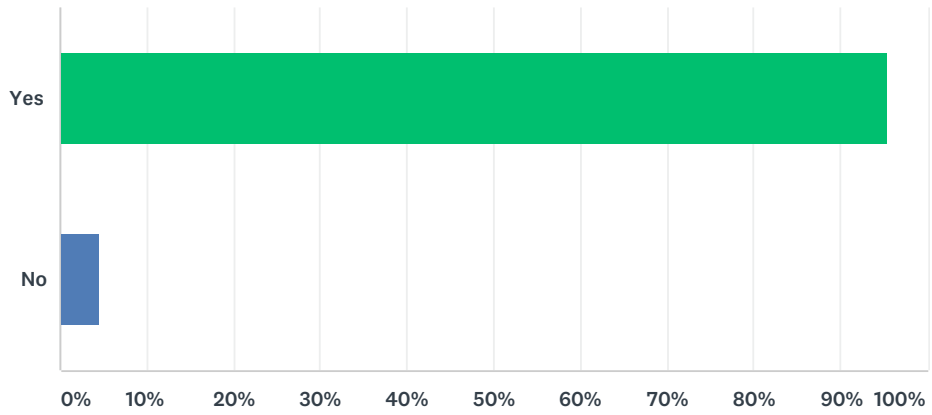


# Q1 I am an employee at the Department of Homeland Security.

Answered: 150 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	95.33%	143
No	4.67%	7
TOTAL		150

## Q2 What part of DHS do you work for? (headquarters, component, etc.)

Answered: 134 Skipped: 16

#	RESPONSES	DATE
1	TSA	4/22/2019 10:42 AM
2	uscis	4/22/2019 10:25 AM
3	component	4/22/2019 9:21 AM
4	USCG	4/22/2019 8:03 AM
5	component	4/22/2019 7:19 AM
6	TSA	4/21/2019 10:40 PM
7	FEMA	4/20/2019 12:46 PM
8	Headquarters	4/19/2019 7:34 PM
9	FEMA	4/19/2019 7:18 PM
10	component	4/19/2019 4:30 PM
11	FLETC	4/19/2019 10:00 AM
12	HQ	4/19/2019 9:50 AM
13	FEMA	4/19/2019 9:47 AM
14	Component - TSA	4/19/2019 8:20 AM
15	CISA/OCHCO	4/19/2019 8:08 AM
16	NCC	4/19/2019 7:18 AM
17	Component	4/19/2019 6:39 AM
18	Headquarters	4/19/2019 6:26 AM
19	Hq	4/18/2019 10:57 PM
20	Component, FEMA	4/18/2019 10:11 PM
21	TSA	4/18/2019 7:41 PM
22	FEMA	4/18/2019 6:50 PM
23	USCIS Service Center	4/18/2019 6:11 PM
24	OIG	4/18/2019 4:59 PM
25	FEMA	4/18/2019 4:38 PM
26	USCIS	4/18/2019 4:23 PM
27	Component	4/18/2019 4:20 PM
28	FEMA	4/18/2019 4:16 PM
29	Office of Inspector General	4/18/2019 3:53 PM
30	CISA	4/18/2019 3:51 PM
31	headquarters	4/18/2019 3:47 PM
32	TSA Academy	4/18/2019 3:44 PM
33	u.s. customs and border protection	4/18/2019 3:30 PM
34	U. S. Immigration and Customs Enforcement	4/18/2019 3:29 PM
35	Headquarters	4/18/2019 3:23 PM

## DHS leadership Survey

36	cbp	4/18/2019 3:23 PM
37	District	4/18/2019 3:01 PM
38	FEMA	4/18/2019 2:59 PM
39	Headquarters	4/18/2019 2:55 PM
40	HSI	4/18/2019 2:52 PM
41	fema	4/18/2019 2:35 PM
42	TSA	4/18/2019 2:34 PM
43	HQ	4/18/2019 2:29 PM
44	CBP	4/18/2019 2:26 PM
45	Component	4/18/2019 2:25 PM
46	HQ	4/18/2019 2:23 PM
47	Component	4/18/2019 2:23 PM
48	Headquarters	4/18/2019 2:23 PM
49	CBP	4/18/2019 2:23 PM
50	USCIS / SCOPS	4/18/2019 2:18 PM
51	TSA	4/18/2019 2:14 PM
52	CBP	4/18/2019 2:14 PM
53	component	4/18/2019 2:11 PM
54	TSA	4/18/2019 2:10 PM
55	CBP	4/18/2019 2:10 PM
56	Component	4/18/2019 2:07 PM
57	Border Patrol Sector HQ	4/18/2019 2:05 PM
58	Component	4/18/2019 12:46 PM
59	component	4/18/2019 7:32 AM
60	TSA	4/18/2019 7:22 AM
61	Headquarters	4/17/2019 2:01 PM
62	CBP	4/17/2019 1:39 PM
63	CBP	4/17/2019 1:20 PM
64	Service Center	4/17/2019 1:00 PM
65	Component	4/17/2019 11:17 AM
66	Headquarters	4/17/2019 9:12 AM
67	Component--TSA	4/17/2019 8:51 AM
68	HQ	4/17/2019 8:22 AM
69	CISA	4/17/2019 8:04 AM
70	IG	4/17/2019 7:42 AM
71	Component	4/17/2019 7:41 AM
72	FEMA	4/17/2019 7:28 AM
73	FEMA	4/17/2019 7:24 AM
74	FEMA	4/17/2019 7:01 AM
75	TSA	4/17/2019 6:40 AM
76	Coast Guard	4/17/2019 6:37 AM

## DHS leadership Survey

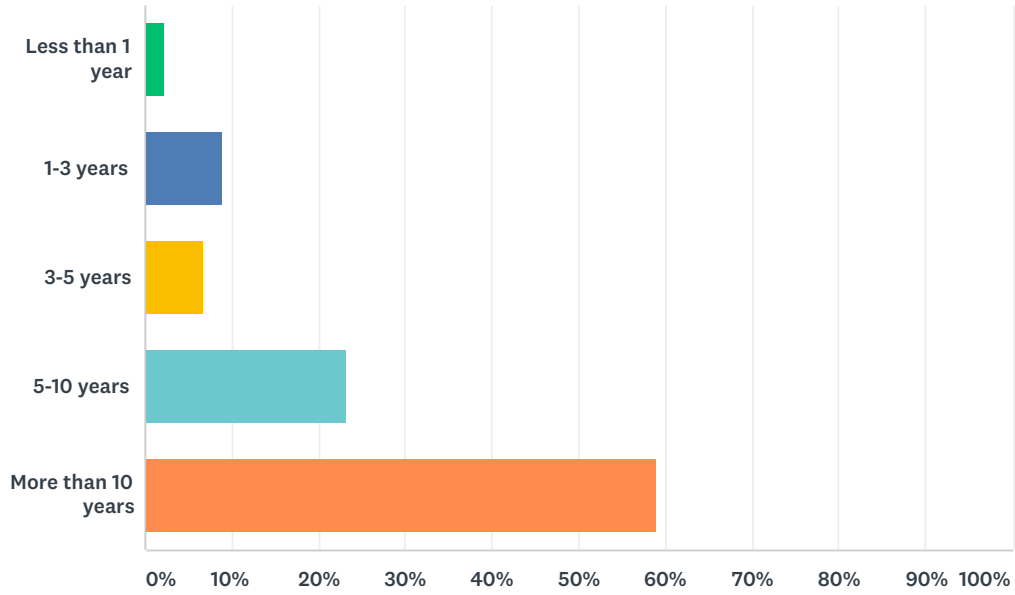
77	DHS HQ	4/17/2019 5:57 AM
78	CBP	4/17/2019 1:28 AM
79	CBP	4/16/2019 10:56 PM
80	Component	4/16/2019 10:20 PM
81	Uscis	4/16/2019 9:37 PM
82	OBIM	4/16/2019 9:07 PM
83	Regional Office	4/16/2019 9:06 PM
84	Headquarters	4/16/2019 9:04 PM
85	Component	4/16/2019 6:18 PM
86	Customs Border Protection	4/16/2019 6:15 PM
87	CBP	4/16/2019 5:47 PM
88	FEMA	4/16/2019 5:40 PM
89	ICE	4/16/2019 5:25 PM
90	SCOPS	4/16/2019 5:16 PM
91	U.S. Customs and Border Protection	4/16/2019 5:01 PM
92	FPS HQ	4/16/2019 4:57 PM
93	TSA	4/16/2019 4:49 PM
94	component	4/16/2019 4:45 PM
95	ICE	4/16/2019 4:44 PM
96	Component	4/16/2019 4:31 PM
97	US secret service	4/16/2019 4:29 PM
98	FEMA	4/16/2019 4:29 PM
99	FEMA	4/16/2019 4:28 PM
100	IRIS	4/16/2019 4:27 PM
101	HQ	4/16/2019 4:21 PM
102	fema reservist	4/16/2019 4:19 PM
103	Cg	4/16/2019 4:19 PM
104	USCIS Field Office	4/16/2019 4:19 PM
105	TSA - Airport	4/16/2019 4:17 PM
106	HQ	4/16/2019 4:13 PM
107	HQ	4/16/2019 4:11 PM
108	HQ	4/16/2019 4:08 PM
109	TSA	4/16/2019 4:02 PM
110	USCG	4/16/2019 4:01 PM
111	component	4/16/2019 4:01 PM
112	Component	4/16/2019 4:01 PM
113	Customs and Border Protection	4/16/2019 4:00 PM
114	Headquarters	4/16/2019 3:58 PM
115	CISA	4/16/2019 3:57 PM
116	OIG	4/16/2019 3:55 PM
117	component	4/16/2019 3:53 PM

