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 (HC A A F) indices over the past three years.

![Human Capital Assessment and Accountability Indices](chart)

Percentages in red indicate the 2008 government-wide scores.

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

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Percent</th>
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<tbody>
<tr>
<td></td>
<td>Survey</td>
<td>Survey</td>
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<tr>
<td>Supervisory Status</td>
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<tr>
<td>Non-supervisor</td>
<td>84</td>
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<tr>
<td>Team Leader</td>
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<tr>
<td><strong>Subtotal (Non-supervisor)</strong></td>
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<tr>
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<td><strong>Subtotal (Supervisor)</strong></td>
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<td>36</td>
<td></td>
</tr>
<tr>
<td>Are you: Hispanic or Latino</td>
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<td>19</td>
<td>17</td>
<td></td>
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<tr>
<td>No</td>
<td>81</td>
<td>84</td>
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<td>American Indian or Alaska Native</td>
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<tr>
<td>Two or more races (not Hispanic or Latino)</td>
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<tr>
<td>Office of Inspector General</td>
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<td>Secret Service, United States</td>
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<tr>
<td>National Protection and Programs Directorate</td>
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<td>Office of the Secretary (Dep. Sec., Chief of Staff)</td>
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<td>1</td>
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<tr>
<td>Transportation Security Administration</td>
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### 2009 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS

#### Prescribed Questions: Personal Work Experience

<table>
<thead>
<tr>
<th>Prescribed Questions</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know/ No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The people I work with cooperate to get the job done.</td>
<td>19313</td>
<td>35778</td>
<td>6301</td>
<td>4938</td>
<td>1590</td>
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<td>67920</td>
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<tr>
<td>2. I am given a real opportunity to improve my skills in my organization.</td>
<td>12343</td>
<td>27243</td>
<td>11903</td>
<td>11070</td>
<td>5341</td>
<td>NA</td>
<td>58</td>
<td>67900</td>
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<tr>
<td>3. My work gives me a feeling of personal accomplishment.</td>
<td>17656</td>
<td>28404</td>
<td>10510</td>
<td>6770</td>
<td>4537</td>
<td>NA</td>
<td>68</td>
<td>67877</td>
</tr>
<tr>
<td>4. I like the kind of work I do.</td>
<td>26705</td>
<td>29503</td>
<td>7425</td>
<td>1570</td>
<td>11070</td>
<td>NA</td>
<td>83</td>
<td>67873</td>
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<tr>
<td>5. I have trust and confidence in my supervisor.</td>
<td>17884</td>
<td>23681</td>
<td>11285</td>
<td>7892</td>
<td>1590</td>
<td>NA</td>
<td>61</td>
<td>67869</td>
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<tr>
<td>6. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</td>
<td>11298</td>
<td>37731</td>
<td>19450</td>
<td>12156</td>
<td>6899</td>
<td>2595</td>
<td>73</td>
<td>67274</td>
</tr>
<tr>
<td>7. My work unit is able to recruit people with the right skills.</td>
<td>6368</td>
<td>18783</td>
<td>29503</td>
<td>2670</td>
<td>1570</td>
<td>NA</td>
<td>39</td>
<td>67251</td>
</tr>
<tr>
<td>8. My talents are used well in the workplace.</td>
<td>10312</td>
<td>26758</td>
<td>11550</td>
<td>10876</td>
<td>7472</td>
<td>265</td>
<td>55</td>
<td>67233</td>
</tr>
<tr>
<td>9. I know how my work relates to the agency’s goals and priorities.</td>
<td>19496</td>
<td>36013</td>
<td>6655</td>
<td>2855</td>
<td>1922</td>
<td>310</td>
<td>83</td>
<td>67251</td>
</tr>
<tr>
<td>10. The work I do is important.</td>
<td>35884</td>
<td>25246</td>
<td>1225</td>
<td>690</td>
<td>157</td>
<td>NA</td>
<td>91</td>
<td>67246</td>
</tr>
<tr>
<td>11. Physical conditions allow employees to perform their job well.</td>
<td>13931</td>
<td>28360</td>
<td>9183</td>
<td>9379</td>
<td>6214</td>
<td>196</td>
<td>63</td>
<td>67263</td>
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<tr>
<td>12. Supervisors/team leaders in my work unit support employee development.</td>
<td>11321</td>
<td>28394</td>
<td>12877</td>
<td>770</td>
<td>4978</td>
<td>578</td>
<td>60</td>
<td>65848</td>
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<tr>
<td>13. My training needs are assessed.</td>
<td>7917</td>
<td>25644</td>
<td>15198</td>
<td>10484</td>
<td>5653</td>
<td>941</td>
<td>51</td>
<td>65837</td>
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</table>

