



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

**Component-Level Results**  
(Under Secretary National Protection and Programs)

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# Table of Contents

Survey Background .....	1
Survey Objective .....	1
Questionnaire Content .....	1
Data Collection .....	1
Reported Data.....	1
Survey Items and Response Choices.....	1
HCAAF Index-Level Percent Positive Response .....	2
Comparing Your Survey Results .....	2
Human Capital Assessment & Accountability Framework (HCAAF) Indices .....	3
Trend Analysis.....	4
Subcomponent Comparisons .....	19
Demographic Characteristics .....	42

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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 policies 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.

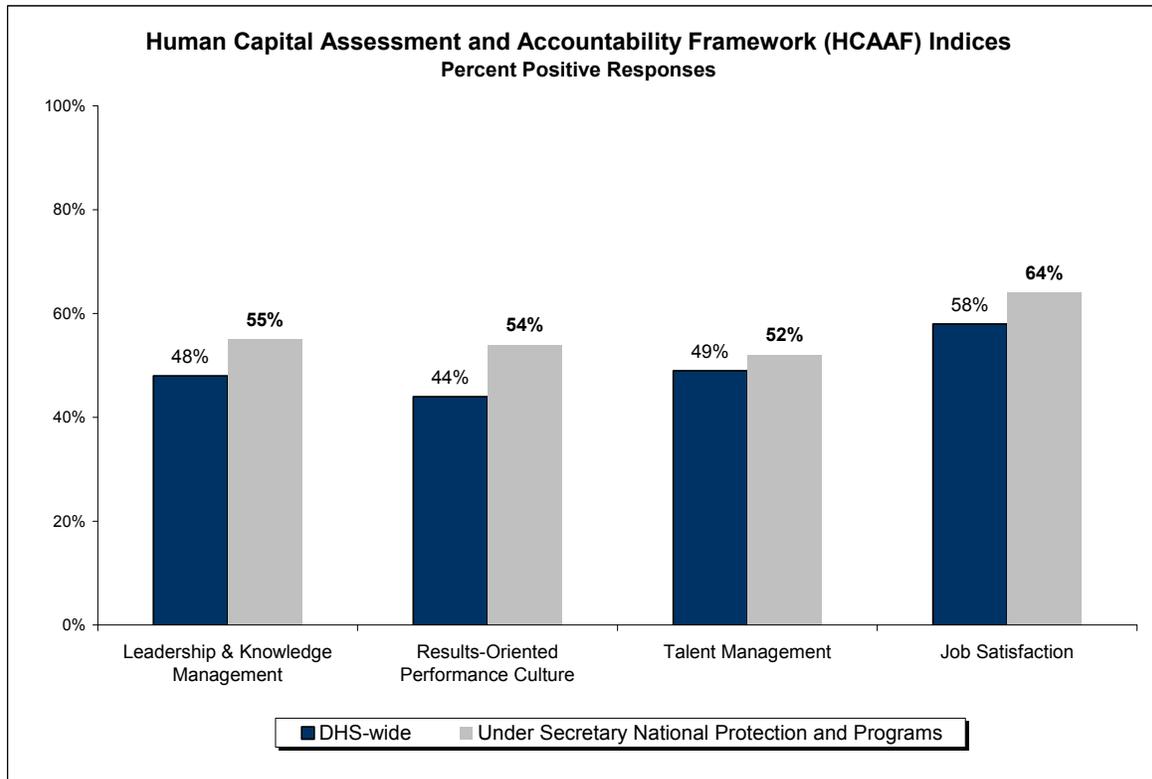
It is often useful to apply rules of thumb to determine the “notable” and “meaningful” results especially when comparing your 2007 DHS AES results to 2004 and 2006 Federal Human Capital Survey benchmark results. Therefore, we recommend the following guidelines:

- 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 goal of the **National Protection and Programs Directorate** is to advance the Department's risk-reduction mission. Reducing risk requires an integrated approach that encompasses both physical and virtual threats and their associated human elements

