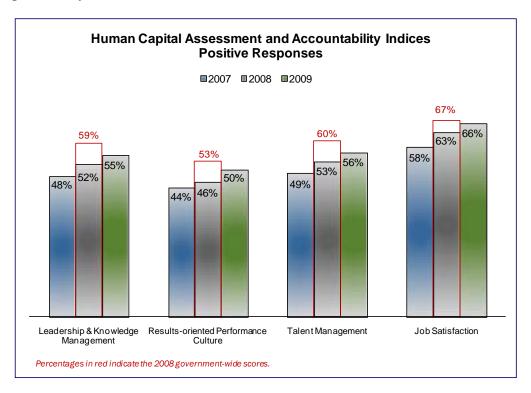
1. Interpretation of Results: Overall, Department of Homeland Security (DHS) employees strongly believe in, understand, and are committed to their work, scoring especially high (i.e., greater than 65% favorable) in those items. Ninety-one percent of respondents think the work they do is important; eighty-three percent know how their work relates to the agency's goals and priorities. The lowest scores (i.e., greater than 35% unfavorable) are on questions concerning confidence in leadership and performance culture. DHS will continue to concentrate on improvements in these areas in the coming year. DHS has experienced increases across the Human Capital Assessment and Accountability (HCAAF) indices over the past three years.



- 2. How the survey was conducted: The survey was conducted online from October 30, 2009 through December 22, 2009.
- **3. Description of sample:** A census of 166,094 permanent, civilian employees were surveyed.
- 4. Survey items and response choices: See tables on following pages.
- 5. Number of employees surveyed, number responded and representativeness of respondents: Of the 166,094 employees surveyed, 67,957 responded for a response rate of 41 percent. The proportions of respondents reporting various demographic and work-related characteristics were similar to the proportions of the total DHS population with those characteristics. However, a slightly higher proportion of supervisors and white employees completed the survey than are represented in the overall DHS survey population. Please note that for some data collected in the survey, comparable population data is not



available. The following table presents detailed information about survey respondents' characteristics.

Table 1. Characteristics: DHS Survey Population and Survey Respondent Percentages

	Pe	rcent
Characteristics	Survey	Survey
	Population	Respondents‡
Supervisory Status		
Non-supervisor	84	63
Team Leader	1	15
Subtotal (Non-supervisor)	86	78
Supervisor	14	14
Manager	<1	7
Subtotal (Supervisor)	14	21
Executive	<1	1
Gender		
Male	67	65
Female	33	36
Are you: Hispanic or Latino		
Yes	19	17
No	81	84
Racial Category		
White	61	74
Black or African American	14	13
Native Hawaiian or Other Pacific Islander	<1	1
Asian	4	4
American Indian or Alaska Native	1	1
Two or more races (not Hispanic or Latino)	<1	7
Agency Component		
Citizenship and Immigration Services, United States	6	8
Customs and Border Protection, United States	31	24
Coast Guard, United States	4	7
Federal Emergency Management Agency	9	3
Federal Law Enforcement Training Center	1	1
Immigration and Customs Enforcement, United States	10	13
Office of Inspector General	<1	1
Secret Service, United States	4	4
Management Directorate (CAO, CHCO, CFO, CIO, CSO, CPO)	<1	1
National Protection and Programs Directorate	1	1
Office of the Secretary (Dep. Sec., Chief of Staff)	1	1
Science and Technology	<1	<1
Transportation Security Administration	32	37



Prescribed Questions: Personal Work Experience		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ No Basis to Judge	Percent Favorable	Total
1 The second Terretle with a second desired desired desired	Ν	19313	35778	6301	4938	1590	NA		67920
1. The people I work with cooperate to get the job done.	%	28	53	9	7	2	NA	81	100
2. I am given a real opportunity to improve my skills in my organization.	Ν	12343	27243	11903	11070	5341	NA		67900
2. I am given a rear opportunity to improve my skins in my organization.	%	18	40	18	16	8	NA	58	100
5. My work gives me a feeling of personal accomplishment.	Ν	17656	28404	10510	6770	4537	NA		67877
5. My work gives the a reening of personal accomprisinnent.	%	26	42	15	10	7	NA	68	100
6. I like the kind of work I do.	Ν	26705	29503	7425	2670	1570	NA		67873
