

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

Component-Level Results
(Under Secretary Management)

March, 2008

Prepared for:

Department of Homeland Security
Office of the Chief Human Capital Officer

Prepared by:

WESTAT
Rockville, Maryland

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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.

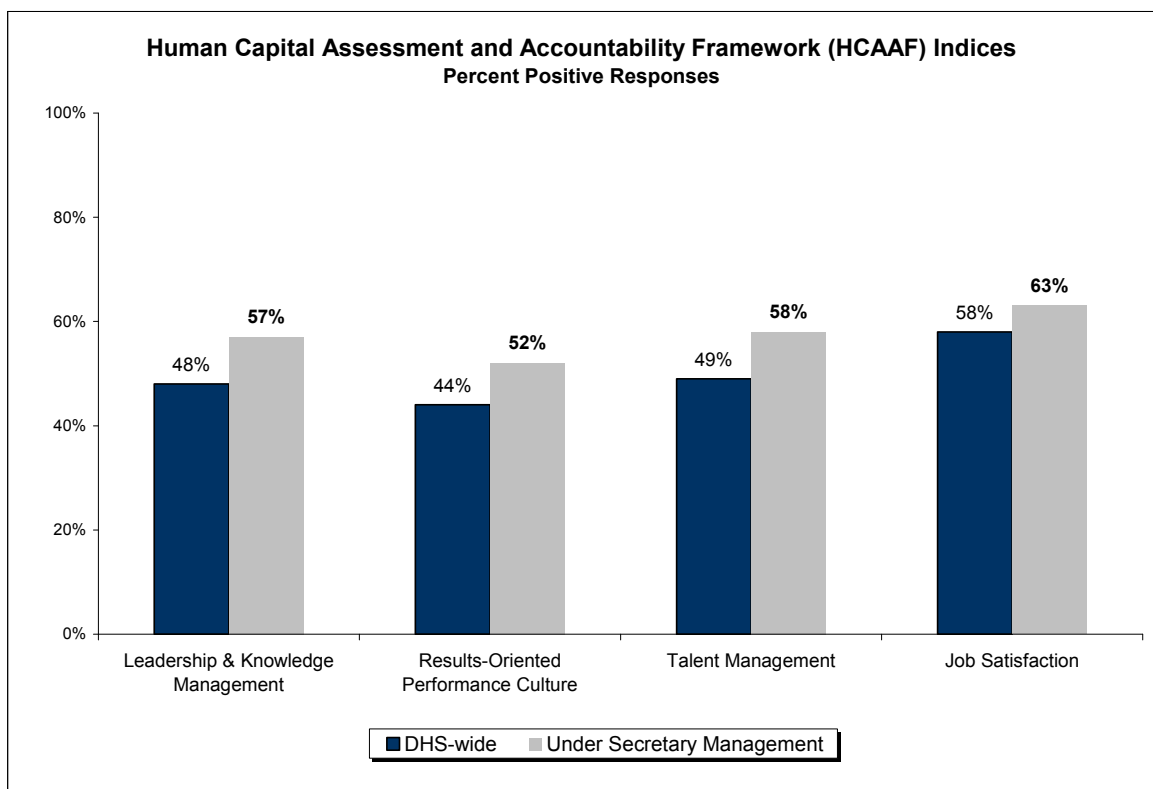
It is often useful to apply rules of thumb to determine the “notable” and “meaningful” results especially when comparing your 2007 DHS AES results to 2004 and 2006 Federal Human Capital Survey benchmark results. Therefore, we recommend the following guidelines:

- 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

Under Secretary Management...Key to the success of the Department in bolstering national security is the success of its workforce. The Directorate for Management ensures that the Department's more than 170,000 employees have well-defined responsibilities and that managers and their employees have effective means of communicating with one another, with other governmental and nongovernmental bodies, and with the public they serve.

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	78.8	11.2	10.1
2006 FHCS	85.2	4.2	10.7
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	64.2	17.0	18.7
2006 FHCS	52.4	18.9	28.8
2004 FHCS	NA	NA	NA

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	67.7	17.5	14.8
2006 FHCS	69.8	12.4	17.8
2004 FHCS	NA	NA	NA

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	79.8	13.4	6.7
2006 FHCS	82.2	12.1	5.7
2004 FHCS	NA	NA	NA

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	67.9	15.4	16.6
2006 FHCS	63.2	17.9	19.0
2004 FHCS	NA	NA	NA

<i>6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.2	17.1	22.7	1.0
2006 FHCS	55.1	17.1	27.5	0.4
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	50.2	20.4	27.7	1.7
2006 FHCS	42.0	21.0	35.6	1.4
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	83.5	8.2	7.2	1.0
2006 FHCS	80.7	10.5	7.2	1.6
2004 FHCS	NA	NA	NA	NA

<i>9. The work I do is important.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	87.9	6.9	5.1	0.0
2006 FHCS	90.2	7.7	1.8	0.4
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	50.2	14.8	34.5	0.5
2006 FHCS	52.9	10.5	36.1	0.5
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	70.0	12.9	15.8	1.2
2006 FHCS	62.8	17.9	18.7	0.7
2004 FHCS	NA	NA	NA	NA

<i>12. My talents are used well in the workplace.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.9	14.7	23.0	0.4
2006 FHCS	54.4	16.1	29.2	0.4
2004 FHCS	NA	NA	NA	NA

<i>13. My training needs are assessed.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	50.5	20.1	27.8	1.6
2006 FHCS	28.7	26.4	42.7	2.2
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	39.7	26.7	22.9	10.7
2006 FHCS	38.3	24.2	28.5	9.0
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	28.8	27.2	27.4	16.5
2006 FHCS	34.1	25.8	28.3	11.7
2004 FHCS	NA	NA	NA	NA

<i>16. Creativity and innovation are rewarded.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	43.3	30.1	21.6	5.1
2006 FHCS	39.3	26.5	32.3	1.9
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	55.3	14.6	19.2	10.9
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	36.9	24.5	27.3	11.2
2006 FHCS	35.4	26.7	28.1	9.8
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	26.8	26.0	28.5	18.6
2006 FHCS	26.2	32.8	31.5	9.6
2004 FHCS	NA	NA	NA	NA

