

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

Component-Level Results
(U.S. Customs and Border Protection)

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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.

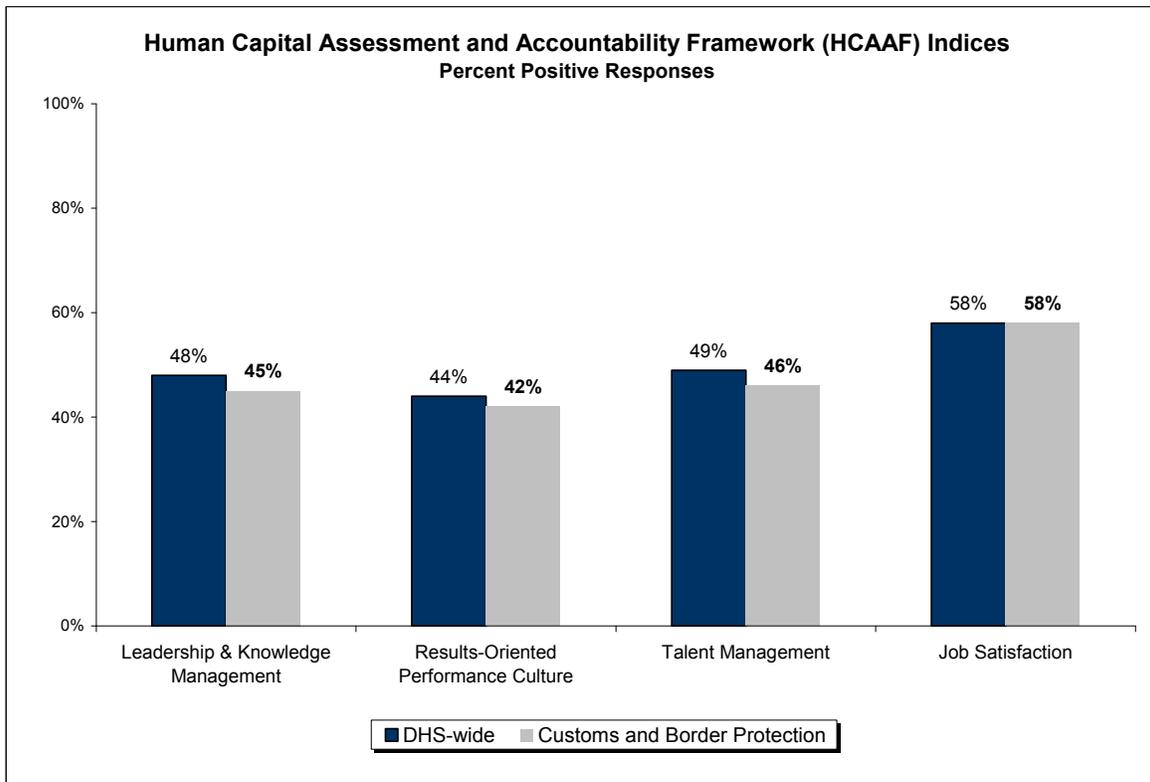
It is often useful to apply rules of thumb to determine the “notable” and “meaningful” results especially when comparing your 2007 DHS AES results to 2004 and 2006 Federal Human Capital Survey benchmark results. Therefore, we recommend the following guidelines:

- 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

Customs and Border Protection...guardians of our Nation's borders. We are America's frontline. We safeguard the American homeland at and beyond our borders. We protect the American public against terrorists and the instruments of terror. We steadfastly enforce the laws of the United States while fostering our Nation's economic security through lawful international trade and travel. We serve the American public with vigilance, integrity and professionalism.

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	75.4	12.7	12.0
2006 FHCS	77.4	11.2	11.4
2004 FHCS	82.2	8.9	8.9

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	48.5	19.7	31.7
2006 FHCS	49.3	21.0	29.7
2004 FHCS	52.0	21.0	27.0

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	61.2	16.8	22.0
2006 FHCS	61.3	18.0	20.8
2004 FHCS	61.1	16.7	22.2

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	80.8	11.2	7.9
2006 FHCS	81.8	12.4	5.9
2004 FHCS	81.3	13.1	5.6

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	55.0	19.6	25.4
2006 FHCS	56.0	21.8	22.2
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	56.2	17.6	25.6	0.6
2006 FHCS	67.4	15.9	16.5	0.2
2004 FHCS	65.0	18.3	16.3	0.5

<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	33.3	29.0	34.7	3.0
2006 FHCS	31.6	34.1	29.0	5.2
2004 FHCS	30.8	35.7	28.7	4.9

<i>8. I know how my work relates to the agency's goals and priorities.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	76.6	12.1	10.7	0.6
2006 FHCS	74.6	14.0	10.6	0.8
2004 FHCS	74.0	13.4	11.1	1.5

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	88.4	6.5	4.7	0.4
2006 FHCS	87.4	6.8	5.4	0.5
2004 FHCS	89.7	6.0	3.4	0.9

<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	55.3	15.8	28.0	0.8
2006 FHCS	56.2	18.6	24.4	0.9
2004 FHCS	55.4	17.3	26.7	0.7

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	47.1	20.0	31.5	1.5
2006 FHCS	48.8	24.7	25.7	0.8
2004 FHCS	53.8	24.1	21.3	0.9

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	51.0	19.0	29.0	0.9
2006 FHCS	50.4	21.4	26.8	1.4
2004 FHCS	51.8	20.3	26.9	1.0

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	40.6	23.8	34.1	1.4
2006 FHCS	43.9	26.8	26.8	2.5
2004 FHCS	38.1	26.8	31.9	3.2

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	24.1	24.9	45.6	5.3
2006 FHCS	22.8	25.1	46.4	5.7
2004 FHCS	23.5	27.7	44.0	4.8

<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	23.1	23.7	47.8	5.4
2006 FHCS	21.5	25.9	48.2	4.4
2004 FHCS	24.4	23.1	47.6	5.0

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	27.9	24.6	44.1	3.4
2006 FHCS	22.7	29.4	45.3	2.5
2004 FHCS	24.2	28.5	43.9	3.3

<i>17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.5	16.6	17.4	6.6
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>18. In my work unit, differences in performance are recognized in a meaningful way.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	26.6	26.7	43.7	2.9
2006 FHCS	21.2	28.0	46.8	4.0
2004 FHCS	24.0	30.4	41.4	4.3

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	10.5	25.1	58.8	5.6
2006 FHCS	9.7	28.9	54.5	6.8
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	53.1	23.1	20.9	2.9
2006 FHCS	53.3	26.5	17.4	2.8
2004 FHCS	59.0	21.1	17.2	2.7

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	47.1	26.0	24.6	2.4
2006 FHCS	46.2	27.2	23.8	2.8
2004 FHCS	52.3	27.4	18.7	1.6

<i>22. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	51.4	22.0	24.7	2.0
2006 FHCS	57.1	24.4	16.2	2.3
2004 FHCS	64.2	19.9	13.7	2.2

<i>23. My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.6	17.0	20.0	1.5
2006 FHCS	65.5	16.3	16.8	1.5
2004 FHCS	71.9	15.4	11.7	1.0

<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	40.6	21.7	36.9	0.8
2006 FHCS	43.7	24.3	31.6	0.3
2004 FHCS	43.9	22.1	33.8	0.2

<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	27.1	23.5	48.5	1.0
2006 FHCS	28.7	25.6	45.4	0.4
2004 FHCS	28.6	24.3	46.5	0.5

<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	36.1	27.7	27.3	8.8
2006 FHCS	42.7	29.1	19.9	8.3
2004 FHCS	43.7	27.7	18.5	10.0

<i>27. Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	50.2	20.7	27.8	1.1
2006 FHCS	50.6	22.2	26.4	0.9
2004 FHCS	52.7	17.3	29.0	1.0

<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	30.3	26.4	41.0	2.3
2006 FHCS	27.7	32.7	37.3	2.2
2004 FHCS	31.8	26.3	38.8	3.0

<i>29. My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	62.3	16.1	21.1	0.4
2006 FHCS	59.2	18.8	21.5	0.5
2004 FHCS	63.0	16.6	19.8	0.7

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	48.9	21.4	28.8	1.0
2006 FHCS	50.6	24.2	24.2	0.9
2004 FHCS	56.4	19.3	23.5	0.7

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	50.7	21.2	26.6	1.4
2006 FHCS	58.9	19.0	21.6	0.4
2004 FHCS	61.0	18.3	20.0	0.8

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	63.6	13.7	22.6
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	45.9	26.5	27.6
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>34. Employees are rewarded for providing high quality products and services to their customers.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	24.3	31.0	44.7	0.0
2006 FHCS	25.6	24.8	46.8	2.9
2004 FHCS	25.3	31.3	37.7	5.7

<i>35. I am held accountable for achieving results.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	65.1	22.1	12.8	NA
2006 FHCS	64.9	19.4	14.5	1.2
2004 FHCS	68.8	19.5	10.6	1.1

<i>36. Awards in my work unit depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	29.4	26.2	44.5	NA
2006 FHCS	25.9	25.7	43.9	4.6
2004 FHCS	33.5	23.6	39.0	3.8

<i>37. Employees receive timely information about employee development programs and opportunities.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	34.8	25.4	39.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>38. I know how to contact EEO Representatives in my component (For purposes of this question - Equal Employment Opportunity (EEO) representatives are EEO Counselors and Special Emphasis Program Managers).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	70.5	14.5	15.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>39. Discrimination is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	66.3	18.5	15.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>40. I would recommend DHS as a place to work.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	52.9	22.4	24.6
2006 FHCS	54.8	22.0	23.2
2004 FHCS	58.8	22.6	18.6