0. The the kind of work 1 do.	%	39	43	11	4	2	NA	83	100
7. I have trust and confidence in my supervisor.	Ν	17884	23681	11285	7892	7127	NA		67869
7. Thave thust and confidence in my supervisor.	%	26	35	17	12	11	NA	61	100
		Very Good	Good	Average	Poor	Very Poor	Don't Know/ No Basis to Judge	Percent Favorable	Total
9. Rate the overall job being done by your immediate supervisor/team	N	21653	20270	14983	6577	4266	NA		67749
leader.	%	32	30	22	10	6	NA	62	100
Prescribed Questions: Recruitment, Development & Retention		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ No Basis to Judge	Percent Favorable	Total
Prescribed Questions: Recruitment, Development & Retention 11. The workforce has the job-relevant knowledge and skills necessary to	N	0.	Agree 37731	Agree Nor	Disagree 6741	0.	Know/ No Basis to		Total 67274
	N %	Agree	0	Agree Nor Disagree	0	Disagree	Know/ No Basis to Judge		
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.		Agree 11298	37731	Agree Nor Disagree 8890	6741	Disagree 2153	Know/ No Basis to Judge 461	Favorable	67274
11. The workforce has the job-relevant knowledge and skills necessary to	%	Agree 11298	37731 56	Agree Nor Disagree 8890 13	6741 10	Disagree 2153 3	Know/ No Basis to Judge 461 1	Favorable	67274 100
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.14. My work unit is able to recruit people with the right skills.	% N	Agree 11298 17 6368	37731 56 19783	Agree Nor Disagree 8890 13 19450	6741 10 12156	Disagree 2153 3 6899	Know/ No Basis to Judge 461 1 2595	Favorable 73	67274 100 67251
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	% N %	Agree 11298 17 6368 9	37731 56 19783 29	Agree Nor Disagree 8890 13 19450 29	6741 10 12156 18	Disagree 2153 3 6899 10	Know/ No Basis to Judge 461 1 2595 4	Favorable 73	67274 100 67251 100
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.14. My work unit is able to recruit people with the right skills.16. My talents are used well in the workplace.	% N % N	Agree 11298 17 6368 9 10312	37731 56 19783 29 26758	Agree Nor Disagree 8890 13 19450 29 11550	6741 10 12156 18 10876	Disagree 2153 3 6899 10 7472	Know/ No Basis to Judge 461 1 2595 4 265	Favorable 73 39	67274 100 67251 100 67233
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.14. My work unit is able to recruit people with the right skills.	% N % N	Agree 11298 17 6368 9 10312 15	37731 56 19783 29 26758 40	Agree Nor Disagree 8890 13 19450 29 11550 17	6741 10 12156 18 10876 16	Disagree 2153 3 6899 10 7472 11	Know/ No Basis to Judge 461 1 2595 4 265 0	Favorable 73 39	67274 100 67251 100 67233 100
 11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. 14. My work unit is able to recruit people with the right skills. 16. My talents are used well in the workplace. 17. I know how my work relates to the agency's goals and priorities. 	% N % N %	Agree 11298 17 6368 9 10312 15 19496	37731 56 19783 29 26758 40 36013	Agree Nor Disagree 8890 13 19450 29 11550 17 6655	6741 10 12156 18 10876 16 2855	Disagree 2153 3 6899 10 7472 11 1922	Know/ No Basis to Judge 461 1 2595 4 265 0 310	Favorable 73 39 55	67274 100 67251 100 67233 100 67251
 11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. 14. My work unit is able to recruit people with the right skills. 16. My talents are used well in the workplace. 	% N % N %	Agree 11298 17 6368 9 10312 15 19496 29	37731 56 19783 29 26758 40 36013 54	Agree Nor Disagree 8890 13 19450 29 11550 17 6655 10	6741 10 12156 18 10876 16 2855 4	Disagree 2153 3 6899 10 7472 11 1922 3	Know/ No Basis to Judge 461 1 2595 4 265 0 310 0	Favorable 73 39 55	67274 100 67251 100 67233 100 67251 100