<i>20. My performance appraisal is a fair reflection of my performance.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	54.6	20.4	12.1	12.9
2006 FHCS	65.0	12.2	18.4	4.4
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	60.7	15.1	17.3	6.9
2006 FHCS	57.5	20.5	18.7	3.3
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	67.8	15.8	13.0	3.5
2006 FHCS	65.7	17.1	15.2	2.0
2004 FHCS	NA	NA	NA	NA

<i>23. My supervisor supports my need to balance work and family issues.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	79.3	13.1	6.7	0.9
2006 FHCS	75.0	12.6	11.5	0.9
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	56.7	18.7	23.5	1.0
2006 FHCS	37.6	27.2	35.3	0.0
2004 FHCS	NA	NA	NA	NA

25. <i>In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	45.2	22.1	31.4	1.3
2006 FHCS	29.0	27.8	42.9	0.4
2004 FHCS	NA	NA	NA	NA

26. <i>Managers review and evaluate the organization's progress toward meeting its goals and objectives.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	59.3	17.6	16.4	6.7
2006 FHCS	43.6	28.2	23.9	4.3
2004 FHCS	NA	NA	NA	NA

27. <i>Employees are protected from health and safety hazards on the job.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	61.9	21.3	11.6	5.2
2006 FHCS	63.1	23.4	12.3	1.3
2004 FHCS	NA	NA	NA	NA

28. <i>Employees have a feeling of personal empowerment with respect to work processes.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	48.6	20.5	28.3	2.6
2006 FHCS	42.2	21.0	35.2	1.7
2004 FHCS	NA	NA	NA	NA

29. <i>My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
2007 DHS AES	54.3	15.5	29.7	0.5
2006 FHCS	38.9	14.2	46.2	0.7
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	64.1	19.0	16.1	0.8
2006 FHCS	50.0	21.2	28.8	0.0
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	46.2	25.7	23.5	4.5
2006 FHCS	55.6	17.5	26.3	0.5
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	73.3	11.5	15.1
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>33. My supervisor provides me with constructive suggestions to improve my job performance.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	60.8	19.4	19.8
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	45.0	31.1	23.9	0.0
2006 FHCS	44.0	22.3	31.4	2.3
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	84.3	10.5	5.2	NA
2006 FHCS	83.1	10.0	5.5	1.3
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	42.4	34.9	22.8	NA
2006 FHCS	44.0	23.7	24.6	7.7
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	49.8	25.4	24.8
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	50.0	20.2	29.8
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	70.2	21.3	8.5
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>40. I would recommend DHS as a place to work.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	50.8	26.5	22.8
2006 FHCS	45.6	19.0	35.4
2004 FHCS	NA	NA	NA

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	76.3	20.0	3.7
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	48.6	26.0	25.4
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	45.1	25.9	29.0
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	31.3	42.9	25.8
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	32.6	38.4	29.0
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	40.2	26.5	33.3
2006 FHCS	NA	NA	NA
2004 FHCS	NA	NA	NA

<i>42f. In the past year I have seen improvement in the following area: Supervision.</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	42.8	31.5	25.7
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	47.1	32.4	20.5
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	30.6	35.2	34.2
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	30.0	34.0	36.0
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	38.3	53.9	7.7
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	40.3	19.4	40.3
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	50.4	25.7	23.9
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	90.8	5.2	4.0
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	59.8	18.3	21.8
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	74.7	12.0	13.2
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	47.0	24.8	28.2
2006 FHCS	35.5	19.5	44.9
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	47.1	21.7	31.3
2006 FHCS	46.8	20.3	32.9
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	38.5	32.1	29.3
2006 FHCS	34.5	33.6	31.9
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	50.8	22.9	26.4
2006 FHCS	47.5	24.0	28.6
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	43.6	24.0	32.4
2006 FHCS	33.4	25.9	40.7
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	44.1	24.7	31.2
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	50.6	28.3	21.1
2006 FHCS	40.4	25.8	33.8
2004 FHCS	NA	NA	NA

<i>56. Considering everything, how satisfied are you with your job?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	56.6	20.5	22.9
2006 FHCS	57.6	15.5	26.9
2004 FHCS	NA	NA	NA

<i>57. Considering everything, how satisfied are you with your pay?</i>	Percent		
	Positive	Neutral	Negative
2007 DHS AES	61.4	21.3	17.4
2006 FHCS	64.0	20.2	15.8
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	69.7	16.3	14.0
2006 FHCS	65.6	18.9	15.4
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
UNDER SECRETARY MANAGEMENT	449	Chief Information Officer (CIO)	38
Chief Administrative Officer	48	Chief Procurement Officer (CPO)	146
Chief Financial Officer (CFO)	84	Chief Security Officer (CSO)	65
Chief Human Capital Officer (CHCO)	53	Missing, no subcomponent indicated	15

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
Under Secretary Management	78.8	11.2	10.1
Chief Administrative Officer	72.9	13.0	14.0
Chief Financial Officer (CFO)	79.6	12.7	7.8
Chief Human Capital Officer (CHCO)	81.8	14.9	3.3
Chief Information Officer (CIO)	73.6	5.0	21.3
Chief Procurement Officer (CPO)	83.6	7.3	9.1
Chief Security Officer (CSO)	76.3	12.5	11.2

<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
Under Secretary Management	64.2	17.0	18.7
Chief Administrative Officer	68.3	10.9	20.7
Chief Financial Officer (CFO)	68.2	19.7	12.1
Chief Human Capital Officer (CHCO)	57.7	23.5	18.8
Chief Information Officer (CIO)	44.4	23.9	31.8
Chief Procurement Officer (CPO)	67.1	13.6	19.4
Chief Security Officer (CSO)	63.1	20.3	16.6

<i>3. My work gives me a feeling of personal accomplishment.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	64.5	16.8	18.6
Under Secretary Management	67.7	17.5	14.8
Chief Administrative Officer	63.1	18.5	18.4
Chief Financial Officer (CFO)	72.5	14.8	12.7
Chief Human Capital Officer (CHCO)	68.2	21.5	10.3
Chief Information Officer (CIO)	70.6	10.3	19.0
Chief Procurement Officer (CPO)	65.3	19.0	15.6
Chief Security Officer (CSO)	66.3	20.7	13.0