## DHS leadership Survey

118	FEMA	4/16/2019 3:51 PM
119	Component	4/16/2019 3:51 PM
120	HQ	4/16/2019 3:46 PM
121	tsa	4/16/2019 3:46 PM
122	US Immigration and Customs Enforcement	4/16/2019 3:45 PM
123	Office of Inspector General	4/16/2019 3:45 PM
124	FEMA	4/16/2019 3:45 PM
125	ICE	4/16/2019 3:45 PM
126	component	4/16/2019 3:45 PM
127	Component	4/16/2019 3:44 PM
128	CBP	4/16/2019 3:44 PM
129	Component	4/16/2019 3:43 PM
130	component	4/16/2019 3:43 PM
131	USCIS	4/16/2019 3:43 PM
132	FEMA	4/16/2019 3:43 PM
133	FEMA	4/16/2019 3:43 PM
134	Component	4/16/2019 3:42 PM

### Q3 How long have you worked for DHS?

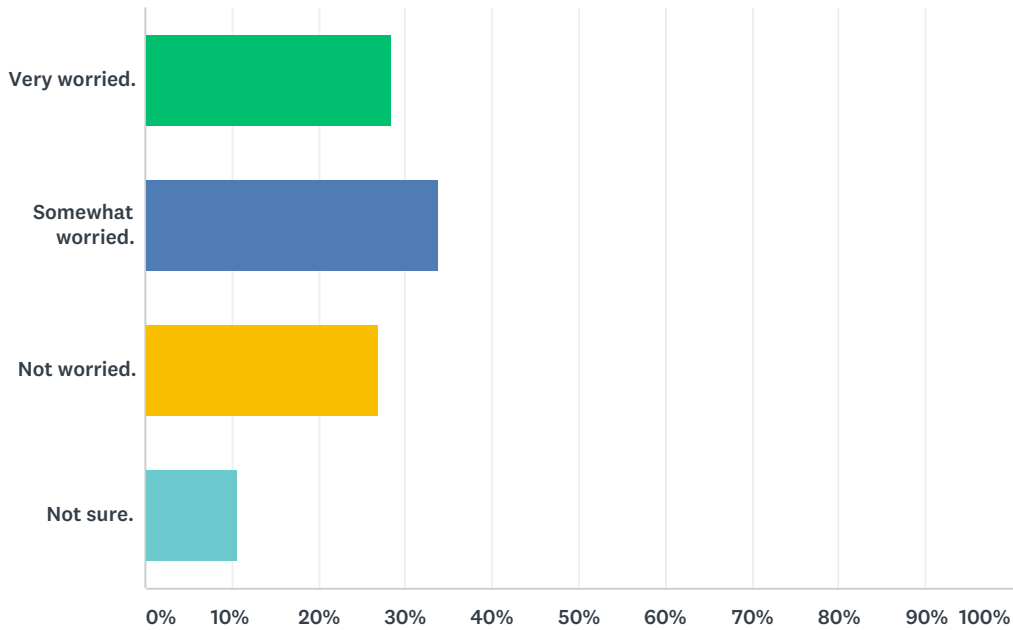
Answered: 134 Skipped: 16



ANSWER CHOICES	RESPONSES	
Less than 1 year	2.24%	3
1-3 years	8.96%	12
3-5 years	6.72%	9
5-10 years	23.13%	31
More than 10 years	58.96%	79
<b>TOTAL</b>		<b>134</b>

## Q4 Recent leadership changes at DHS have me feeling:

Answered: 130 Skipped: 20



ANSWER CHOICES	RESPONSES	
Very worried.	28.46%	37
Somewhat worried.	33.85%	44
Not worried.	26.92%	35
Not sure.	10.77%	14
<b>TOTAL</b>		<b>130</b>

#	COMMENTS:	DATE
1	Doesn't affect me	4/22/2019 10:43 AM
2	From worse to worse...	4/19/2019 7:35 PM
3	Sometimes, too much change in any organization during significant crises can cause morale and procedural issues. In my prior military career, I experienced significant leadership changes that led to much uncertainty which affected retention.	4/19/2019 7:22 PM
4	waiting for the other shoe to drop	4/19/2019 9:51 AM
5	No effect about changes	4/19/2019 9:47 AM
6	Receiving emails to "volunteer" at the Southern Border made me realize DHS has no control over what's going on at the Border.	4/19/2019 8:25 AM
7	Placement of some people in charge after re-organization and those who have been in place do not have the skills or the insight to lead.	4/19/2019 7:23 AM
8	Too many changes.	4/19/2019 6:39 AM

## DHS leadership Survey

9	Each time the leadership changes - new requirements must be implemented - causing a restart for some employees and jobs that because it the new requirements. When you have too many there is no solid ground. It not just changes in leadership, its affects mid-level and below changes as well - cause those employees are changed as well - no stability - it's a revolving door because people get frustrated. The only people who stay are the ones you want to go.	4/19/2019 6:33 AM
10	I don't think it's worse with Nielsen gone.	4/18/2019 10:17 PM
11	Leadership changes don't change the actual mission we must perform.	4/18/2019 4:17 PM
12	Changes were made for the wrong reasons. Appointees made also for the wrong reasons. DHS does not equal CBP.	4/18/2019 3:52 PM
13	This environment is constantly changing senior managers. This is more frequent, but not different.	4/18/2019 3:32 PM
14	Politics at that level will always create change.	4/18/2019 3:00 PM
15	There seems to be no real communication. I was told my unit is disbanding and no one knows where we will go, they say we will be doing the same work, but I question that. The Supervisor's I have spoken to say they don't know what is going to happen to them either.	4/18/2019 2:57 PM
16	I think there have been too many changes in top positions over the past year.	4/18/2019 2:36 PM
17	DHS keep undergoing change after change from leadership to organizational structure. There is no stability. Other D and As have made comments that they don't want to deal with us cause we keep changing. Plus our branding is all over the place. US-Cert ICS-Cert to HIRT and CTDA...what does that even mean?	4/18/2019 2:33 PM
18	I like having operationally experienced leaders at the top but am very concerned that they have not removed horrible, toxic, leaders e.g. worst place to work in the Federal government of 400+components like DNDO	4/18/2019 2:29 PM
19	We had a great talk with our leadership and they made it clear what our mission requirements are and how we will continue to carry them out.	4/18/2019 2:26 PM
20	Who cares. DHS has been a revolving door since its inception. It seems to be a stepping stone from DHS HQ to some other agency	4/18/2019 2:24 PM
21	Not sure we're focused on the mission we were created to perform	4/18/2019 2:24 PM
22	Surprised not worried	4/18/2019 2:19 PM
23	Stability is very important in any agency.	4/18/2019 2:13 PM
24	we are strong, confident and able to adjust to all changes and conditions.	4/18/2019 2:12 PM
25	Retiring very soon, no opinion.	4/18/2019 2:06 PM
26	With changing of various component leadership, does make you wonder, however, I seen various changes being made, and hoping that it is for best. Nothing stays the same, we live in a changing society.	4/18/2019 1:07 PM
27	God bless Brock Long	4/18/2019 7:33 AM
28	We are getting deep into the bench and a lot of these folks aren't first stringers. Very confident in our Administrator, but that's where it begins and ends.....and he's off being "acting" for someone else.	4/18/2019 7:26 AM
29	Things will work out.	4/17/2019 2:02 PM
30	I don't trust this Administration, and losing corporate knowledge with so much turnover is making it even worse.	4/17/2019 1:42 PM
31	With each Administration there are always changes.	4/17/2019 1:21 PM
32	Constant changes in leadership lead to changes in vision. Changes in vision result in changes in goals. Changes in goals and vision change interrupt continuation of business and we have to start all over again over and over. That's why we still don't have a defined agency culture.	4/17/2019 12:19 PM
33	We, the rank and file, know our jobs and "continue to march" and do them regardless of who is in charge. Not sure how a cabinet level change of the Secretary has much effect on us accomplishing the mission.	4/17/2019 8:54 AM
34	with changeover so rapidly and frequently there has to be a transition impact with loss of knowledge transfer.	4/17/2019 8:24 AM

