District Staff	74.6	15.2	9.6	0.7
District Units	71.1	17.2	10.7	1.2
Atlantic Area	70.8	18.5	9.4	1.2
Pacific Area	69.8	19.4	8.9	2.0

32. My job matches the roles and responsibilities for which I was hired.	Percent		
	Positive	Neutral	Negative
DHS-wide	**69.4**	**13.2**	**17.4**
U.S. Coast Guard	**73.0**	**12.6**	**14.4**
Headquarters Staff	77.7	9.3	13.0
Headquarters Units	74.2	11.6	14.3
District Staff	79.5	9.0	11.5
District Units	71.4	14.1	14.5
Atlantic Area	70.6	13.9	15.5
Pacific Area	71.3	13.1	15.6

33. My supervisor provides me with constructive suggestions to improve my job performance.	Percent		
	Positive	Neutral	Negative
DHS-wide	**50.5**	**24.9**	**24.5**
U.S. Coast Guard	**60.4**	**23.0**	**16.5**
Headquarters Staff	56.5	24.5	18.9
Headquarters Units	60.2	22.9	16.8
District Staff	60.0	21.8	18.3
District Units	63.0	21.4	15.6
Atlantic Area	59.7	23.4	16.9
Pacific Area	62.0	25.1	12.9

34. Employees are rewarded for providing high quality products and services to their customers.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	**27.5**	**29.6**	**42.9**	**0.0**
U.S. Coast Guard	**48.7**	**28.0**	**23.3**	**0.0**
Headquarters Staff	47.7	28.8	23.5	0.0
Headquarters Units	48.3	28.6	23.2	0.0
District Staff	53.5	21.7	24.8	0.0
District Units	48.9	28.1	22.9	0.0
Atlantic Area	49.5	26.7	23.8	0.0
Pacific Area	47.8	30.6	21.6	0.0

35. I am held accountable for achieving results.	Percent		
	Positive	Neutral	Negative
DHS-wide	**69.3**	**20.0**	**10.7**
U.S. Coast Guard	**80.8**	**14.0**	**5.2**
Headquarters Staff	81.1	13.8	5.0
Headquarters Units	80.7	14.5	4.8
District Staff	77.0	15.4	7.6
District Units	82.7	12.1	5.2
Atlantic Area	78.9	15.4	5.7
Pacific Area	83.2	12.6	4.2

36. Awards in my work unit depend on how well employees perform their jobs.	Percent		
	Positive	Neutral	Negative
DHS-wide	**31.4**	**26.3**	**42.2**
U.S. Coast Guard	**48.3**	**28.1**	**23.6**
Headquarters Staff	45.1	31.3	23.7
Headquarters Units	45.7	29.6	24.7
District Staff	53.2	24.9	22.0
District Units	50.6	28.0	21.3
Atlantic Area	48.0	26.8	25.3
Pacific Area	51.1	25.4	23.6

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
DHS-wide	**39.4**	**25.3**	**35.3**
U.S. Coast Guard	**55.4**	**25.9**	**18.7**
Headquarters Staff	60.0	23.3	16.8
Headquarters Units	53.1	26.9	20.0
District Staff	53.7	27.6	18.6
District Units	56.4	26.6	17.0
Atlantic Area	54.1	25.7	20.2
Pacific Area	57.7	23.8	18.4

38. I know how to contact EEO Representatives in my component (For purposes of this question -- Equal Employment Opportunity (EEO) representatives are EEO Counselors and Special Emphasis Program Managers).	Percent		
	Positive	Neutral	Negative
DHS-wide	**67.3**	**15.3**	**17.4**
U.S. Coast Guard	**78.7**	**13.1**	**8.2**
Headquarters Staff	74.0	14.4	11.7
Headquarters Units	82.9	10.6	6.5
District Staff	85.9	8.8	5.3
District Units	76.4	14.1	9.5
Atlantic Area	79.5	13.3	7.2
Pacific Area	75.9	16.0	7.9

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
DHS-wide	**65.9**	**18.3**	**15.8**
U.S. Coast Guard	**79.5**	**13.0**	**7.5**
Headquarters Staff	76.3	14.7	9.0
Headquarters Units	78.5	12.7	8.8
District Staff	85.9	9.8	4.3
District Units	81.0	12.3	6.7
Atlantic Area	78.5	13.3	8.2
Pacific Area	82.4	13.0	4.6

