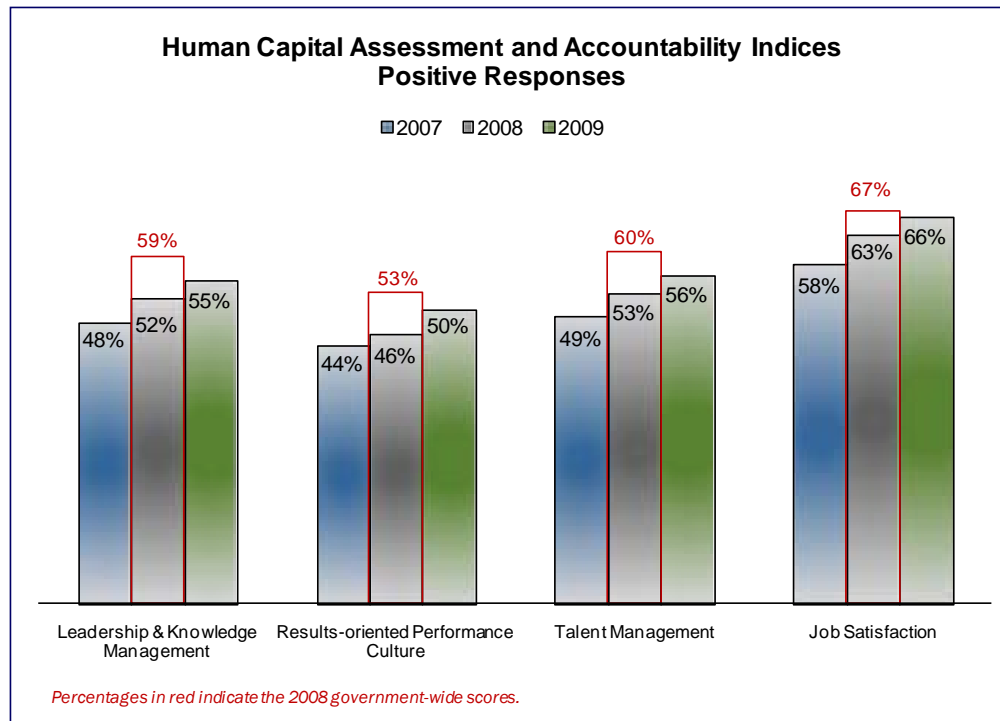


Department of Homeland Security 2009 Annual Employee Survey Results

- 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



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

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

Characteristics	Percent	
	Survey Population	Survey 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

Department of Homeland Security 2009 Annual Employee Survey Results

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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 people I work with cooperate to get the job done.	N	19313	35778	6301	4938	1590	NA		67920
	%	28	53	9	7	2	NA	81	100
2. I am given a real opportunity to improve my skills in my organization.	N	12343	27243	11903	11070	5341	NA		67900
	%	18	40	18	16	8	NA	58	100
5. My work gives me a feeling of personal accomplishment.	N	17656	28404	10510	6770	4537	NA		67877
	%	26	42	15	10	7	NA	68	100
6. I like the kind of work I do.	N	26705	29503	7425	2670	1570	NA		67873
	%	39	43	11	4	2	NA	83	100
7. I have trust and confidence in my supervisor.	N	17884	23681	11285	7892	7127	NA		67869
	%	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 leader.	N	21653	20270	14983	6577	4266	NA		67749
	%	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
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	11298	37731	8890	6741	2153	461		67274
	%	17	56	13	10	3	1	73	100
14. My work unit is able to recruit people with the right skills.	N	6368	19783	19450	12156	6899	2595		67251
	%	9	29	29	18	10	4	39	100
16. My talents are used well in the workplace.	N	10312	26758	11550	10876	7472	265		67233
	%	15	40	17	16	11	0	55	100
17. I know how my work relates to the agency's goals and priorities.	N	19496	36013	6655	2855	1922	310		67251
	%	29	54	10	4	3	0	83	100
18. The work I do is important.	N	35864	25246	3794	1225	960	157		67246
	%	53	38	6	2	1	0	91	100
19. Physical conditions allow employees to perform their job well.	N	13931	28360	9183	9379	6214	196		67263
	%	21	42	14	14	9	0	63	100
46. Supervisors/team leaders in my work unit support employee development.	N	11321	28394	12877	7700	4978	578		65848
	%	17	43	20	12	8	1	60	100
47. My training needs are assessed.	N	7917	25644	15198	10484	5653	941		65837
	%	12	39	23	16	9	1	51	100