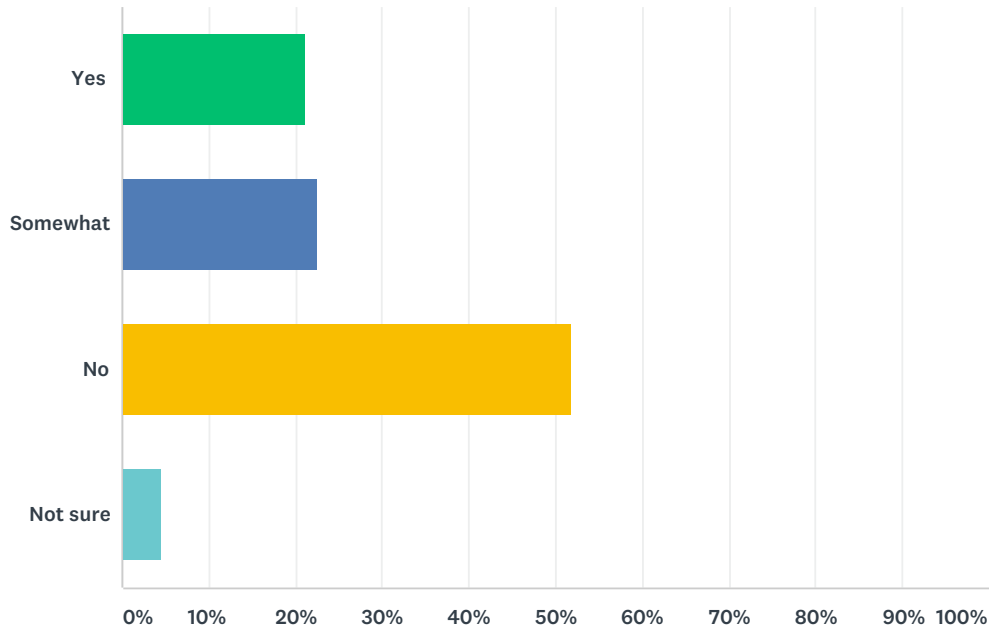


## DHS leadership Survey

35	Leadership of CISA has limited IT backgrounds, or virtually none. Attended Listening Sessions, which proposed initiatives we heard 10 years ago. Technology evolution has now outstripped internal protections, and operational equipment. We are in a catch-up phase trying to reach goals that have long been obviated. Efficiency is not a priority.	4/17/2019 7:49 AM
36	The new acting Secretary is extremely competent, but just wondering how long he will last. Beginning to think working under this administration is a career killer	4/17/2019 7:43 AM
37	DHS has been in a state of flux since its creation. Merging the varied missions, cultures, and traditions of 22+ agencies was never a good idea; it has proven very disruptive of the agencies and has compromised mission success. Leadership has focused on the occasional lack of failure to claim overall success. In fact, it appears to me that leadership chaos is irrelevant; DHS appears to be structurally unsound.	4/17/2019 6:52 AM
38	Not worried, but irritated.	4/17/2019 6:38 AM
39	I'm not sure the true reason I am seeing senior leaders resign within a short time span of each other.	4/17/2019 1:29 AM
40	Why is top leadership leaving? What are they not telling us???	4/16/2019 10:57 PM
41	A nearly total loss of continuity except for the Coast Guard.	4/16/2019 10:23 PM
42	This agency is the Titanic; low morale, no leadership, every man for himself, no opportunity, demoralized	4/16/2019 6:18 PM
43	Wondering about the stability of DHS and what changes may be coming	4/16/2019 5:42 PM
44	Acting Secretary McAleenan and his direct reports face stiff challenges with limited resources and sudden changes in direction.	4/16/2019 5:07 PM
45	People come and go and at that level, work at the Presidents pleasure.	4/16/2019 4:22 PM
46	altho I will miss the leadership of Brock.	4/16/2019 4:20 PM
47	given the current border issues to change main leadership seems disruptive to what we are trying to accomplish	4/16/2019 4:18 PM
48	Appointees come and go....	4/16/2019 4:15 PM
49	lack of stibility	4/16/2019 4:12 PM
50	Come to expect changes	4/16/2019 4:03 PM
51	Praying for improvements	4/16/2019 4:00 PM
52	overall leadership of the government seems chaotic	4/16/2019 3:54 PM
53	Maintaining leadership is horrible, not enough time to know the job and trusting them to do their job. Leadership should trust their judgement!	4/16/2019 3:54 PM
54	It is not helpful to the organization. The revolving doors of leadership does not help with consistency and having a focus with changing leaders with different ideas on the direction the organization is heading.	4/16/2019 3:49 PM
55	"Order your people to break the law and I'll give you a pardon." Imagine how much worse it can get.	4/16/2019 3:49 PM
56	Political appointees have very little actual power. The career people do all the work. I am not worried because we have some excellent career people in the upper echelons at ICE and DHS.	4/16/2019 3:47 PM
57	There is too much chaos going on. No real leadership.	4/16/2019 3:46 PM
58	The Department needs permanent leaders. No one in an "acting" role feels comfortable making long-term plans or commitments. The lights stay on when agency or Departmental leadership is in transition, but time and progress are lost on many fronts.	4/16/2019 3:45 PM
59	Happens all the time...they come and they go!	4/16/2019 3:45 PM

## Q5 Have leadership changes and vacancies impacted you and your daily work in recent weeks?

Answered: 133 Skipped: 17



ANSWER CHOICES	RESPONSES	
Yes	21.05%	28
Somewhat	22.56%	30
No	51.88%	69
Not sure	4.51%	6
<b>TOTAL</b>		<b>133</b>

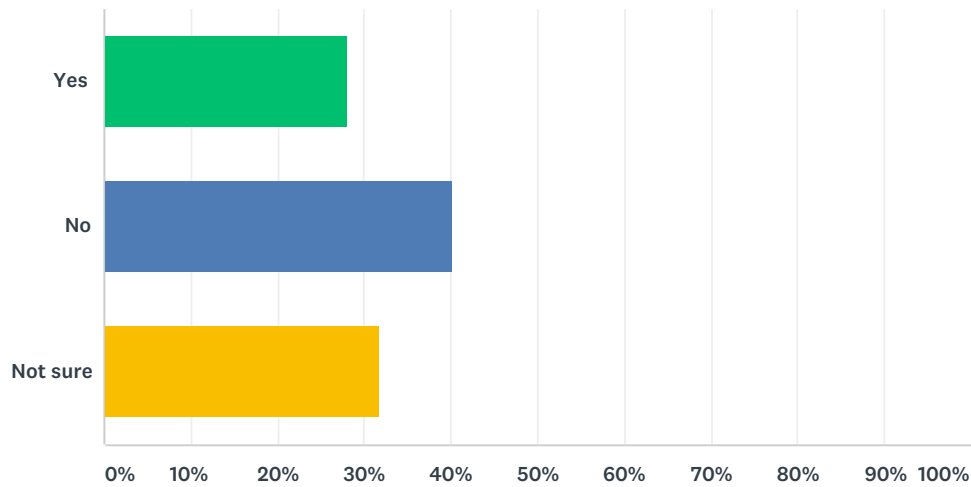
#	COMMENTS:	DATE
1	the way we report to leadership is evolving once again	4/19/2019 9:51 AM
2	No focus given and if so, very vague in nature.	4/19/2019 7:23 AM
3	You just keep doing what you are doing - even when it feels like useless effort because things are changing.	4/19/2019 6:33 AM
4	Brock Long was a loss for FEMA. He truly understands the agency and had an effective and strategic management style. He was a good leader.	4/18/2019 10:17 PM
5	Vacancies	4/18/2019 4:21 PM
6	Additional duties at times.	4/18/2019 2:53 PM
7	It takes people over a year to on board once they are hired. Then the person you hired them is no longer working for DHS.	4/18/2019 2:33 PM
8	There were efforts to investigate misbehavior by CWMD A/S and his chief of staff; with the sudden resignations of S1 and S2, there is concern that the A/S will not suffer consequences and will not be held accountable. Morale is horrible.	4/18/2019 2:29 PM
9	Decisions aren't made as quickly on programs due to fear of backlash	4/18/2019 2:24 PM

