

# 2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS

The Department of Homeland Security mission is...“We will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. We will ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.”<sup>1</sup>

To meet this challenging mission and broad-based goals, DHS needs to retain and continue to recruit highly intelligent and capable employees. Success in this endeavor requires an agency-wide culture that promotes reasonable levels of job and organizational satisfaction. As part of its commitment to fostering such a culture, DHS sponsored the 2007 Annual Employee Survey (AES). The goals of the AES were to assess progress in promoting employee job satisfaction throughout the agency and within agency components and to fulfill the mandate (Public Law 108-136 – National Defense Authorization Act for FY 2004) to conduct the AES in years the Federal Human Capital Survey is not administered by the Office of Personnel Management.

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## *Summary of Results*

The following sets of percentages indicate the highest and lowest levels of agreement (i.e., the percentage of employees answering *Strongly Agree* or *Agree*) with survey items and changes since 2006 in the Human Capital Assessment and Accountability Framework (HCAAF) indices.

Overall, DHS employees strongly believe in, understand, and are committed to their work:

- The work I do is important (91%)
- I know how my work relates to the agency’s goals and priorities (80%)
- I like the work I do (80%)
- The people I work with cooperate to get the job done (78%)

Recognizing high performance and dealing with poor performers continue to be the biggest challenges for DHS:

- Pay raises depend on how well employees perform their jobs (18%)
- Promotions in my work unit are based on merit (25%)
- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve (26%)

From 2006 to 2007, DHS improved on 2 of 4 HCAAF Indices:

- Leadership & Knowledge Management (from 46% to 48%)
  - Results-Oriented Performance Culture (from 42% to 44%)
  - Talent Management (remained at 49%)
  - Job Satisfaction (remained at 58%)
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<sup>1</sup> Source: Mission statement is available at <http://www.dhs.gov/xabout/strategicplan/index.shtm>.

## *About the Survey*

**Questionnaire:** 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. The survey was estimated to take 15 minutes or less to complete.

**Sample and Survey Administration:** The survey included a census of all permanent civilian DHS employees as of August 2007 — a total of 141,425 employees were included in the survey sample. The survey was administered electronically from October 26 through December 21.<sup>2</sup> Weekly reminders were emailed to all eligible nonrespondents to the survey. Technical support was provided via email and telephone to employees with questions or comments about the survey.

**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*; (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*.

**Response Rate Calculation:** Of the 141,425 employees included in the sample:

- 65,753 completed and submitted their survey (CO);
- 4,329 were coded as a partial complete (PC);
- 265 were coded as ineligible (IE);<sup>3</sup>
- 93 were coded as refusals (RF); and
- 70,985 were coded as nonrespondents (NR).

The adjusted formula for calculating response rate using the 2006 Federal Human Capital Survey method is: Number of eligible employees returning completed surveys / Number of eligible employees

$$RR = CO / (CO + PC + RF + NR) * 100$$

$$RR = 65,753 / (65,753 + 4,329 + 93 + 70,985) * 100$$

$$RR = 65,753 / 141,160 * 100$$

$$RR = 47 \text{ percent}$$

A total of 65,753 of 141,160 eligible employees responded to the survey, for a response rate of 47%.

**Representativeness of respondents:** 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, there were some small differences (see Table 1.).

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<sup>2</sup> The survey administration field period was extended 2 weeks.

<sup>3</sup> All ineligible cases were excluded from the response rate calculation.

Subtotals for some characteristics are presented in Table 1 to help align the survey data with available administration information about the DHS population (e.g., non-supervisor status). For some data collected in the survey, comparable population data are not available.