 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. My work unit is able to recruit people with the right skills. My talents are used well in the workplace. I know how my work relates to the agency's goals and priorities. The work I do is important. 	% N % N % N	Agree 11298 17 6368 9 10312 15 19496 29 35864	37731 56 19783 29 26758 40 36013 54 25246	Agree Nor Disagree 8890 13 19450 29 11550 17 6655 10 3794	6741 10 12156 18 10876 16 2855 4 1225	Disagree 2153 3 6899 10 7472 11 1922 3 960	Know/ No Basis to Judge 461 1 2595 4 265 0 310 0 157	Favorable 73 39 55 83	67274 100 67251 100 67233 100 67251 100 67246
 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. My work unit is able to recruit people with the right skills. My talents are used well in the workplace. I know how my work relates to the agency's goals and priorities. 	% N % N % N %	Agree 11298 17 6368 9 10312 15 19496 29 35864 53	37731 56 19783 29 26758 40 36013 54 25246 38	Agree Nor Disagree 8890 13 19450 29 11550 17 6655 10 3794 6	6741 10 12156 18 10876 16 2855 4 1225 2	Disagree 2153 3 6899 10 7472 11 1922 3 960 1	Know/ No Basis to Judge 461 1 2595 4 265 0 310 0 157 0	Favorable 73 39 55 83	67274 100 67251 100 67233 100 67251 100 67246 100
 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. My work unit is able to recruit people with the right skills. My talents are used well in the workplace. I know how my work relates to the agency's goals and priorities. The work I do is important. 	% N % N % N %	Agree 11298 17 6368 9 10312 15 19496 29 35864 53 13931	37731 56 19783 29 26758 40 36013 54 25246 38 28360	Agree Nor Disagree 8890 13 19450 29 11550 17 6655 10 3794 6 9183	6741 10 12156 18 10876 16 2855 4 1225 2 9379	Disagree 2153 3 6899 10 7472 11 1922 3 960 1 6214	Know/ No Basis to Judge 461 1 2595 4 265 0 310 0 157 0 196	Favorable 73 39 55 83 91	67274 100 67251 100 67253 100 67251 100 67254 100 67246 100 67263
 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. My work unit is able to recruit people with the right skills. My talents are used well in the workplace. I know how my work relates to the agency's goals and priorities. The work I do is important. Physical conditions allow employees to perform their job well. 	% N % N % N % N %	Agree 11298 17 6368 9 10312 15 19496 29 35864 53 13931 21	37731 56 19783 29 26758 40 36013 54 25246 38 28360 42	Agree Nor Disagree 8890 13 19450 29 11550 17 6655 10 3794 6 9183 14	6741 10 12156 18 10876 16 2855 4 1225 2 9379 14	Disagree 2153 3 6899 10 7472 11 1922 3 960 1 6214 9	Know/ No Basis to Judge 461 1 2595 4 265 0 310 0 157 0 196 0	Favorable 73 39 55 83 91	67274 100 67251 100 67233 100 67251 100 67246 100 67263 100
 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. My work unit is able to recruit people with the right skills. My talents are used well in the workplace. I know how my work relates to the agency's goals and priorities. The work I do is important. Physical conditions allow employees to perform their job well. Supervisors/team leaders in my work unit support employee 	% N % N % N % N %	Agree 11298 17 6368 9 10312 15 19496 29 35864 53 13931 21 11321	37731 56 19783 29 26758 40 36013 54 25246 38 28360 42 28394	Agree Nor Disagree 8890 13 19450 29 11550 17 6655 10 3794 6 9183 14 12877	6741 10 12156 18 10876 16 2855 4 1225 2 9379 14 7700	Disagree 2153 3 6899 10 7472 11 1922 3 960 1 6214 9 4978	Know/ No Basis to Judge 461 1 2595 4 265 0 310 0 157 0 196 0 578	Favorable 73 39 55 83 91 63	67274 100 67251 100 67233 100 67251 100 67246 100 67263 100 65848



Prescribed Questions: Performance Culture		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ No Basis to Judge	Percent Favorable	Total
12. My supervisor supports my need to balance work and other life issues.	Ν	20192	26176	10026	5645	4738	505		67282
12. My supervisor supports my need to balance work and other me issues.	%	30	39	15	8	7	1	69	100
20. Promotions in my work unit are based on merit.	Ν	4890	14450	15232	13202	15232	3910		66916