## DHS leadership Survey

10	Keeping my focus on our important mission yet sometimes, I feel like it would be better to keep senior leadership in place for at least four years. We are going through a realignment which has its challenges. We have yet to see a complete Organizational Chart and to fully understand who reports to who.	4/18/2019 2:13 PM
11	Yes, but that is expected. We just continue on and support the mission.	4/18/2019 2:12 PM
12	Because of the Government Shut Down, it appears to be a little difference, as far as co-workers reaching out to one another, it brought about a change of financial awareness to all.	4/18/2019 1:07 PM
13	I'm a bean counter. Congress impacts me more than leadership vacancies.	4/18/2019 7:26 AM
14	not drastically, but the worry impacts most employees daily, i would think.	4/17/2019 1:42 PM
15	Constant changes in leadership lead to changes in vision. Changes in vision result in changes in goals. Changes in goals and vision change interrupt continuation of business and we have to start all over again over and over. That's why we still don't have a defined agency culture.	4/17/2019 12:19 PM
16	Vast changes in leadership mean that new senior staff are unaware of current employee's capabilities, and tend to focus on their personal areas of expertise v. meaningful operational efficiencies, impact effectiveness and productivity.	4/17/2019 7:49 AM
17	TSA management has been largely indecisive to the point of inertia throughout TSA's history. The current senior leadership chaos exacerbates this problem. No good idea goes unignored.	4/17/2019 6:52 AM
18	More of a distraction than anything else.	4/17/2019 6:38 AM
19	There is no leadership	4/16/2019 6:18 PM
20	Not directly but there is uncertainty in the agency	4/16/2019 5:42 PM
21	Leadership changes have delayed projects and upended delivery schedules.	4/16/2019 5:07 PM
22	We have seen an influx in work load.	4/16/2019 4:22 PM
23	management on the moods of the executive doesn't work	4/16/2019 3:54 PM
24	Political appointees have very little actual power. The career people do all the work. I am not worried because we have some excellent career people in the upper echelons at ICE and DHS.	4/16/2019 3:47 PM

## Q6 Have leadership changes and vacancies impacted you and your office's ability to accomplish long term mission goals?

Answered: 132 Skipped: 18



ANSWER CHOICES	RESPONSES	
Yes	28.03%	37
No	40.15%	53
Not sure	31.82%	42
<b>TOTAL</b>		<b>132</b>

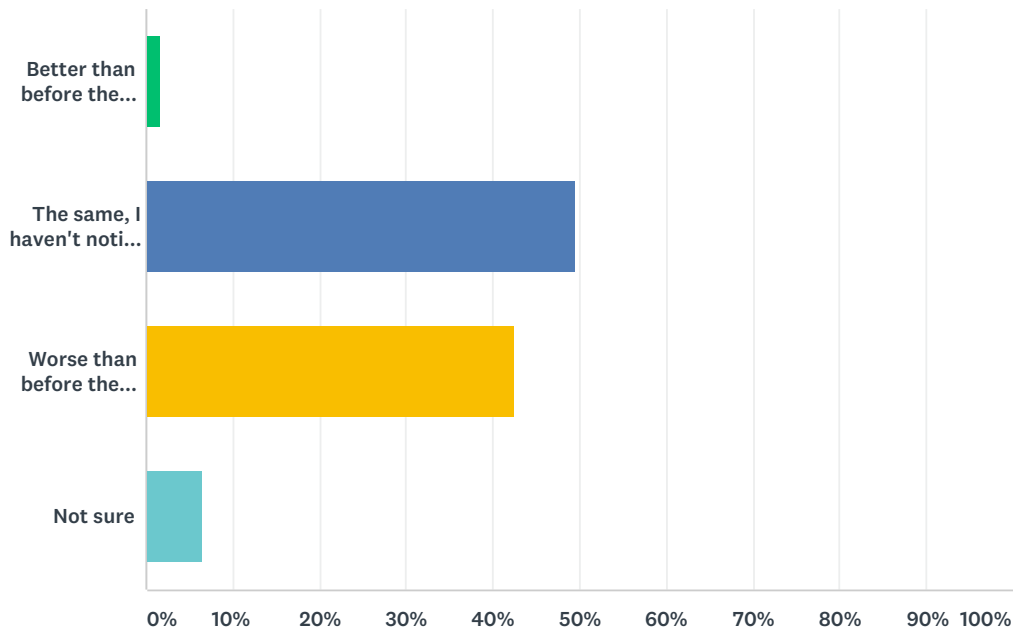
#	COMMENTS:	DATE
1	Some employees are required to pick up non traditional or unfamiliar roles causing some impact in their quality of work.	4/19/2019 7:22 PM
2	Mission goals keep changing, which just recently impacted our performance goals. They were changed mid-year and based on what many in our office do, they have now made it close to impossible to receive Achieved Excellence.	4/19/2019 8:25 AM
3	Again - lack of information and clear substance in what is being put out there. Allot of fluff!	4/19/2019 7:23 AM
4	The actual/overall mission no - however, there are minor mission for individuals offices that can not be met - don't know what they are.	4/19/2019 6:33 AM
5	Too early to know.	4/18/2019 10:17 PM
6	Contingency planning is missing	4/18/2019 4:23 PM
7	Political games in the Congress directly affect and impact my office's ability to accomplish long term mission goals, not senior managers changing.	4/18/2019 3:32 PM
8	Once again our long term goals and objectives change with leadership changes.	4/18/2019 2:33 PM
9	There was a misguided effort to create a massive self-licking ice-cream-cone by giving A/S CWMD the ability to assess his own risk, assess his own threat, buy his own stuff (see L.A. Times article on BD-21), set his own requirements, procure his own stuff and have the sole voice to the secretary Oh, and they gave him his own R&D money AND grantmaking authority too---with all technical oversight and independent policy oversight removed. How could this possibly go wrong? 70 out of 200 have already left and many more are heading for the door, not because of the new McAleenan leadership, but because of the lack of accountability for poor, dishonest leaders at the political level.	4/18/2019 2:29 PM

## DHS leadership Survey

10	Not as focused on long term	4/18/2019 2:24 PM
11	But not at the DHS level-leadership at the Component level is problematic	4/18/2019 2:13 PM
12	Our team always finds a way to get the mission accomplished.	4/18/2019 2:13 PM
13	Above my pay grade to set goals.	4/18/2019 2:06 PM
14	Leadership continues to strive for better management of their organization, even with the departing of many top leader.	4/18/2019 1:07 PM
15	Might be impacting our SESers, which would get to us.	4/18/2019 7:26 AM
16	Constant changes in leadership lead to changes in vision. Changes in vision result in changes in goals. Changes in goals and vision change interrupt continuation of business and we have to start all over again over and over. That's why we still don't have a defined agency culture.	4/17/2019 12:19 PM
17	Long-term goals have only tangentially been achieved due to evolving technology, major internal leadership/staff turnover, increasing scope.	4/17/2019 7:49 AM
18	Long term mission achievement was at risk before the current chaos.	4/17/2019 6:52 AM
19	Too early to tell.	4/17/2019 6:38 AM
20	TSA needs Administrator Pekoske to complete a major restructuring which is driven by his vision and leadership.	4/16/2019 10:23 PM
21	No leadership here, body with no head	4/16/2019 6:18 PM
22	Not that I am aware at this time	4/16/2019 5:42 PM
23	We risk defaulting on external commitments to partner agencies and to trade participants.	4/16/2019 5:07 PM
24	We are impacted with a heavier load of work.	4/16/2019 4:22 PM
25	as a reservist this doesnt apply	4/16/2019 4:20 PM
26	we march on	4/16/2019 3:54 PM
27	It has slowed the work or caused the work to be cancelled.	4/16/2019 3:49 PM
28	Goals? What is this "goals" of which you speak?	4/16/2019 3:49 PM
29	The high executive turnover in the ICE CIO shop a few years ago greatly impacted our mission but the political appointee turnover is no problem.	4/16/2019 3:47 PM
30	As written above: The Department needs permanent leaders. No one in an "acting" role feels comfortable making long-term plans or commitments. The lights stay on when agency or Departmental leadership is in transition, but time and progress are lost on many fronts.	4/16/2019 3:45 PM