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

Characteristics	Percent	
	Survey Population	Survey Respondents <sup>‡</sup>
<b>Supervisory Status</b>		
Non-supervisor	86	61
Team Leader	NA	16
<b>Subtotal (Non-supervisor)</b>	<b>86</b>	<b>77</b>
Supervisor	14	15
Manager	NA	7
<b>Subtotal (Supervisor)</b>	<b>14</b>	<b>22</b>
Executive	<1	1
<b>Gender</b>		
Male	68	66
Female	32	33
<b>Are You: Hispanic or Latino</b>		
Yes	19	16
No	81	80
<b>Racial Category</b>		
White	60	72
Black or African American	15	12
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	2
<b>Agency Component</b>		
Office of the Secretary	1	1
Office of Inspector General	<1	1
Under Secretary Management	<1	1
Under Secretary National Protection and Programs*	1	<1
Under Secretary Science & Technology	<1	<1
Citizenship and Immigration Services	5	6
U.S. Coast Guard	5	8
Customs and Border Protection	31	28
Federal Emergency Management Agency	2	2
Federal Law Enforcement Training Center	1	1
Immigration and Customs Enforcement	11	11
U.S. Secret Service	4	4
Transportation Security Administration	39	37

Note: NA indicates that population data were not available for comparison with self-reported survey data.

<sup>‡</sup>Total percentages for each subgroup may not sum to 100 because of missing data.

\*Half of the II employee moved to HHS at the end of the survey.

**2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS**

<b>Prescribed Questions: Personal Work Experience</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
1. The people I work with cooperate to get the job done.	N	15,772	35,467	7,488	5,480	1,451	NA		65,658
	%	23.3	54.1	11.8	8.5	2.3	NA	77.4	100
2. I am given a real opportunity to improve my skills in my organization.	N	9,161	24,489	13,311	12,565	6,066	NA		65,592
	%	13.5	37.0	20.3	19.5	9.6	NA	50.5	100
3. My work gives me a feeling of personal accomplishment.	N	15,338	27,552	10,804	7,540	4,330	NA		65,564
	%	22.9	41.6	16.8	11.7	6.9	NA	64.5	100
4. I like the kind of work I do.	N	23,379	29,199	8,203	3,099	1,644	NA		65,524
	%	35.6	44.4	12.6	4.8	2.6	NA	80.0	100
5. I have trust and confidence in my supervisor.	N	16,128	22,787	11,959	7,945	6,743	NA		65,562
	%	23.5	34.8	18.8	12.3	10.6	NA	58.3	100
		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Don't Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
58. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N	18,778	20,510	14,291	6,419	5,089	NA		65,087
	%	27.7	31.6	22.6	10.0	8.0	NA	59.3	100
<b>Prescribed Questions: Recruitment, Development &amp; Retention</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Don't Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	7,613	33,890	11,213	8,756	3,668	424		65,564
	%	11.5	51.5	17.2	13.3	5.8	0.6	63.0	100
7. My work unit is able to recruit people with the right skills.	N	4,174	20,243	18,848	13,351	7,155	1792		65,563
	%	6.2	30.3	29.2	20.4	11.1	2.8	36.5	100
8. I know how my work relates to the agency's goals and priorities.	N	16,450	36,120	7,120	3,413	1,986	383		65,472
	%	24.7	55.3	11.0	5.3	3.1	0.6	80.0	100
9. The work I do is important.	N	34,258	24,864	3,873	1,277	940	182		65,394
	%	53.0	37.5	5.9	1.9	1.4	0.3	90.5	100
10. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N	11,363	25,812	9,862	10,548	7,497	459		65,541
	%	17.2	38.7	15.2	16.2	11.8	0.7	55.9	100
11. Supervisors/team leaders in my work unit support employee development.	N	10,285	24,385	12,897	9,424	7,746	829		65,566
	%	14.9	36.3	20.1	14.8	12.5	1.3	51.2	100
12. My talents are used well in the workplace.	N	9,707	24,811	11,998	10,540	7,844	634		65,534
	%	14.3	37.2	18.8	16.3	12.3	1.0	51.5	100
13. My training needs are assessed.	N	6,209	22,963	15,487	12,548	7,290	864		65,361
	%	9.4	35.3	23.6	19.0	11.3	1.3	44.7	100