#### Prescribed Questions: Recruitment, Development & Retention

<table>
<thead>
<tr>
<th>Prescribed Questions</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know/ No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.</td>
<td>11296</td>
<td>37731</td>
<td>19450</td>
<td>12156</td>
<td>6899</td>
<td>2595</td>
<td>73</td>
<td>67274</td>
</tr>
<tr>
<td>12. My work unit is able to recruit people with the right skills.</td>
<td>6368</td>
<td>18783</td>
<td>29503</td>
<td>2670</td>
<td>1570</td>
<td>NA</td>
<td>39</td>
<td>67251</td>
</tr>
<tr>
<td>13. My talents are used well in the workplace.</td>
<td>10312</td>
<td>26758</td>
<td>11550</td>
<td>10876</td>
<td>7472</td>
<td>265</td>
<td>55</td>
<td>67233</td>
</tr>
<tr>
<td>14. I know how my work relates to the agency’s goals and priorities.</td>
<td>19496</td>
<td>36013</td>
<td>6655</td>
<td>2855</td>
<td>1922</td>
<td>310</td>
<td>83</td>
<td>67251</td>
</tr>
<tr>
<td>15. The work I do is important.</td>
<td>35884</td>
<td>25246</td>
<td>1225</td>
<td>690</td>
<td>157</td>
<td>NA</td>
<td>91</td>
<td>67246</td>
</tr>
<tr>
<td>16. Physical conditions allow employees to perform their job well.</td>
<td>13931</td>
<td>28360</td>
<td>9183</td>
<td>9379</td>
<td>6214</td>
<td>196</td>
<td>63</td>
<td>67263</td>
</tr>
<tr>
<td>17. Supervisors/team leaders in my work unit support employee development.</td>
<td>11321</td>
<td>28394</td>
<td>12877</td>
<td>770</td>
<td>4978</td>
<td>578</td>
<td>60</td>
<td>65848</td>
</tr>
<tr>
<td>18. My training needs are assessed.</td>
<td>7917</td>
<td>25644</td>
<td>15198</td>
<td>10484</td>
<td>5653</td>
<td>941</td>
<td>51</td>
<td>65837</td>
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</table>
### Prescribed Questions: Performance Culture

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know/No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. My supervisor supports my need to balance work and other life issues.</td>
<td>N 20192</td>
<td>26176</td>
<td>10026</td>
<td>5643</td>
<td>4738</td>
<td>505</td>
<td>69</td>
<td>100</td>
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<tr>
<td>20. Promotions in my work unit are based on merit.</td>
<td>N 4890</td>
<td>14450</td>
<td>15232</td>
<td>13202</td>
<td>15232</td>
<td>3910</td>
<td>29</td>
<td>100</td>
</tr>
<tr>
<td>21. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</td>
<td>N 3747</td>
<td>16035</td>
<td>14983</td>
<td>14956</td>
<td>12893</td>
<td>4360</td>
<td>30</td>
<td>100</td>
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<tr>
<td>24. Creativity and innovation are rewarded.</td>
<td>N 6988</td>
<td>18596</td>
<td>17275</td>
<td>13397</td>
<td>9045</td>
<td>1561</td>
<td>38</td>
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<tr>
<td>25. Pay raises depend on how well employees perform their jobs.</td>
<td>N 3994</td>
<td>11945</td>
<td>16075</td>
<td>15728</td>
<td>15086</td>
<td>4015</td>
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<tr>
<td>27. In my work unit, differences in performance are recognized in a meaningful way.</td>
<td>N 4394</td>
<td>15602</td>
<td>17888</td>
<td>14783</td>
<td>11094</td>
<td>3071</td>
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<tr>
<td>28. My performance appraisal is a fair reflection of my performance.</td>
<td>N 12079</td>
<td>27893</td>
<td>11496</td>
<td>7249</td>
<td>6650</td>
<td>1491</td>
<td>10</td>
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<tr>
<td>29. Discussions with my supervisor/team leader about my performance are worthwhile.</td>
<td>N 11640</td>
<td>24968</td>
<td>14542</td>
<td>7864</td>
<td>6764</td>
<td>1075</td>
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<tr>
<td>30. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.</td>
<td>N 14520</td>
<td>28554</td>
<td>9838</td>
<td>6411</td>
<td>4498</td>
<td>2768</td>
<td>5</td>
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<tr>
<td>34. Managers/supervisors/team leaders work well with employees of different backgrounds.</td>
<td>N 12820</td>
<td>28836</td>
<td>12689</td>
<td>5267</td>
<td>4978</td>
<td>2000</td>
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### Prescribed Questions: Leadership