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	77.5	15.2	7.3
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	36.9	26.3	36.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	32.0	25.3	42.6
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	24.3	30.8	44.9
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	24.4	29.0	46.6
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	36.4	22.0	41.6
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	34.7	27.8	37.5
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	36.9	27.1	36.1
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	25.9	33.3	40.9
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	34.8	27.5	37.8
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	35.0	44.8	20.2
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	61.1	19.3	19.7
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	57.5	25.1	17.5
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	70.2	15.2	14.7
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	41.6	26.3	32.1
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	53.9	20.1	26.0
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	36.2	25.9	37.9
2006 FHCS	35.4	25.9	38.7
2004 FHCS	35.9	24.5	39.5

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	30.0	23.9	46.1
2006 FHCS	39.7	26.4	33.9
2004 FHCS	38.1	25.2	36.7

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	31.3	25.9	42.7
2006 FHCS	32.5	27.6	39.9
2004 FHCS	31.3	30.3	38.4

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	33.5	24.5	42.0
2006 FHCS	34.7	27.3	38.1
2004 FHCS	40.2	25.3	34.5

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	29.5	26.0	44.5
2006 FHCS	33.1	29.7	37.3
2004 FHCS	31.7	28.9	39.5

<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	33.1	26.7	40.1
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	43.9	24.1	32.0
2006 FHCS	48.8	25.2	26.0
2004 FHCS	49.5	21.4	29.2

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	55.4	19.6	25.0
2006 FHCS	60.2	19.8	20.0
2004 FHCS	60.9	19.4	19.8

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	59.0	19.1	21.8
2006 FHCS	64.7	18.2	17.1
2004 FHCS	62.7	15.8	21.6

<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	56.9	23.8	19.3
2006 FHCS	57.8	24.5	17.7
2004 FHCS	60.2	25.2	14.6

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Subcomponent Comparisons

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

Office of...	N	Office of...	N	Office of...	N
Customs and Border Protection	18,166	Field Operations	8,431	Public Affairs	27
The Commissioner	221	Finance	342	Trade	695
Border Patrol	4,950	Human Resources Management	321	Training and Development	217
CBP Air and Marine	938	Information Technology	550	Intelligence and Operations Coordination	94
The Chief Counsel	130	Internal Affairs	100	Missing, no subcomponent indicated	1,060
Congressional Affairs	9	International Affairs and Trade Relations	81		

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
DHS-wide	77.4	11.8	10.8
Customs and Border Protection	75.4	12.7	12.0
Office of the Commissioner	77.1	10.2	12.8
Office of Border Patrol	81.9	9.7	8.4
CBP Air and Marine	71.8	14.3	13.9
Office of the Chief Counsel	85.3	7.4	7.3
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	71.2	14.5	14.2
Office of Finance	80.4	9.1	10.7
Office of Human Resources Management	85.3	5.4	9.3
Office of Information Technology	80.1	10.9	9.0
Office of Internal Affairs	72.7	12.6	14.7
Office of International Affairs and Trade Relations	68.0	16.7	15.3
Office of Public Affairs	78.9	9.4	11.7
Office of Trade	77.7	11.7	10.5
Office of Training and Development	81.5	9.1	9.4
Office of Intelligence and Operations Coordination	71.8	16.0	12.2

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	50.5	20.3	29.1
Customs and Border Protection	48.5	19.7	31.7
Office of the Commissioner	55.7	16.7	27.6
Office of Border Patrol	58.7	18.7	22.5
CBP Air and Marine	51.6	18.3	30.2
Office of the Chief Counsel	69.4	15.8	14.8
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	40.7	20.4	38.8
Office of Finance	57.6	18.8	23.6
Office of Human Resources Management	61.4	17.4	21.2
Office of Information Technology	58.5	19.7	21.8
Office of Internal Affairs	51.2	22.8	26.1
Office of International Affairs and Trade Relations	46.5	19.2	34.3
Office of Public Affairs	38.2	27.5	34.3
Office of Trade	55.6	19.2	25.1
Office of Training and Development	55.7	20.2	24.1
Office of Intelligence and Operations Coordination	48.3	22.0	29.7

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	64.5	16.8	18.6
Customs and Border Protection	61.2	16.8	22.0
Office of the Commissioner	68.8	15.3	15.9
Office of Border Patrol	68.7	15.1	16.3
CBP Air and Marine	59.4	16.6	24.0
Office of the Chief Counsel	74.7	10.0	15.4
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	55.2	18.2	26.6
Office of Finance	72.2	11.8	16.0
Office of Human Resources Management	76.6	11.6	11.8
Office of Information Technology	70.2	16.1	13.7
Office of Internal Affairs	73.3	12.4	14.4
Office of International Affairs and Trade Relations	63.2	22.4	14.3
Office of Public Affairs	54.3	19.4	26.3
Office of Trade	65.1	16.2	18.8
Office of Training and Development	80.6	8.1	11.1
Office of Intelligence and Operations Coordination	53.5	23.1	23.4

4. I like the kind of work I do.	Percent		
	Positive	Neutral	Negative
DHS-wide	80.0	12.6	7.4
Customs and Border Protection	80.8	11.2	7.9
Office of the Commissioner	83.3	10.1	6.6
Office of Border Patrol	88.3	7.4	4.3
CBP Air and Marine	81.8	8.9	9.4
Office of the Chief Counsel	82.5	14.4	3.0
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	76.5	13.3	10.2
Office of Finance	80.1	11.3	8.6
Office of Human Resources Management	86.3	7.0	6.7
Office of Information Technology	84.5	10.7	4.8
Office of Internal Affairs	81.7	12.8	5.5
Office of International Affairs and Trade Relations	70.9	19.8	9.3
Office of Public Affairs	84.6	0.0	15.3
Office of Trade	79.6	12.4	8.1
Office of Training and Development	88.4	6.4	5.2
Office of Intelligence and Operations Coordination	76.6	12.0	11.4

5. I have trust and confidence in my supervisor.	Percent		
	Positive	Neutral	Negative
DHS-wide	58.3	18.8	22.9
Customs and Border Protection	55.0	19.6	25.4
Office of the Commissioner	60.8	19.2	20.0
Office of Border Patrol	63.0	18.4	18.7
CBP Air and Marine	53.6	18.9	27.5
Office of the Chief Counsel	71.5	12.3	16.2
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	49.5	20.4	30.1
Office of Finance	64.4	15.7	20.0
Office of Human Resources Management	72.8	13.5	13.7
Office of Information Technology	59.1	20.4	20.5
Office of Internal Affairs	67.0	9.0	24.0
Office of International Affairs and Trade Relations	41.8	29.4	28.9
Office of Public Affairs	56.6	17.4	26.0
Office of Trade	60.6	19.3	20.1
Office of Training and Development	59.3	15.4	25.4
Office of Intelligence and Operations Coordination	43.4	28.4	28.2

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
Customs and Border Protection	56.2	17.6	25.6	0.6
Office of the Commissioner	59.1	14.6	24.5	1.8
Office of Border Patrol	68.6	16.9	14.1	0.4
CBP Air and Marine	63.9	15.3	20.3	0.6
Office of the Chief Counsel	68.9	13.6	15.9	1.6
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	46.6	18.3	34.5	0.5
Office of Finance	57.2	18.9	23.2	0.7
Office of Human Resources Management	68.3	16.6	13.3	1.8
Office of Information Technology	65.7	16.9	17.0	0.3
Office of Internal Affairs	62.2	8.2	27.4	2.0
Office of International Affairs and Trade Relations	49.9	21.3	27.4	1.3
Office of Public Affairs	57.6	15.8	22.3	4.4
Office of Trade	63.2	17.8	18.0	1.0
Office of Training and Development	63.7	17.4	18.5	0.4
Office of Intelligence and Operations Coordination	52.9	15.8	30.1	1.1

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
Customs and Border Protection	33.3	29.0	34.7	3.0
Office of the Commissioner	42.1	25.6	29.0	3.2
Office of Border Patrol	39.4	32.6	26.0	2.1
CBP Air and Marine	37.3	27.0	32.9	2.8
Office of the Chief Counsel	74.2	11.8	13.5	0.7
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	26.6	28.0	42.0	3.4
Office of Finance	38.5	26.9	31.7	2.9
Office of Human Resources Management	58.1	21.0	15.5	5.4
Office of Information Technology	42.9	26.3	28.6	2.3
Office of Internal Affairs	54.5	11.9	32.7	0.9
Office of International Affairs and Trade Relations	30.3	33.6	32.8	3.3
Office of Public Affairs	31.5	20.3	39.7	8.5
Office of Trade	38.2	30.3	27.5	4.0
Office of Training and Development	43.6	22.5	31.2	2.6
Office of Intelligence and Operations Coordination	27.6	30.0	36.3	6.1

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
Customs and Border Protection	76.6	12.1	10.7	0.6
Office of the Commissioner	81.8	8.5	8.2	1.5
Office of Border Patrol	81.0	11.0	7.4	0.5
CBP Air and Marine	71.9	13.0	14.2	1.0
Office of the Chief Counsel	89.2	6.1	4.7	0.0
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	73.3	12.9	13.0	0.6
Office of Finance	88.1	6.7	4.9	0.3
Office of Human Resources Management	90.9	4.5	4.2	0.4
Office of Information Technology	83.8	10.6	5.5	0.2
Office of Internal Affairs	90.9	3.8	5.2	0.0
Office of International Affairs and Trade Relations	71.5	17.8	9.3	1.3
Office of Public Affairs	72.8	17.0	7.2	2.9
Office of Trade	77.5	13.9	8.1	0.5
Office of Training and Development	87.1	6.5	6.4	0.0
Office of Intelligence and Operations Coordination	78.4	9.6	9.6	2.4