## Q7 What has morale within your workplace been like over the past month?

Answered: 125 Skipped: 25



ANSWER CHOICES	RESPONSES
Better than before the leadership changes started occurring	1.60% 2
The same, I haven't noticed a difference in morale	49.60% 62
Worse than before the leadership changes started occurring	42.40% 53
Not sure	6.40% 8
<b>TOTAL</b>	<b>125</b>

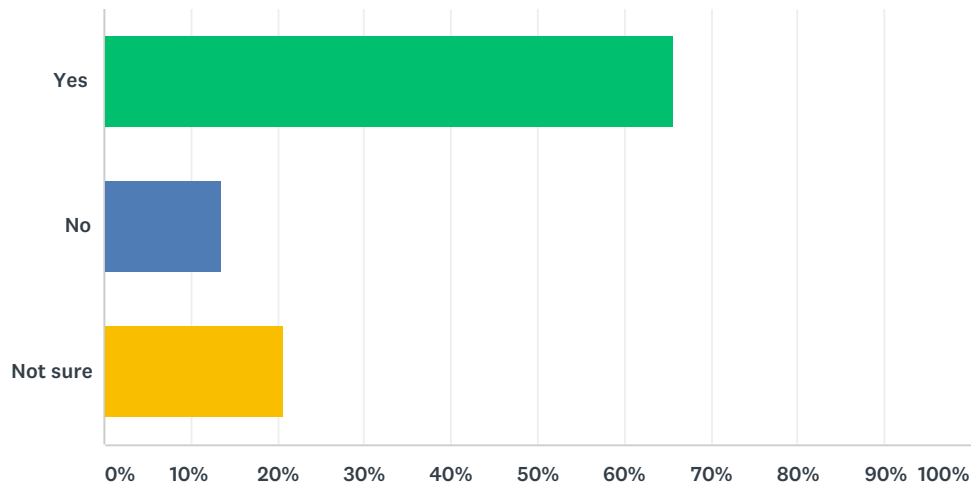
#	COMMENTS:	DATE
1	DHS I&A-410 out of 410 on the FEVS	4/19/2019 9:52 AM
2	Once the new "performance goals" were provided, people began leaving that same week! Currently experiencing high turnover. Morale is the lowest it's been in years and the high turnover isn't helping because now we have to absorb their workload.	4/19/2019 8:28 AM
3	Because of the lack of clarity on positions (who is in charge of those positions); lack of charts showing organization and who is in charge of those organizations (where are they located); etc. You don't know who is in charge or where to find them or contact them.	4/19/2019 7:25 AM
4	The leadership was horrible, now it's worst.	4/19/2019 6:40 AM
5	NO comments	4/19/2019 6:35 AM
6	The loss of Brock was a psychological blow to the staff.	4/18/2019 10:20 PM
7	People are taking things in strike but wondering what will happen next, and when something will happen to their office.	4/18/2019 3:53 PM
8	Moral is not a high point. Constant office moves, demanding work, assignments and expectations increasing almost on a daily basis.	4/18/2019 3:47 PM
9	Again, I think it helped tremendously that leadership offered transparency in the process.	4/18/2019 2:30 PM

## DHS leadership Survey

10	Only because there was hope that the outgoing Deputy Secretary was going to make some changes to current leadership at CWMD	4/18/2019 2:30 PM
11	Uncertainty is the prevailing feeling	4/18/2019 2:25 PM
12	DHS employees have been through a lot this year with the 35 day government shut down and major changes in leadership suddenly. I think for younger employees at the beginning or in the middle of their careers DHS does not offer a roadmap to their upward mobility. This has had an adverse impact on morale and some are seeking opportunities with the private sector or other government agencies. Redirect the focus back on taking care of our employees. This includes on time pay raises to keep pace with the cost of living and inflation. A stable retirement system that career employees can count on and use of telework where it makes sense.	4/18/2019 2:19 PM
13	hopefully with more funding we can ramp up the staff and continue on as we have done in the past.	4/18/2019 2:14 PM
14	Morale here has been BAD for several years.	4/18/2019 2:07 PM
15	None	4/18/2019 7:28 AM
16	There are a lot of changes that need to happen to make the morale better but the leadership changes don't really account for the morale problems.	4/17/2019 2:04 PM
17	It has been awful for the last few years. This just makes it worse. Low morale and burn out are the new norm in this agency.	4/17/2019 12:20 PM
18	I am sure as it would vary from component to component. However, I will say that when hard working employees such as the USM lose their jobs with 3 days notice due to being caught up in the fray it makes you realize how political even Non-Political civilian position can end up being.	4/17/2019 8:28 AM
19	Chaotic firing of DHS leadership, lack of informed policy issuing from the White House, punitive White House decisions, and transformation of the White House into a tabloid mini-series is vastly disheartening. Like the fire in Notre Dame.	4/17/2019 7:52 AM
20	Not so much changes in what we are doing, but more in the area of unsure about the future.	4/17/2019 7:45 AM
21	Most mature employees are inured to these challenges; some think the current chaos presents opportunities for career advancement. Younger employees are either oblivious or shaken, but there are no signs of panic.	4/17/2019 6:54 AM
22	Below low morale, no one cares	4/16/2019 6:19 PM
23	Uncertainty	4/16/2019 5:43 PM
24	Worse because of uncertainty.	4/16/2019 5:26 PM
25	There seems to be more gallows humor in discussions.	4/16/2019 5:11 PM
26	currently demobed	4/16/2019 4:21 PM
27	Morale has not noticeably changed, but the changes captured everyone's attention for a day or two.	4/16/2019 4:21 PM
28	I have my own morale problems	4/16/2019 4:17 PM
29	Same bad just a little different	4/16/2019 4:03 PM
30	Moral has been bad since 2015 and is getting worse	4/16/2019 4:02 PM

## Q8 Do you think some DHS mission needs have been prioritized over others over the last year?

Answered: 125 Skipped: 25



ANSWER CHOICES	RESPONSES
Yes	65.60% 82
No	13.60% 17
Not sure	20.80% 26
<b>TOTAL</b>	<b>125</b>

#	COMMENTS:	DATE
1	Its all border wall and immigration enforcement at the detriment of all other missions.	4/22/2019 9:22 AM
2	And some placed on hold.	4/19/2019 7:25 AM
3	somewhat in some areas	4/19/2019 6:35 AM
4	It's all immigration at the moment.	4/18/2019 10:20 PM
5	The transitioning of Department-wide senior managers to St. Elizabeth may make significant improvements in mission creep. The border issue and immigration must be a bi-partisan effort.	4/18/2019 3:34 PM
6	Not sure what you are trying to get out of the answer to this question. Every business and the government has mission needs that are prioritized over others.....	4/18/2019 3:16 PM
7	Border security SHOULD take high level of importance.	4/18/2019 3:02 PM
8	Border security seems to have taken over the top priority.	4/18/2019 2:37 PM
9	CBP and ICE is getting the attention. CISA (NPPD) should be getting more focus from congress other than name changes or reorgs. Fundamentally what is it we do?	4/18/2019 2:34 PM
10	Immigration is clearly at the forefront; and that is not a bad thing.	4/18/2019 2:25 PM
11	I fully understand the importance of securing our southern border. Yet I feel that their our other priorities that should be fully funded where it makes sense.	4/18/2019 2:19 PM
12	We have certainly improved, however we need more staff.	4/18/2019 2:14 PM
13	Not really qualified to say. TSA appears to me to be on point and we continue to train and deploy.	4/18/2019 7:28 AM
14	Substantiated by a strong informed technologically savvy leadership with unwavering moral character.	4/17/2019 7:52 AM