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	77.7	8.6	13.6
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	57.5	19.4	23.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	70.1	11.2	18.6
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	80.0	10.1	9.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	68.1	13.6	18.3
2006 FHCS	NA	NA	NA
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	60.9	12.0	27.0	0.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>7. My work unit is able to recruit people with the right skills.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	43.4	25.1	30.4	1.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>8. I know how my work relates to the agency's goals and priorities.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	78.8	8.1	11.8	1.3
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	90.0	4.7	4.8	0.5
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	63.8	13.1	22.8	0.3
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	64.0	16.3	17.7	2.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	60.5	13.3	25.3	0.9
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	40.0	22.2	35.0	2.8
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	36.2	26.9	28.4	8.6
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	26.2	29.5	33.6	10.6
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	46.0	25.4	25.7	3.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	64.5	11.1	16.6	7.9
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	38.0	23.4	31.2	7.5
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	25.6	24.8	36.8	12.8
2006 FHCS	NA	NA	NA	NA
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	63.8	16.6	13.7	5.9
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.3	16.7	18.6	3.4
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>22. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	68.6	13.6	16.7	1.1
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>23. My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	80.8	8.6	10.0	0.7
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>24. I have a high level of respect for my organization's senior leaders.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	48.4	20.4	31.3	0.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>25. In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	39.0	21.7	38.4	0.8
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	51.2	23.0	21.6	4.2
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>27. Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	72.5	12.8	12.6	2.1
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>28. Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	46.2	19.7	32.6	1.5
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>29. My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	53.9	15.5	30.5	0.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	54.6	16.9	28.6	0.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.1	16.7	22.2	0.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	65.7	11.8	22.5
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	58.0	23.6	18.5
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	45.1	28.3	26.6	0.0
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>35. I am held accountable for achieving results.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	80.3	12.0	7.8	NA
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<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	43.9	29.6	26.5	NA
2006 FHCS	NA	NA	NA	NA
2004 FHCS	NA	NA	NA	NA

<i>37. Employees receive timely information about employee development programs and opportunities.</i>	Percent			
	Positive	Neutral	Negative	
2007 DHS AES		46.4	22.5	31.1
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		57.5	16.2	26.2
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		75.3	12.8	11.9
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	51.3	20.7	27.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	82.5	12.6	5.0
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	42.2	22.0	35.8
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	34.1	20.3	45.6
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	30.6	31.5	38.0
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	42.0	28.7	29.3
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	31.1	22.8	46.1
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	42.2	28.4	29.5
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	45.9	23.0	31.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42h. In the past year I have seen improvement in the following area: Work Life Programs (i.e. Telework, alternative work schedules, access to Employee Assistance Programs).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	28.6	31.7	39.7
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.8	31.3	26.0
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	35.1	55.0	9.9
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	35.8	29.4	34.8
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	54.2	25.0	20.8
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	81.1	9.2	9.7
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	51.8	21.1	27.1
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	45.7	23.4	30.8
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.

<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	40.7	20.4	38.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.6	22.5	34.9
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	37.3	30.9	31.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	52.8	21.4	25.8
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	34.6	25.2	40.2
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	35.9	25.5	38.7
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	41.4	29.6	29.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	59.8	14.2	26.0
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	68.0	16.6	15.4
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	69.5	14.2	16.3
2006 FHCS	NA	NA	NA
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
<b>UNDER SECRETARY NATIONAL PROTECTION AND PROGRAMS</b>	244	Risk Analysis & Management	3
Cyber Security & Communications	49	USVISIT	41
Infrastructure Protection	123	Missing, no subcomponent indicated	22
Inter-Governmental Programs	6		

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

<i>1. The people I work with cooperate to get the job done.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>77.4</b>	<b>11.8</b>	<b>10.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>77.7</b>	<b>8.6</b>	<b>13.6</b>
Cyber Security & Communications	76.2	12.8	10.9
Infrastructure Protection	82.0	6.2	11.8
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	71.5	11.6	16.9

<i>2. I am given a real opportunity to improve my skills in my organization.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>20.3</b>	<b>29.1</b>
<b>Under Secretary National Protection and Programs</b>	<b>57.5</b>	<b>19.4</b>	<b>23.1</b>
Cyber Security & Communications	55.5	19.5	25.0
Infrastructure Protection	55.9	20.8	23.4
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	70.6	19.0	10.4

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>64.5</b>	<b>16.8</b>	<b>18.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>70.1</b>	<b>11.2</b>	<b>18.6</b>
Cyber Security & Communications	71.4	5.5	23.0
Infrastructure Protection	70.8	15.2	13.9
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	73.4	7.2	19.3

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>80.0</b>	<b>12.6</b>	<b>7.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>80.0</b>	<b>10.1</b>	<b>9.9</b>
Cyber Security & Communications	84.3	5.6	10.1
Infrastructure Protection	80.4	10.2	9.4
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	76.1	13.6	10.3