## 2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS

Prescribed Questions: Performance Culture		Strongly	Neither	Strongly	Don't Know/	Percent	Total	
		Agree	Agree Nor	Disagree	No Basis to			Positive
		Agree	Disagree	Disagree	Judge			
14. Promotions in my work unit are based on merit.	N	4,273	13,011	15,961	11,819	16,889	3337	65,290
	%	6.1	19.0	24.5	18.3	26.9	5.1	100
15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N	3,242	13,924	15,394	13,735	15,573	3606	65,474
	%	4.8	20.7	23.4	21.2	24.6	5.4	100
16. Creativity and innovation are rewarded.	N	4,382	15,658	17,018	13,742	12,672	1971	65,443
	%	6.3	22.8	26.1	21.4	20.2	3.2	100
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).	N	13,164	27,366	9,690	7,158	4,729	3536	65,643
	%	19.6	42.0	15.0	10.9	7.1	5.4	100
18. In my work unit, differences in performance are recognized in a meaningful way.	N	2,903	16,267	17,652	17,326	9,445	1952	65,545
	%	4.3	24.2	27.0	26.7	14.9	2.9	100
19. Pay raises depend on how well employees perform their jobs.	N	2,341	9,442	15,123	18,903	16,515	3185	65,509
	%	3.5	14.1	23.0	28.7	25.8	4.8	100
20. My performance appraisal is a fair reflection of my performance.	N	8,671	26,005	12,951	8,679	6,663	2131	65,100
	%	12.7	39.6	20.3	13.6	10.6	3.2	100
21. Discussions with my supervisor/team leader about my performance are worthwhile.	N	8,453	24,639	15,586	8,807	6,462	1453	65,400
	%	12.5	37.4	24.2	13.7	10.1	2.2	100
22. Managers/supervisors/team leaders work well with employees of different backgrounds.	N	8,297	27,328	14,266	7,629	6,703	1303	65,526
	%	12.1	40.7	22.2	12.1	10.9	2.0	100
23. My supervisor supports my need to balance work and family issues.	N	15,535	26,457	11,305	5,182	6,064	1022	65,565
	%	22.4	39.8	17.9	8.3	10.0	1.6	100
Prescribed Questions: Leadership		Strongly	Neither	Strongly	Don't Know/	Percent	Total	
		Agree	Agree Nor	Disagree	No Basis to			Positive
		Agree	Disagree	Disagree	Judge			
24. I have a high level of respect for my organization's senior leaders.	N	9,610	18,465	14,543	9,580	12,749	511	65,458
	%	14.4	27.9	22.4	14.6	19.9	0.8	100
25. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	5,109	14,643	16,276	14,294	14,521	592	65,435
	%	7.4	21.8	24.8	22.1	23.0	0.9	100
26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	5,252	20,803	18,227	8,164	7,490	5495	65,431
	%	7.7	30.7	28.2	12.7	12.1	8.7	100
27. Employees are protected from health and safety hazards on the job.	N	7,827	29,573	12,462	8,416	6,387	816	65,481
	%	11.1	43.7	19.6	13.7	10.7	1.2	100
28. Employees have a feeling of personal empowerment with respect to work processes.	N	4,001	17,745	17,514	14,112	10,617	1289	65,278
	%	5.9	26.6	27.0	21.6	16.8	2.0	100
29. My workload is reasonable.	N	6,241	33,779	10,463	8,361	6,317	231	65,392
	%	9.7	51.8	16.1	12.4	9.6	0.4	100
30. Managers communicate the goals and priorities of the organization.	N	5,858	26,141	14,235	10,257	8,164	642	65,297
	%	8.7	39.5	21.9	15.8	13.0	1.0	100
31. My organization has prepared employees for potential security threats.	N	7,440	29,919	13,023	8,194	5,968	864	65,408
	%	11.2	45.3	20.0	12.7	9.6	1.3	100