•	%	7	22	23	20	23	6	29	100
21. In my work unit, steps are taken to deal with a poor performer who	Ν	3747	16035	14893	14956	12893	4360		66884
cannot or will not improve.	%	6	24	22	22	19	7	30	100
24. Creativity and innovation are rewarded.	Ν	6988	18596	17275	13397	9045	1561		66862
	%	10	28	26	20	14	2	38	100
25. Pay raises depend on how well employees perform their jobs.	Ν	3990	11945	16075	15728	15086	4015		66839
	%	6	18	24	24	23	6	24	100
27. In my work unit, differences in performance are recognized in a	Ν	4394	15602	17888	14783	11094	3071		66832
meaningful way.	%	7	23	27	22	17	5	30	100
28. My performance appraisal is a fair reflection of my performance.	Ν	12079	27893	11486	7249	6650	1491		66848
20. My performance appraisar is a ran reflection of my performance.	%	18	42	17	11	10	2	60	100
29. Discussions with my supervisor/team leader about my performance	Ν	11640	24968	14542	7864	6764	1075		66853
are worthwhile.	%	17	37	22	12	10	2	55	100
30. In my most recent performance appraisal, I understood what I had to	Ν	14520	28554	9838	6411	4498	2768		66589
do to be rated at different performance levels.	%	22	43	15	10	7	4	65	100
34. Managers/supervisors/team leaders work well with employees of	Ν	12820	28836	12689	5267	4978	2000		66590
different backgrounds.	%	19	43	19	8	7	3	63	100
		Strongly		Neither			Don't Know/ No		
Prescribed Questions: Leadership		Agree	Agree	Agree Nor Disagree	Disagree	Strongly Disagree	Basis to Judge	Percent Favorable	Total
	N	Agree 9141	Agree 35845	0	Disagree 8182	0.			Total 67257
Prescribed Questions: Leadership 15. My workload is reasonable.	N %	8	8	Disagree	0	Disagree	Judge		
		9141	35845	Disagree 9306	8182	Disagree 4639	Judge 144	Favorable	67257
15. My workload is reasonable.	%	9141 14	35845 53	Disagree 9306 14	8182 12	Disagree 4639 7	Judge 144 0	Favorable	67257 100
15. My workload is reasonable.22. Employees have a feeling of personal empowerment with respect to work processes.	% N	9141 14 4931	35845 53 21687	Disagree 9306 14 17896	8182 12 13023	Disagree 4639 7 7773	Judge 144 0 1539	Favorable 67	67257 100 66849
15. My workload is reasonable.22. Employees have a feeling of personal empowerment with respect to	% N %	9141 14 4931 7	35845 53 21687 32	Disagree 9306 14 17896 27	8182 12 13023 19	Disagree 4639 7 7773 12	Judge 144 0 1539 2	Favorable 67	67257 100 66849 100
15. My workload is reasonable.22. Employees have a feeling of personal empowerment with respect to work processes.	% N %	9141 14 4931 7 11350	35845 53 21687 32 21475	Disagree 9306 14 17896 27 13275	8182 12 13023 19 9977	Disagree 4639 7 7773 12 9630	Judge 144 0 1539 2 423	Favorable 67 40	67257 100 66849 100 66130
 15. My workload is reasonable. 22. Employees have a feeling of personal empowerment with respect to work processes. 35. I have a high level of respect for my organization's senior leaders. 	% N % % N	9141 14 4931 7 11350 17 6749	35845 53 21687 32 21475 32 17590	Disagree 9306 14 17896 27 13275 20 15696	8182 12 13023 19 9977 15 14446	Disagree 4639 7 7773 12 9630 15 11098	Judge 144 0 1539 2 423 1	Favorable 67 40 49	67257 100 66849 100 66130 50 66093
 15. My workload is reasonable. 22. Employees have a feeling of personal empowerment with respect to work processes. 35. I have a high level of respect for my organization's senior leaders. 36. In my organization, leaders generate high levels of motivation and commitment in the workforce. 	% N % N	9141 14 4931 7 11350 17	35845 53 21687 32 21475 32	Disagree 9306 14 17896 27 13275 20	8182 12 13023 19 9977 15	Disagree 4639 7 7773 12 9630 15	Judge 144 0 1539 2 423 1 514	Favorable 67 40	67257 100 66849 100 66130 50