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>58.3</b>	<b>18.8</b>	<b>22.9</b>
<b>Under Secretary National Protection and Programs</b>	<b>68.1</b>	<b>13.6</b>	<b>18.3</b>
Cyber Security & Communications	77.9	4.2	18.0
Infrastructure Protection	64.3	15.9	19.9
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	69.4	16.1	14.6

<i>6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>63.0</b>	<b>17.2</b>	<b>19.1</b>	<b>0.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>60.9</b>	<b>12.0</b>	<b>27.0</b>	<b>0.0</b>
Cyber Security & Communications	53.7	13.5	32.9	0.0
Infrastructure Protection	67.0	7.4	25.6	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	59.8	20.0	20.2	0.0

<i>7. My work unit is able to recruit people with the right skills.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>36.5</b>	<b>29.2</b>	<b>31.5</b>	<b>2.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>43.4</b>	<b>25.1</b>	<b>30.4</b>	<b>1.0</b>
Cyber Security & Communications	32.3	29.2	38.5	0.0
Infrastructure Protection	44.5	23.2	30.9	1.3
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	56.1	26.3	17.6	0.0

8. I know how my work relates to the agency's goals and priorities.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>80.0</b>	<b>11.0</b>	<b>8.4</b>	<b>0.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>78.8</b>	<b>8.1</b>	<b>11.8</b>	<b>1.3</b>
Cyber Security & Communications	73.1	5.9	18.4	2.7
Infrastructure Protection	83.6	6.2	9.5	0.7
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	78.5	11.2	10.3	0.0

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>90.5</b>	<b>5.9</b>	<b>3.3</b>	<b>0.3</b>
<b>Under Secretary National Protection and Programs</b>	<b>90.0</b>	<b>4.7</b>	<b>4.8</b>	<b>0.5</b>
Cyber Security & Communications	90.2	4.2	5.6	0.0
Infrastructure Protection	91.7	3.9	4.4	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	90.8	4.1	2.0	3.0

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
<b>DHS-wide</b>	<b>55.9</b>	<b>15.2</b>	<b>28.0</b>	<b>0.7</b>
<b>Under Secretary National Protection and Programs</b>	<b>63.8</b>	<b>13.1</b>	<b>22.8</b>	<b>0.3</b>
Cyber Security & Communications	66.3	9.2	24.5	0.0
Infrastructure Protection	60.7	15.0	24.4	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	90.4	7.6	2.1	0.0

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.2</b>	<b>20.1</b>	<b>27.3</b>	<b>1.3</b>
<b>Under Secretary National Protection and Programs</b>	<b>64.0</b>	<b>16.3</b>	<b>17.7</b>	<b>2.0</b>
Cyber Security & Communications	66.5	13.7	19.8	0.0
Infrastructure Protection	63.5	15.5	19.4	1.5
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	75.7	18.2	6.1	0.0

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>51.5</b>	<b>18.8</b>	<b>28.6</b>	<b>1.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>60.5</b>	<b>13.3</b>	<b>25.3</b>	<b>0.9</b>
Cyber Security & Communications	54.1	18.8	27.1	0.0
Infrastructure Protection	64.7	12.9	20.5	1.8
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	66.1	9.1	24.8	0.0

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>44.7</b>	<b>23.6</b>	<b>30.3</b>	<b>1.3</b>
<b>Under Secretary National Protection and Programs</b>	<b>40.0</b>	<b>22.2</b>	<b>35.0</b>	<b>2.8</b>
Cyber Security & Communications	41.8	18.9	39.4	0.0
Infrastructure Protection	39.3	25.7	32.3	2.7
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	55.2	14.3	28.1	2.3

<i>14. Promotions in my work unit are based on merit.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>25.1</b>	<b>24.5</b>	<b>45.2</b>	<b>5.1</b>
<b>Under Secretary National Protection and Programs</b>	<b>36.2</b>	<b>26.9</b>	<b>28.4</b>	<b>8.6</b>
Cyber Security & Communications	27.8	26.7	39.1	6.4
Infrastructure Protection	38.4	25.4	28.5	7.7
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	46.8	25.1	18.8	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
<b>DHS-wide</b>	<b>25.5</b>	<b>23.4</b>	<b>45.8</b>	<b>5.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>26.2</b>	<b>29.5</b>	<b>33.6</b>	<b>10.6</b>
Cyber Security & Communications	25.5	26.3	42.1	6.2
Infrastructure Protection	27.4	29.2	36.3	7.1
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	25.4	33.3	20.8	20.6