**2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS**

<b>Prescribed Questions: Job Satisfaction</b>		<b>Very</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Satisfied Nor</b>	<b>Very</b>	<b>Don't Know/</b>	<b>Percent</b>	<b>Total</b>
		<b>Satisfied</b>	<b>Satisfied</b>	<b>Dissatisfied</b>	<b>Dissatisfied</b>	<b>Dissatisfied</b>	<b>No Basis to</b>		
50. How satisfied are you with the information you receive from management on what's going on in your organization?	N	3,942	21,393	16,516	15,910	7,782	NA	38.0	65,543
	%	5.8	32.2	25.4	24.5	12.1	NA		100
51. How satisfied are you with your involvement in decisions that affect your work?	N	3,897	17,516	15,939	17,732	10,421	NA	31.6	65,505
	%	5.6	26.0	24.6	27.4	16.3	NA		100
52. How satisfied are you with your opportunity to get a better job in your organization?	N	3,941	16,032	17,404	15,310	12,799	NA	30.2	65,486
	%	5.9	24.3	26.3	23.5	20.0	NA		100
53. How satisfied are you with the recognition you receive for doing a good job?	N	5,400	18,547	15,348	15,268	10,956	NA	35.2	65,519
	%	7.7	27.5	23.5	23.8	17.5	NA		100
54a. How satisfied are you with the policies and practices of your senior leaders?	N	4,039	17,025	17,509	14,649	12,155	NA	31.3	65,377
	%	5.9	25.4	26.8	22.7	19.1	NA		100
55. How satisfied are you with the training you receive for your present job?	N	5,901	25,506	15,692	11,793	6,568	NA	48.4	65,460
	%	9.1	39.3	23.6	17.8	10.2	NA		100
56. Considering everything, how satisfied are you with your job?	N	9,603	27,916	13,277	9,439	5,182	NA	56.8	65,417
	%	14.5	42.3	20.5	14.6	8.2	NA		100
57. Considering everything, how satisfied are you with your pay?	N	7,325	25,539	12,321	12,885	7,298	NA	49.4	65,368
	%	11.0	38.4	19.1	19.9	11.7	NA		100
<b>DHS Agency Specific Questions</b>		<b>Strongly</b>	<b>Agree</b>	<b>Neither</b>	<b>Agree Nor</b>	<b>Strongly</b>	<b>Don't Know/</b>	<b>Percent</b>	<b>Total</b>
		<b>Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Disagree</b>	<b>Disagree</b>	<b>No Basis to</b>		
32. My job matches the roles and responsibilities for which I was hired.	N	10,756	34,786	8,592	7,501	3,945	NA	69.4	65,580
	%	16.2	53.2	13.2	11.3	6.1	NA		100
33. My supervisor provides me with constructive suggestions to improve my job performance.	N	7,696	25,856	16,139	11,282	4,573	NA	50.5	65,546
	%	11.4	39.1	24.9	17.4	7.1	NA		100
34. Employees are rewarded for providing high quality products and services to their customers.	N	4,162	14,938	19,133	18,114	9,113	NA	27.5	65,460
	%	5.9	21.6	29.6	28.3	14.6	NA		100
35. I am held accountable for achieving results.	N	11,210	35,077	12,559	4,728	1,895	NA	69.3	65,469
	%	16.4	52.9	20.0	7.6	3.1	NA		100
36. Awards in my work unit depend on how well employees perform their jobs.	N	4,711	16,716	17,211	16,073	10,664	NA	31.4	65,375
	%	6.8	24.6	26.3	25.2	17.0	NA		100
37. Employees receive timely information about employee development programs and opportunities.	N	4,622	21,856	16,501	14,573	7,812	NA	39.4	65,364
	%	6.8	32.6	25.3	22.8	12.5	NA		100
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).	N	9,639	35,076	9,757	7,879	3,092	NA	67.3	65,443
	%	14.1	53.2	15.3	12.4	5.0	NA		100
39. Discrimination is not tolerated in my workplace.	N	16,636	27,489	11,557	5,777	4,035	NA	65.9	65,494
	%	24.2	41.7	18.3	9.3	6.5	NA		100
40. I would recommend DHS as a place to work.	N	11,024	24,720	15,888	7,419	6,428	NA	54.1	65,479
	%	16.5	37.6	24.4	11.4	10.1	NA		100