 15. My workload is reasonable. 22. Employees have a feeling of personal empowerment with respect to work processes. 35. I have a high level of respect for my organization's senior leaders. 36. In my organization, leaders generate high levels of motivation and 	% N % N %	9141 14 4931 7 11350 17 6749 10	35845 53 21687 32 21475 32 17590 27	Disagree 9306 14 17896 27 13275 20 15696 24	8182 12 13023 19 9977 15 14446 22	Disagree 4639 7 7773 12 9630 15 11098 17	Judge 144 0 1539 2 423 1 514 1	Favorable 67 40 49	67257 100 66849 100 66130 50 66093 100
 15. My workload is reasonable. 22. Employees have a feeling of personal empowerment with respect to work processes. 35. I have a high level of respect for my organization's senior leaders. 36. In my organization, leaders generate high levels of motivation and commitment in the workforce. 38. Managers communicate the goals and priorities of the organization. 	% N % N % N	9141 14 4931 7 11350 17 6749 10 8485	35845 53 21687 32 21475 32 17590 27 26974	Disagree 9306 14 17896 27 13275 20 15696 24 13598	8182 12 13023 19 9977 15 14446 22 9527	Disagree 4639 7 7773 12 9630 15 11098 17 6887	Judge 144 0 1539 2 423 1 514 1 586	Favorable 67 40 49 37	67257 100 66849 100 66130 50 66093 100 66057
 My workload is reasonable. Employees have a feeling of personal empowerment with respect to work processes. I have a high level of respect for my organization's senior leaders. In my organization, leaders generate high levels of motivation and commitment in the workforce. Managers communicate the goals and priorities of the organization. Managers review and evaluate the organization's progress toward 	% N % N % N %	9141 14 4931 7 11350 17 6749 10 8485 13 7807	35845 53 21687 32 21475 32 17590 27 26974 41 24597	Disagree 9306 14 17896 27 13275 20 15696 24 13598 21 15459	8182 12 13023 19 9977 15 14446 22 9527 14 7785	Disagree 4639 7 7773 12 9630 15 11098 17 6887 10 5606	Judge 144 0 1539 2 423 1 514 1 586 1	Favorable 67 40 49 37 54	67257 100 66849 100 66130 50 66093 100 66057 100 66049
 My workload is reasonable. Employees have a feeling of personal empowerment with respect to work processes. I have a high level of respect for my organization's senior leaders. In my organization, leaders generate high levels of motivation and commitment in the workforce. Managers communicate the goals and priorities of the organization. Managers review and evaluate the organization's progress toward meeting its goals and objectives. 	% N % N % N % N %	9141 14 4931 7 11350 17 6749 10 8485 13 7807 12	35845 53 21687 32 21475 32 17590 27 26974 41 24597 37	Disagree 9306 14 17896 27 13275 20 15696 24 13598 21 15459 23	8182 12 13023 19 9977 15 14446 22 9527 14 7785 12	Disagree 4639 7 7773 12 9630 15 11098 17 6887 10 5606 8	Judge 144 0 1539 2 423 1 514 1 586 1 4795 7	Favorable 67 40 49 37	67257 100 66849 100 66130 50 66093 100 66057 100 66049 100
 My workload is reasonable. Employees have a feeling of personal empowerment with respect to work processes. I have a high level of respect for my organization's senior leaders. In my organization, leaders generate high levels of motivation and commitment in the workforce. Managers communicate the goals and priorities of the organization. Managers review and evaluate the organization's progress toward 	% N % N % N % N %	9141 14 4931 7 11350 17 6749 10 8485 13 7807 12 11341	35845 53 21687 32 21475 32 17590 27 26974 41 24597 37 31475	Disagree 9306 14 17896 27 13275 20 15696 24 13598 21 15459 23 10441	8182 12 13023 19 9977 15 14446 22 9527 14 7785 12 7118	Disagree 4639 7 7773 12 9630 15 11098 17 6887 10 5606 8 5009	Judge 144 0 1539 2 423 1 514 1 586 1 4795 7 683	Favorable 67 40 37 54 49	67257 100 66849 100 66130 50 66093 100 66057 100 66049 100 66067
