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## DEPARTMENT OF HOMELAND SECURITY: PROGRESS MADE IN IMPLEMENTATION AND TRANSFORMATION OF MANAGEMENT FUNCTIONS

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No binding. Book Condition: New. This item is printed on demand. Original publisher: Washington, D. C. : U. S. Govt. Accountability Office, 2010 OCLC Number: (OCoLC)741565248 Excerpt: . . . 26 and 63 percent for the job satisfaction index. In addition, in 2010, DHS was ranked 28 out of 32 agencies in the Best Places to Work ranking on 27 overall scores for employee satisfaction and commitment. In addition, our prior work has identified several workforce barriers to achieving equal employment opportunities and the identification of foreign language needs and capabilities at DHS. In August 2009 we reported that DHS had developed a diversity council, among other initiatives, but that DHS had generally relied on workforce data and had not regularly included employee input from available sources to identify triggers to barriers to equal employment opportunities, such as promotion and 28 separation rates. We also reported that, according to DHS, it had created planned activities to address these barriers, but modified target completion dates by up to 21 months and had not completed any planned activities due to staffing shortages. In June 2010 we reported on DHSs foreign language capabilities, noting that DHS has taken limited actions to assess its foreign language needs and existing capabilities and to identify 29 potential shortfalls. Assessing hiring needs is crucial in achieving a range of component and departmentwide missions. As just one example, employees with documented proficiency in a variety of languages can contribute to U. S. Immigration and Customs Enforcements intelligence 26 Department of Homeland Security: 2008 Federal Human Capital Survey Results ( Washington, D. C. : 2008 ). The leadership and knowledge management index indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. The results-oriented performance culture index indicates the...



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