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<th>Strongly Disagree</th>
<th>Don’t Know/No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. My workload is reasonable.</td>
<td>N 9141</td>
<td>35845</td>
<td>9306</td>
<td>8182</td>
<td>4639</td>
<td>144</td>
<td>67</td>
<td>100</td>
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<tr>
<td>22. Employees have a feeling of personal empowerment with respect to work processes.</td>
<td>N 4931</td>
<td>21687</td>
<td>17896</td>
<td>13023</td>
<td>7773</td>
<td>1539</td>
<td>40</td>
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<tr>
<td>35. I have a high level of respect for my organization’s senior leaders.</td>
<td>N 11350</td>
<td>21475</td>
<td>13275</td>
<td>9977</td>
<td>9630</td>
<td>423</td>
<td>49</td>
<td>50</td>
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<tr>
<td>36. In my organization, leaders generate high levels of motivation and commitment in the workforce.</td>
<td>N 6749</td>
<td>17590</td>
<td>15696</td>
<td>14446</td>
<td>11098</td>
<td>514</td>
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<td>38. Managers communicate the goals and priorities of the organization.</td>
<td>N 8485</td>
<td>26974</td>
<td>13598</td>
<td>9527</td>
<td>6887</td>
<td>586</td>
<td>37</td>
<td>100</td>
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<tr>
<td>39. Managers review and evaluate the organization’s progress toward meeting its goals and objectives.</td>
<td>N 7807</td>
<td>24597</td>
<td>15459</td>
<td>7785</td>
<td>5606</td>
<td>4795</td>
<td>49</td>
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<tr>
<td>40. Employees are protected from health and safety hazards on the job.</td>
<td>N 11341</td>
<td>31475</td>
<td>10441</td>
<td>7118</td>
<td>5009</td>
<td>683</td>
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<td>41. My organization has prepared employees for potential security threats.</td>
<td>N 10843</td>
<td>32858</td>
<td>10915</td>
<td>6558</td>
<td>4001</td>
<td>883</td>
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### 2009 Department of Homeland Security Annual Employee Survey Results

#### Prescribed Questions: Job Satisfaction

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<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Satisfied Nor Dissatisfied</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>50. How satisfied are you with your involvement in decisions that affect your work?</td>
<td>8069</td>
<td>23874</td>
<td>15683</td>
<td>13042</td>
<td>5007</td>
<td>NA</td>
<td>65615</td>
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<tr>
<td>51. How satisfied are you with information you receive from management on what’s going on in your organization?</td>
<td>6635</td>
<td>23558</td>
<td>14825</td>
<td>14355</td>
<td>6234</td>
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<td>65607</td>
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<tr>
<td>52. How satisfied are you with the recognition you receive for doing a good job?</td>
<td>8916</td>
<td>24316</td>
<td>14533</td>
<td>12589</td>
<td>7058</td>
<td>NA</td>
<td>65604</td>
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<tr>
<td>53. How satisfied are you with policies and practices of your senior leaders?</td>
<td>6108</td>
<td>19430</td>
<td>17697</td>
<td>13845</td>
<td>8500</td>
<td>NA</td>
<td>65580</td>
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<tr>
<td>54. How satisfied are you with your opportunity to get a better job in your organization?</td>
<td>6134</td>
<td>18011</td>
<td>18234</td>
<td>13391</td>
<td>10016</td>
<td>NA</td>
<td>65586</td>
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<tr>
<td>55. How satisfied are you with the training you receive for your present job?</td>
<td>8503</td>
<td>21972</td>
<td>14282</td>
<td>10114</td>
<td>4708</td>
<td>NA</td>
<td>65580</td>
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<tr>
<td>56. How satisfied are you with your job?</td>
<td>11335</td>
<td>27592</td>
<td>9973</td>
<td>9543</td>
<td>5162</td>
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#### DHS Agency Specific Questions