 My workload is reasonable. Employees have a feeling of personal empowerment with respect to work processes. I have a high level of respect for my organization's senior leaders. In my organization, leaders generate high levels of motivation and commitment in the workforce. Managers communicate the goals and priorities of the organization. Managers review and evaluate the organization's progress toward meeting its goals and objectives. 	% N % N % N % N %	9141 14 4931 7 11350 17 6749 10 8485 13 7807 12	35845 53 21687 32 21475 32 17590 27 26974 41 24597 37	Disagree 9306 14 17896 27 13275 20 15696 24 13598 21 15459 23	8182 12 13023 19 9977 15 14446 22 9527 14 7785 12	Disagree 4639 7 7773 12 9630 15 11098 17 6887 10 5606 8	Judge 144 0 1539 2 423 1 514 1 586 1 4795 7	Favorable 67 40 49 37 54	67257 100 66849 100 66130 50 66093 100 66057 100 66049 100



2009 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS Neither Don't											
				Neither							
				Satisfied Nor		Verv	Know/No Basis to	D (
Burnethad Orachiana Iak Catheration		Very Satisfied	Satisfied		Dissatisfied		Judge	Percent Favorable	Total		
Prescribed Questions: Job Satisfaction	N							Favorabic			
50. How satisfied are you with your involvement in decisions that affect your work?	N	8009	23874	15683	13042	5007	NA	10	65615		
51. How satisfied are you with information you receive from management	% N	12 6635	36 23558	24 14825	20 14355	8 6234	NA NA	49	100 65607		
on what's going on in your organization?	N %	10	25558	23	22	6234 10	NA	46	100		
52. How satisfied are you with the recognition you receive for doing a	% N	8979	22318	14550	12699	7058	NA	40	65604		
good job?	1N %	14	34	22	12099	11	NA	48	100		
53. How satisfied are you with policies and practices of your senior	⁷⁰ N	6108	19430	17697	13845	8500	NA	40	65580		
leaders?	%	9	30	27	21	13	NA	39	100		
54. How satisfied are you with your opportunity to get a better job in your	70 N	6134	18011	18234	13191	10016	NA	37	65586		
organization?	%	9	27	28	20	15	NA	37	100		
55. How satisfied are you with the training you receive for your present	70 N	8503	27973	14282	10114	4708	NA	37	65580		
job?	%	13	43	22	15	4708	NA	56	100		
•	% N	17443	30777	9485	5257	2627	NA	50	65589		
56. How satisfied are you with your job?	1N %	27	47	9485 14	8	4	NA	74	100		
	% N	13335	27592	9973	9543	5162	NA	/4	65605		
57. How satisfied are you with your pay?	1N %	20	42	15	9343 15	8	NA	62	100		
	70	20	42	15	15	0	Don't	02	100		
				Neither			Know/ No				
		Strongly		Agree Nor		Strongly	Basis to	Percent			
DHS Agency Specific Questions		Agree	Agree	Disagree	Disagree	Disagree	Judge	Favorable	Total		
•••	Ν	11399	34903	10652	8252	2685	NA		67891		
I have enough information to do my job well.	%	17	51	16	12	4	NA	68	100		
	N	12027	22249	13581	12680	7335	NA		67872		
4. I feel encouraged to come up with new and better ways of doing things.	%	18	33	20	19	11	NA	51	100		
	N	15849	26092	13004	7238	5700	NA		67883		
I would recommend my organization as a good place to work.	%	23	38	19	11	8	NA	62	100		
13. Supervisors/team leaders in my work unit provide employees with the	N	12078	26532	13074	9409	5741	416		67250		
opportunity to demonstrate their leadership skills.	%	18	39	19	14	9	1	57	100		
23. I am recognized for providing high quality products and services to	Ν	11844	25610	13591	8347	5799	1674		66865		
customers.	%	18	38	20	12	9	3	56	100		
26. Awards in my work unit depend on how well employees perform their	Ν	6261	19015	13894	12152	11989	3542		66853		
jobs.	%	9	28	21	18	18	5	38	100		
	Ν	16105	35897	9112	3409	1503	562		66588		
31. I am held accountable for achieving results.	%	24	54	14	5	2	1	78	100		
32. I believe that supervisors in my work unit make hiring decisions that	Ν	8982	19910	17702	6888	6236	6861		66579		
demonstrate their commitment to having a diverse workforce.	%	13	30	27	10	9	10	43	100		
22 Dellisis and an entry of the sector in the sector balance	Ν	10042	24804	17076	4683	4358	5621		66584		