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	90.5	5.9	3.3	0.3
Customs and Border Protection	88.4	6.5	4.7	0.4
Office of the Commissioner	87.5	7.6	4.0	0.8
Office of Border Patrol	89.8	5.8	4.0	0.4
CBP Air and Marine	86.1	6.8	6.3	0.8
Office of the Chief Counsel	89.9	6.7	3.4	0.0
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	87.6	6.9	5.0	0.4
Office of Finance	89.7	7.7	2.5	0.0
Office of Human Resources Management	91.9	4.7	3.4	0.0
Office of Information Technology	91.6	5.4	2.9	0.2
Office of Internal Affairs	94.4	1.0	3.8	0.8
Office of International Affairs and Trade Relations	85.2	9.3	4.1	1.3
Office of Public Affairs	91.8	0.0	8.2	0.0
Office of Trade	85.9	8.8	4.9	0.3
Office of Training and Development	94.1	2.9	3.1	0.0
Office of Intelligence and Operations Coordination	85.9	8.0	6.1	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
Customs and Border Protection	55.3	15.8	28.0	0.8
Office of the Commissioner	55.6	15.3	27.4	1.7
Office of Border Patrol	62.0	17.4	19.8	0.7
CBP Air and Marine	59.4	15.9	24.0	0.8
Office of the Chief Counsel	60.4	12.7	26.0	0.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	49.5	15.4	34.1	0.9
Office of Finance	76.5	10.7	12.7	0.0
Office of Human Resources Management	73.2	10.7	16.1	0.0
Office of Information Technology	61.2	14.7	23.4	0.8
Office of Internal Affairs	62.6	13.0	24.4	0.0
Office of International Affairs and Trade Relations	70.5	13.1	15.1	1.3
Office of Public Affairs	74.9	12.9	12.3	0.0
Office of Trade	59.6	13.2	26.8	0.5
Office of Training and Development	65.5	14.9	18.5	1.1
Office of Intelligence and Operations Coordination	67.7	15.4	17.0	0.0

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
Customs and Border Protection	47.1	20.0	31.5	1.5
Office of the Commissioner	52.6	21.1	24.8	1.4
Office of Border Patrol	56.9	19.6	22.4	1.1
CBP Air and Marine	44.1	21.2	32.8	1.9
Office of the Chief Counsel	68.2	15.4	15.6	0.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	39.7	20.5	38.0	1.6
Office of Finance	59.5	15.3	23.9	1.3
Office of Human Resources Management	68.8	13.4	17.5	0.3
Office of Information Technology	56.4	20.2	22.3	1.1
Office of Internal Affairs	61.7	11.4	26.0	0.9
Office of International Affairs and Trade Relations	39.4	27.4	29.9	3.2
Office of Public Affairs	52.8	17.7	29.4	0.0
Office of Trade	57.1	17.3	23.1	2.5
Office of Training and Development	55.8	21.0	21.7	1.5
Office of Intelligence and Operations Coordination	37.7	24.2	37.1	1.1

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	51.5	18.8	28.6	1.0
Customs and Border Protection	51.0	19.0	29.0	0.9
Office of the Commissioner	55.2	16.2	27.3	1.3
Office of Border Patrol	59.0	19.6	20.7	0.7
CBP Air and Marine	50.5	17.9	30.5	1.1
Office of the Chief Counsel	68.6	16.0	14.0	1.4
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	45.3	18.6	35.1	1.0
Office of Finance	58.0	14.2	27.3	0.6
Office of Human Resources Management	68.9	12.2	18.5	0.3
Office of Information Technology	59.7	18.5	21.4	0.4
Office of Internal Affairs	61.2	12.3	25.5	0.9
Office of International Affairs and Trade Relations	46.4	19.0	32.3	2.2
Office of Public Affairs	43.5	12.9	40.7	2.9
Office of Trade	56.5	21.5	21.2	0.9
Office of Training and Development	60.0	16.7	23.0	0.4
Office of Intelligence and Operations Coordination	42.1	25.1	31.7	1.1

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	44.7	23.6	30.3	1.3
Customs and Border Protection	40.6	23.8	34.1	1.4
Office of the Commissioner	43.1	21.2	32.9	2.7
Office of Border Patrol	48.5	24.2	26.2	1.0
CBP Air and Marine	45.5	23.0	30.1	1.4
Office of the Chief Counsel	61.7	16.0	20.8	1.5
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	34.1	23.8	40.5	1.6
Office of Finance	46.5	21.4	30.7	1.4
Office of Human Resources Management	55.2	19.8	23.2	1.7
Office of Information Technology	45.6	26.5	27.1	0.7
Office of Internal Affairs	34.8	27.6	35.2	2.3
Office of International Affairs and Trade Relations	42.9	21.4	33.4	2.2
Office of Public Affairs	24.1	22.8	44.0	9.1
Office of Trade	47.3	24.0	27.2	1.3
Office of Training and Development	50.1	18.7	30.5	0.7
Office of Intelligence and Operations Coordination	29.9	20.6	48.4	1.1

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	25.1	24.5	45.2	5.1
Customs and Border Protection	24.1	24.9	45.6	5.3
Office of the Commissioner	29.3	30.5	35.3	4.9
Office of Border Patrol	29.2	26.5	40.0	4.3
CBP Air and Marine	22.1	24.9	47.3	5.7
Office of the Chief Counsel	42.3	21.3	22.9	13.6
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	20.3	23.4	51.2	5.1
Office of Finance	32.8	25.1	32.4	9.7
Office of Human Resources Management	35.0	28.2	27.1	9.8
Office of Information Technology	29.7	24.9	37.6	7.8
Office of Internal Affairs	30.9	21.0	35.9	12.2
Office of International Affairs and Trade Relations	26.7	30.2	35.3	7.8
Office of Public Affairs	20.9	19.2	39.3	20.6
Office of Trade	29.3	25.7	40.0	5.1
Office of Training and Development	31.6	27.7	36.7	4.0
Office of Intelligence and Operations Coordination	19.8	23.1	47.8	9.3

<i>15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	25.5	23.4	45.8	5.4
Customs and Border Protection	23.1	23.7	47.8	5.4
Office of the Commissioner	27.8	27.1	35.9	9.1
Office of Border Patrol	32.6	24.6	39.2	3.5
CBP Air and Marine	20.4	25.3	48.4	6.0
Office of the Chief Counsel	33.4	19.3	20.4	26.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	18.5	22.5	54.3	4.7
Office of Finance	19.1	23.6	47.6	9.6
Office of Human Resources Management	31.9	25.6	30.0	12.5
Office of Information Technology	24.2	24.7	37.3	13.9
Office of Internal Affairs	20.6	29.8	38.5	11.1
Office of International Affairs and Trade Relations	15.4	37.2	41.8	5.6
Office of Public Affairs	26.4	14.3	51.6	7.7
Office of Trade	19.0	25.5	47.3	8.2
Office of Training and Development	24.8	27.7	41.0	6.5
Office of Intelligence and Operations Coordination	16.7	36.0	37.5	9.8

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	29.1	26.1	41.6	3.2
Customs and Border Protection	27.9	24.6	44.1	3.4
Office of the Commissioner	32.9	24.3	36.0	6.7
Office of Border Patrol	33.4	27.3	36.9	2.5
CBP Air and Marine	29.2	24.0	42.9	4.0
Office of the Chief Counsel	51.7	21.4	21.9	5.0
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	23.7	22.7	50.3	3.4
Office of Finance	34.0	29.1	32.4	4.5
Office of Human Resources Management	40.6	26.2	27.5	5.6
Office of Information Technology	31.9	29.4	33.5	5.3
Office of Internal Affairs	41.2	24.1	29.7	5.1
Office of International Affairs and Trade Relations	18.1	36.2	39.8	5.9
Office of Public Affairs	29.3	25.9	35.0	9.8
Office of Trade	28.3	27.1	40.4	4.2
Office of Training and Development	40.6	22.5	33.9	3.0
Office of Intelligence and Operations Coordination	23.5	27.9	44.6	4.1

<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
DHS-wide	61.6	15.0	18.0	5.4
Customs and Border Protection	59.5	16.6	17.4	6.6
Office of the Commissioner	58.1	13.8	13.6	14.6
Office of Border Patrol	66.3	15.2	14.2	4.4
CBP Air and Marine	57.1	17.4	16.7	8.9
Office of the Chief Counsel	55.7	13.7	15.5	15.1
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	56.5	17.4	20.0	6.1
Office of Finance	50.3	13.2	19.0	17.6
Office of Human Resources Management	55.2	13.0	12.2	19.6
Office of Information Technology	53.9	18.1	16.8	11.1
Office of Internal Affairs	59.8	16.5	9.6	14.1
Office of International Affairs and Trade Relations	47.3	15.2	26.4	11.2
Office of Public Affairs	60.3	19.0	3.6	17.1
Office of Trade	60.9	17.3	13.5	8.3
Office of Training and Development	55.6	16.0	21.0	7.4
Office of Intelligence and Operations Coordination	53.6	20.5	19.3	6.6

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
Customs and Border Protection	26.6	26.7	43.7	2.9
Office of the Commissioner	33.7	23.0	35.6	7.6
Office of Border Patrol	34.0	29.6	34.6	1.8
CBP Air and Marine	27.6	26.7	42.9	2.9
Office of the Chief Counsel	28.6	24.5	28.9	17.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	22.2	24.9	50.5	2.4
Office of Finance	27.4	28.6	38.0	6.0
Office of Human Resources Management	37.8	25.7	29.0	7.5
Office of Information Technology	27.5	26.6	39.3	6.6
Office of Internal Affairs	36.6	24.6	31.4	7.5
Office of International Affairs and Trade Relations	16.8	32.1	46.2	4.9
Office of Public Affairs	22.3	33.8	39.2	4.7
Office of Trade	27.6	27.2	40.9	4.3
Office of Training and Development	28.8	26.4	41.6	3.1
Office of Intelligence and Operations Coordination	20.4	32.7	39.3	7.5