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<th>Prescribed Questions</th>
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<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Satisfied Nor Dissatisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. I have enough information to do my job well.</td>
<td>11399</td>
<td>34980</td>
<td>10654</td>
<td>8252</td>
<td>2685</td>
<td>NA</td>
<td>67894</td>
</tr>
<tr>
<td>4. I feel encouraged to come up with new and better ways of doing things.</td>
<td>12027</td>
<td>22249</td>
<td>13581</td>
<td>12680</td>
<td>7335</td>
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<td>67872</td>
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<tr>
<td>8. I would recommend my organization as a good place to work.</td>
<td>15649</td>
<td>26692</td>
<td>13049</td>
<td>7238</td>
<td>5700</td>
<td>NA</td>
<td>67883</td>
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<tr>
<td>13. Supervisors/team leaders in my work unit provide employees with the opportunity to demonstrate their leadership skills.</td>
<td>12078</td>
<td>26532</td>
<td>13074</td>
<td>9409</td>
<td>5741</td>
<td>416</td>
<td>67250</td>
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<tr>
<td>23. I am recognized for providing high quality products and services to customers.</td>
<td>11844</td>
<td>25610</td>
<td>13951</td>
<td>8347</td>
<td>5799</td>
<td>1760</td>
<td>66865</td>
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<tr>
<td>26. A wards in my work unit depend on how well employees perform their jobs.</td>
<td>6281</td>
<td>19015</td>
<td>13894</td>
<td>12152</td>
<td>11989</td>
<td>3542</td>
<td>66853</td>
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<tr>
<td>31. I am held accountable for achieving results.</td>
<td>10105</td>
<td>35897</td>
<td>9112</td>
<td>3409</td>
<td>1503</td>
<td>562</td>
<td>66588</td>
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<tr>
<td>32. I believe that supervisors in my work unit make hiring decisions that demonstrate their commitment to having a diverse workforce.</td>
<td>8982</td>
<td>19910</td>
<td>17702</td>
<td>6888</td>
<td>6236</td>
<td>6861</td>
<td>66579</td>
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<tr>
<td>33. Policies and programs promote diversity in the workplace.</td>
<td>10082</td>
<td>24804</td>
<td>17076</td>
<td>4683</td>
<td>4358</td>
<td>5821</td>
<td>66584</td>
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<tr>
<td>37. My senior leaders are honest and have integrity.</td>
<td>10398</td>
<td>21016</td>
<td>15423</td>
<td>7658</td>
<td>8176</td>
<td>2837</td>
<td>66093</td>
</tr>
<tr>
<td>42. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.</td>
<td>5739</td>
<td>18279</td>
<td>16725</td>
<td>9541</td>
<td>9298</td>
<td>6535</td>
<td>66054</td>
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<tr>
<td>43. Aribitary action, personal favoritism and coercion for partisan purposes are not tolerated.</td>
<td>6618</td>
<td>16371</td>
<td>14767</td>
<td>11659</td>
<td>12746</td>
<td>3899</td>
<td>66060</td>
</tr>
<tr>
<td>44. I feel able to raise issues or concerns to management without negative consequences.</td>
<td>8290</td>
<td>20517</td>
<td>12980</td>
<td>13396</td>
<td>12365</td>
<td>1161</td>
<td>66065</td>
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<tr>
<td>45. My supervisor/team leader provides me with constructive suggestions to improve my job performance.</td>
<td>10405</td>
<td>28187</td>
<td>13813</td>
<td>8525</td>
<td>4649</td>
<td>281</td>
<td>65860</td>
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<tr>
<td>48. Managers/Supervisors/Team Leaders promote communication within their work unit.</td>
<td>9471</td>
<td>27055</td>
<td>13065</td>
<td>9115</td>
<td>6180</td>
<td>955</td>
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### 2009 DEPARTMENT OF HOMELAND SECURITY ANNUAL EMPLOYEE SURVEY RESULTS