 Policies and programs promote diversity in the workplace. 	%	15	37	26	7	7	8	52	100		
27 My senior loaders are bonest and have integrity	Ν	10398	21016	15423	7658	8761	2837		66093		
37. My senior leaders are honest and have integrity.	%	16	32	23	12	13	4	48	100		
42. Disputes or conflicts (e.g., between co-workers, management and	Ν	5739	18216	16725	9541	9298	6535		66054		
employees) are resolved fairly.	%	9	28	25	14	14	10	36	100		
43. Arbitrary action, personal favoritism and coercion for partisan	Ν	6618	16371	14767	11659	12746	3899		66060		
purposes are not tolerated.	%	10	25	22	18	19	6	35	100		
44. I feel able to raise issues or concerns to management without negative	Ν	8206	20157	12980	11396	12165	1161		66065		
consequences.	%	12	31	20	17	18	2	43	100		
45. My supervisor/team leader provides me with constructive suggestions	Ν	10405	28187	13813	8525	4649	281		65860		
to improve my job performance.	%	16	43	21	13	7	0	59	100		
48. Managers/Supervisors/Team Leaders promote communication within	Ν	9471	27055	13065	9115	6180	955		65841		
their work unit.	%	14	41	20	14	9	1	55	100		



DHS Agency Specific Questions		Very Good	Good	Average	Poor	Very Poor	Don't Know/ No Basis to Judge	Percent Favorable	Total
10. Rate the quality the overall quality of the work done by your work unit	Ν	25192	27255	11438	2308	1067	490		67750
or team.	%	37	40	17	3	2	1	77	100
74. Rate your immediate supervisor/team leader on treating you with	N	26000	19676	11555	4209	3766	NA		65206
respect.	%	40	30	18	6	6	NA	70	100
75. Rate your immediate supervisor/team leader on being honest in communications.	Ν	21696	18230	13145	7045	5083	NA		65199
	%	33	28	20	11	8	NA	61	100
76. Rate your immediate supervisor/team leader on creating an	Ν	20276	16676	13261	7830	7151	NA		65194
environment of trust.	%	31	26	20	12	11	NA	57	100
77. Data carrier landers on treating you with respect	Ν	15592	19792	16518	6978	6318	NA		6519
77. Rate senior leaders on treating you with respect.	%	24	30	25	11	10	NA	54	100
78. Rate senior leaders on being open and honest in communications.	Ν	11466	16205	17130	11512	8879	NA		6519
	%	18	25	26	18	14	NA	42	100
	Ν	11143	15127	16417	11528	10973	NA		6518
79. Rate senior leaders on creating an environment of trust.	%	17	23	25	18	17	NA	40	100
		Strongly Agree	Agnos	Neither Agree Nor	D.	Strongly	Don't Know/ No Basis to	Percent	
			Agree	Disagree	Disagree	Disagree	Judge	Favorable	Tota
80. Supervisors and Managers are rewarded for effectively managing	Ν	4854	14992	Disagree 17192	Disagree 8495	Disagree 5040	Judge 14564	Favorable	
	N %	8	0	8	-	8	14564	Favorable 30	6513
people (e.g., coaching, providing feedback).		4854	14992	17192	8495	5040	0		6513 100
people (e.g., coaching, providing feedback).	%	4854 7	14992 23	17192 26	8495 13	5040 8	14564 22		6513 100 6513
people (e.g., coaching, providing feedback). 81. There are no significant barriers at work to doing my job well.	% N	4854 7 6277	14992 23 22491	17192 26 14811	8495 13 13740	5040 8 7187	14564 22 630	30	6513 100 6513 100
people (e.g., coaching, providing feedback). 81. There are no significant barriers at work to doing my job well.	% N %	4854 7 6277 10	14992 23 22491 35	17192 26 14811 23	8495 13 13740 21	5040 8 7187 11	14564 22 630 1	30	6513 100 6513 100
people (e.g., coaching, providing feedback).81. There are no significant barriers at work to doing my job well.82. The organization motivates me to contribute more than is required.	% N % N	4854 7 6277 10 7484	14992 23 22491 35 18825	17192 26 14811 23 16680	8495 13 13740 21 12995	5040 8 7187 11 8867	14564 22 630 1 281	30 44	6513 100 6513 100 6513 100
people (e.g., coaching, providing feedback).81. There are no significant barriers at work to doing my job well.82. The organization motivates me to contribute more than is required.	% N % N	4854 7 6277 10 7484 11	14992 23 22491 35 18825 29	17192 26 14811 23 16680 26	8495 13 13740 21 12995 20	5040 8 7187 11 8867 14	14564 22 630 1 281 0	30 44	6513 100 6513 100 6513 100 6513