40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
DHS-wide	**54.1**	**24.4**	**21.5**
U.S. Coast Guard	**70.0**	**21.8**	**8.2**
Headquarters Staff	58.4	26.3	15.4
Headquarters Units	68.6	22.4	9.0
District Staff	76.0	18.9	5.0
District Units	75.4	18.5	6.1
Atlantic Area	72.7	20.4	6.9
Pacific Area	66.7	25.9	7.4

41. Sexual harassment is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
DHS-wide	**76.5**	**14.8**	**8.7**
U.S. Coast Guard	**88.1**	**9.0**	**2.9**
Headquarters Staff	84.7	12.5	2.8
Headquarters Units	87.5	8.9	3.7
District Staff	91.7	6.5	1.8
District Units	89.3	7.8	2.9
Atlantic Area	88.0	9.2	2.7
Pacific Area	89.7	7.9	2.5

42a. In the past year I have seen improvement in the following area: Communication.	Percent		
	Positive	Neutral	Negative
DHS-wide	**39.6**	**27.0**	**33.4**
U.S. Coast Guard	**48.5**	**31.3**	**20.2**
Headquarters Staff	44.2	32.2	23.5
Headquarters Units	45.8	32.6	21.5
District Staff	53.4	30.1	16.5
District Units	51.4	30.0	18.6
Atlantic Area	48.4	30.6	20.9
Pacific Area	51.3	31.3	17.4

42b. In the past year I have seen improvement in the following area: Leadership.	Percent		
	Positive	Neutral	Negative
DHS-wide	**34.4**	**26.5**	**39.0**
U.S. Coast Guard	**45.7**	**31.5**	**22.8**
Headquarters Staff	42.3	32.8	25.0
Headquarters Units	43.7	31.8	24.4
District Staff	49.6	31.4	18.9
District Units	49.5	29.9	20.6
Atlantic Area	44.6	31.9	23.5
Pacific Area	47.4	31.3	21.4

42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	Percent		
	Positive	Neutral	Negative
DHS-wide	**27.4**	**31.1**	**41.6**
U.S. Coast Guard	**38.0**	**38.5**	**23.5**
Headquarters Staff	31.0	44.2	24.9
Headquarters Units	33.4	39.6	27.0
District Staff	37.9	41.7	20.4
District Units	42.2	37.2	20.6
Atlantic Area	41.6	34.3	24.1
Pacific Area	40.2	39.0	20.8

42d. In the past year I have seen improvement in the following area: Recognition and Awards.	Percent		
	Positive	Neutral	Negative
DHS-wide	**27.5**	**29.7**	**42.8**
U.S. Coast Guard	**38.7**	**36.9**	**24.5**
Headquarters Staff	34.0	40.0	26.0
Headquarters Units	35.9	38.3	25.8
District Staff	41.6	36.1	22.2
District Units	42.1	34.1	23.8
Atlantic Area	40.6	35.1	24.4
Pacific Area	37.4	40.8	21.8

42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	Percent		
	Positive	Neutral	Negative
DHS-wide	**37.4**	**25.0**	**37.6**
U.S. Coast Guard	**43.9**	**30.7**	**25.5**
Headquarters Staff	36.0	33.2	30.7
Headquarters Units	42.0	32.1	25.8
District Staff	45.8	34.4	19.8
District Units	46.9	28.2	24.8
Atlantic Area	45.3	30.2	24.6
Pacific Area	46.4	28.3	25.3

42f. In the past year I have seen improvement in the following area: Supervision.	Percent		
	Positive	Neutral	Negative
DHS-wide	**36.2**	**29.9**	**34.0**
U.S. Coast Guard	**46.3**	**34.5**	**19.2**
Headquarters Staff	39.9	37.7	22.4
Headquarters Units	41.7	37.8	20.6
District Staff	49.5	35.2	15.2
District Units	52.0	30.7	17.2
Atlantic Area	46.6	33.8	19.5
Pacific Area	49.2	32.9	17.9

42g. In the past year I have seen improvement in the following area: Training.	Percent		
	Positive	Neutral	Negative
DHS-wide	**42.1**	**27.0**	**30.9**
U.S. Coast Guard	**45.5**	**33.6**	**21.0**
Headquarters Staff	40.9	37.3	21.9
Headquarters Units	42.2	37.1	20.8
District Staff	45.2	35.4	19.5
District Units	50.9	29.5	19.6
Atlantic Area	46.2	32.6	21.3
Pacific Area	45.6	31.9	22.5