<i>4. I like the kind of work I do.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	80.0	12.6	7.4
Under Secretary Management	79.8	13.4	6.7
Chief Administrative Officer	80.3	11.2	8.6
Chief Financial Officer (CFO)	86.7	9.4	3.9
Chief Human Capital Officer (CHCO)	72.5	12.8	14.7
Chief Information Officer (CIO)	82.3	7.9	9.8
Chief Procurement Officer (CPO)	77.6	16.9	5.4
Chief Security Officer (CSO)	79.8	17.2	3.1

<i>5. I have trust and confidence in my supervisor.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	58.3	18.8	22.9
Under Secretary Management	67.9	15.4	16.6
Chief Administrative Officer	61.7	15.5	22.9
Chief Financial Officer (CFO)	68.7	20.2	11.2
Chief Human Capital Officer (CHCO)	61.7	20.1	18.2
Chief Information Officer (CIO)	62.0	7.8	30.2
Chief Procurement Officer (CPO)	74.3	11.8	13.9
Chief Security Officer (CSO)	66.3	18.0	15.8

<i>6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	63.0	17.2	19.1	0.6
Under Secretary Management	59.2	17.1	22.7	1.0
Chief Administrative Officer	62.5	13.1	22.0	2.5
Chief Financial Officer (CFO)	52.8	26.4	19.8	0.9
Chief Human Capital Officer (CHCO)	61.3	17.5	21.2	0.0
Chief Information Officer (CIO)	49.6	17.4	30.3	2.6
Chief Procurement Officer (CPO)	60.0	14.6	24.2	1.1
Chief Security Officer (CSO)	66.0	11.2	22.9	0.0

<i>7. My work unit is able to recruit people with the right skills.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	36.5	29.2	31.5	2.8
Under Secretary Management	50.2	20.4	27.7	1.7
Chief Administrative Officer	57.8	13.4	28.8	0.0
Chief Financial Officer (CFO)	47.7	21.5	27.4	3.4
Chief Human Capital Officer (CHCO)	48.3	21.1	29.1	1.5
Chief Information Officer (CIO)	42.3	16.8	38.3	2.5
Chief Procurement Officer (CPO)	54.2	20.5	23.0	2.3
Chief Security Officer (CSO)	43.1	26.3	30.7	0.0

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
Under Secretary Management	83.5	8.2	7.2	1.0
Chief Administrative Officer	82.1	7.2	10.7	0.0
Chief Financial Officer (CFO)	76.4	14.2	8.4	1.0
Chief Human Capital Officer (CHCO)	85.2	10.8	4.0	0.0
Chief Information Officer (CIO)	76.0	14.2	7.3	2.5
Chief Procurement Officer (CPO)	85.0	5.7	8.0	1.2
Chief Security Officer (CSO)	91.7	1.3	5.7	1.3

9. The work I do is important.	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	90.5	5.9	3.3	0.3
Under Secretary Management	87.9	6.9	5.1	0.0
Chief Administrative Officer	90.6	0.0	9.5	0.0
Chief Financial Officer (CFO)	85.8	7.9	6.5	0.0
Chief Human Capital Officer (CHCO)	83.2	15.1	1.6	0.0
Chief Information Officer (CIO)	87.9	7.5	4.6	0.0
Chief Procurement Officer (CPO)	85.5	8.5	6.0	0.0
Chief Security Officer (CSO)	94.2	2.8	2.9	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
Under Secretary Management	50.2	14.8	34.5	0.5
Chief Administrative Officer	33.2	10.5	56.3	0.0
Chief Financial Officer (CFO)	37.3	14.5	48.2	0.0
Chief Human Capital Officer (CHCO)	78.5	14.4	7.1	0.0
Chief Information Officer (CIO)	53.0	12.7	34.3	0.0
Chief Procurement Officer (CPO)	46.1	14.4	38.6	0.9
Chief Security Officer (CSO)	62.0	18.4	18.3	1.3

<i>11. Supervisors/team leaders in my work unit support employee development.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	51.2	20.1	27.3	1.3
Under Secretary Management	70.0	12.9	15.8	1.2
Chief Administrative Officer	71.3	4.5	24.2	0.0
Chief Financial Officer (CFO)	73.3	10.2	14.1	2.4
Chief Human Capital Officer (CHCO)	64.7	20.4	13.3	1.6
Chief Information Officer (CIO)	53.0	18.9	25.8	2.3
Chief Procurement Officer (CPO)	71.1	11.7	16.7	0.6
Chief Security Officer (CSO)	72.9	17.5	8.4	1.3

<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
Under Secretary Management	61.9	14.7	23.0	0.4
Chief Administrative Officer	66.0	11.4	22.5	0.0
Chief Financial Officer (CFO)	64.0	11.1	23.9	0.9
Chief Human Capital Officer (CHCO)	48.8	18.9	32.4	0.0
Chief Information Officer (CIO)	56.0	16.8	27.2	0.0
Chief Procurement Officer (CPO)	63.1	14.5	22.4	0.0
Chief Security Officer (CSO)	61.4	20.7	16.6	1.3

<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
Under Secretary Management	50.5	20.1	27.8	1.6
Chief Administrative Officer	37.6	31.7	26.7	3.8
Chief Financial Officer (CFO)	51.1	16.3	31.6	0.9
Chief Human Capital Officer (CHCO)	28.7	18.4	51.2	1.6
Chief Information Officer (CIO)	33.8	16.4	44.4	5.5
Chief Procurement Officer (CPO)	62.1	17.8	19.6	0.6
Chief Security Officer (CSO)	57.2	26.1	15.3	1.3

<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
Under Secretary Management	39.7	26.7	22.9	10.7
Chief Administrative Officer	41.4	18.6	22.7	17.3
Chief Financial Officer (CFO)	35.7	31.6	21.0	11.8
Chief Human Capital Officer (CHCO)	34.2	29.1	27.4	9.3
Chief Information Officer (CIO)	33.4	20.0	29.1	17.5
Chief Procurement Officer (CPO)	49.4	17.9	22.4	10.3
Chief Security Officer (CSO)	26.2	47.7	21.9	4.2