people (e.g., coaching, providing feedback).81. There are no significant barriers at work to doing my job well.82. The organization motivates me to contribute more than is required.	% N % % N	4854 7 6277 10 7484 11 24302	14992 23 22491 35 18825 29 24129	17192 26 14811 23 16680 26 10698	8495 13 13740 21 12995 20 3028 5	5040 8 7187 11 8867 14 2742 4 Very	14564 22 630 1 281 0 239	30 44 40	6513 100 6513 100 6513 100 6513 100
 80. Supervisors and Managers are rewarded for effectively managing people (e.g., coaching, providing feedback). 81. There are no significant barriers at work to doing my job well. 82. The organization motivates me to contribute more than is required. 83. I am proud to work for DHS. 58. How satisfied are you with your organization? 	% N % % N	4854 7 6277 10 7484 11 24302 37 Very	14992 23 22491 35 18825 29 24129 37	17192 26 14811 23 16680 26 10698 16 Neither Satisfied Nor	8495 13 13740 21 12995 20 3028 5	5040 8 7187 11 8867 14 2742 4 Very	14564 22 630 1 281 0 239 0 Don't Know/ No Basis to	30 44 40 74 Percent	6513



DHS Agency Specific Questions		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ No Basis to Judge	Percent Favorable	Total
49. Managers/Supervisors promote communication among different work	Ν	7645	22482	15227	10615	7198	2676		65843
units.	%	12	34	23	16	11	4	46	100
59. I have convenient access to the internet or intranet for the purpose of	Ν	23697	31804	4009	3883	2046	56		65495
accessing information, policy documents and training.	%	36	49	6	6	3	0	85	100
60. Instructions on how to do my job are available to me (such as,	Ν	14208	32021	8993	6726	3286	254		65488
Standard Operating Procedures).	%	22	49	14	10	5	0	71	100
61. Personnel turnover has affected my work unit's ability to achieve	Ν	9353	16306	18145	15409	4330	1938		65481
objectives.	%	14	25	28	24	7	3	30	100
62. Employees receive timely information about employee development	Ν	5776	24461	16505	11814	5911	1015		65482
programs and opportunities.	%	9	37	25	18	9	2	46	100
63. New employees receive the training they need to do their jobs well.	Ν	7481	25646	13966	9611	5909	2876		65489
	%	11	39	21	15	9	4	51	100
64. I have sufficient team members/partners to get my job done.	Ν	8400	29446	9815	12075	5483	207		65426
	%	13	45	15	18	8	0	58	100
	Ν	9156	35972	9285	7747	3108	158		65426
65. I have sufficient materials to get my job done.	%	14	55	14	12	5	0	69	100
	Ν	5974	23671	13698	11367	6231	4480		65421
66. I have sufficient budget to get my job done.	%	9	36	21	17	10	7	45	100
	Ν	8180	31169	12285	9280	4379	134		65427
67. I have sufficient training to get my job done.	%	13	48	19	14	7	0	60	100
	N	20599	25357	8201	5129	4269	1826		65381
68. Discrimination is not tolerated in my workplace.	%	32	39	13	8	7	3	70	100
	N	22653	27416	7512	3161	2592	2043	70	65377
69. Sexual harassment is not tolerated in my workplace.	%	35	42	11	5	4	3	77	100
70. My work group receives high quality support from other units on	N	8259	23226	17247	9143	4630	2864		65369
which we depend.	%	13	36	26	14	4030 7	4	49	100
71. Senior leaders promote an environment of open communication and	N	8574	19141	14120	11415	10703	1419		65372
knowledge sharing across my organization.	%	13	29	22	11415	16	2	42	100
72. Rate your organization on communicating information downward to	70 N	6680	17251	22167	12360	6749	NA	72	65207
all levels of the organization.	1N %	10	26	34	12300	10	NA	37	100
73. Rate your organization on informing employees about reasons behind	% N	5081	12758	18907	16351	12087	NA	57	65184
decisions that affect them.		5081 8	20	29	25	12087	NA NA	27	100
uccisions that affect them.	%	ð	20	29	25	19	INA	27	100