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
DHS-wide	**28.5**	**34.8**	**36.7**
U.S. Coast Guard	**43.4**	**39.4**	**17.2**
Headquarters Staff	41.6	38.2	20.1
Headquarters Units	41.5	39.3	19.2
District Staff	41.2	42.6	16.2
District Units	47.0	38.4	14.6
Atlantic Area	41.7	40.4	17.9
Pacific Area	46.3	39.3	14.4

42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	Percent		
	Positive	Neutral	Negative
DHS-wide	**35.3**	**29.6**	**35.1**
U.S. Coast Guard	**46.9**	**32.5**	**20.6**
Headquarters Staff	46.2	29.2	24.5
Headquarters Units	43.4	35.1	21.4
District Staff	48.5	34.8	16.7
District Units	48.4	31.6	19.9
Atlantic Area	48.2	31.8	19.9
Pacific Area	48.8	32.5	18.7

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
DHS-wide	**35.6**	**47.0**	**17.4**
U.S. Coast Guard	**67.3**	**26.8**	**5.9**
Headquarters Staff	61.1	32.2	6.6
Headquarters Units	68.4	25.6	6.0
District Staff	72.6	22.5	5.0
District Units	69.4	25.1	5.6
Atlantic Area	65.1	28.6	6.3
Pacific Area	70.1	24.3	5.6

44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	Percent		
	Positive	Neutral	Negative
DHS-wide	**69.5**	**15.3**	**15.2**
U.S. Coast Guard	**63.5**	**18.7**	**17.7**
Headquarters Staff	47.7	26.5	25.8
Headquarters Units	61.8	18.8	19.3
District Staff	62.7	17.0	20.3
District Units	69.3	16.0	14.7
Atlantic Area	67.7	16.8	15.6
Pacific Area	64.4	20.1	15.6

45. Turnover of personnel has affected my work unit's ability to achieve objectives.	Percent		
	Positive	Neutral	Negative
DHS-wide	**53.3**	**26.6**	**20.1**
U.S. Coast Guard	**43.3**	**30.7**	**26.0**
Headquarters Staff	42.9	28.9	28.2
Headquarters Units	39.1	31.8	29.1
District Staff	38.7	32.0	29.3
District Units	46.0	29.2	24.7
Atlantic Area	42.2	31.6	26.3
Pacific Area	51.6	30.2	18.1

46. I receive the weekly DHS Today newsletter.	Percent		
	Positive	Neutral	Negative
DHS-wide	**73.1**	**12.0**	**14.8**
U.S. Coast Guard	**22.4**	**19.2**	**58.3**
Headquarters Staff	34.1	14.1	51.8
Headquarters Units	23.9	18.4	57.6
District Staff	18.2	18.1	63.7
District Units	19.8	20.6	59.7
Atlantic Area	19.9	19.5	60.6
Pacific Area	21.9	22.2	55.8

47. I read most of the news in DHS Today.	Percent		
	Positive	Neutral	Negative
DHS-wide	**46.0**	**23.6**	**30.4**
U.S. Coast Guard	**13.9**	**26.2**	**59.9**
Headquarters Staff	16.8	24.4	58.9
Headquarters Units	13.2	25.5	61.3
District Staff	13.0	24.4	62.6
District Units	12.8	26.8	60.4
Atlantic Area	15.8	25.6	58.5
Pacific Area	12.5	29.3	58.3

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
DHS-wide	**49.7**	**21.4**	**28.8**
U.S. Coast Guard	**13.5**	**22.9**	**63.7**
Headquarters Staff	17.5	18.9	63.6
Headquarters Units	11.6	21.2	67.2
District Staff	13.1	23.7	63.2
District Units	12.9	24.8	62.2
Atlantic Area	15.1	23.8	61.1
Pacific Area	11.7	23.1	65.1

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
U.S. Coast Guard		
Operations news	40.4	6.4
Policy news	26.4	6.5
Secretary news	1.5	43.5
Human Interest news	6.7	34.0
Human Resources news	25.0	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
DHS-wide	**38.0**	**25.4**	**36.6**
U.S. Coast Guard	**52.2**	**26.5**	**21.3**
Headquarters Staff	49.4	25.8	24.8
Headquarters Units	49.8	26.7	23.5
District Staff	57.3	26.8	15.9
District Units	56.3	24.5	19.2
Atlantic Area	51.8	25.6	22.5
Pacific Area	50.8	31.0	18.2