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>29.1</b>	<b>26.1</b>	<b>41.6</b>	<b>3.2</b>
<b>Under Secretary National Protection and Programs</b>	<b>46.0</b>	<b>25.4</b>	<b>25.7</b>	<b>3.0</b>
Cyber Security & Communications	37.1	21.5	41.5	0.0
Infrastructure Protection	48.5	26.6	22.2	2.8
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	59.3	17.6	17.9	5.2

<i>17. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>61.6</b>	<b>15.0</b>	<b>18.0</b>	<b>5.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>64.5</b>	<b>11.1</b>	<b>16.6</b>	<b>7.9</b>
Cyber Security & Communications	67.0	9.2	18.8	4.9
Infrastructure Protection	66.5	9.0	17.9	6.6
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	73.8	10.6	11.3	4.3

<i>18. In my work unit, differences in performance are recognized in a meaningful way.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>28.5</b>	<b>27.0</b>	<b>41.6</b>	<b>2.9</b>
<b>Under Secretary National Protection and Programs</b>	<b>38.0</b>	<b>23.4</b>	<b>31.2</b>	<b>7.5</b>
Cyber Security & Communications	38.3	17.8	37.4	6.5
Infrastructure Protection	40.0	25.2	30.3	4.6
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	43.1	21.5	22.0	13.4

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>17.6</b>	<b>23.0</b>	<b>54.5</b>	<b>4.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>25.6</b>	<b>24.8</b>	<b>36.8</b>	<b>12.8</b>
Cyber Security & Communications	18.8	21.3	43.9	16.0
Infrastructure Protection	30.8	25.1	38.1	5.9
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	26.0	25.0	23.5	25.5

<i>20. My performance appraisal is a fair reflection of my performance.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>52.3</b>	<b>20.3</b>	<b>24.2</b>	<b>3.2</b>
<b>Under Secretary National Protection and Programs</b>	<b>63.8</b>	<b>16.6</b>	<b>13.7</b>	<b>5.9</b>
Cyber Security & Communications	58.7	13.4	21.2	6.7
Infrastructure Protection	67.7	18.9	11.2	2.2
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	62.6	16.2	12.3	8.9

<i>21. Discussions with my supervisor/team leader about my performance are worthwhile.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>49.9</b>	<b>24.2</b>	<b>23.8</b>	<b>2.2</b>
<b>Under Secretary National Protection and Programs</b>	<b>61.3</b>	<b>16.7</b>	<b>18.6</b>	<b>3.4</b>
Cyber Security & Communications	61.2	14.1	20.7	4.0
Infrastructure Protection	64.9	13.5	20.0	1.6
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	52.7	27.5	15.5	4.3

<i>22. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>52.8</b>	<b>22.2</b>	<b>23.0</b>	<b>2.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>68.6</b>	<b>13.6</b>	<b>16.7</b>	<b>1.1</b>
Cyber Security & Communications	64.9	15.5	17.6	2.0
Infrastructure Protection	66.1	15.8	18.0	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	81.2	5.4	11.3	2.1

23. <i>My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>62.2</b>	<b>17.9</b>	<b>18.3</b>	<b>1.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>80.8</b>	<b>8.6</b>	<b>10.0</b>	<b>0.7</b>
Cyber Security & Communications	82.0	3.8	14.1	0.0
Infrastructure Protection	79.6	9.7	9.3	1.3
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	85.6	8.2	6.1	0.0

24. <i>I have a high level of respect for my organization's senior leaders.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>42.3</b>	<b>22.4</b>	<b>34.5</b>	<b>0.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>48.4</b>	<b>20.4</b>	<b>31.3</b>	<b>0.0</b>
Cyber Security & Communications	45.9	7.3	46.9	0.0
Infrastructure Protection	50.8	22.4	26.7	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	54.2	16.9	28.9	0.0

25. <i>In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>29.2</b>	<b>24.8</b>	<b>45.1</b>	<b>0.9</b>
<b>Under Secretary National Protection and Programs</b>	<b>39.0</b>	<b>21.7</b>	<b>38.4</b>	<b>0.8</b>
Cyber Security & Communications	35.7	6.1	55.5	2.6
Infrastructure Protection	40.6	24.9	34.5	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	51.9	19.4	26.6	2.1

<i>26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>38.4</b>	<b>28.2</b>	<b>24.8</b>	<b>8.7</b>
<b>Under Secretary National Protection and Programs</b>	<b>51.2</b>	<b>23.0</b>	<b>21.6</b>	<b>4.2</b>
Cyber Security & Communications	47.1	11.7	36.7	4.5
Infrastructure Protection	57.3	20.6	18.9	3.3
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	49.5	32.1	16.5	2.0