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
Customs and Border Protection	10.5	25.1	58.8	5.6
Office of the Commissioner	17.5	23.6	44.7	14.2
Office of Border Patrol	13.9	26.8	55.4	3.9
CBP Air and Marine	11.1	24.8	58.8	5.4
Office of the Chief Counsel	13.5	23.3	44.8	18.4
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	8.0	23.9	62.8	5.3
Office of Finance	15.0	19.9	55.3	9.8
Office of Human Resources Management	21.7	28.6	38.4	11.3
Office of Information Technology	9.7	26.5	54.5	9.3
Office of Internal Affairs	21.0	20.4	45.1	13.5
Office of International Affairs and Trade Relations	12.0	21.8	62.2	3.9
Office of Public Affairs	20.3	16.5	47.1	16.1
Office of Trade	11.0	25.4	56.6	7.1
Office of Training and Development	11.7	27.6	52.8	7.9
Office of Intelligence and Operations Coordination	2.6	24.1	65.7	7.6

20. <i>My performance appraisal is a fair reflection of my performance.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	52.3	20.3	24.2	3.2
Customs and Border Protection	53.1	23.1	20.9	2.9
Office of the Commissioner	51.3	21.4	17.3	9.9
Office of Border Patrol	55.3	22.8	20.2	1.7
CBP Air and Marine	51.9	26.0	17.8	4.4
Office of the Chief Counsel	56.4	15.9	11.1	16.5
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	51.7	22.7	23.2	2.4
Office of Finance	50.7	22.0	17.5	9.7
Office of Human Resources Management	59.0	14.9	16.0	10.2
Office of Information Technology	51.8	26.6	16.0	5.6
Office of Internal Affairs	55.2	21.5	14.1	9.2
Office of International Affairs and Trade Relations	40.5	23.5	29.9	6.1
Office of Public Affairs	75.9	10.1	3.6	10.5
Office of Trade	59.9	23.5	14.4	2.2
Office of Training and Development	48.6	26.0	20.7	4.7
Office of Intelligence and Operations Coordination	44.4	29.6	23.3	2.7

21. <i>Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	49.9	24.2	23.8	2.2
Customs and Border Protection	47.1	26.0	24.6	2.4
Office of the Commissioner	57.2	15.3	20.3	7.2
Office of Border Patrol	50.9	26.5	20.9	1.7
CBP Air and Marine	46.5	25.9	24.8	2.8
Office of the Chief Counsel	56.1	20.7	19.3	3.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	44.1	26.0	27.8	2.1
Office of Finance	50.2	23.1	21.3	5.4
Office of Human Resources Management	57.3	22.9	14.8	5.0
Office of Information Technology	51.5	23.8	19.6	5.2
Office of Internal Affairs	55.0	22.3	19.7	3.1
Office of International Affairs and Trade Relations	48.7	23.5	23.5	4.3
Office of Public Affairs	73.1	3.8	15.2	8.0
Office of Trade	53.1	23.7	20.3	2.8
Office of Training and Development	49.9	20.7	27.2	2.1
Office of Intelligence and Operations Coordination	35.9	30.7	31.4	2.0

22. <i>Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	52.8	22.2	23.0	2.0
Customs and Border Protection	51.4	22.0	24.7	2.0
Office of the Commissioner	58.4	18.7	19.9	2.9
Office of Border Patrol	60.5	21.0	17.0	1.5
CBP Air and Marine	46.0	23.2	28.6	2.1
Office of the Chief Counsel	65.6	14.4	15.6	4.3
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	46.1	22.7	29.2	2.0
Office of Finance	57.9	17.1	21.1	3.9
Office of Human Resources Management	68.3	15.4	14.5	1.8
Office of Information Technology	52.5	24.3	19.5	3.7
Office of Internal Affairs	62.9	15.6	18.1	3.3
Office of International Affairs and Trade Relations	44.9	24.6	26.8	3.7
Office of Public Affairs	57.8	22.8	11.4	8.0
Office of Trade	55.4	19.8	21.7	3.1
Office of Training and Development	59.9	17.5	21.9	0.7
Office of Intelligence and Operations Coordination	46.9	22.1	28.9	2.1

23. <i>My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	62.2	17.9	18.3	1.6
Customs and Border Protection	61.6	17.0	20.0	1.5
Office of the Commissioner	59.2	19.5	18.3	3.0
Office of Border Patrol	69.4	15.6	13.8	1.2
CBP Air and Marine	63.2	18.0	17.8	1.2
Office of the Chief Counsel	72.9	13.5	11.0	2.6
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	55.5	17.9	25.1	1.5
Office of Finance	75.5	14.0	8.5	2.1
Office of Human Resources Management	82.1	9.7	7.9	0.4
Office of Information Technology	73.8	12.4	11.1	2.7
Office of Internal Affairs	79.3	7.3	11.9	1.4
Office of International Affairs and Trade Relations	61.7	20.7	16.1	1.5
Office of Public Affairs	64.3	23.7	7.9	4.1
Office of Trade	69.7	14.7	13.9	1.7
Office of Training and Development	77.1	10.3	11.8	0.9
Office of Intelligence and Operations Coordination	61.7	18.8	19.5	0.0

24. I have a high level of respect for my organization's senior leaders.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	42.3	22.4	34.5	0.8
Customs and Border Protection	40.6	21.7	36.9	0.8
Office of the Commissioner	58.2	17.3	24.2	0.3
Office of Border Patrol	51.5	20.7	27.1	0.7
CBP Air and Marine	38.2	20.4	40.7	0.7
Office of the Chief Counsel	65.6	14.7	16.9	2.8
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	32.9	22.0	44.4	0.7
Office of Finance	48.6	21.8	28.5	1.1
Office of Human Resources Management	57.6	17.0	24.5	0.8
Office of Information Technology	43.1	25.2	31.1	0.6
Office of Internal Affairs	54.7	16.7	25.8	2.7
Office of International Affairs and Trade Relations	41.1	20.0	38.9	0.0
Office of Public Affairs	54.0	28.4	17.6	0.0
Office of Trade	42.7	26.2	30.3	0.9
Office of Training and Development	49.8	21.2	28.0	1.0
Office of Intelligence and Operations Coordination	37.9	31.9	29.5	0.7

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
Customs and Border Protection	27.1	23.5	48.5	1.0
Office of the Commissioner	39.9	22.8	36.1	1.2
Office of Border Patrol	36.6	26.3	36.2	0.8
CBP Air and Marine	25.0	22.2	51.2	1.7
Office of the Chief Counsel	55.0	20.2	23.8	0.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	20.0	21.4	57.7	0.9
Office of Finance	34.8	26.3	37.7	1.2
Office of Human Resources Management	46.3	24.6	28.0	1.2
Office of Information Technology	33.1	25.4	40.2	1.3
Office of Internal Affairs	46.5	15.9	34.9	2.7
Office of International Affairs and Trade Relations	31.1	23.9	45.0	0.0
Office of Public Affairs	36.3	26.4	37.3	0.0
Office of Trade	28.6	28.3	42.2	0.9
Office of Training and Development	34.3	24.5	39.8	1.3
Office of Intelligence and Operations Coordination	29.5	21.9	48.6	0.0

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
Customs and Border Protection	36.1	27.7	27.3	8.8
Office of the Commissioner	47.7	22.4	23.1	6.8
Office of Border Patrol	46.8	28.5	18.3	6.4
CBP Air and Marine	31.2	28.3	32.8	7.7
Office of the Chief Counsel	51.0	18.6	9.4	21.0
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	28.9	27.4	33.6	10.2
Office of Finance	48.4	22.5	21.3	7.8
Office of Human Resources Management	58.8	18.2	13.8	9.3
Office of Information Technology	41.3	30.5	18.1	10.2
Office of Internal Affairs	55.5	13.9	24.3	6.4
Office of International Affairs and Trade Relations	46.4	25.8	25.4	2.5
Office of Public Affairs	31.7	33.1	22.2	12.9
Office of Trade	41.2	28.6	22.8	7.5
Office of Training and Development	47.4	27.2	18.3	7.0
Office of Intelligence and Operations Coordination	33.1	30.4	29.7	6.7

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
Customs and Border Protection	50.2	20.7	27.8	1.1
Office of the Commissioner	55.1	17.7	23.7	3.5
Office of Border Patrol	53.2	22.9	23.2	0.7
CBP Air and Marine	58.1	17.5	23.7	0.6
Office of the Chief Counsel	75.6	14.7	6.2	3.5
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	44.9	20.4	33.7	1.0
Office of Finance	76.3	15.3	6.9	1.4
Office of Human Resources Management	77.1	13.4	6.7	2.8
Office of Information Technology	65.3	19.0	13.2	2.6
Office of Internal Affairs	66.0	15.0	12.1	6.9
Office of International Affairs and Trade Relations	64.8	24.1	11.1	0.0
Office of Public Affairs	64.1	20.1	15.8	0.0
Office of Trade	58.2	17.6	22.3	1.8
Office of Training and Development	71.4	13.5	14.6	0.5
Office of Intelligence and Operations Coordination	61.7	24.4	10.5	3.4