<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
Under Secretary Management	28.8	27.2	27.4	16.5
Chief Administrative Officer	39.5	20.2	27.7	12.6
Chief Financial Officer (CFO)	21.7	31.2	27.7	19.4
Chief Human Capital Officer (CHCO)	23.2	39.0	30.9	6.9
Chief Information Officer (CIO)	23.6	22.7	29.3	24.4
Chief Procurement Officer (CPO)	32.3	23.2	24.5	20.0
Chief Security Officer (CSO)	26.0	29.6	32.9	11.5

<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
Under Secretary Management	43.3	30.1	21.6	5.1
Chief Administrative Officer	34.0	33.3	25.2	7.5
Chief Financial Officer (CFO)	38.2	35.9	21.1	4.8
Chief Human Capital Officer (CHCO)	48.6	28.6	22.8	0.0
Chief Information Officer (CIO)	29.6	33.7	29.4	7.2
Chief Procurement Officer (CPO)	48.2	25.5	19.1	7.2
Chief Security Officer (CSO)	43.4	30.9	24.4	1.3

<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
DHS-wide	61.6	15.0	18.0	5.4
Under Secretary Management	55.3	14.6	19.2	10.9
Chief Administrative Officer	66.4	13.4	11.6	8.6
Chief Financial Officer (CFO)	46.2	17.9	14.2	21.8
Chief Human Capital Officer (CHCO)	53.0	15.5	25.3	6.2
Chief Information Officer (CIO)	50.4	12.4	29.2	8.1
Chief Procurement Officer (CPO)	52.7	12.2	24.9	10.2
Chief Security Officer (CSO)	67.0	18.9	11.5	2.6

<i>18. In my work unit, differences in performance are recognized in a meaningful way.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	28.5	27.0	41.6	2.9
Under Secretary Management	36.9	24.5	27.3	11.2
Chief Administrative Officer	29.5	29.9	23.2	17.5
Chief Financial Officer (CFO)	25.1	31.5	23.5	19.9
Chief Human Capital Officer (CHCO)	45.4	18.9	28.8	6.9
Chief Information Officer (CIO)	29.3	19.2	44.0	7.4
Chief Procurement Officer (CPO)	40.5	20.3	30.4	8.8
Chief Security Officer (CSO)	43.6	28.5	23.0	4.9

<i>19. Pay raises depend on how well employees perform their jobs.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	17.6	23.0	54.5	4.8
Under Secretary Management	26.8	26.0	28.5	18.6
Chief Administrative Officer	25.5	31.0	20.4	23.1
Chief Financial Officer (CFO)	21.8	25.5	30.2	22.4
Chief Human Capital Officer (CHCO)	24.2	23.3	46.2	6.3
Chief Information Officer (CIO)	33.6	20.1	30.2	16.1
Chief Procurement Officer (CPO)	28.6	25.6	24.1	21.7
Chief Security Officer (CSO)	24.9	29.6	31.1	14.4

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
Under Secretary Management	54.6	20.4	12.1	12.9
Chief Administrative Officer	62.5	19.8	8.1	9.6
Chief Financial Officer (CFO)	55.0	21.9	3.6	19.5
Chief Human Capital Officer (CHCO)	41.6	21.3	19.5	17.5
Chief Information Officer (CIO)	50.5	28.8	9.8	10.8
Chief Procurement Officer (CPO)	51.2	18.6	17.3	12.9
Chief Security Officer (CSO)	67.9	16.6	12.9	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
Under Secretary Management	60.7	15.1	17.3	6.9
Chief Administrative Officer	64.2	10.9	16.6	8.3
Chief Financial Officer (CFO)	66.3	16.5	7.9	9.3
Chief Human Capital Officer (CHCO)	50.0	24.1	18.7	7.2
Chief Information Officer (CIO)	56.1	11.2	30.2	2.5
Chief Procurement Officer (CPO)	60.7	11.5	20.3	7.6
Chief Security Officer (CSO)	60.4	20.5	16.4	2.7

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
Under Secretary Management	67.8	15.8	13.0	3.5
Chief Administrative Officer	63.6	13.1	19.6	3.6
Chief Financial Officer (CFO)	73.9	15.3	4.5	6.4
Chief Human Capital Officer (CHCO)	50.2	21.7	26.4	1.6
Chief Information Officer (CIO)	67.6	12.5	20.0	0.0
Chief Procurement Officer (CPO)	70.1	14.1	12.5	3.3
Chief Security Officer (CSO)	68.4	21.2	9.0	1.3

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
Under Secretary Management	79.3	13.1	6.7	0.9
Chief Administrative Officer	90.2	1.8	8.0	0.0
Chief Financial Officer (CFO)	80.1	13.4	5.0	1.4
Chief Human Capital Officer (CHCO)	74.3	17.3	8.3	0.0
Chief Information Officer (CIO)	64.6	20.3	12.2	2.9
Chief Procurement Officer (CPO)	79.7	13.1	6.7	0.6
Chief Security Officer (CSO)	80.7	13.9	4.1	1.3

24. <i>I have a high level of respect for my organization's senior leaders.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	42.3	22.4	34.5	0.8
Under Secretary Management	56.7	18.7	23.5	1.0
Chief Administrative Officer	52.8	14.3	30.4	2.5
Chief Financial Officer (CFO)	62.9	17.7	18.5	1.0
Chief Human Capital Officer (CHCO)	42.9	30.7	26.3	0.0
Chief Information Officer (CIO)	29.3	20.3	48.3	2.1
Chief Procurement Officer (CPO)	66.1	16.2	17.7	0.0
Chief Security Officer (CSO)	54.1	19.7	23.6	2.6