<i>27. Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>54.8</b>	<b>19.6</b>	<b>24.4</b>	<b>1.2</b>
<b>Under Secretary National Protection and Programs</b>	<b>72.5</b>	<b>12.8</b>	<b>12.6</b>	<b>2.1</b>
Cyber Security & Communications	74.0	16.1	9.9	0.0
Infrastructure Protection	73.4	14.0	11.6	1.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	90.5	4.3	3.1	2.1

<i>28. Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>32.5</b>	<b>27.0</b>	<b>38.4</b>	<b>2.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>46.2</b>	<b>19.7</b>	<b>32.6</b>	<b>1.5</b>
Cyber Security & Communications	39.2	17.7	39.5	3.7
Infrastructure Protection	48.3	21.9	28.3	1.5
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	57.9	13.5	28.6	0.0

<i>29. My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>61.5</b>	<b>16.1</b>	<b>22.0</b>	<b>0.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>53.9</b>	<b>15.5</b>	<b>30.5</b>	<b>0.0</b>
Cyber Security & Communications	54.7	14.1	31.1	0.0
Infrastructure Protection	59.0	11.3	29.7	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	48.4	18.5	33.0	0.0

<i>30. Managers communicate the goals and priorities of the organization.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>48.2</b>	<b>21.9</b>	<b>28.8</b>	<b>1.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>54.6</b>	<b>16.9</b>	<b>28.6</b>	<b>0.0</b>
Cyber Security & Communications	42.4	15.6	42.0	0.0
Infrastructure Protection	58.0	19.1	22.9	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	64.8	13.5	21.7	0.0

<i>31. My organization has prepared employees for potential security threats.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>56.5</b>	<b>20.0</b>	<b>22.3</b>	<b>1.3</b>
<b>Under Secretary National Protection and Programs</b>	<b>61.1</b>	<b>16.7</b>	<b>22.2</b>	<b>0.0</b>
Cyber Security & Communications	55.2	11.3	33.5	0.0
Infrastructure Protection	65.4	18.1	16.5	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	52.5	26.4	21.0	0.0

<i>32. My job matches the roles and responsibilities for which I was hired.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.4</b>	<b>13.2</b>	<b>17.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>65.7</b>	<b>11.8</b>	<b>22.5</b>
Cyber Security & Communications	53.0	17.8	29.2
Infrastructure Protection	67.9	11.9	20.2
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	71.2	8.3	20.5

<i>33. My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>50.5</b>	<b>24.9</b>	<b>24.5</b>
<b>Under Secretary National Protection and Programs</b>	<b>58.0</b>	<b>23.6</b>	<b>18.5</b>
Cyber Security & Communications	61.4	23.0	15.6
Infrastructure Protection	58.8	22.5	18.8
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	64.6	24.9	10.5

<i>34. Employees are rewarded for providing high quality products and services to their customers.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
<b>DHS-wide</b>	<b>27.5</b>	<b>29.6</b>	<b>42.9</b>	<b>0.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>45.1</b>	<b>28.3</b>	<b>26.6</b>	<b>0.0</b>
Cyber Security & Communications	35.8	32.0	32.1	0.0
Infrastructure Protection	49.2	27.8	22.9	0.0
Inter-Governmental Programs	NR	NR	NR	NR
Risk Analysis & Management	NR	NR	NR	NR
USVISIT	59.6	19.3	21.1	0.0

<i>35. I am held accountable for achieving results.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.3</b>	<b>20.0</b>	<b>10.7</b>
<b>Under Secretary National Protection and Programs</b>	<b>80.3</b>	<b>12.0</b>	<b>7.8</b>
Cyber Security & Communications	82.8	6.3	10.9
Infrastructure Protection	81.2	12.7	6.0
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	77.9	16.0	6.1

<i>36. Awards in my work unit depend on how well employees perform their jobs.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.4</b>	<b>26.3</b>	<b>42.2</b>
<b>Under Secretary National Protection and Programs</b>	<b>43.9</b>	<b>29.6</b>	<b>26.5</b>
Cyber Security & Communications	31.9	30.4	37.6
Infrastructure Protection	50.5	29.3	20.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	48.7	36.2	15.1

<i>37. Employees receive timely information about employee development programs and opportunities.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.4</b>	<b>25.3</b>	<b>35.3</b>
<b>Under Secretary National Protection and Programs</b>	<b>46.4</b>	<b>22.5</b>	<b>31.1</b>
Cyber Security & Communications	35.5	27.8	36.7
Infrastructure Protection	46.9	20.7	32.4
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	69.5	11.6	18.9