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
Customs and Border Protection	30.3	26.4	41.0	2.3
Office of the Commissioner	42.1	19.5	34.2	4.2
Office of Border Patrol	38.8	30.5	28.5	2.1
CBP Air and Marine	30.9	28.8	37.7	2.6
Office of the Chief Counsel	50.5	17.3	28.1	4.1
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	22.9	23.8	51.2	2.1
Office of Finance	44.4	25.8	27.0	2.7
Office of Human Resources Management	48.0	22.7	25.4	3.9
Office of Information Technology	39.1	29.2	29.6	2.0
Office of Internal Affairs	44.5	21.3	31.7	2.5
Office of International Affairs and Trade Relations	32.5	25.1	39.5	3.0
Office of Public Affairs	20.3	32.0	47.7	0.0
Office of Trade	34.5	28.2	35.3	2.1
Office of Training and Development	40.3	22.6	35.5	1.6
Office of Intelligence and Operations Coordination	33.2	27.2	34.2	5.4

29. My workload is reasonable.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	61.5	16.1	22.0	0.4
Customs and Border Protection	62.3	16.1	21.1	0.4
Office of the Commissioner	61.3	13.8	23.1	1.8
Office of Border Patrol	73.4	14.6	11.7	0.3
CBP Air and Marine	61.7	19.2	18.6	0.5
Office of the Chief Counsel	65.9	12.3	20.9	0.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	56.4	16.9	26.4	0.4
Office of Finance	65.9	13.3	20.5	0.3
Office of Human Resources Management	69.5	10.7	19.9	0.0
Office of Information Technology	59.6	18.0	22.2	0.3
Office of Internal Affairs	63.6	10.2	23.6	2.8
Office of International Affairs and Trade Relations	54.0	22.5	23.5	0.0
Office of Public Affairs	52.1	6.5	41.4	0.0
Office of Trade	62.2	14.7	22.9	0.2
Office of Training and Development	67.5	8.9	23.6	0.0
Office of Intelligence and Operations Coordination	57.2	20.0	22.8	0.0

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	48.2	21.9	28.8	1.0
Customs and Border Protection	48.9	21.4	28.8	1.0
Office of the Commissioner	52.0	21.4	25.2	1.4
Office of Border Patrol	60.7	20.2	18.6	0.6
CBP Air and Marine	41.4	22.3	35.2	1.2
Office of the Chief Counsel	65.7	20.4	12.1	1.8
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	42.4	21.9	34.7	1.1
Office of Finance	55.2	19.5	24.0	1.4
Office of Human Resources Management	66.2	15.5	18.1	0.3
Office of Information Technology	49.6	21.7	28.0	0.8
Office of Internal Affairs	58.4	14.3	25.9	1.4
Office of International Affairs and Trade Relations	42.9	28.7	28.5	0.0
Office of Public Affairs	43.4	22.2	29.5	4.9
Office of Trade	54.5	22.2	22.5	0.9
Office of Training and Development	50.6	19.8	29.5	0.0
Office of Intelligence and Operations Coordination	38.1	22.5	39.3	0.0

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	56.5	20.0	22.3	1.3
Customs and Border Protection	50.7	21.2	26.6	1.4
Office of the Commissioner	59.8	12.2	25.6	2.4
Office of Border Patrol	58.2	20.5	20.4	0.9
CBP Air and Marine	47.5	23.9	26.6	1.9
Office of the Chief Counsel	63.6	22.4	9.1	4.9
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	45.9	21.0	31.8	1.3
Office of Finance	56.7	19.3	20.6	3.4
Office of Human Resources Management	61.9	23.1	10.9	4.0
Office of Information Technology	52.0	25.7	19.8	2.5
Office of Internal Affairs	48.8	16.7	29.0	5.5
Office of International Affairs and Trade Relations	52.8	23.2	23.9	0.0
Office of Public Affairs	56.9	23.2	15.1	4.7
Office of Trade	54.0	22.1	22.1	1.8
Office of Training and Development	56.4	17.8	24.6	1.3
Office of Intelligence and Operations Coordination	52.3	25.0	19.5	3.3

32. <i>My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	69.4	13.2	17.4
Customs and Border Protection	63.6	13.7	22.6
Office of the Commissioner	68.0	9.4	22.6
Office of Border Patrol	75.4	11.4	13.2
CBP Air and Marine	62.6	13.7	23.7
Office of the Chief Counsel	84.1	7.5	8.4
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	56.1	14.8	29.1
Office of Finance	71.3	12.6	16.1
Office of Human Resources Management	75.7	9.4	15.0
Office of Information Technology	65.0	15.3	19.7
Office of Internal Affairs	72.3	11.0	16.7
Office of International Affairs and Trade Relations	57.6	18.4	24.0
Office of Public Affairs	66.2	19.8	14.0
Office of Trade	69.3	14.4	16.4
Office of Training and Development	76.3	10.8	12.9
Office of Intelligence and Operations Coordination	59.3	16.8	23.9

33. <i>My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	50.5	24.9	24.5
Customs and Border Protection	45.9	26.5	27.6
Office of the Commissioner	51.8	25.8	22.5
Office of Border Patrol	53.4	26.0	20.6
CBP Air and Marine	42.6	30.2	27.1
Office of the Chief Counsel	66.6	16.0	17.3
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	41.1	26.4	32.4
Office of Finance	51.1	22.8	26.0
Office of Human Resources Management	60.0	21.9	18.0
Office of Information Technology	46.6	28.2	25.2
Office of Internal Affairs	51.6	24.0	24.3
Office of International Affairs and Trade Relations	47.6	20.2	32.2
Office of Public Affairs	46.4	39.4	14.3
Office of Trade	53.3	24.7	21.9
Office of Training and Development	48.9	23.4	27.8
Office of Intelligence and Operations Coordination	34.0	35.9	30.1

34. Employees are rewarded for providing high quality products and services to their customers.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	27.5	29.6	42.9	0.0
Customs and Border Protection	24.3	31.0	44.7	0.0
Office of the Commissioner	28.8	29.4	41.8	0.0
Office of Border Patrol	26.7	38.3	35.1	0.0
CBP Air and Marine	27.3	28.6	44.2	0.0
Office of the Chief Counsel	47.9	26.4	25.7	0.0
Office of Congressional Affairs	NR	NR	NR	NR
Office of Field Operations	20.8	27.6	51.6	0.0
Office of Finance	36.6	28.6	34.7	0.0
Office of Human Resources Management	44.0	26.9	29.1	0.0
Office of Information Technology	32.4	28.8	38.7	0.0
Office of Internal Affairs	40.7	21.5	37.9	0.0
Office of International Affairs and Trade Relations	24.9	22.9	52.3	0.0
Office of Public Affairs	26.9	37.1	36.1	0.0
Office of Trade	29.2	30.5	40.4	0.0
Office of Training and Development	34.8	31.2	34.0	0.0
Office of Intelligence and Operations Coordination	22.9	30.2	46.8	0.0

35. I am held accountable for achieving results.	Percent		
	Positive	Neutral	Negative
DHS-wide	69.3	20.0	10.7
Customs and Border Protection	65.1	22.1	12.8
Office of the Commissioner	67.1	22.9	10.1
Office of Border Patrol	66.4	21.8	11.9
CBP Air and Marine	61.7	24.0	14.3
Office of the Chief Counsel	85.5	11.5	2.9
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	63.0	22.7	14.4
Office of Finance	73.6	17.4	8.9
Office of Human Resources Management	88.3	9.3	2.3
Office of Information Technology	72.0	20.5	7.4
Office of Internal Affairs	79.4	13.6	7.0
Office of International Affairs and Trade Relations	71.6	19.3	9.2
Office of Public Affairs	71.9	18.0	10.1
Office of Trade	72.6	20.9	6.6
Office of Training and Development	78.3	13.2	8.5
Office of Intelligence and Operations Coordination	55.7	32.4	11.9

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
Customs and Border Protection	29.4	26.2	44.5
Office of the Commissioner	33.4	33.4	33.1
Office of Border Patrol	34.7	27.3	38.0
CBP Air and Marine	28.9	28.0	43.0
Office of the Chief Counsel	43.0	28.1	29.0
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	26.2	24.0	49.7
Office of Finance	33.4	29.9	36.7
Office of Human Resources Management	37.1	29.6	33.3
Office of Information Technology	31.4	30.2	38.5
Office of Internal Affairs	37.0	30.0	33.0
Office of International Affairs and Trade Relations	25.1	30.3	44.5
Office of Public Affairs	35.6	21.7	42.6
Office of Trade	32.6	27.0	40.4
Office of Training and Development	31.6	28.9	39.5
Office of Intelligence and Operations Coordination	19.3	37.3	43.5

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
DHS-wide	39.4	25.3	35.3
Customs and Border Protection	34.8	25.4	39.7
Office of the Commissioner	40.2	23.0	36.8
Office of Border Patrol	43.7	25.3	30.9
CBP Air and Marine	32.3	27.8	39.9
Office of the Chief Counsel	55.1	21.6	23.3
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	29.7	24.7	45.6
Office of Finance	39.7	25.7	34.6
Office of Human Resources Management	41.8	24.0	34.2
Office of Information Technology	36.3	31.0	32.7
Office of Internal Affairs	41.2	20.2	38.6
Office of International Affairs and Trade Relations	29.1	24.7	46.2
Office of Public Affairs	22.5	36.5	41.1
Office of Trade	38.3	26.3	35.4
Office of Training and Development	36.3	23.6	40.2
Office of Intelligence and Operations Coordination	28.3	33.9	37.8