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Prescribed Questions: Performance Culture		Strongly	Agree	Neither	Disagree	Strongly	Don't	Percent	Total
		Agree	Agree	Agree Nor	Disagree	Disagree	Know/ No		
				Disagree			Basis to	Favorable	
							Judge		
12. My supervisor supports my need to balance work and other life issues.	N	20192	26176	10026	5645	4738	505	69	67282
	%	30	39	15	8	7	1		100
20. Promotions in my work unit are based on merit.	N	4890	14450	15232	13202	15232	3910	29	66916
	%	7	22	23	20	23	6		100
21. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N	3747	16035	14893	14956	12893	4360	30	66884
	%	6	24	22	22	19	7		100
24. Creativity and innovation are rewarded.	N	6988	18596	17275	13397	9045	1561	38	66862
	%	10	28	26	20	14	2		100
25. Pay raises depend on how well employees perform their jobs.	N	3990	11945	16075	15728	15086	4015	24	66839
	%	6	18	24	24	23	6		100
27. In my work unit, differences in performance are recognized in a meaningful way.	N	4394	15602	17888	14783	11094	3071	30	66832
	%	7	23	27	22	17	5		100
28. My performance appraisal is a fair reflection of my performance.	N	12079	27893	11486	7249	6650	1491	60	66848
	%	18	42	17	11	10	2		100
29. Discussions with my supervisor/team leader about my performance are worthwhile.	N	11640	24968	14542	7864	6764	1075	55	66853
	%	17	37	22	12	10	2		100
30. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	N	14520	28554	9838	6411	4498	2768	65	66589
	%	22	43	15	10	7	4		100
34. Managers/supervisors/team leaders work well with employees of different backgrounds.	N	12820	28836	12689	5267	4978	2000	63	66590
	%	19	43	19	8	7	3		100

Prescribed Questions: Leadership		Strongly	Agree	Neither	Disagree	Strongly	Don't	Percent	Total
		Agree	Agree	Agree Nor	Disagree	Disagree	Know/ No		
				Disagree			Basis to	Favorable	
							Judge		
15. My workload is reasonable.	N	9141	35845	9306	8182	4639	144	67	67257
	%	14	53	14	12	7	0		100
22. Employees have a feeling of personal empowerment with respect to work processes.	N	4931	21687	17896	13023	7773	1539	40	66849
	%	7	32	27	19	12	2		100
35. I have a high level of respect for my organization's senior leaders.	N	11350	21475	13275	9977	9630	423	49	66130
	%	17	32	20	15	15	1		50
36. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	6749	17590	15696	14446	11098	514	37	66093
	%	10	27	24	22	17	1		100
38. Managers communicate the goals and priorities of the organization.	N	8485	26974	13598	9527	6887	586	54	66057
	%	13	41	21	14	10	1		100
39. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	7807	24597	15459	7785	5606	4795	49	66049
	%	12	37	23	12	8	7		100
40. Employees are protected from health and safety hazards on the job.	N	11341	31475	10441	7118	5009	683	65	66067
	%	17	48	16	11	8	1		100
41. My organization has prepared employees for potential security threats.	N	10843	32858	10915	6558	4001	883	66	66058
	%	16	50	17	10	6	1		100