**DHS Agency Specific Questions**

<table>
<thead>
<tr>
<th>Question</th>
<th>N</th>
<th>%</th>
<th>Very Good</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
<th>Very Poor</th>
<th>Don't Know/ No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Rate the quality the overall quality of the work done by your work unit or team.</td>
<td>67750</td>
<td>100</td>
<td>25192</td>
<td>37</td>
<td>27255</td>
<td>17</td>
<td>11438</td>
<td>3</td>
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<td>74. Rate your immediate supervisor/team leader on treating you with respect.</td>
<td>65206</td>
<td>100</td>
<td>26000</td>
<td>40</td>
<td>19676</td>
<td>18</td>
<td>11555</td>
<td>6</td>
<td>4209</td>
<td>3766</td>
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<tr>
<td>75. Rate your immediate supervisor/team leader on being honest in communications.</td>
<td>65199</td>
<td>100</td>
<td>21696</td>
<td>33</td>
<td>18230</td>
<td>20</td>
<td>13145</td>
<td>11</td>
<td>7045</td>
<td>5083</td>
</tr>
<tr>
<td>76. Rate your immediate supervisor/team leader on creating an environment of trust.</td>
<td>65194</td>
<td>100</td>
<td>20276</td>
<td>31</td>
<td>16676</td>
<td>20</td>
<td>13261</td>
<td>12</td>
<td>7830</td>
<td>7151</td>
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<tr>
<td>77. Rate senior leaders on treating you with respect.</td>
<td>65198</td>
<td>100</td>
<td>15592</td>
<td>24</td>
<td>19792</td>
<td>25</td>
<td>16518</td>
<td>11</td>
<td>6978</td>
<td>6318</td>
</tr>
<tr>
<td>78. Rate senior leaders on being open and honest in communications.</td>
<td>65192</td>
<td>100</td>
<td>11466</td>
<td>18</td>
<td>16205</td>
<td>25</td>
<td>17130</td>
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<td>8879</td>
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<tr>
<td>79. Rate senior leaders on creating an environment of trust.</td>
<td>65188</td>
<td>100</td>
<td>11143</td>
<td>17</td>
<td>15127</td>
<td>25</td>
<td>16417</td>
<td>18</td>
<td>11528</td>
<td>10973</td>
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**Strongly Agree** | **Agree** | **Neither Agree Nor Disagree** | **Disagree** | **Strongly Disagree** | **Don’t Know/ No Basis to Judge** | **Percent Favorable** | **Total**

<table>
<thead>
<tr>
<th>Question</th>
<th>N</th>
<th>%</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
<th>Don’t Know/ No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>80. Supervisors and Managers are rewarded for effectively managing people (e.g., coaching, providing feedback).</td>
<td>65137</td>
<td>100</td>
<td>4854</td>
<td>14992</td>
<td>17192</td>
<td>8495</td>
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<td>65137</td>
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<tr>
<td>81. There are no significant barriers at work to doing my job well.</td>
<td>65136</td>
<td>100</td>
<td>6277</td>
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<td>13740</td>
<td>7187</td>
<td>630</td>
<td>44</td>
<td>65136</td>
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<tr>
<td>82. The organization motivates me to contribute more than is required.</td>
<td>65132</td>
<td>100</td>
<td>7484</td>
<td>18825</td>
<td>16680</td>
<td>12995</td>
<td>8867</td>
<td>281</td>
<td>40</td>
<td>65132</td>
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<tr>
<td>83. I am proud to work for DHS.</td>
<td>65138</td>
<td>100</td>
<td>24302</td>
<td>24129</td>
<td>10698</td>
<td>3028</td>
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<tr>
<th>Question</th>
<th>N</th>
<th>%</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied Nor Dissatisfied</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
<th>Don’t Know/ No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>58. How satisfied are you with your organization?</td>
<td>65597</td>
<td>100</td>
<td>11575</td>
<td>26242</td>
<td>13234</td>
<td>9089</td>
<td>5457</td>
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### 2009 Department of Homeland Security Annual Employee Survey Results