## DHS leadership Survey

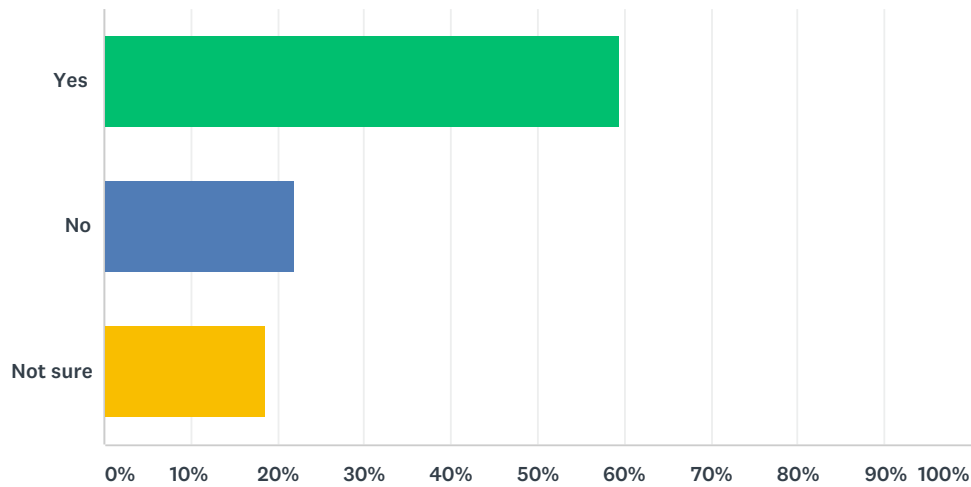
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15	Security of the southern border has surpassed everything and I am afraid this is at the expense of security in other areas.	4/17/2019 7:45 AM
16	ICE and Border Patrol have been prioritized.	4/17/2019 6:54 AM
17	Absolutely! From my level, the focus has been primarily shore-based security, not so much on the maritime element (I'm Coast Guard).	4/17/2019 6:40 AM
18	I'm not really sure what my priority is anymore. It seems to change on a regular basis. Now with the caravans causing issues along the southern border, our manpower is spread thin.	4/17/2019 1:33 AM
19	We're kept in the dark most of the time.	4/16/2019 10:58 PM
20	Border security is the principal focus.	4/16/2019 10:24 PM
21	All about CBP and the wall	4/16/2019 9:11 PM
22	All a waste of time n tax dollars; redundant no lasting effect	4/16/2019 6:19 PM
23	Unaware if so	4/16/2019 5:43 PM
24	Catchphrases like "border security" are in vogue, but what they actually mean is not agreed among stakeholders.	4/16/2019 5:11 PM
25	Funding has followed politics	4/16/2019 4:33 PM
26	Border security and immigration enforcement appear to be eating up the available dollars and attention. It's not clear whether disaster relief, aviation security, cybersecurity, etc. are being adequately funded and advanced.	4/16/2019 4:21 PM
27	I certainly hope so	4/16/2019 4:17 PM
28	Immigration over cyber	4/16/2019 3:58 PM
29	The "bedspace issue" has killed our CIO shop budget and I assume other non-ERO shops as well. We have to slash budgets throughout the FY.	4/16/2019 3:48 PM
30	Border security...where its really needed.	4/16/2019 3:45 PM

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## Q9 Do you think recent leadership changes at DHS will impact the department's ability to recruit new talent?

Answered: 123 Skipped: 27



ANSWER CHOICES	RESPONSES
Yes	59.35% 73
No	21.95% 27
Not sure	18.70% 23
TOTAL	123

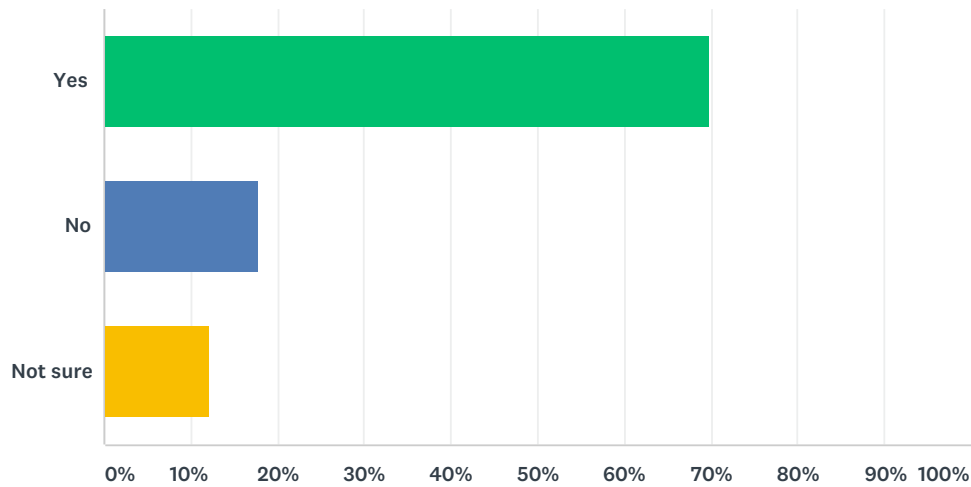
#	COMMENTS:	DATE
1	instability does not breed confidence; also, it's a political lightning rod with recent high visibility immigration policies/execution	4/19/2019 9:53 AM
2	Yes, DHS has a high turn over rate (no one talks about this) and it's the 4,000 ton animal in the room. Any business would of been out of business years ago and closed up. You can not run an organization at 60+% turn over each year and keep the same leadership in place. There is a reason those 60% are leaving.	4/19/2019 7:28 AM
3	The process is confusing - people do not want to come into confusion. Even if they do - they don't stay very long.	4/19/2019 6:38 AM
4	It won't affect recruitment of career staff at FEMA. But it must have an impact on recruiting political appointees.	4/18/2019 10:24 PM
5	It's a political playground with a very big and loud bully.	4/18/2019 3:55 PM
6	No. Continued Congressional assaults on the entirety of federal benefits will have a significant and detrimental effect on all future hiring efforts - government-wide.	4/18/2019 3:37 PM
7	But the government shutdown of DHS did and will. The previous Secretary failed to stand up for us unlike the Commandant of the Coast Guard who stood up and stated that this treatment was unacceptable.	4/18/2019 3:05 PM
8	No, the government reputation as more stable is still a drawing factor.	4/18/2019 3:05 PM
9	With all this uncertainty of what is happening some of the leadership we have now are talking about leaving and getting new ones on-board right now would not give them a warm and fuzzy with all the uncertainty, I think it would be in the best interest to put a hiring freeze on CISA until they know what is happening to the current staff.	4/18/2019 3:00 PM

## DHS leadership Survey

10	I don't. We are a law enforcement agency. If we continue to appeal to people who believe in our mission, we will get some of the best people. However, we have to be able to communicate that to the public as well.	4/18/2019 2:41 PM
11	You need to work with people, not just replace them when they don't agree with you.	4/18/2019 2:38 PM
12	IN both ways---I think more operational types will want to work for these solid organizational leaders in McAleenan, Pekoske and USCG; but unless changes are made to the oversight structure and personnel who score low on honesty on the FEVs survey (Q.54), then attribution will continue to be extremely high.	4/18/2019 2:33 PM
13	We no longer seem as stable as we have been	4/18/2019 2:26 PM
14	All agencies need a clear and stable mission. Directional shift at the top have an adverse impact on the mission over time.	4/18/2019 2:22 PM
15	We need to concentrate on the border and what is not only needed for the employees, for the individuals trying to come into the united states. Our staff work 24/7 protecting and serving this nation, unfortunately our facilities cannot accommodate the need currently.	4/18/2019 2:19 PM
16	Not with this leadership at this sector	4/18/2019 2:07 PM
17	Again, you don't have the first stringers in charge and that does not make the department more attractive for younger folks.	4/18/2019 7:31 AM
18	Its possible. Government over all needs to be doing better to recruit new talent.	4/17/2019 2:06 PM
19	The department and its agencies have a bad reputation already for people to want to come to work with us.	4/17/2019 12:22 PM
20	DHS has never been successful in attracting the best/brightest. The constant negativity issuing from the current administration diminishes this further. Why work in chaos when you can go to California?	4/17/2019 7:56 AM
21	If I was looking for a job, I would not come to DHS due to the uncertain future.	4/17/2019 7:47 AM
22	Top talent is unwilling to serve under these conditions: serving for extended periods in an acting capacity, constantly subject to public criticism by the president, under daily demands to achieve shifting or unclear and often unattainable goals. Persons willing to serve in leadership under these conditions are either numb or looking primarily to further their post-government careers; neither condition bodes well for mission achievement.	4/17/2019 6:59 AM
23	Recruiting is already an issue since it takes several months to get hired. I blame OPM for the hiring issue.	4/16/2019 10:59 PM
24	As is, nobody wants to work; have the highest attrition rate, can't keep people, lowest in fed surveys year after year. All one big lie	4/16/2019 6:22 PM
25	Possibly	4/16/2019 5:44 PM
26	Combined with threats against local federal workers and the prolonged shutdown, leadership changes don't indicate a DHS career is desirable.	4/16/2019 5:15 PM
27	the current social climate is such that recruitment into any federal agency is difficult	4/16/2019 4:23 PM
28	Hard to imagine it will help, but can't point to anything solid that says so.	4/16/2019 4:19 PM
29	We are a multi layer department but the mission is still the same. Safety and public trust	4/16/2019 4:05 PM
30	It seem the recent changes send a message that the organization is not a stable environment to work.	4/16/2019 3:51 PM