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Prescribed Questions: Job Satisfaction		N	Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied		Very Dissatisfied	Don't Know/No Basis to Judge	Percent Favorable	Total
					Dissatisfied	Dissatisfied				
50. How satisfied are you with your involvement in decisions that affect your work?		N	8009	23874	15683	13042	5007	NA		65615
		%	12	36	24	20	8	NA	49	100
51. How satisfied are you with information you receive from management on what's going on in your organization?		N	6635	23558	14825	14355	6234	NA		65607
		%	10	36	23	22	10	NA	46	100
52. How satisfied are you with the recognition you receive for doing a good job?		N	8979	22318	14550	12699	7058	NA		65604
		%	14	34	22	19	11	NA	48	100
53. How satisfied are you with policies and practices of your senior leaders?		N	6108	19430	17697	13845	8500	NA		65580
		%	9	30	27	21	13	NA	39	100
54. How satisfied are you with your opportunity to get a better job in your organization?		N	6134	18011	18234	13191	10016	NA		65586
		%	9	27	28	20	15	NA	37	100
55. How satisfied are you with the training you receive for your present job?		N	8503	27973	14282	10114	4708	NA		65580
		%	13	43	22	15	7	NA	56	100
56. How satisfied are you with your job?		N	17443	30777	9485	5257	2627	NA		65589
		%	27	47	14	8	4	NA	74	100
57. How satisfied are you with your pay?		N	13335	27592	9973	9543	5162	NA		65605
		%	20	42	15	15	8	NA	62	100

DHS Agency Specific Questions		N	Strongly Agree	Agree	Neither Agree Nor Disagree		Strongly Disagree	Don't Know/ No Basis to Judge	Percent Favorable	Total
					Disagree	Disagree				
3. I have enough information to do my job well.		N	11399	34903	10652	8252	2685	NA		67891
		%	17	51	16	12	4	NA	68	100
4. I feel encouraged to come up with new and better ways of doing things.		N	12027	22249	13581	12680	7335	NA		67872
		%	18	33	20	19	11	NA	51	100
8. I would recommend my organization as a good place to work.		N	15849	26092	13004	7238	5700	NA		67883
		%	23	38	19	11	8	NA	62	100
13. Supervisors/team leaders in my work unit provide employees with the opportunity to demonstrate their leadership skills.		N	12078	26532	13074	9409	5741	416		67250
		%	18	39	19	14	9	1	57	100
23. I am recognized for providing high quality products and services to customers.		N	11844	25610	13591	8347	5799	1674		66865
		%	18	38	20	12	9	3	56	100
26. Awards in my work unit depend on how well employees perform their jobs.		N	6261	19015	13894	12152	11989	3542		66853
		%	9	28	21	18	18	5	38	100
31. I am held accountable for achieving results.		N	16105	35897	9112	3409	1503	562		66588
		%	24	54	14	5	2	1	78	100
32. I believe that supervisors in my work unit make hiring decisions that demonstrate their commitment to having a diverse workforce.		N	8982	19910	17702	6888	6236	6861		66579
		%	13	30	27	10	9	10	43	100
33. Policies and programs promote diversity in the workplace.		N	10042	24804	17076	4683	4358	5621		66584
		%	15	37	26	7	7	8	52	100
37. My senior leaders are honest and have integrity.		N	10398	21016	15423	7658	8761	2837		66093
		%	16	32	23	12	13	4	48	100
42. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.		N	5739	18216	16725	9541	9298	6535		66054
		%	9	28	25	14	14	10	36	100
43. Arbitrary action, personal favoritism and coercion for partisan purposes are not tolerated.		N	6618	16371	14767	11659	12746	3899		66060
		%	10	25	22	18	19	6	35	100
44. I feel able to raise issues or concerns to management without negative consequences.		N	8206	20157	12980	11396	12165	1161		66065
		%	12	31	20	17	18	2	43	100
45. My supervisor/team leader provides me with constructive suggestions to improve my job performance.		N	10405	28187	13813	8525	4649	281		65860
		%	16	43	21	13	7	0	59	100
48. Managers/Supervisors/Team Leaders promote communication within their work unit.		N	9471	27055	13065	9115	6180	955		65841
		%	14	41	20	14	9	1	55	100