51. How satisfied are you with your involvement in decisions that affect your work?	Percent		
	Positive	Neutral	Negative
DHS-wide	**31.6**	**24.6**	**43.7**
U.S. Coast Guard	**49.5**	**24.7**	**25.8**
Headquarters Staff	47.9	26.3	25.8
Headquarters Units	50.5	23.5	26.0
District Staff	54.7	24.0	21.3
District Units	49.4	23.6	26.9
Atlantic Area	49.9	24.8	25.3
Pacific Area	48.7	25.8	25.5

52. How satisfied are you with your opportunity to get a better job in your organization?	Percent		
	Positive	Neutral	Negative
DHS-wide	**30.2**	**26.3**	**43.5**
U.S. Coast Guard	**36.4**	**31.1**	**32.5**
Headquarters Staff	37.9	30.9	31.2
Headquarters Units	32.8	33.8	33.3
District Staff	32.9	33.6	33.6
District Units	38.6	30.2	31.3
Atlantic Area	38.7	28.2	33.1
Pacific Area	35.7	31.7	32.6

53. How satisfied are you with the recognition you receive for doing a good job?	Percent		
	Positive	Neutral	Negative
DHS-wide	**35.2**	**23.5**	**41.3**
U.S. Coast Guard	**51.5**	**24.8**	**23.8**
Headquarters Staff	51.2	27.2	21.6
Headquarters Units	50.4	24.5	25.1
District Staff	55.1	24.4	20.5
District Units	52.8	23.2	24.0
Atlantic Area	50.2	25.5	24.3
Pacific Area	51.7	25.6	22.7

54a. How satisfied are you with the policies and practices of your senior leaders?	Percent		
	Positive	Neutral	Negative
DHS-wide	**31.3**	**26.8**	**41.8**
U.S. Coast Guard	**48.9**	**28.6**	**22.5**
Headquarters Staff	48.8	29.8	21.4
Headquarters Units	46.2	28.9	25.0
District Staff	54.5	27.5	18.0
District Units	52.7	27.3	19.9
Atlantic Area	46.4	29.0	24.6
Pacific Area	49.2	29.0	21.9

54b. How satisfied are you with the policies and practices of senior leadership in your component?	Percent		
	Positive	Neutral	Negative
DHS-wide	**34.8**	**27.1**	**38.0**
U.S. Coast Guard	**52.1**	**27.3**	**20.5**
Headquarters Staff	54.9	26.7	18.3
Headquarters Units	50.6	26.5	23.0
District Staff	56.9	28.0	15.0
District Units	53.5	27.2	19.3
Atlantic Area	49.7	28.3	22.0
Pacific Area	53.2	27.2	19.6

55. How satisfied are you with the training you receive for your present job?	Percent		
	Positive	Neutral	Negative
DHS-wide	**48.4**	**23.6**	**28.0**
U.S. Coast Guard	**51.8**	**26.0**	**22.1**
Headquarters Staff	50.1	29.5	20.4
Headquarters Units	51.3	27.0	21.6
District Staff	53.2	28.3	18.5
District Units	55.0	23.2	21.8
Atlantic Area	50.8	25.8	23.4
Pacific Area	50.4	24.8	24.8

56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
DHS-wide	**56.8**	**20.5**	**22.8**
U.S. Coast Guard	**70.3**	**17.3**	**12.4**
Headquarters Staff	69.6	16.4	14.1
Headquarters Units	69.6	18.4	11.9
District Staff	75.8	15.4	8.8
District Units	71.6	16.5	11.9
Atlantic Area	70.0	17.0	13.0
Pacific Area	68.2	19.0	12.8

57. Considering everything, how satisfied are you with your pay?	Percent		
	Positive	Neutral	Negative
DHS-wide	**49.4**	**19.1**	**31.6**
U.S. Coast Guard	**53.7**	**20.0**	**26.3**
Headquarters Staff	62.0	17.7	20.3
Headquarters Units	55.2	19.4	25.4
District Staff	56.1	20.5	23.3
District Units	52.2	19.4	28.4
Atlantic Area	49.8	22.5	27.7
Pacific Area	52.3	19.9	27.8

58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Percent		
	Positive	Neutral	Negative
DHS-wide	**59.3**	**22.6**	**18.0**
U.S. Coast Guard	**69.5**	**18.0**	**12.5**
Headquarters Staff	70.2	18.1	11.7
Headquarters Units	69.3	19.5	11.2
District Staff	72.4	15.9	11.6
District Units	69.8	18.1	12.1
Atlantic Area	67.5	17.9	14.7
Pacific Area	72.0	15.5	12.5

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.