## 2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS

DHS Agency Specific Questions		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ No Basis to Judge	Percent Positive	Total
41. Sexual harassment is not tolerated in my workplace.	N	20,591	30,049	9,409	3,204	2,246	NA		65,499
	%	30.6	45.9	14.8	5.1	3.6	NA	76.5	100
42a. In the past year I have seen improvement in the following area: Communication.	N	4,468	21,605	17,565	14,772	6,642	NA		65,052
	%	6.7	32.9	27.0	22.9	10.5	NA	39.6	100
42b. In the past year I have seen improvement in the following area: Leadership.	N	5,063	17,872	17,378	15,015	10,002	NA		65,330
	%	7.5	26.9	26.5	23.2	15.8	NA	34.4	100
42c. In the past year I have seen improvement in the following area: Performance (i.e. appraisal, dealing with poor performers, etc.).	N	3,572	14,457	20,554	17,461	9,186	NA		65,230
	%	5.4	22.0	31.1	27.0	14.6	NA	27.4	100
42d. In the past year I have seen improvement in the following area: Recognition and Awards.	N	3,562	14,835	19,583	16,997	10,281	NA		65,258
	%	5.3	22.2	29.7	26.4	16.4	NA	27.5	100
42e. In the past year I have seen improvement in the following area: Resources (i.e. people, equipment, supplies).	N	4,276	20,182	16,395	14,753	9,605	NA		65,211
	%	6.5	30.9	25.0	22.6	15.0	NA	37.4	100
42f. In the past year I have seen improvement in the following area: Supervision.	N	4,522	19,497	19,606	13,066	8,488	NA		65,179
	%	6.8	29.4	29.9	20.4	13.6	NA	36.2	100
42g. In the past year I have seen improvement in the following area: Training.	N	5,066	22,213	17,859	12,216	7,733	NA		65,087
	%	7.9	34.2	27.0	18.7	12.2	NA	42.1	100
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).	N	3,539	15,206	22,795	12,878	10,786	NA		65,204
	%	5.3	23.2	34.8	19.8	16.9	NA	28.5	100
42i. In the past year I have seen improvement in the following area: Work Space (i.e. facilities, lighting, ventilation).	N	4,449	18,604	19,639	13,251	9,319	NA		65,262
	%	6.8	28.5	29.6	20.4	14.7	NA	35.3	100
43. My organization supports my participation in volunteer activities.	N	4,829	18,936	30,751	7,031	3,846	NA		65,393
	%	7.1	28.5	47.0	11.2	6.2	NA	35.6	100
44. Instructions on how to do my job such as Standard Operating Procedures are available to me.	N	11,070	33,672	10,186	7,125	3,287	NA		65,340
	%	17.2	52.3	15.3	10.3	4.9	NA	69.5	100
45. Turnover of personnel has affected my work unit's ability to achieve objectives.	N	14,664	19,831	17,258	11,025	2,578	NA		65,356
	%	22.8	30.5	26.6	16.2	3.9	NA	53.3	100
46. I receive the weekly DHS Today newsletter.	N	12,798	34,890	7,610	7,357	2,663	NA		65,318
	%	19.3	53.8	12.0	10.9	3.9	NA	73.1	100
47. I read most of the news in DHS Today.	N	5,714	24,043	15,225	15,064	5,191	NA		65,237
	%	8.7	37.3	23.6	22.6	7.8	NA	46.0	100
48. I regularly access the DHS Online Intranet.	N	7,327	24,286	13,988	14,704	4,974	NA		65,279
	%	11.4	38.3	21.4	21.5	7.3	NA	49.7	100
54b. How satisfied are you with the policies and practices of senior leadership in your component?	N	5,006	18,421	17,583	13,259	11,098	NA		65,367
	%	7.2	27.6	27.1	20.6	17.4	NA	34.8	100

**2007 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS**

<b>DHS Agency Specific Questions</b>		<b>Operations</b>		<b>Secretary</b>	<b>Human</b>	<b>Human</b>	<b>Don't Know/</b>	<b>Percent Positive</b>	<b>Total</b>
		<b>News</b>	<b>Policy News</b>	<b>News</b>	<b>Interest</b>	<b>Resources</b>	<b>No Basis to Judge</b>		
49a. From the following list, indicate which employee communication topic is most important to you:	N	32,663	17,864	966	2,636	11,056	NA		65,185
	%	51.2	26.8	1.4	4.1	16.5	NA	NA	100
49b. From the following list, indicate which employee communication topic is least important to you:	N	2,377	2,527	30,362	24,004	5,331	NA		64,601
	%	3.6	3.9	48.1	36.0	8.4	NA	NA	100