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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 or team.	N	25192	27255	11438	2308	1067	490		67750
	%	37	40	17	3	2	1	77	100
74. Rate your immediate supervisor/team leader on treating you with respect.	N	26000	19676	11555	4209	3766	NA		65206
	%	40	30	18	6	6	NA	70	100
75. Rate your immediate supervisor/team leader on being honest in communications.	N	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 environment of trust.	N	20276	16676	13261	7830	7151	NA		65194
	%	31	26	20	12	11	NA	57	100
77. Rate senior leaders on treating you with respect.	N	15592	19792	16518	6978	6318	NA		65198
	%	24	30	25	11	10	NA	54	100
78. Rate senior leaders on being open and honest in communications.	N	11466	16205	17130	11512	8879	NA		65192
	%	18	25	26	18	14	NA	42	100
79. Rate senior leaders on creating an environment of trust.	N	11143	15127	16417	11528	10973	NA		65188
	%	17	23	25	18	17	NA	40	100

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ No Basis to Judge	Percent Favorable	Total
80. Supervisors and Managers are rewarded for effectively managing people (e.g., coaching, providing feedback).	N	4854	14992	17192	8495	5040	14564		65137
	%	7	23	26	13	8	22	30	100
81. There are no significant barriers at work to doing my job well.	N	6277	22491	14811	13740	7187	630		65136
	%	10	35	23	21	11	1	44	100
82. The organization motivates me to contribute more than is required.	N	7484	18825	16680	12995	8867	281		65132
	%	11	29	26	20	14	0	40	100
83. I am proud to work for DHS.	N	24302	24129	10698	3028	2742	239		65138
	%	37	37	16	5	4	0	74	100

		Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied	Don't Know/ No Basis to Judge	Percent Favorable	Total
58. How satisfied are you with your organization?	N	11575	26242	13234	9089	5457	NA		65597
	%	18	40	20	14	8	NA	58	100

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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 units.	N	7645	22482	15227	10615	7198	2676		65843
	%	12	34	23	16	11	4	46	100
59. I have convenient access to the internet or intranet for the purpose of accessing information, policy documents and training.	N	23697	31804	4009	3883	2046	56		65495
	%	36	49	6	6	3	0	85	100
60. Instructions on how to do my job are available to me (such as, Standard Operating Procedures).	N	14208	32021	8993	6726	3286	254		65488
	%	22	49	14	10	5	0	71	100
61. Personnel turnover has affected my work unit's ability to achieve objectives.	N	9353	16306	18145	15409	4330	1938		65481
	%	14	25	28	24	7	3	30	100
62. Employees receive timely information about employee development programs and opportunities.	N	5776	24461	16505	11814	5911	1015		65482
	%	9	37	25	18	9	2	46	100
63. New employees receive the training they need to do their jobs well.	N	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.	N	8400	29446	9815	12075	5483	207		65426
	%	13	45	15	18	8	0	58	100
65. I have sufficient materials to get my job done.	N	9156	35972	9285	7747	3108	158		65426
	%	14	55	14	12	5	0	69	100
66. I have sufficient budget to get my job done.	N	5974	23671	13698	11367	6231	4480		65421
	%	9	36	21	17	10	7	45	100
67. I have sufficient training to get my job done.	N	8180	31169	12285	9280	4379	134		65427
	%	13	48	19	14	7	0	60	100
68. Discrimination is not tolerated in my workplace.	N	20599	25357	8201	5129	4269	1826		65381
	%	32	39	13	8	7	3	70	100
69. Sexual harassment is not tolerated in my workplace.	N	22653	27416	7512	3161	2592	2043		65377
	%	35	42	11	5	4	3	77	100
70. My work group receives high quality support from other units on which we depend.	N	8259	23226	17247	9143	4630	2864		65369
	%	13	36	26	14	7	4	49	100
71. Senior leaders promote an environment of open communication and knowledge sharing across my organization.	N	8574	19141	14120	11415	10703	1419		65372
	%	13	29	22	17	16	2	42	100
72. Rate your organization on communicating information downward to all levels of the organization.	N	6680	17251	22167	12360	6749	NA		65207
	%	10	26	34	19	10	NA	37	100
73. Rate your organization on informing employees about reasons behind decisions that affect them.	N	5081	12758	18907	16351	12087	NA		65184
	%	8	20	29	25	19	NA	27	100