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
DHS-wide	67.3	15.3	17.4
Customs and Border Protection	70.5	14.5	15.1
Office of the Commissioner	70.9	10.8	18.3
Office of Border Patrol	75.0	12.9	12.1
CBP Air and Marine	67.5	17.1	15.4
Office of the Chief Counsel	81.2	8.3	10.5
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	69.7	14.8	15.6
Office of Finance	71.5	14.8	13.8
Office of Human Resources Management	71.2	12.0	16.8
Office of Information Technology	61.8	15.7	22.5
Office of Internal Affairs	71.2	17.0	11.7
Office of International Affairs and Trade Relations	59.7	18.2	22.2
Office of Public Affairs	58.7	37.8	3.5
Office of Trade	69.3	13.9	16.8
Office of Training and Development	77.8	11.2	11.0
Office of Intelligence and Operations Coordination	54.8	21.2	24.0

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
DHS-wide	65.9	18.3	15.8
Customs and Border Protection	66.3	18.5	15.3
Office of the Commissioner	67.8	19.4	12.7
Office of Border Patrol	74.9	14.8	10.4
CBP Air and Marine	66.4	18.7	14.9
Office of the Chief Counsel	85.0	10.2	4.8
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	61.6	19.8	18.5
Office of Finance	66.6	23.2	10.3
Office of Human Resources Management	73.0	13.9	13.1
Office of Information Technology	68.0	20.6	11.4
Office of Internal Affairs	66.1	18.9	15.1
Office of International Affairs and Trade Relations	55.8	27.9	16.4
Office of Public Affairs	66.2	33.7	0.0
Office of Trade	64.1	20.4	15.5
Office of Training and Development	73.1	14.1	12.8
Office of Intelligence and Operations Coordination	63.3	21.6	15.0

<i>40. I would recommend DHS as a place to work.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	54.1	24.4	21.5
Customs and Border Protection	52.9	22.4	24.6
Office of the Commissioner	60.1	18.6	21.3
Office of Border Patrol	70.6	17.1	12.3
CBP Air and Marine	51.6	23.9	24.5
Office of the Chief Counsel	57.5	24.6	17.9
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	42.3	24.6	33.2
Office of Finance	61.5	22.4	16.1
Office of Human Resources Management	68.5	15.2	16.2
Office of Information Technology	52.5	28.1	19.4
Office of Internal Affairs	60.3	22.9	16.7
Office of International Affairs and Trade Relations	40.6	39.7	19.7
Office of Public Affairs	41.8	32.3	26.0
Office of Trade	53.6	26.6	19.9
Office of Training and Development	59.1	19.9	21.0
Office of Intelligence and Operations Coordination	43.9	26.9	29.2

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	76.5	14.8	8.7
Customs and Border Protection	77.5	15.2	7.3
Office of the Commissioner	81.6	15.1	3.2
Office of Border Patrol	85.0	10.2	4.9
CBP Air and Marine	79.7	15.5	4.9
Office of the Chief Counsel	87.3	11.1	1.6
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	73.4	17.3	9.3
Office of Finance	72.9	22.8	4.3
Office of Human Resources Management	82.9	13.8	3.4
Office of Information Technology	78.4	16.1	5.5
Office of Internal Affairs	77.8	17.6	4.6
Office of International Affairs and Trade Relations	74.8	23.2	2.0
Office of Public Affairs	79.2	13.6	7.3
Office of Trade	78.1	15.4	6.5
Office of Training and Development	81.7	11.9	6.4
Office of Intelligence and Operations Coordination	73.3	18.1	8.7

<i>42a. In the past year I have seen improvement in the following area: Communication.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	39.6	27.0	33.4
Customs and Border Protection	36.9	26.3	36.9
Office of the Commissioner	47.4	25.7	26.9
Office of Border Patrol	49.0	26.2	24.8
CBP Air and Marine	35.7	24.4	39.8
Office of the Chief Counsel	34.6	37.1	28.3
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	29.9	25.6	44.5
Office of Finance	44.1	28.1	27.8
Office of Human Resources Management	46.5	27.4	26.3
Office of Information Technology	35.5	32.0	32.5
Office of Internal Affairs	40.5	29.4	30.0
Office of International Affairs and Trade Relations	40.0	24.2	35.8
Office of Public Affairs	32.1	28.1	39.7
Office of Trade	37.9	27.5	34.6
Office of Training and Development	38.5	28.1	33.4
Office of Intelligence and Operations Coordination	29.1	31.4	39.5

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	34.4	26.5	39.0
Customs and Border Protection	32.0	25.3	42.6
Office of the Commissioner	39.9	29.5	30.7
Office of Border Patrol	43.2	25.0	31.8
CBP Air and Marine	32.6	22.3	45.1
Office of the Chief Counsel	27.9	41.3	30.8
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	25.2	24.6	50.3
Office of Finance	39.0	28.8	32.2
Office of Human Resources Management	44.6	28.1	27.3
Office of Information Technology	33.1	31.4	35.4
Office of Internal Affairs	36.4	30.7	32.9
Office of International Affairs and Trade Relations	27.4	27.1	45.7
Office of Public Affairs	41.1	17.1	41.8
Office of Trade	33.8	27.8	38.3
Office of Training and Development	38.0	21.5	40.5
Office of Intelligence and Operations Coordination	24.1	33.4	42.5

42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	Percent		
	Positive	Neutral	Negative
DHS-wide	27.4	31.1	41.6
Customs and Border Protection	24.3	30.8	44.9
Office of the Commissioner	32.7	35.0	32.3
Office of Border Patrol	34.0	32.2	33.7
CBP Air and Marine	23.2	30.0	46.8
Office of the Chief Counsel	19.5	52.4	28.1
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	19.2	28.0	52.9
Office of Finance	24.6	35.2	40.2
Office of Human Resources Management	28.6	39.8	31.5
Office of Information Technology	22.0	42.0	36.0
Office of Internal Affairs	23.2	40.2	36.5
Office of International Affairs and Trade Relations	19.1	40.2	40.6
Office of Public Affairs	33.1	26.0	40.9
Office of Trade	23.1	33.3	43.6
Office of Training and Development	25.8	34.4	39.8
Office of Intelligence and Operations Coordination	19.2	36.0	44.8

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
Customs and Border Protection	24.4	29.0	46.6
Office of the Commissioner	28.6	34.8	36.7
Office of Border Patrol	31.8	31.1	37.1
CBP Air and Marine	24.5	29.6	45.9
Office of the Chief Counsel	21.8	43.4	34.8
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	20.5	26.5	53.0
Office of Finance	25.1	36.5	38.4
Office of Human Resources Management	30.8	35.2	34.0
Office of Information Technology	25.3	31.0	43.7
Office of Internal Affairs	27.7	38.0	34.5
Office of International Affairs and Trade Relations	8.9	36.5	54.7
Office of Public Affairs	16.3	25.6	58.0
Office of Trade	21.4	28.7	49.9
Office of Training and Development	29.4	29.7	40.9
Office of Intelligence and Operations Coordination	16.8	31.5	51.6

42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	Percent		
	Positive	Neutral	Negative
DHS-wide	37.4	25.0	37.6
Customs and Border Protection	36.4	22.0	41.6
Office of the Commissioner	37.9	23.9	38.2
Office of Border Patrol	54.8	20.1	25.1
CBP Air and Marine	34.0	22.4	43.6
Office of the Chief Counsel	48.3	27.1	24.6
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	25.9	21.2	53.0
Office of Finance	43.6	29.2	27.3
Office of Human Resources Management	49.6	24.8	25.7
Office of Information Technology	38.4	27.2	34.4
Office of Internal Affairs	37.0	34.6	28.3
Office of International Affairs and Trade Relations	33.1	24.5	42.4
Office of Public Affairs	27.9	18.5	53.5
Office of Trade	31.0	27.7	41.2
Office of Training and Development	56.2	19.1	24.7
Office of Intelligence and Operations Coordination	32.8	28.6	38.6

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
Customs and Border Protection	34.7	27.8	37.5
Office of the Commissioner	40.4	27.9	31.6
Office of Border Patrol	45.9	28.1	26.1
CBP Air and Marine	31.6	27.5	41.0
Office of the Chief Counsel	36.2	39.8	23.9
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	28.6	26.4	45.0
Office of Finance	33.4	36.7	29.8
Office of Human Resources Management	45.8	29.6	24.7
Office of Information Technology	35.1	35.7	29.1
Office of Internal Affairs	41.6	29.6	28.7
Office of International Affairs and Trade Relations	22.5	39.3	38.1
Office of Public Affairs	28.6	30.9	40.6
Office of Trade	37.6	30.2	32.2
Office of Training and Development	39.5	27.4	33.0
Office of Intelligence and Operations Coordination	26.7	31.2	42.1

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
Customs and Border Protection	36.9	27.1	36.1
Office of the Commissioner	43.0	24.9	32.1
Office of Border Patrol	45.1	27.7	27.2
CBP Air and Marine	38.9	27.5	33.6
Office of the Chief Counsel	47.9	34.0	18.2
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	31.6	25.6	42.8
Office of Finance	42.5	28.5	28.9
Office of Human Resources Management	44.6	30.9	24.5
Office of Information Technology	39.5	32.7	27.8
Office of Internal Affairs	31.1	36.5	32.5
Office of International Affairs and Trade Relations	26.1	37.6	36.2
Office of Public Affairs	24.8	23.9	51.3
Office of Trade	38.6	28.6	32.9
Office of Training and Development	44.5	26.6	28.9
Office of Intelligence and Operations Coordination	31.6	29.3	39.2