25. <i>In my organization, leaders generate high levels of motivation and commitment in the workforce.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	29.2	24.8	45.1	0.9
Under Secretary Management	45.2	22.1	31.4	1.3
Chief Administrative Officer	40.7	23.3	36.0	0.0
Chief Financial Officer (CFO)	42.8	22.5	32.3	2.5
Chief Human Capital Officer (CHCO)	33.4	27.6	39.0	0.0
Chief Information Officer (CIO)	30.9	13.1	56.0	0.0
Chief Procurement Officer (CPO)	56.6	18.1	24.9	0.6
Chief Security Officer (CSO)	41.0	31.7	23.5	4.0

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
Under Secretary Management	59.3	17.6	16.4	6.7
Chief Administrative Officer	59.6	12.5	23.4	4.4
Chief Financial Officer (CFO)	59.7	14.5	15.3	10.5
Chief Human Capital Officer (CHCO)	57.4	30.2	10.8	1.6
Chief Information Officer (CIO)	40.2	20.8	34.3	4.6
Chief Procurement Officer (CPO)	64.2	15.5	12.1	8.2
Chief Security Officer (CSO)	57.0	19.5	19.5	4.0

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
Under Secretary Management	61.9	21.3	11.6	5.2
Chief Administrative Officer	72.0	16.7	9.3	2.0
Chief Financial Officer (CFO)	63.8	23.0	8.2	5.0
Chief Human Capital Officer (CHCO)	75.4	13.9	4.6	6.1
Chief Information Officer (CIO)	63.0	21.5	12.2	3.2
Chief Procurement Officer (CPO)	51.6	24.2	15.7	8.5
Chief Security Officer (CSO)	61.7	20.9	14.6	2.7

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
Under Secretary Management	48.6	20.5	28.3	2.6
Chief Administrative Officer	45.5	12.7	37.5	4.4
Chief Financial Officer (CFO)	46.1	23.0	29.4	1.5
Chief Human Capital Officer (CHCO)	40.9	27.8	29.8	1.6
Chief Information Officer (CIO)	41.3	18.2	37.3	3.2
Chief Procurement Officer (CPO)	52.6	19.5	25.2	2.7
Chief Security Officer (CSO)	52.3	22.8	23.6	1.3

29. <i>My workload is reasonable.</i>	Percent			
	Positive	Neutral	Negative	Don't Know
DHS-wide	61.5	16.1	22.0	0.4
Under Secretary Management	54.3	15.5	29.7	0.5
Chief Administrative Officer	40.7	9.7	47.3	2.4
Chief Financial Officer (CFO)	43.0	22.8	34.2	0.0
Chief Human Capital Officer (CHCO)	41.4	24.2	34.4	0.0
Chief Information Officer (CIO)	49.8	6.9	43.3	0.0
Chief Procurement Officer (CPO)	59.5	13.4	27.2	0.0
Chief Security Officer (CSO)	77.6	12.5	8.6	1.3

30. <i>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
Under Secretary Management	64.1	19.0	16.1	0.8
Chief Administrative Officer	62.9	14.3	22.8	0.0
Chief Financial Officer (CFO)	55.0	24.1	19.9	1.0
Chief Human Capital Officer (CHCO)	64.8	25.3	9.9	0.0
Chief Information Officer (CIO)	45.8	12.4	39.5	2.3
Chief Procurement Officer (CPO)	71.3	16.7	12.0	0.0
Chief Security Officer (CSO)	65.9	20.4	11.0	2.7

31. <i>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
Under Secretary Management	46.2	25.7	23.5	4.5
Chief Administrative Officer	48.8	17.7	31.7	2.0
Chief Financial Officer (CFO)	53.5	31.4	10.7	4.4
Chief Human Capital Officer (CHCO)	45.2	30.2	22.2	2.4
Chief Information Officer (CIO)	50.9	21.6	25.2	2.2
Chief Procurement Officer (CPO)	36.9	26.1	29.1	7.9
Chief Security Officer (CSO)	48.5	25.4	24.8	1.3

32. My job matches the roles and responsibilities for which I was hired.	Percent		
	Positive	Neutral	Negative
DHS-wide	69.4	13.2	17.4
Under Secretary Management	73.3	11.5	15.1
Chief Administrative Officer	75.0	8.5	16.5
Chief Financial Officer (CFO)	76.3	16.0	7.7
Chief Human Capital Officer (CHCO)	61.1	15.6	23.2
Chief Information Officer (CIO)	62.6	19.5	17.9
Chief Procurement Officer (CPO)	78.4	6.3	15.2
Chief Security Officer (CSO)	71.7	10.5	17.8

33. My supervisor provides me with constructive suggestions to improve my job performance.	Percent		
	Positive	Neutral	Negative
DHS-wide	50.5	24.9	24.5
Under Secretary Management	60.8	19.4	19.8
Chief Administrative Officer	62.4	22.0	15.5
Chief Financial Officer (CFO)	62.7	26.5	10.8
Chief Human Capital Officer (CHCO)	50.7	19.9	29.4
Chief Information Officer (CIO)	52.6	14.9	32.4
Chief Procurement Officer (CPO)	61.2	15.5	23.3
Chief Security Officer (CSO)	68.2	17.0	14.8

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
Under Secretary Management	45.0	31.1	23.9	0.0
Chief Administrative Officer	37.8	33.0	29.3	0.0
Chief Financial Officer (CFO)	34.4	44.0	21.6	0.0
Chief Human Capital Officer (CHCO)	55.8	23.8	20.4	0.0
Chief Information Officer (CIO)	27.0	39.9	33.1	0.0
Chief Procurement Officer (CPO)	48.7	26.8	24.5	0.0
Chief Security Officer (CSO)	54.8	26.0	19.2	0.0

35. I am held accountable for achieving results.	Percent		
	Positive	Neutral	Negative
DHS-wide	69.3	20.0	10.7
Under Secretary Management	84.3	10.5	5.2
Chief Administrative Officer	80.2	13.7	6.1
Chief Financial Officer (CFO)	86.4	9.6	3.9
Chief Human Capital Officer (CHCO)	78.6	15.9	5.6
Chief Information Officer (CIO)	72.5	15.5	12.0
Chief Procurement Officer (CPO)	86.0	9.8	4.2
Chief Security Officer (CSO)	87.7	6.8	5.5