38. I know how to contact EEO Representatives in my component (For purposes of this question -- Equal Employment Opportunity (EEO) representatives are EEO Counselors and Special Emphasis Program Managers).	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>67.3</b>	<b>15.3</b>	<b>17.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>57.5</b>	<b>16.2</b>	<b>26.2</b>
Cyber Security & Communications	53.4	20.2	26.4
Infrastructure Protection	59.3	12.6	28.1
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	61.4	13.9	24.6

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>65.9</b>	<b>18.3</b>	<b>15.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>75.3</b>	<b>12.8</b>	<b>11.9</b>
Cyber Security & Communications	71.3	15.8	12.9
Infrastructure Protection	78.3	9.3	12.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	82.6	8.1	9.3

40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>54.1</b>	<b>24.4</b>	<b>21.5</b>
<b>Under Secretary National Protection and Programs</b>	<b>51.3</b>	<b>20.7</b>	<b>27.9</b>
Cyber Security & Communications	31.3	28.1	40.7
Infrastructure Protection	61.8	15.6	22.6
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	53.0	27.3	19.8

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>76.5</b>	<b>14.8</b>	<b>8.7</b>
<b>Under Secretary National Protection and Programs</b>	<b>82.5</b>	<b>12.6</b>	<b>5.0</b>
Cyber Security & Communications	84.6	11.0	4.4
Infrastructure Protection	85.6	8.6	5.8
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	90.5	6.4	3.1

<i>42a. In the past year I have seen improvement in the following area: Communication.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>39.6</b>	<b>27.0</b>	<b>33.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>42.2</b>	<b>22.0</b>	<b>35.8</b>
Cyber Security & Communications	42.6	14.3	43.0
Infrastructure Protection	44.0	22.9	33.0
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	42.2	26.6	31.2

<i>42b. In the past year I have seen improvement in the following area: Leadership.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>34.4</b>	<b>26.5</b>	<b>39.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>34.1</b>	<b>20.3</b>	<b>45.6</b>
Cyber Security & Communications	25.9	18.0	56.2
Infrastructure Protection	39.3	18.1	42.6
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	38.8	17.0	44.2

<i>42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.4</b>	<b>31.1</b>	<b>41.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>30.6</b>	<b>31.5</b>	<b>38.0</b>
Cyber Security & Communications	28.8	19.9	51.3
Infrastructure Protection	36.4	27.6	36.0
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	28.0	42.7	29.4

<i>42d. In the past year I have seen improvement in the following area: Recognition and Awards.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>27.5</b>	<b>29.7</b>	<b>42.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>42.0</b>	<b>28.7</b>	<b>29.3</b>
Cyber Security & Communications	38.6	16.3	45.0
Infrastructure Protection	47.9	28.7	23.4
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	46.3	31.5	22.2

<i>42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>37.4</b>	<b>25.0</b>	<b>37.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>31.1</b>	<b>22.8</b>	<b>46.1</b>
Cyber Security & Communications	20.4	19.3	60.3
Infrastructure Protection	44.3	20.3	35.4
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	17.4	26.4	56.2

<i>42f. In the past year I have seen improvement in the following area: Supervision.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>36.2</b>	<b>29.9</b>	<b>34.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>42.2</b>	<b>28.4</b>	<b>29.5</b>
Cyber Security & Communications	42.0	22.0	36.0
Infrastructure Protection	50.4	22.6	27.0
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	35.1	41.2	23.7

<i>42g. In the past year I have seen improvement in the following area: Training.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>42.1</b>	<b>27.0</b>	<b>30.9</b>
<b>Under Secretary National Protection and Programs</b>	<b>45.9</b>	<b>23.0</b>	<b>31.1</b>
Cyber Security & Communications	37.2	16.4	46.4
Infrastructure Protection	50.7	21.5	27.8
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	61.1	22.8	16.1

<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
<b>DHS-wide</b>	<b>28.5</b>	<b>34.8</b>	<b>36.7</b>
<b>Under Secretary National Protection and Programs</b>	<b>28.6</b>	<b>31.7</b>	<b>39.7</b>
Cyber Security & Communications	34.7	18.0	47.3
Infrastructure Protection	27.2	34.2	38.6
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	41.2	24.2	34.7