## Q10 Do you think recent changes at DHS will impact the department's ability to retain top talent?

Answered: 123 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	69.92%	86
No	17.89%	22
Not sure	12.20%	15
<b>TOTAL</b>		<b>123</b>

#	COMMENTS:	DATE
1	we have lost a lot of talent in the past two years, have lost branding of our agency, and everything is tinged with politics	4/19/2019 9:53 AM
2	Folks don't want to stay in this environment.	4/19/2019 8:29 AM
3	See above... keep doing the same thing and you wonder why you get the same results.	4/19/2019 7:28 AM
4	For a minute. Get the title on your resume and you leave - no loyalty - not there long enough to really care.	4/19/2019 6:38 AM
5	I think people are more inclined to retire. I don't think the politicals have better opportunities elsewhere.	4/18/2019 10:24 PM
6	Pay scale is not comparable to GS	4/18/2019 7:43 PM
7	People will want to get a new job so they're tossed on their butts for caprice.	4/18/2019 3:55 PM
8	Several people have retired who were not intending on retiring, but decided they had enough.	4/18/2019 3:05 PM
9	it appears that talent at that level isn't what is wanted, but rather politics.	4/18/2019 3:03 PM
10	It could have an impact in the immediate future, however, once things settle and people see we are handling the needed service of protecting public interest, I believe the top talent will strongly consider DHS.	4/18/2019 2:41 PM
11	Its hard to keep great people when the target keeps changing.	4/18/2019 2:35 PM
12	In both ways; working for operational leaders who clearly care about the mission will attract good talent; but unless they weed out the bad leaders, and re-empower internal, independent checks and balances, then certain key areas of DHS will continue to empty out.	4/18/2019 2:33 PM

## DHS leadership Survey

13	Instability and uncertainty reigns	4/18/2019 2:26 PM
14	I feel that younger talent will leave the agency because of instability, lack of clear promotion paths, and an uncertain future. We need to always try and recruit the best talent.	4/18/2019 2:22 PM
15	We need to move more towards a professional federal workforce with limited contractors. We are paying a tremendous amount of money for knowledge that is walking out the door. Training and promoting within the components needs to be the new norm.	4/18/2019 2:19 PM
16	Unless motivated entirely by patriotism, why would the best want to work for an organization with a leadership merry-go-round and by default, shifting priorities?	4/18/2019 7:31 AM
17	Some folks do not want TOP leadership positions and may be pushed into them. Being pushed may cause them to leave. That would be sad as they are good leaders in their present positions.	4/17/2019 2:06 PM
18	Yes. Most coworkers are currently and actively looking for work somewhere else.	4/17/2019 12:22 PM
19	No consistency. No support. Begrudging attitude. Lack of understanding of the continuing crises technology and climate change present.	4/17/2019 7:56 AM
20	Why would someone come here as a political appointee? They know that within a year their reputation would be in ruins with the administration blaming them for everything and their career would be over.	4/17/2019 7:47 AM
21	Same comment.	4/17/2019 6:59 AM
22	Top talent?? We can't keep talent, if we do we will brow beat them to low morale n despair.	4/16/2019 6:22 PM
23	Yes people like to fill stable in their job	4/16/2019 5:44 PM
24	Senior executives of all Cabinet departments and components seem to be disposable on someone's whim.	4/16/2019 5:15 PM
25	is it a matter of retaining top talent or finding top talent elsewhere.	4/16/2019 4:23 PM
26	Top talent is a relative term, with the loss of the House, some concessions should be made.	4/16/2019 4:19 PM
27	Without consistent management with a consistent message causing disarray. Top talent are going to do where they are most appreciated and can have stability.	4/16/2019 3:51 PM
28	In all honesty we continue to retread a lot of folks. We need new blood from the outside or inside, who have had other experiences in life. Because someone spent 20+ years with one agency does not make them always the right fit for the # 1 job...vision is limited!	4/16/2019 3:48 PM

DHS leadership Survey

Q11 What concerns you most about recent leadership shakeups at DHS?

Answered: 98 Skipped: 52

#	RESPONSES	DATE
1	Nothing concerns me about the leadership changes. My concerns are with Congress screwing with my retirement and COLA benefits as they keep threatening to do.	4/22/2019 10:45 AM
2	changes in work conditions	4/22/2019 10:28 AM
3	Loss of continuity and increased focus on border wall and immigration enforcement to the detriment of other critical missions	4/22/2019 9:24 AM
4	The LACK of leadership, because it all filters down, from the highest position (POTUS) to DHS to USCG to me.	4/22/2019 8:11 AM
5	The abrupt departure of Brock and Kristen. Both were highly respected within and were making positive, needed changes. Both were approachable and gave new energy to FEMA. I feel our dysfunctional Congress and their lack of support made leadership's mission untenable. Very sad and upsetting.	4/20/2019 1:10 PM
6	Ignoring the rule of law for purely political purposes	4/19/2019 7:37 PM
7	consistent policy for future events.	4/19/2019 7:23 PM
8	That we have an acting Secretary who will be limited in what he can do; he also has a very specific focus coming out of CBP. Advocating to support the broad mission of DHS may be impacted negatively	4/19/2019 9:54 AM
9	Nothing	4/19/2019 9:49 AM
10	It seems the ONLY focus is on immigration. And that seems to be flowing down directly from Trump. Puts the rest of Homeland Security at risk.	4/19/2019 8:32 AM
11	Just wondering if DHS is even going to be around much longer.	4/19/2019 8:10 AM
12	It's not based on what people bring to the table (back grounds, resume's etc). It's based on who it liked and family and associations.	4/19/2019 7:29 AM
13	Too incompetent and no one cares about employees.	4/19/2019 6:41 AM
14	The temporary Acting personnel are singularly focus and not focused to entire department and their expertize is not adequate.	4/19/2019 6:40 AM
15	DHS catches the brunt of blame for flawed immigration laws, which they are merely enforcing. Nobody wants to work at DHS with the public image perpetuated by the media. There are good people working very hard on important business but they are understaffed and unappreciated.	4/18/2019 11:05 PM
16	We could have a catastrophic disaster somewhere and the Secretary's office will be indecisive.	4/18/2019 10:26 PM
17	At TSA line workers like TSO's get timely raises and bonuses. Management does not get either. TSA has no care for middle managers	4/18/2019 7:45 PM
18	I am concerned that the Administration's laser focus may be distracting from other concerns that need attention in our Country.	4/18/2019 6:53 PM
19	Lack of consistent vision and focus	4/18/2019 4:24 PM
20	The president's ability to effectively work with new leadership in a legal and proper manner.	4/18/2019 4:19 PM
21	Recognition that DHS is much, much more than a one issue -- immigration -- department. In trying to keep his job, the acting secretary may make ill-advised statements to please his boss and worse, make misguided decisions to win approval of one person.	4/18/2019 3:57 PM
22	That DHS may not be able to accomplish its mission without significant political interference.	4/18/2019 3:49 PM
23	The question is skewed. I am, in fact, excited. Recent senior management could not think outside the box. It is my hope that a new perspective will "overturn" years of stagnation and inactivity.	4/18/2019 3:39 PM