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
Under Secretary Management	42.4	34.9	22.8
Chief Administrative Officer	40.1	40.2	19.7
Chief Financial Officer (CFO)	36.7	42.9	20.3
Chief Human Capital Officer (CHCO)	45.9	30.9	23.3
Chief Information Officer (CIO)	33.0	38.3	28.7
Chief Procurement Officer (CPO)	43.5	32.4	24.1
Chief Security Officer (CSO)	47.8	28.6	23.7

37. Employees receive timely information about employee development programs and opportunities.	Percent		
	Positive	Neutral	Negative
DHS-wide	39.4	25.3	35.3
Under Secretary Management	49.8	25.4	24.8
Chief Administrative Officer	47.1	27.3	25.6
Chief Financial Officer (CFO)	43.4	23.8	32.8
Chief Human Capital Officer (CHCO)	36.4	31.0	32.6
Chief Information Officer (CIO)	40.9	28.9	30.2
Chief Procurement Officer (CPO)	60.0	21.1	18.8
Chief Security Officer (CSO)	48.8	31.0	20.2

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
Under Secretary Management	50.0	20.2	29.8
Chief Administrative Officer	65.1	13.5	21.4
Chief Financial Officer (CFO)	36.3	18.3	45.4
Chief Human Capital Officer (CHCO)	53.0	12.8	34.3
Chief Information Officer (CIO)	57.7	19.9	22.5
Chief Procurement Officer (CPO)	48.2	26.9	25.0
Chief Security Officer (CSO)	53.6	17.5	29.0

39. Discrimination is not tolerated in my workplace.	Percent		
	Positive	Neutral	Negative
DHS-wide	65.9	18.3	15.8
Under Secretary Management	70.2	21.3	8.5
Chief Administrative Officer	80.0	11.0	9.1
Chief Financial Officer (CFO)	72.9	24.6	2.5
Chief Human Capital Officer (CHCO)	50.8	21.0	28.3
Chief Information Officer (CIO)	74.4	22.8	2.9
Chief Procurement Officer (CPO)	66.4	25.3	8.4
Chief Security Officer (CSO)	79.2	14.3	6.5

40. I would recommend DHS as a place to work.	Percent		
	Positive	Neutral	Negative
DHS-wide	54.1	24.4	21.5
Under Secretary Management	50.8	26.5	22.8
Chief Administrative Officer	39.5	30.8	29.7
Chief Financial Officer (CFO)	51.0	30.8	18.2
Chief Human Capital Officer (CHCO)	44.0	34.0	22.0
Chief Information Officer (CIO)	46.5	18.5	35.0
Chief Procurement Officer (CPO)	54.5	22.3	23.2
Chief Security Officer (CSO)	56.4	23.5	20.0

<i>41. Sexual harassment is not tolerated in my workplace.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	76.5	14.8	8.7
Under Secretary Management	76.3	20.0	3.7
Chief Administrative Officer	86.2	8.4	5.4
Chief Financial Officer (CFO)	76.5	22.5	1.0
Chief Human Capital Officer (CHCO)	62.1	29.2	8.7
Chief Information Officer (CIO)	85.6	14.4	0.0
Chief Procurement Officer (CPO)	75.3	21.8	2.8
Chief Security Officer (CSO)	74.9	18.2	6.8

<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
Under Secretary Management	48.6	26.0	25.4
Chief Administrative Officer	37.2	23.1	39.7
Chief Financial Officer (CFO)	49.7	27.4	23.0
Chief Human Capital Officer (CHCO)	49.7	22.4	27.9
Chief Information Officer (CIO)	42.8	18.0	39.3
Chief Procurement Officer (CPO)	50.1	29.6	20.4
Chief Security Officer (CSO)	53.6	27.5	18.9

<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
Under Secretary Management	45.1	25.9	29.0
Chief Administrative Officer	33.9	23.9	42.3
Chief Financial Officer (CFO)	48.9	28.4	22.8
Chief Human Capital Officer (CHCO)	39.8	21.1	39.1
Chief Information Officer (CIO)	28.2	23.6	48.2
Chief Procurement Officer (CPO)	47.4	28.1	24.4
Chief Security Officer (CSO)	53.9	24.9	21.2

<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
DHS-wide	27.4	31.1	41.6
Under Secretary Management	31.3	42.9	25.8
Chief Administrative Officer	32.6	36.2	31.3
Chief Financial Officer (CFO)	29.4	48.4	22.2
Chief Human Capital Officer (CHCO)	36.2	34.1	29.8
Chief Information Officer (CIO)	28.2	35.5	36.4
Chief Procurement Officer (CPO)	29.0	48.7	22.3
Chief Security Officer (CSO)	33.4	40.2	26.4

<i>42d. In the past year I have seen improvement in the following area: Recognition and Awards.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	27.5	29.7	42.8
Under Secretary Management	32.6	38.4	29.0
Chief Administrative Officer	20.9	32.7	46.5
Chief Financial Officer (CFO)	25.9	51.5	22.6
Chief Human Capital Officer (CHCO)	49.3	24.8	26.0
Chief Information Officer (CIO)	20.5	32.2	47.4
Chief Procurement Officer (CPO)	31.4	42.1	26.6
Chief Security Officer (CSO)	44.1	33.1	22.8

<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
DHS-wide	37.4	25.0	37.6
Under Secretary Management	40.2	26.5	33.3
Chief Administrative Officer	19.0	25.3	55.7
Chief Financial Officer (CFO)	36.4	30.6	33.0
Chief Human Capital Officer (CHCO)	33.8	27.4	38.9
Chief Information Officer (CIO)	27.2	23.2	49.6
Chief Procurement Officer (CPO)	47.6	29.7	22.7
Chief Security Officer (CSO)	53.2	16.9	29.9

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
Under Secretary Management	42.8	31.5	25.7
Chief Administrative Officer	36.3	32.8	30.9
Chief Financial Officer (CFO)	36.5	41.5	22.0
Chief Human Capital Officer (CHCO)	33.7	31.0	35.2
Chief Information Officer (CIO)	32.0	24.4	43.7
Chief Procurement Officer (CPO)	50.0	28.0	22.0
Chief Security Officer (CSO)	50.3	31.5	18.2