<i>42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.3</b>	<b>29.6</b>	<b>35.1</b>
<b>Under Secretary National Protection and Programs</b>	<b>42.8</b>	<b>31.3</b>	<b>26.0</b>
Cyber Security & Communications	52.8	15.4	31.8
Infrastructure Protection	44.5	26.7	28.8
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	48.4	46.3	5.2

<i>43. My organization supports my participation in volunteer activities.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.6</b>	<b>47.0</b>	<b>17.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>35.1</b>	<b>55.0</b>	<b>9.9</b>
Cyber Security & Communications	35.1	56.2	8.8
Infrastructure Protection	34.3	56.4	9.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	43.2	45.3	11.4

<i>44. Instructions on how to do my job such as Standard Operating Procedures are available to me.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>69.5</b>	<b>15.3</b>	<b>15.2</b>
<b>Under Secretary National Protection and Programs</b>	<b>35.8</b>	<b>29.4</b>	<b>34.8</b>
Cyber Security & Communications	30.5	28.4	41.1
Infrastructure Protection	35.6	27.2	37.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	42.1	36.0	21.8

<i>45. Turnover of personnel has affected my work unit's ability to achieve objectives.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>53.3</b>	<b>26.6</b>	<b>20.1</b>
<b>Under Secretary National Protection and Programs</b>	<b>54.2</b>	<b>25.0</b>	<b>20.8</b>
Cyber Security & Communications	70.4	15.0	14.5
Infrastructure Protection	40.0	32.3	27.7
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	75.7	11.4	12.9

<i>46. I receive the weekly DHS Today newsletter.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>73.1</b>	<b>12.0</b>	<b>14.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>81.1</b>	<b>9.2</b>	<b>9.7</b>
Cyber Security & Communications	88.9	9.0	2.1
Infrastructure Protection	91.1	5.1	3.9
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	42.9	15.5	41.5

<i>47. I read most of the news in DHS Today.</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>46.0</b>	<b>23.6</b>	<b>30.4</b>
<b>Under Secretary National Protection and Programs</b>	<b>51.8</b>	<b>21.1</b>	<b>27.1</b>
Cyber Security & Communications	44.9	24.7	30.4
Infrastructure Protection	51.8	22.8	25.4
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	47.9	16.9	35.2

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.7</b>	<b>21.4</b>	<b>28.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>45.7</b>	<b>23.4</b>	<b>30.8</b>
Cyber Security & Communications	37.3	30.5	32.2
Infrastructure Protection	45.7	23.8	30.5
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	46.6	18.7	34.6

49. From the following list, indicate which employee communication topic is most important to you and which is least important to you:	Percent	
	Most	Least
<b>Under Secretary National Protection and Programs</b>		
Operations news	45.4	3.5
Policy news	21.2	5.2
Secretary news	2.6	26.5
Human Interest news	3.6	58.1
Human Resources news	27.2	6.7

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

50. How satisfied are you with the information you receive from management on what's going on in your organization?	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>38.0</b>	<b>25.4</b>	<b>36.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>40.7</b>	<b>20.4</b>	<b>38.8</b>
Cyber Security & Communications	38.8	15.0	46.2
Infrastructure Protection	40.3	20.3	39.5
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	53.8	23.1	23.0

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.6</b>	<b>24.6</b>	<b>43.7</b>
<b>Under Secretary National Protection and Programs</b>	<b>42.6</b>	<b>22.5</b>	<b>34.9</b>
Cyber Security & Communications	42.0	20.7	37.3
Infrastructure Protection	43.5	19.2	37.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	48.6	28.4	23.0

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>30.2</b>	<b>26.3</b>	<b>43.5</b>
<b>Under Secretary National Protection and Programs</b>	<b>37.3</b>	<b>30.9</b>	<b>31.8</b>
Cyber Security & Communications	27.3	29.6	43.0
Infrastructure Protection	39.9	28.7	31.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	48.4	31.4	20.2

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>35.2</b>	<b>23.5</b>	<b>41.3</b>
<b>Under Secretary National Protection and Programs</b>	<b>52.8</b>	<b>21.4</b>	<b>25.8</b>
Cyber Security & Communications	46.7	12.3	41.0
Infrastructure Protection	56.6	23.7	19.6
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	64.9	12.6	22.5

<i>54a. How satisfied are you with the policies and practices of your senior leaders?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>31.3</b>	<b>26.8</b>	<b>41.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>34.6</b>	<b>25.2</b>	<b>40.2</b>
Cyber Security & Communications	31.2	22.7	46.0
Infrastructure Protection	38.1	25.3	36.6
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	38.0	27.3	34.8