<table>
<thead>
<tr>
<th>DHS Agency Specific Questions</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know/ No Basis to Judge</th>
<th>Percent Favorable</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>49. Managers/Supervisors promote communication among different work units.</td>
<td>N 7645</td>
<td>22482</td>
<td>15227</td>
<td>10615</td>
<td>7198</td>
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<td>23</td>
<td>16</td>
<td>11</td>
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<tr>
<td>59. I have convenient access to the internet or intranet for the purpose of accessing information, policy documents and training.</td>
<td>N 23697</td>
<td>31804</td>
<td>4009</td>
<td>3883</td>
<td>2046</td>
<td>56</td>
<td>85</td>
<td>100</td>
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<td>6</td>
<td>3</td>
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<td></td>
<td></td>
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<tr>
<td>60. Instructions on how to do my job are available to me (such as, Standard Operating Procedures).</td>
<td>N 14208</td>
<td>32021</td>
<td>8993</td>
<td>6726</td>
<td>3286</td>
<td>254</td>
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<td>10</td>
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<tr>
<td>61. Personnel turnover has affected my work unit's ability to achieve objectives.</td>
<td>N 9353</td>
<td>16306</td>
<td>18145</td>
<td>15409</td>
<td>4330</td>
<td>1938</td>
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<td>7</td>
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<tr>
<td>62. Employees receive timely information about employee development programs and opportunities.</td>
<td>N 5776</td>
<td>24461</td>
<td>16505</td>
<td>11814</td>
<td>5911</td>
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<td>18</td>
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<tr>
<td>63. New employees receive the training they need to do their jobs well.</td>
<td>N 7481</td>
<td>25646</td>
<td>13966</td>
<td>9611</td>
<td>5909</td>
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<tr>
<td>64. I have sufficient team members/partners to get my job done.</td>
<td>N 8400</td>
<td>29446</td>
<td>9815</td>
<td>12075</td>
<td>5483</td>
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<tr>
<td>65. I have sufficient materials to get my job done.</td>
<td>N 9156</td>
<td>35972</td>
<td>9285</td>
<td>7747</td>
<td>3108</td>
<td>158</td>
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<td>66. I have sufficient budget to get my job done.</td>
<td>N 5974</td>
<td>23671</td>
<td>13698</td>
<td>11367</td>
<td>6231</td>
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<td>10</td>
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<td>67. I have sufficient training to get my job done.</td>
<td>N 8180</td>
<td>31169</td>
<td>12285</td>
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<td>4379</td>
<td>134</td>
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<tr>
<td>68. Discrimination is not tolerated in my workplace.</td>
<td>N 20599</td>
<td>25357</td>
<td>8201</td>
<td>5129</td>
<td>4269</td>
<td>1826</td>
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<td>7</td>
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<tr>
<td>69. Sexual harassment is not tolerated in my workplace.</td>
<td>N 22633</td>
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<td>7312</td>
<td>3161</td>
<td>2592</td>
<td>2043</td>
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<tr>
<td>70. My work group receives high quality support from other units on which we depend.</td>
<td>N 8259</td>
<td>23226</td>
<td>17247</td>
<td>9143</td>
<td>4630</td>
<td>2864</td>
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<td>71. Senior leaders promote an environment of open communication and knowledge sharing across my organization.</td>
<td>N 8574</td>
<td>19141</td>
<td>14220</td>
<td>11415</td>
<td>10703</td>
<td>1419</td>
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<td>72. Rate your organization on communicating information downward to all levels of the organization.</td>
<td>N 6680</td>
<td>17231</td>
<td>22167</td>
<td>12360</td>
<td>6749</td>
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<td>19</td>
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<td>73. Rate your organization on informing employees about reasons behind decisions that affect them.</td>
<td>N 5081</td>
<td>12758</td>
<td>18907</td>
<td>16351</td>
<td>12087</td>
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