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
Under Secretary Management	47.1	32.4	20.5
Chief Administrative Officer	27.1	39.0	33.9
Chief Financial Officer (CFO)	39.4	43.7	16.9
Chief Human Capital Officer (CHCO)	37.4	41.3	21.4
Chief Information Officer (CIO)	34.5	27.0	38.5
Chief Procurement Officer (CPO)	58.8	26.6	14.6
Chief Security Officer (CSO)	60.6	22.7	16.7

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
Under Secretary Management	30.6	35.2	34.2
Chief Administrative Officer	20.1	27.4	52.5
Chief Financial Officer (CFO)	30.6	36.5	32.9
Chief Human Capital Officer (CHCO)	42.4	33.4	24.2
Chief Information Officer (CIO)	17.0	14.9	68.0
Chief Procurement Officer (CPO)	35.1	40.1	24.8
Chief Security Officer (CSO)	24.8	43.2	31.9

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
Under Secretary Management	30.0	34.0	36.0
Chief Administrative Officer	18.9	23.1	58.0
Chief Financial Officer (CFO)	16.3	36.2	47.5
Chief Human Capital Officer (CHCO)	37.8	47.9	14.2
Chief Information Officer (CIO)	28.3	30.1	41.6
Chief Procurement Officer (CPO)	37.4	28.8	33.8
Chief Security Officer (CSO)	32.8	40.2	27.0

43. My organization supports my participation in volunteer activities.	Percent		
	Positive	Neutral	Negative
DHS-wide	35.6	47.0	17.4
Under Secretary Management	38.3	53.9	7.7
Chief Administrative Officer	30.7	61.2	8.2
Chief Financial Officer (CFO)	28.3	66.4	5.3
Chief Human Capital Officer (CHCO)	51.7	36.6	11.7
Chief Information Officer (CIO)	28.1	60.3	11.6
Chief Procurement Officer (CPO)	43.7	50.7	5.6
Chief Security Officer (CSO)	40.4	50.5	9.1

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
Under Secretary Management	40.3	19.4	40.3
Chief Administrative Officer	26.9	23.5	49.6
Chief Financial Officer (CFO)	28.0	20.1	51.8
Chief Human Capital Officer (CHCO)	25.7	16.6	57.6
Chief Information Officer (CIO)	33.8	17.1	49.1
Chief Procurement Officer (CPO)	55.9	16.0	28.1
Chief Security Officer (CSO)	45.5	22.3	32.2

<i>45. Turnover of personnel has affected my work unit's ability to achieve objectives.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	53.3	26.6	20.1
Under Secretary Management	50.4	25.7	23.9
Chief Administrative Officer	57.6	25.7	16.8
Chief Financial Officer (CFO)	51.2	26.6	22.2
Chief Human Capital Officer (CHCO)	66.2	14.8	18.8
Chief Information Officer (CIO)	66.7	18.6	14.7
Chief Procurement Officer (CPO)	46.7	28.3	24.9
Chief Security Officer (CSO)	32.6	27.6	39.8

<i>46. I receive the weekly DHS Today newsletter.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	73.1	12.0	14.8
Under Secretary Management	90.8	5.2	4.0
Chief Administrative Officer	98.4	1.7	0.0
Chief Financial Officer (CFO)	81.3	10.2	8.5
Chief Human Capital Officer (CHCO)	87.3	7.1	5.6
Chief Information Officer (CIO)	95.6	2.3	2.1
Chief Procurement Officer (CPO)	92.6	3.8	3.6
Chief Security Officer (CSO)	91.7	5.8	2.6

<i>47. I read most of the news in DHS Today.</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	46.0	23.6	30.4
Under Secretary Management	59.8	18.3	21.8
Chief Administrative Officer	51.5	22.1	26.5
Chief Financial Officer (CFO)	49.7	20.2	30.1
Chief Human Capital Officer (CHCO)	52.7	21.6	25.7
Chief Information Officer (CIO)	68.4	14.8	16.7
Chief Procurement Officer (CPO)	65.1	17.1	17.8
Chief Security Officer (CSO)	69.0	14.7	16.3

48. I regularly access the DHS Online Intranet.	Percent		
	Positive	Neutral	Negative
DHS-wide	49.7	21.4	28.8
Under Secretary Management	74.7	12.0	13.2
Chief Administrative Officer	71.6	16.0	12.3
Chief Financial Officer (CFO)	65.6	16.5	18.0
Chief Human Capital Officer (CHCO)	66.7	20.8	12.5
Chief Information Officer (CIO)	76.1	4.4	19.4
Chief Procurement Officer (CPO)	82.8	8.3	8.9
Chief Security Officer (CSO)	75.2	8.7	16.1

49. From the following list, indicate which employee communication topic is most important to you and which is least important to you:	Percent	
	Most	Least
Under Secretary Management		
Operations news	32.4	6.3
Policy news	30.6	10.7
Secretary news	8.0	19.4
Human Interest news	4.9	57.4
Human Resources news	24.1	6.2

*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
Under Secretary Management	47.0	24.8	28.2
Chief Administrative Officer	45.6	27.3	27.1
Chief Financial Officer (CFO)	39.4	23.4	37.3
Chief Human Capital Officer (CHCO)	44.1	25.1	30.8
Chief Information Officer (CIO)	30.8	23.8	45.4
Chief Procurement Officer (CPO)	54.8	23.3	21.8
Chief Security Officer (CSO)	50.8	25.0	24.2

<i>51. How satisfied are you with your involvement in decisions that affect your work?</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	31.6	24.6	43.7
Under Secretary Management	47.1	21.7	31.3
Chief Administrative Officer	56.1	18.9	24.9
Chief Financial Officer (CFO)	38.3	25.8	35.9
Chief Human Capital Officer (CHCO)	41.8	20.6	37.6
Chief Information Officer (CIO)	33.0	25.8	41.2
Chief Procurement Officer (CPO)	53.0	20.4	26.6
Chief Security Officer (CSO)	48.1	18.4	33.4