<i>54b. How satisfied are you with the policies and practices of senior leadership in your component?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>34.8</b>	<b>27.1</b>	<b>38.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>35.9</b>	<b>25.5</b>	<b>38.7</b>
Cyber Security & Communications	24.4	27.2	48.5
Infrastructure Protection	41.4	21.7	36.9
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	45.1	27.6	27.3

<i>55. How satisfied are you with the training you receive for your present job?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>48.4</b>	<b>23.6</b>	<b>28.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>41.4</b>	<b>29.6</b>	<b>29.1</b>
Cyber Security & Communications	35.0	33.0	32.1
Infrastructure Protection	40.8	29.9	29.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	57.3	30.3	12.4

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>56.8</b>	<b>20.5</b>	<b>22.8</b>
<b>Under Secretary National Protection and Programs</b>	<b>59.8</b>	<b>14.2</b>	<b>26.0</b>
Cyber Security & Communications	58.7	14.8	26.5
Infrastructure Protection	64.9	12.8	22.3
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	64.4	10.7	24.9

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>49.4</b>	<b>19.1</b>	<b>31.6</b>
<b>Under Secretary National Protection and Programs</b>	<b>68.0</b>	<b>16.6</b>	<b>15.4</b>
Cyber Security & Communications	66.0	16.0	18.0
Infrastructure Protection	69.4	13.5	17.0
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	75.2	22.6	2.2

<i>58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?</i>	Percent		
	Positive	Neutral	Negative
<b>DHS-wide</b>	<b>59.3</b>	<b>22.6</b>	<b>18.0</b>
<b>Under Secretary National Protection and Programs</b>	<b>69.5</b>	<b>14.2</b>	<b>16.3</b>
Cyber Security & Communications	69.3	12.8	17.9
Infrastructure Protection	66.2	18.1	15.6
Inter-Governmental Programs	NR	NR	NR
Risk Analysis & Management	NR	NR	NR
USVISIT	81.3	3.0	15.7

## Demographic Characteristics

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

<i>59. What is your supervisory status?</i>	% of Respondents
Non-supervisor	46.7
Team leader	25.4
Supervisor	12.7
Manager	9.8
Executive	5.3

<i>60. Are you:</i>	% of Respondents
Male	64.3
Female	35.7

<i>61. Are you Hispanic or Latino?</i>	% of Respondents
Yes	5.2
No	94.8

<i>62. Please select the racial category or categories with which you most closely identify (select one or more)</i>	% of Respondents
White	76.2
Black or African American	12.7
Asian	4.5
American Indian or Alaska Native	3.3
Two or more races (Not Hispanic or Latino)	2.0

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

<i>64. What is your occupational group?</i>	<i>% of Respondents</i>
Social Science, Psychology, and Welfare Group - 0100 Series	0.4
General Administrative, Clerical, and Office Services Group - 0300 Series	34.3
Natural Resources Management and Biological Sciences Group - 0400 Series	0.4
Accounting and Budget Group - 0500 Series	2.5
Medical, Hospital, Dental, and Public Health Group - 0600 Series	0.4
Engineering and Architecture Group - 0800 Series	2.5
Legal and Kindred Group - 0900 Series	0.4
Information and Arts Group - 1000 Series	0.4
Business and Industry Group - 1100 Series	4.6
Mathematics and Statistics Group - 1500 Series	0.8
Equipment, Facilities, and Services Group - 1600 Series	0.4
Investigation Group - 1800 Series	16.3
Transportation Group - 2100 Series	0.4
Information Technology Group - 2200 Series	9.2
Electronic Equipment Installation and Maintenance Group - 2600 Series	0.4
Unique Occupations Group - 0000 Series	1.7
Other (Job Title not found in any category above)	24.7

<i>65. Please indicate your work status:</i>	<i>% of Respondents</i>
Full time	99.6
Part time	0.4

<i>66. Do you work in the...</i>		% of Respondents
United States	Location not indicated	2.1
	Arizona	0.4
	California	2.9
	Connecticut	0.4
	District of Columbia	22.4
	Florida	2.1
	Georgia	0.4
	Hawaii	0.8
	Illinois	0.8
	Indiana	0.8
	Kansas	0.4
	Massachusetts	0.4
	Maryland	0.4
	Minnesota	0.4
	Missouri	0.8
	North Carolina	0.4
	Nevada	0.4
	New York	0.4
	Oregon	0.4
	Pennsylvania	0.8
	Texas	0.8
	Utah	0.4
	Virginia	58.9
	Washington	1.2
	Wisconsin	0.4