## DHS leadership Survey

24	Whipsawed by change of priorities with each new actor; chronic understaffing, lack of respect from management	4/18/2019 3:32 PM
25	The people coming in will be even more Trump syncophants than those leaving. The organization will be even less professional than it was before!	4/18/2019 3:28 PM
26	None	4/18/2019 3:24 PM
27	The reality and the tragedy is that it's political and not for the greater good.	4/18/2019 3:18 PM
28	A Department Secretary needs to be appointed in order to have Department level authority, not just an appointee.	4/18/2019 3:07 PM
29	the unknown	4/18/2019 3:05 PM
30	focus on actual issue not as important as making others at that level appeased.	4/18/2019 3:04 PM
31	The fact that many Supervisor's don't know what's going on, and if they don't know that makes the rest of the staff really restless and nervous.	4/18/2019 3:01 PM
32	We understand political appointment has the potential leaders to leave quickly...however, having vacancies at these critical positions compounds when someone leaves. It concerns me that the Department won't get full advocacy at Congress because of leadership simply being spread too thin.	4/18/2019 2:48 PM
33	Too many position changes during a short period and the time it takes for new leaders to establish and act on their priorities.	4/18/2019 2:39 PM
34	Organization stability, changing priorities, and change for change sake.	4/18/2019 2:35 PM
35	The lack of fully independent, empowered internal checks and balances and the lack of accountability for those political leaders who are performing poorly....Congress doesn't want more "Acting" officials, but there are some who need to be replaced.	4/18/2019 2:35 PM
36	Congress inaction and negative view -- total politics	4/18/2019 2:30 PM
37	Who will be next? Who are our champions? Who is looking out for the interest of the rank and file, those who carry out the mission day to day?	4/18/2019 2:27 PM
38	At this time, cannot accurately forecast what concerns I will have under the new leadership.	4/18/2019 2:27 PM
39	Who is in charge? Who cares?	4/18/2019 2:26 PM
40	I was not worried about the DHS firing; however, I do not work directly for DHS but one of the components. I was worried that USCIS Director Cissna was going to leave. He has been a strong leader to improve and streamline USCIS, appears to have fresh, workable ideas, and would leave a void if no longer at the helm.	4/18/2019 2:22 PM
41	Most of my concerns have been addressed in other questions.	4/18/2019 2:22 PM
42	I personally don't have any concerns. We have so much talent within DHS and change is good and positive. A fresh set of eyes is always positive.	4/18/2019 2:20 PM
43	I don't have any concerns about DHS leadership. However, the TSA leadership is terrible and in some cases nonexistent	4/18/2019 2:18 PM
44	nothing	4/18/2019 2:14 PM
45	My concerns would focus on the new workforce as the baby boomers, are retiring and how the millennium precede political issues/concerns for the future.	4/18/2019 1:18 PM
46	It appears to be arbitrary and entirely motivated by the jaded politics of our executive branch....and I am an independent, neither a D nor a R.	4/18/2019 7:33 AM
47	DHS looks like we do not know what we are doing. There are personnel in DHS that are working very hard to do their jobs and continue to get knocked about over little things. Politicians do not understand a lot of what they push for their own agendas. There are things that just can't be done. What is the point of some positions if you do not use them as they are to be used? No matter what side of the isle you are on, playing with peoples lives is a big turn off. Continue, sooner or later there will be no one to do your bidding.	4/17/2019 2:09 PM
48	Who will lead the agency going forward? I've found most of this Administration's picks for leadership to be VERY poorly chosen.	4/17/2019 1:52 PM
49	N/A	4/17/2019 1:01 PM

## DHS leadership Survey

50	DHS needs continuity within its senior leader positions, so nominations and confirmations need to happen quickly.	4/17/2019 11:21 AM
51	not sure	4/17/2019 9:14 AM
52	None, at this time. The DHS leadership changes are "political" in nature and do not prevent the various components within DHS from do their jobs and accomplishing the missions.	4/17/2019 8:58 AM
53	That any new Secretary is being set up for failure due to unrealistic and potentially illegal measures to handle immigration issues.	4/17/2019 8:29 AM
54	They are thoughtless, and the substitutes do not bring any improvements. They do not support the thoughtfulness of generally accepted values of integrity, honesty, truthfulness.	4/17/2019 7:58 AM
55	I am afraid that DHS will start breaking the law to satisfy the administration and I do not want any part of it.	4/17/2019 7:48 AM
56	recruiting new leadership will not understand the culture, talent and capability of our agency	4/17/2019 7:32 AM
57	mostly it appears our current president can't keep his hands off of any department that is not doing his will. Not a workable solution.	4/17/2019 7:27 AM
58	Overall security and issues at the border. Impact on hiring and retaining qualified staff. Resources needed to do mission	4/17/2019 7:03 AM
59	The lack of continuity and dedication of resources to shifting, unclear, often unattainable goals is undermining DHS's already tenuous ability to achieve mission - and even programmatic - success. DHS requires consistency of commitment to adequately analyzed, clear, attainable goals.	4/17/2019 7:03 AM
60	Need stability. 2 Secretaries gone in 2 years is the opposite of stability.	4/17/2019 6:43 AM
61	It seems we're not getting any communication from top level leadership. The flowery memos with fluffy words are pointless. It seems we're nothing more than political pawns.	4/17/2019 1:36 AM
62	Why are these leaders leaving?? There's no such thing as a coincidence. There's a reason they're leaving and we're left blindfolded.	4/16/2019 11:00 PM
63	Too many vacancies at the top. Acting leaders typically have their hands tied resulting in stagnation.	4/16/2019 10:25 PM
64	Dirty politics orchestrated by Stephen SS Gestapo Miller	4/16/2019 9:39 PM
65	Wall crap and southern border crap	4/16/2019 9:13 PM
66	Too much change in too short a time, the reasons for it are not apparent to me, it seems too political and will impair our ability to serve our missions with integrity and impartiality	4/16/2019 9:09 PM
67	Steady trend of disappointments, demoralization, no one cares, no leadership, doom n despair feeling, dread, no goals,etc	4/16/2019 6:23 PM
68	What plans does new leadership have to fix the crisis at the border.	4/16/2019 5:51 PM
69	What changes may occur that could negatively impact the agency and our ability to respond	4/16/2019 5:46 PM
70	Uncertainty about who will be next and what their priorities/activities will be.	4/16/2019 5:30 PM
71	CBP commissioner (acting secretary), Secret Service director (removed) and proposed ICE director (nomination withdrawn) are exemplary public servants whose current treatment by the administration bodes poorly for other career professionals.	4/16/2019 5:19 PM
72	Coming from the private sector, this is normal to me.	4/16/2019 5:18 PM
73	Continuity and experience of those replacing them	4/16/2019 4:59 PM
74	Increased instability	4/16/2019 4:34 PM
75	Lack of continuity, poor political theatrics being played out leaves us all at risk.	4/16/2019 4:33 PM
76	There seems to be a trend to more politicization.	4/16/2019 4:33 PM
77	It's going to snowball and more top leaders will resign.	4/16/2019 4:31 PM
78	immigration nightmare - country leadership endorses illegal policy.	4/16/2019 4:30 PM
79	folks that had not met Brock liked him and appreciated his style and work ethic. Personally, I wonder if Brock would have stayed on if Ms Nielsen had left first ..	4/16/2019 4:25 PM



## DHS leadership Survey

80	The fact that leadership has openly acknowledged they intend to replace the older employee's with much younger people.	4/16/2019 4:24 PM
81	the lack of civility	4/16/2019 4:23 PM
82	Delays in executing long-term protective or operational plans without decision makers who feel free to authorize the plans.	4/16/2019 4:23 PM
83	Optics are bad and more "acting" positions will slow upper leadership stabilization (acting heads are very restricted).	4/16/2019 4:22 PM
84	As leaders leave we are taking heads of other agencies and putting them in temporary slots leaving the other agencies without their head	4/16/2019 4:20 PM
85	Unsure about the direction the MGMT office will take. Lost both the USM and DUSM, and a lot depends on who takes those roles.	4/16/2019 4:10 PM
86	The lack of accountability and integrity that will continue to be perpetuated. Additionally, employee morale will further decline at DHS and CBP, ranking as #18 out of 17 for large agencies and #416 out of 415 agency subcomponents in annual FEVS best places to work ranking (yes, the irony is in the ranking given the maximum number of agencies and agency subcomponents - that is how bad it is).	4/16/2019 4:10 PM
87	What is going to happen next on our borders and with immigration laws	4/16/2019 4:08 PM
88	The focus of our real mission	4/16/2019 4:05 PM
89	It's haphazard	4/16/2019 4:00 PM
90	The President not trusting his leadership to do their job. Should quit doing everyone's job or just fire everybody and President Trump run all the government leadership positions!	4/16/2019 3:59 PM
91	The wrong people were selected in the first place or the demands of job are more than most people should have to contend with or do not have support from the executive branch.	4/16/2019 3:53 PM
92	Stephen Miller.	4/16/2019 3:51 PM
93	Each new person who comes in feels they have to make an impact by implementing something new/different. The turnover means a bunch of partially implemented initiatives that essentially wasted valuable time/money.	4/16/2019 3:50 PM
94	As I stated previously...no political hacks and avoid 20+ folks in the same agency...they have a narrow scope of experience. Nor will they play equally with the other DHS components except their own.	4/16/2019 3:49 PM
95	That they are politically motivated for reasons having nothing to do with the mission of DHS - and not done with honor or integrity.	4/16/2019 3:49 PM
96	Too much change and nothing is really happening. the old leadership was terrible, embarrassing. Now, its worst.	4/16/2019 3:48 PM
97	None at this time.	4/16/2019 3:46 PM
98	DHS Secretary position is in a no win situation. The President is not going to be satisfied with anyone in that position. Current laws do not allow them to do what he wants re immigration.	4/16/2019 3:46 PM