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
Customs and Border Protection	25.9	33.3	40.9
Office of the Commissioner	34.5	33.6	31.8
Office of Border Patrol	35.2	35.8	29.1
CBP Air and Marine	24.2	32.4	43.3
Office of the Chief Counsel	10.9	38.6	50.6
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	19.0	31.9	49.1
Office of Finance	35.3	31.8	32.8
Office of Human Resources Management	46.2	30.9	22.8
Office of Information Technology	27.1	35.5	37.3
Office of Internal Affairs	24.9	35.2	40.0
Office of International Affairs and Trade Relations	19.7	43.7	36.5
Office of Public Affairs	26.2	33.2	40.5
Office of Trade	34.5	29.2	36.4
Office of Training and Development	37.9	33.2	28.9
Office of Intelligence and Operations Coordination	20.5	38.7	40.9

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
Customs and Border Protection	34.8	27.5	37.8
Office of the Commissioner	38.3	27.8	34.0
Office of Border Patrol	43.6	25.8	30.7
CBP Air and Marine	37.0	27.4	35.6
Office of the Chief Counsel	34.1	28.8	37.1
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	28.9	27.1	44.0
Office of Finance	51.2	32.5	16.2
Office of Human Resources Management	52.4	29.9	17.7
Office of Information Technology	28.5	35.3	36.2
Office of Internal Affairs	27.4	35.1	37.5
Office of International Affairs and Trade Relations	41.3	35.5	23.3
Office of Public Affairs	26.7	51.4	21.7
Office of Trade	36.7	29.2	34.1
Office of Training and Development	42.3	30.0	27.8
Office of Intelligence and Operations Coordination	40.0	31.7	28.2

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
DHS-wide	35.6	47.0	17.4
Customs and Border Protection	35.0	44.8	20.2
Office of the Commissioner	39.2	44.0	16.9
Office of Border Patrol	46.9	39.0	14.1
CBP Air and Marine	36.4	46.3	17.3
Office of the Chief Counsel	36.5	51.6	11.8
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	28.0	46.4	25.6
Office of Finance	43.2	48.0	8.7
Office of Human Resources Management	45.0	46.0	9.0
Office of Information Technology	31.5	56.8	11.7
Office of Internal Affairs	30.5	61.2	8.4
Office of International Affairs and Trade Relations	28.2	58.7	13.0
Office of Public Affairs	24.8	59.8	15.5
Office of Trade	34.8	47.8	17.4
Office of Training and Development	52.2	39.6	8.1
Office of Intelligence and Operations Coordination	27.9	52.8	19.3

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
Customs and Border Protection	61.1	19.3	19.7
Office of the Commissioner	55.7	21.3	23.0
Office of Border Patrol	65.4	18.8	15.7
CBP Air and Marine	68.7	16.7	14.6
Office of the Chief Counsel	63.6	22.1	14.4
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	60.1	19.2	20.7
Office of Finance	47.7	17.7	34.5
Office of Human Resources Management	60.0	19.3	20.6
Office of Information Technology	48.3	24.5	27.2
Office of Internal Affairs	39.6	22.7	37.8
Office of International Affairs and Trade Relations	47.1	16.9	35.9
Office of Public Affairs	38.4	38.5	23.1
Office of Trade	62.5	20.3	17.1
Office of Training and Development	60.8	16.2	22.9
Office of Intelligence and Operations Coordination	48.0	21.3	30.7

45. Turnover of personnel has affected my work unit's ability to achieve objectives.	Percent		
	Positive	Neutral	Negative
DHS-wide	53.3	26.6	20.1
Customs and Border Protection	57.5	25.1	17.5
Office of the Commissioner	55.4	24.8	19.7
Office of Border Patrol	52.5	29.8	17.6
CBP Air and Marine	55.7	25.9	18.4
Office of the Chief Counsel	43.7	21.0	35.2
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	64.0	20.8	15.2
Office of Finance	47.0	25.7	27.3
Office of Human Resources Management	40.9	29.6	29.6
Office of Information Technology	36.2	35.8	27.9
Office of Internal Affairs	44.7	26.7	28.6
Office of International Affairs and Trade Relations	49.1	28.4	22.4
Office of Public Affairs	55.4	26.2	18.3
Office of Trade	47.9	28.1	24.0
Office of Training and Development	45.5	32.3	22.2
Office of Intelligence and Operations Coordination	52.2	20.9	26.8

<i>46. I receive the weekly DHS Today newsletter.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	73.1	12.0	14.8
Customs and Border Protection	70.2	15.2	14.7
Office of the Commissioner	74.1	11.7	14.2
Office of Border Patrol	62.3	19.2	18.6
CBP Air and Marine	72.7	14.9	12.4
Office of the Chief Counsel	88.1	3.9	7.9
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	72.9	13.8	13.3
Office of Finance	85.1	6.5	8.3
Office of Human Resources Management	79.3	9.1	11.6
Office of Information Technology	76.1	10.8	13.2
Office of Internal Affairs	81.3	4.8	13.9
Office of International Affairs and Trade Relations	78.2	12.3	9.4
Office of Public Affairs	69.1	24.4	6.4
Office of Trade	75.2	11.9	12.9
Office of Training and Development	79.4	10.1	10.5
Office of Intelligence and Operations Coordination	74.0	16.3	9.7

<i>47. I read most of the news in DHS Today.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	46.0	23.6	30.4
Customs and Border Protection	41.6	26.3	32.1
Office of the Commissioner	54.3	19.8	26.0
Office of Border Patrol	35.6	28.8	35.6
CBP Air and Marine	37.2	27.7	35.2
Office of the Chief Counsel	40.3	21.5	38.1
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	44.5	25.2	30.3
Office of Finance	48.9	21.5	29.7
Office of Human Resources Management	47.2	26.4	26.4
Office of Information Technology	36.5	29.3	34.1
Office of Internal Affairs	41.6	29.2	29.1
Office of International Affairs and Trade Relations	47.1	32.2	20.6
Office of Public Affairs	30.0	29.3	40.8
Office of Trade	46.1	23.5	30.4
Office of Training and Development	45.9	22.6	31.5
Office of Intelligence and Operations Coordination	48.4	18.8	32.8

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
DHS-wide	49.7	21.4	28.8
Customs and Border Protection	53.9	20.1	26.0
Office of the Commissioner	64.4	17.4	18.2
Office of Border Patrol	58.9	19.9	21.2
CBP Air and Marine	50.5	19.3	30.3
Office of the Chief Counsel	39.8	17.9	42.3
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	52.6	20.1	27.3
Office of Finance	42.4	24.4	33.1
Office of Human Resources Management	53.0	18.7	28.3
Office of Information Technology	38.3	25.1	36.7
Office of Internal Affairs	45.3	26.8	27.9
Office of International Affairs and Trade Relations	47.8	22.7	29.5
Office of Public Affairs	31.9	20.3	47.8
Office of Trade	50.5	20.8	28.6
Office of Training and Development	48.2	18.4	33.5
Office of Intelligence and Operations Coordination	47.3	21.0	31.8

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
Customs and Border Protection		
Operations news	55.0	3.3
Policy news	24.9	3.5
Secretary news	1.1	53.0
Human Interest news	4.1	31.2
Human Resources news	14.9	9.0

*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
Customs and Border Protection	36.2	25.9	37.9
Office of the Commissioner	44.8	24.3	31.0
Office of Border Patrol	46.5	26.3	27.2
CBP Air and Marine	34.6	23.1	42.2
Office of the Chief Counsel	55.6	20.2	24.1
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	29.9	25.6	44.4
Office of Finance	42.8	24.8	32.3
Office of Human Resources Management	47.8	25.5	26.8
Office of Information Technology	36.1	28.2	35.7
Office of Internal Affairs	45.9	19.7	34.4
Office of International Affairs and Trade Relations	28.8	25.0	46.1
Office of Public Affairs	43.5	24.1	32.5
Office of Trade	39.3	27.7	33.0
Office of Training and Development	39.1	23.5	37.3
Office of Intelligence and Operations Coordination	23.6	27.1	49.2

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
Customs and Border Protection	30.0	23.9	46.1
Office of the Commissioner	40.3	22.4	37.4
Office of Border Patrol	38.2	26.2	35.6
CBP Air and Marine	32.5	20.8	46.7
Office of the Chief Counsel	43.4	23.6	33.0
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	24.1	21.9	53.9
Office of Finance	41.8	25.6	32.4
Office of Human Resources Management	45.5	24.7	29.8
Office of Information Technology	31.8	28.7	39.5
Office of Internal Affairs	42.8	21.4	35.7
Office of International Affairs and Trade Relations	29.8	31.5	38.7
Office of Public Affairs	33.8	29.0	37.2
Office of Trade	31.4	27.3	41.3
Office of Training and Development	38.5	18.8	42.7
Office of Intelligence and Operations Coordination	21.2	26.9	51.9

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
Customs and Border Protection	31.3	25.9	42.7
Office of the Commissioner	40.3	24.6	35.1
Office of Border Patrol	40.7	25.1	34.2
CBP Air and Marine	31.6	26.9	41.5
Office of the Chief Counsel	35.2	33.7	31.1
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	26.0	25.0	49.1
Office of Finance	36.3	27.4	36.3
Office of Human Resources Management	36.4	33.1	30.4
Office of Information Technology	29.4	34.7	35.9
Office of Internal Affairs	35.8	32.0	32.3
Office of International Affairs and Trade Relations	24.1	36.3	39.5
Office of Public Affairs	22.4	40.0	37.6
Office of Trade	31.2	28.7	40.1
Office of Training and Development	34.9	26.3	38.8
Office of Intelligence and Operations Coordination	25.3	27.4	47.3