59. What is your supervisory status?	% of Respondents
Non-supervisor	52.3
Team leader	23.0
Supervisor	15.7
Manager	8.2
Executive	0.7

60. Are you:	% of Respondents
Male	68.8
Female	31.2

61. Are you Hispanic or Latino?	% of Respondents
Yes	8.4
No	91.6

62. Please select the racial category or categories with which you most closely identify (select one or more)	% of Respondents
White	76.0
Black or African American	13.7
Native Hawaiian or other Pacific Islander	2.0
Asian	4.0
American Indian or Alaska Native	3.6
Two or more races (Not Hispanic or Latino)	3.0

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

64. What is your occupational group?	% of Respondents
Social Science, Psychology, and Welfare Group - 0100 Series	1.7
Human Resources Management Group - 0200 Series	3.1
General Administrative, Clerical, and Office Services Group - 0300 Series	15.6
Natural Resources Management and Biological Sciences Group - 0400 Series	0.3
Accounting and Budget Group - 0500 Series	7.2
Medical, Hospital, Dental, and Public Health Group - 0600 Series	1.3
Engineering and Architecture Group - 0800 Series	7.9
Legal and Kindred Group - 0900 Series	2.5
Information and Arts Group - 1000 Series	0.4
Business and Industry Group - 1100 Series	5.1
Physical Sciences Group - 1300 Series	0.3
Library and Archives Group - 1400 Series	0.2
Mathematics and Statistics Group - 1500 Series	0.2
Equipment, Facilities, and Services Group - 1600 Series	2.2
Education Group - 1700 Series	2.5
Investigation Group - 1800 Series	2.0
Supply Group - 2000 Series	3.1
Transportation Group - 2100 Series	3.2
Information Technology Group - 2200 Series	6.4
Electronic Equipment Installation and Maintenance Group - 2600 Series	1.9
Electrical Installation and Maintenance Group - 2800 Series	1.4
General Services and Support Work Group - 3500 Series	0.8
Metal Work Group - 3800 Series	1.4
General Maintenance and Operations Work Group - 4700 Series	2.6
Mobile Equipment Operation and Transportation Group - 5700 Series	0.4
Unique Occupations Group - 0000 Series	1.6
Other (Job Title not found in any category above)	24.6

65. Please indicate your work status:	% of Respondents
Full time	98.0
Part time	2.0

66. Do you work in the...		% of Respondents
United States	Location not indicated	0.9
	Alaska	3.9
	Alabama	1.3
	California	8.4
	Colorado	0.0
	Connecticut	2.6
	District of Columbia	13.1
	Delaware	0.0
	Florida	4.7
	Georgia	0.2
	Hawaii	2.3
	Idaho	0.0
	Illinois	0.2
	Kansas	2.5
	Kentucky	0.3
	Louisiana	2.8
	Massachusetts	3.4
	Maryland	7.0
	Maine	0.9
	Michigan	1.2
	Minnesota	0.1
	Missouri	0.8
	Mississippi	0.2
	North Carolina	7.9
	New Hampshire	0.1
	New Jersey	2.1
	Nevada	0.0
	New York	1.7
	Ohio	1.6
	Oklahoma	0.1
	Oregon	1.0
	Pennsylvania	0.4
	Rhode Island	0.5
	South Carolina	0.8
	Tennessee	0.3

66. Do you work in the...		% of Respondents
	Texas	2.4
	Virginia	17.1
	Vermont	0.0
	Washington	2.9
	Wisconsin	0.4
	West Virginia	2.2
U.S. Territories	American Samoa	0.0
	Guam	0.2
	Puerto Rico	1.1
	US Virgin Islands	0.0
International location	Other International Location	0.1
	Asia	0.0
	Bermuda	0.0
	Caribbean	0.0
	Europe	0.0
	The Middle East	0.0
Multiple locations		0.0