<i>52. How satisfied are you with your opportunity to get a better job in your organization?</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	30.2	26.3	43.5
Under Secretary Management	38.5	32.1	29.3
Chief Administrative Officer	28.6	36.4	35.1
Chief Financial Officer (CFO)	37.2	40.5	22.2
Chief Human Capital Officer (CHCO)	29.0	42.7	28.3
Chief Information Officer (CIO)	31.1	27.7	41.2
Chief Procurement Officer (CPO)	47.1	25.0	27.9
Chief Security Officer (CSO)	35.9	30.8	33.2

<i>53. How satisfied are you with the recognition you receive for doing a good job?</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	35.2	23.5	41.3
Under Secretary Management	50.8	22.9	26.4
Chief Administrative Officer	48.0	22.9	29.0
Chief Financial Officer (CFO)	49.2	24.3	26.5
Chief Human Capital Officer (CHCO)	48.8	28.2	23.0
Chief Information Officer (CIO)	43.9	20.5	35.6
Chief Procurement Officer (CPO)	50.2	23.8	26.0
Chief Security Officer (CSO)	59.1	18.1	22.8

<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
Under Secretary Management	43.6	24.0	32.4
Chief Administrative Officer	33.9	25.7	40.4
Chief Financial Officer (CFO)	40.7	28.3	31.0
Chief Human Capital Officer (CHCO)	29.8	32.9	37.3
Chief Information Officer (CIO)	29.3	15.2	55.6
Chief Procurement Officer (CPO)	52.4	21.9	25.7
Chief Security Officer (CSO)	50.6	21.9	27.5

<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
Under Secretary Management	44.1	24.7	31.2
Chief Administrative Officer	37.6	25.5	36.9
Chief Financial Officer (CFO)	42.4	28.7	29.0
Chief Human Capital Officer (CHCO)	28.5	34.3	37.2
Chief Information Officer (CIO)	31.6	21.8	46.6
Chief Procurement Officer (CPO)	50.1	21.6	28.3
Chief Security Officer (CSO)	52.5	21.4	26.1

<i>55. How satisfied are you with the training you receive for your present job?</i>	Percent		
	Positive	Neutral	Negative
DHS-wide	48.4	23.6	28.0
Under Secretary Management	50.6	28.3	21.1
Chief Administrative Officer	40.9	30.3	28.8
Chief Financial Officer (CFO)	44.8	29.7	25.5
Chief Human Capital Officer (CHCO)	24.3	52.6	23.0
Chief Information Officer (CIO)	42.2	31.1	26.7
Chief Procurement Officer (CPO)	60.5	20.9	18.5
Chief Security Officer (CSO)	63.5	20.5	15.9

56. Considering everything, how satisfied are you with your job?	Percent		
	Positive	Neutral	Negative
DHS-wide	56.8	20.5	22.8
Under Secretary Management	56.6	20.5	22.9
Chief Administrative Officer	57.4	9.8	32.8
Chief Financial Officer (CFO)	52.5	24.9	22.6
Chief Human Capital Officer (CHCO)	51.4	27.9	20.7
Chief Information Officer (CIO)	46.6	20.6	32.8
Chief Procurement Officer (CPO)	60.0	19.4	20.7
Chief Security Officer (CSO)	58.9	22.5	18.7

57. Considering everything, how satisfied are you with your pay?	Percent		
	Positive	Neutral	Negative
DHS-wide	49.4	19.1	31.6
Under Secretary Management	61.4	21.3	17.4
Chief Administrative Officer	45.9	29.2	24.9
Chief Financial Officer (CFO)	62.7	19.9	17.4
Chief Human Capital Officer (CHCO)	61.2	23.6	15.2
Chief Information Officer (CIO)	54.8	19.4	25.9
Chief Procurement Officer (CPO)	67.7	17.7	14.6
Chief Security Officer (CSO)	57.1	24.4	18.5

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
Under Secretary Management	69.7	16.3	14.0
Chief Administrative Officer	73.9	14.3	11.7
Chief Financial Officer (CFO)	65.8	21.6	12.6
Chief Human Capital Officer (CHCO)	65.7	16.0	18.4
Chief Information Officer (CIO)	65.5	12.3	22.2
Chief Procurement Officer (CPO)	72.0	15.7	12.3
Chief Security Officer (CSO)	71.5	14.3	14.2

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	55.8
Team leader	18.8
Supervisor	13.4
Manager	6.3
Executive	5.8

<i>60. Are you:</i>	% of Respondents
Male	49.6
Female	50.4

<i>61. Are you Hispanic or Latino?</i>	% of Respondents
Yes	6.4
No	93.6

<i>62. Please select the racial category or categories with which you most closely identify (select one or more)</i>	% of Respondents
White	65.7
Black or African American	26.5
Native Hawaiian or other Pacific Islander	0.9
Asian	4.7
American Indian or Alaska Native	3.8
Two or more races (Not Hispanic or Latino)	3.1

<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	0.2
Human Resources Management Group - 0200 Series	7.3
General Administrative, Clerical, and Office Services Group - 0300 Series	24.9
Accounting and Budget Group - 0500 Series	13.8
Medical, Hospital, Dental, and Public Health Group - 0600 Series	0.2
Engineering and Architecture Group - 0800 Series	2.0
Legal and Kindred Group - 0900 Series	0.2
Business and Industry Group - 1100 Series	22.4
Library and Archives Group - 1400 Series	0.5
Mathematics and Statistics Group - 1500 Series	0.2
Equipment, Facilities, and Services Group - 1600 Series	0.5
Education Group - 1700 Series	0.5
Investigation Group - 1800 Series	1.1
Supply Group - 2000 Series	0.2
Information Technology Group - 2200 Series	6.3
General Services and Support Work Group - 3500 Series	0.2
Unique Occupations Group - 0000 Series	3.2
Other (Job Title not found in any category above)	16.1

<i>65. Please indicate your work status:</i>	<i>% of Respondents</i>
Full time	99.3
Part time	0.7

<i>66. Do you work in the...</i>		% of Respondents
United States	Location not indicated	0.2
	California	0.4
	District of Columbia	94.6
	Florida	0.4
	Maryland	0.9
	New York	0.2
	Texas	0.4
	Virginia	2.0
	Washington	0.2
U.S. Territories	Guam	0.2
	Puerto Rico	0.2