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
Customs and Border Protection	33.5	24.5	42.0
Office of the Commissioner	38.2	24.2	37.6
Office of Border Patrol	38.8	26.3	34.9
CBP Air and Marine	34.3	25.4	40.3
Office of the Chief Counsel	53.4	17.8	28.9
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	29.4	23.0	47.5
Office of Finance	40.6	27.6	31.7
Office of Human Resources Management	47.0	26.2	26.7
Office of Information Technology	36.8	26.8	36.4
Office of Internal Affairs	50.9	17.4	31.8
Office of International Affairs and Trade Relations	27.7	20.4	51.9
Office of Public Affairs	32.6	25.5	41.9
Office of Trade	36.5	26.3	37.2
Office of Training and Development	39.5	29.0	31.5
Office of Intelligence and Operations Coordination	26.8	25.1	48.1

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	31.3	26.8	41.8
Customs and Border Protection	29.5	26.0	44.5
Office of the Commissioner	40.4	27.9	31.7
Office of Border Patrol	39.7	26.5	33.8
CBP Air and Marine	26.8	24.7	48.5
Office of the Chief Counsel	50.6	20.4	29.0
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	23.0	24.5	52.5
Office of Finance	35.3	32.7	31.9
Office of Human Resources Management	46.6	29.4	24.1
Office of Information Technology	31.6	30.3	38.3
Office of Internal Affairs	44.2	24.3	31.5
Office of International Affairs and Trade Relations	18.2	45.0	36.9
Office of Public Affairs	35.8	25.7	38.6
Office of Trade	30.7	30.9	38.4
Office of Training and Development	37.0	23.7	39.4
Office of Intelligence and Operations Coordination	28.2	24.3	47.5

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	34.8	27.1	38.0
Customs and Border Protection	33.1	26.7	40.1
Office of the Commissioner	42.4	27.1	30.4
Office of Border Patrol	43.5	27.1	29.5
CBP Air and Marine	32.5	25.1	42.3
Office of the Chief Counsel	51.1	22.2	26.7
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	26.4	26.1	47.4
Office of Finance	40.9	28.2	30.9
Office of Human Resources Management	48.1	26.6	25.3
Office of Information Technology	34.1	29.4	36.4
Office of Internal Affairs	42.9	25.7	31.4
Office of International Affairs and Trade Relations	26.4	35.4	38.2
Office of Public Affairs	32.0	42.7	25.3
Office of Trade	37.1	28.8	34.1
Office of Training and Development	39.1	24.4	36.5
Office of Intelligence and Operations Coordination	28.4	27.8	43.8

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
Customs and Border Protection	43.9	24.1	32.0
Office of the Commissioner	47.5	20.6	31.9
Office of Border Patrol	51.6	23.3	25.1
CBP Air and Marine	49.6	22.9	27.4
Office of the Chief Counsel	56.6	23.0	20.4
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	38.7	24.0	37.2
Office of Finance	45.8	23.0	31.2
Office of Human Resources Management	48.2	26.2	25.6
Office of Information Technology	44.9	28.5	26.6
Office of Internal Affairs	36.1	31.3	32.7
Office of International Affairs and Trade Relations	38.7	32.8	28.5
Office of Public Affairs	35.3	20.9	43.8
Office of Trade	48.4	26.5	25.1
Office of Training and Development	47.1	26.4	26.5
Office of Intelligence and Operations Coordination	31.2	25.8	43.0

56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
DHS-wide	56.8	20.5	22.8
Customs and Border Protection	55.4	19.6	25.0
Office of the Commissioner	60.9	17.1	22.0
Office of Border Patrol	68.8	16.1	15.0
CBP Air and Marine	53.1	19.9	26.9
Office of the Chief Counsel	71.9	8.8	19.4
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	46.9	21.2	32.0
Office of Finance	63.6	18.1	18.3
Office of Human Resources Management	70.6	13.9	15.5
Office of Information Technology	61.5	20.7	17.8
Office of Internal Affairs	63.7	13.0	23.3
Office of International Affairs and Trade Relations	44.1	30.9	25.1
Office of Public Affairs	54.2	13.9	31.9
Office of Trade	57.8	23.3	19.0
Office of Training and Development	65.6	18.3	16.1
Office of Intelligence and Operations Coordination	50.1	20.3	29.6

57. Considering everything, how satisfied are you with your pay?	Percent		
	Positive	Neutral	Negative
DHS-wide	49.4	19.1	31.6
Customs and Border Protection	59.0	19.1	21.8
Office of the Commissioner	61.2	15.9	22.9
Office of Border Patrol	61.3	18.3	20.4
CBP Air and Marine	60.3	16.7	23.0
Office of the Chief Counsel	47.8	16.7	35.5
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	57.1	19.7	23.1
Office of Finance	57.8	18.1	24.1
Office of Human Resources Management	61.6	18.4	20.0
Office of Information Technology	64.5	18.5	17.0
Office of Internal Affairs	64.0	15.5	20.6
Office of International Affairs and Trade Relations	59.5	21.7	18.8
Office of Public Affairs	48.7	19.1	32.2
Office of Trade	60.9	19.8	19.4
Office of Training and Development	65.9	15.4	18.6
Office of Intelligence and Operations Coordination	57.8	21.5	20.6

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
Customs and Border Protection	56.9	23.8	19.3
Office of the Commissioner	63.2	21.8	15.1
Office of Border Patrol	64.4	22.3	13.3
CBP Air and Marine	55.0	21.2	23.9
Office of the Chief Counsel	75.1	11.4	13.6
Office of Congressional Affairs	NR	NR	NR
Office of Field Operations	52.0	25.1	22.9
Office of Finance	64.2	20.3	15.5
Office of Human Resources Management	70.9	17.4	11.7
Office of Information Technology	60.6	22.4	17.0
Office of Internal Affairs	70.5	14.2	15.3
Office of International Affairs and Trade Relations	49.1	27.3	23.7
Office of Public Affairs	43.2	34.5	22.2
Office of Trade	63.4	22.3	14.4
Office of Training and Development	59.4	20.3	20.2
Office of Intelligence and Operations Coordination	49.7	25.4	24.9

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	13.5
Supervisor	17.0
Manager	7.2
Executive	0.4

<i>60. Are you:</i>	% of Respondents
Male	74.3
Female	25.7

<i>61. Are you Hispanic or Latino?</i>	% of Respondents
Yes	30.0
No	70.0

<i>62. Please select the racial category or categories with which you most closely identify (select one or more)</i>	% of Respondents
White	79.6
Black or African American	9.4
Native Hawaiian or other Pacific Islander	2.0
Asian	5.7
American Indian or Alaska Native	2.7
Two or more races (Not Hispanic or Latino)	1.9

<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	0.3
Human Resources Management Group - 0200 Series	1.6
General Administrative, Clerical, and Office Services Group - 0300 Series	7.5
Natural Resources Management and Biological Sciences Group - 0400 Series	4.2
Accounting and Budget Group - 0500 Series	1.7
Medical, Hospital, Dental, and Public Health Group - 0600 Series	0.1
Engineering and Architecture Group - 0800 Series	0.2
Legal and Kindred Group - 0900 Series	1.6
Information and Arts Group - 1000 Series	0.1
Business and Industry Group - 1100 Series	0.7
Physical Sciences Group - 1300 Series	0.5
Library and Archives Group - 1400 Series	0.0
Mathematics and Statistics Group - 1500 Series	0.0
Equipment, Facilities, and Services Group - 1600 Series	0.2
Education Group - 1700 Series	0.2
Investigation Group - 1800 Series	47.7
Supply Group - 2000 Series	0.1
Transportation Group - 2100 Series	0.2
Information Technology Group - 2200 Series	1.5
Electronic Equipment Installation and Maintenance Group - 2600 Series	0.1
Electrical Installation and Maintenance Group - 2800 Series	0.0
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	0.2
Mobile Equipment Operation and Transportation Group - 5700 Series	0.2
Unique Occupations Group - 0000 Series	0.3
Other (Job Title not found in any category above)	30.7

<i>65. Please indicate your work status:</i>	<i>% of Respondents</i>
Full time	99.5
Part time	0.5

<i>66. Do you work in the...</i>		% of Respondents
United States	Location not indicated	1.0
	Alaska	0.5
	Alabama	0.2
	Arkansas	0.0
	Arizona	8.9
	California	14.5
	Colorado	0.2
	Connecticut	0.1
	District of Columbia	5.3
	Delaware	0.1
	Florida	6.6
	Georgia	1.8
	Hawaii	0.9
	Iowa	0.0
	Idaho	0.3
	Illinois	1.5
	Indiana	1.2
	Kentucky	0.3
	Louisiana	0.6
	Massachusetts	0.8
	Maryland	0.6
	Maine	1.4
	Michigan	3.4
	Minnesota	1.3
	Missouri	0.2
	Mississippi	0.1
	Montana	1.0
	North Carolina	0.4
	North Dakota	1.2
	Nebraska	0.0
	New Hampshire	0.0
	New Jersey	1.9
	New Mexico	2.4
	Nevada	0.1
	New York	7.6
	Ohio	0.5

<i>66. Do you work in the...</i>		% of Respondents
	Oklahoma	0.1
	Oregon	0.3
	Pennsylvania	0.7
	Rhode Island	0.0
	South Carolina	0.4
	South Dakota	0.0
	Tennessee	0.5
	Texas	19.9
	Utah	0.0
	Virginia	2.5
	Vermont	1.3
	Washington	3.6
	Wisconsin	0.1
	West Virginia	0.1
	Wyoming	0.0
U.S. Territories	Location not indicated	0.0
	American Samoa	0.0
	Guam	0.3
	Puerto Rico	1.5
	US Virgin Islands	0.3
International location	Africa (includes Egypt)	0.0
	Other International Location	0.0
	Asia	0.1
	Bermuda	0.1
	Caribbean	0.1
	Canada	0.8
	Europe	0.2
	South America	0.1
Multiple locations		0.0