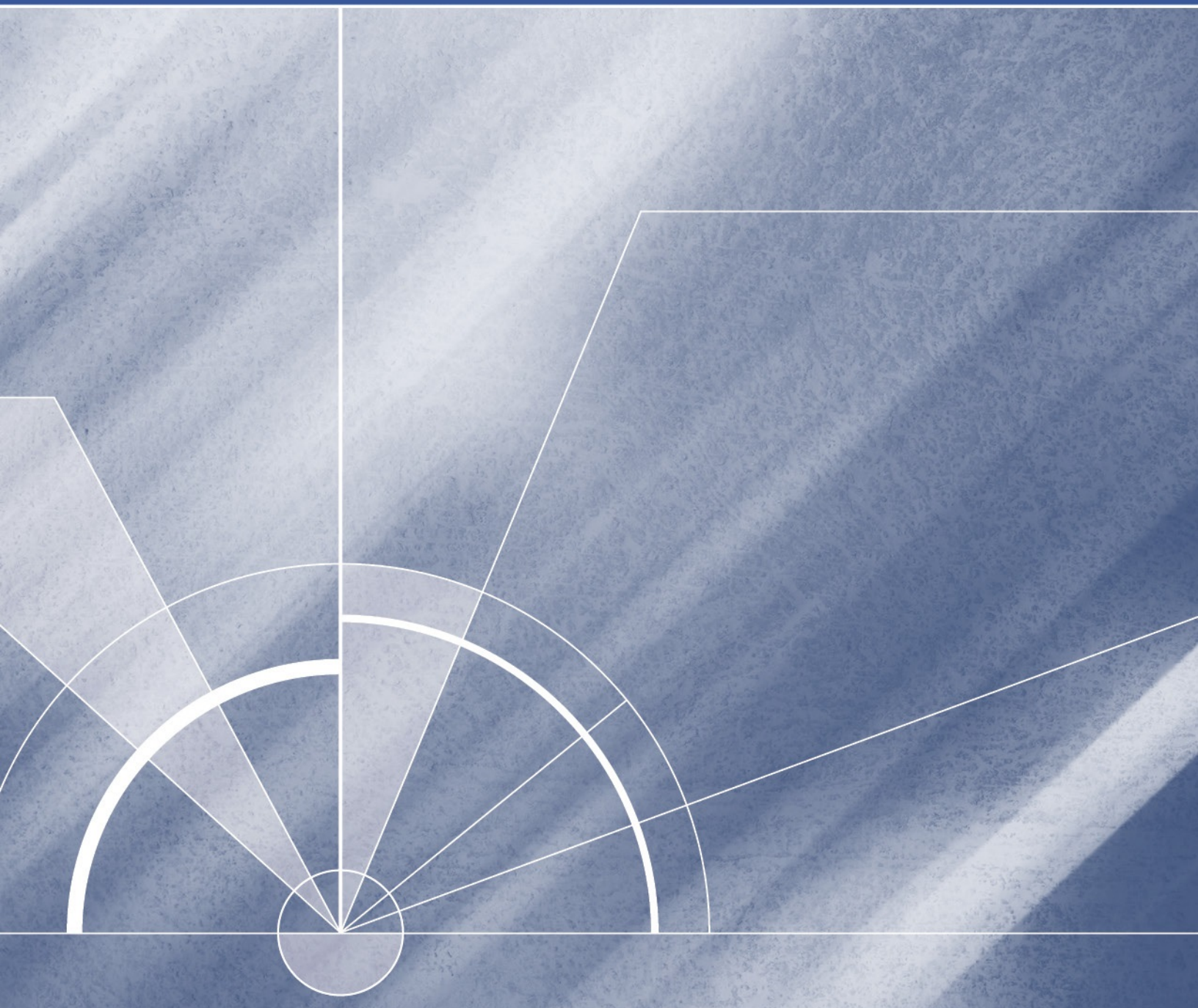


2019

Office of Personnel Management 
Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

3rd Level
Subagency
Comparison
Report

Department of Health and Human Services
NAVAJO AREA OFFICE



Department of Health and Human Services
NAVAJO AREA OFFICE
3rd Level Subagency Comparison Report

This 2019 OPM Federal Employee Viewpoint Survey Report provides summary results for your subagencies, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
Department of Health and Human Services	51,703	71.9%
Indian Health Service	8,572	65.8%
NAVAJO AREA OFFICE	1,973	54.9%
CROWNPOINT SERVICE UNIT	214	67.5%
GALLUP SERVICE UNIT	786	58.9%
IPA / MOA PROVIDER GROUP	<10	--
OFC OF ADMIN & MGMT	30	90.9%
OFC OF THE DIRECTOR - Navajo Area	<10	--
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	81.8%
OFFICE OF HEALTH PROGRAMS	14	100.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	399	45.2%
SHIPROCK SERVICE UNIT	495	51.1%

Your Data

A Microsoft® Excel® file containing your results is embedded in this document. To access the workbook, double click on the 'pin' in the upper left corner of this page. Alternatively, you may access the workbook through the vertical navigation pane on the left side of the Adobe® Reader® window by clicking on the image of the paper clip.

Main Report Results

The results include response percentages for each survey item. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *"Strongly Agree and Agree" or "Very Satisfied and Satisfied" or "Very Good and Good"*

Neutral: *"Neither Agree nor Disagree" or "Neither Satisfied nor Dissatisfied" or "Fair"*

Negative: *"Disagree and Strongly Disagree" or "Dissatisfied and Very Dissatisfied" or "Poor and Very Poor"*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK)*, *No Basis to Judge (NBJ)*, *Choose Not to Participate*, *Not Available to Me*, *Unaware of Programs*, or *No Support Required* responses, where applicable, is listed separately.

Note: Response rates are not displayed in the Response Summary table when there are fewer than 10 completed surveys. The report tables that follow do not include results for any subagency that had fewer than 10 completed surveys.

Department of Health and Human Services
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My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,414	73.6%	13.3%	13.2%
Indian Health Service	8,511	66.1%	17.2%	16.7%
NAVAJO AREA OFFICE	1,966	63.8%	19.0%	17.2%
CROWNPOINT SERVICE UNIT	213	62.8%	19.4%	17.8%
GALLUP SERVICE UNIT	785	60.6%	16.7%	22.7%
OFC OF ADMIN & MGMT	30	56.4%	23.4%	20.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	81.7%	15.0%	3.3%
OFFICE OF HEALTH PROGRAMS	14	79.9%	20.1%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	397	69.1%	21.5%	9.4%
SHIPROCK SERVICE UNIT	492	64.1%	20.3%	15.6%

2. I have enough information to do my job well.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,398	76.6%	12.4%	10.9%
Indian Health Service	8,503	73.0%	15.8%	11.2%
NAVAJO AREA OFFICE	1,962	73.0%	16.7%	10.3%
CROWNPOINT SERVICE UNIT	214	77.5%	13.3%	9.2%
GALLUP SERVICE UNIT	783	70.2%	17.0%	12.8%
OFC OF ADMIN & MGMT	29	65.6%	27.4%	7.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	93.2%	6.8%	0.0%
OFFICE OF HEALTH PROGRAMS	14	83.2%	7.0%	9.8%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	395	77.9%	14.9%	7.2%
SHIPROCK SERVICE UNIT	492	70.9%	19.2%	9.8%

3. I feel encouraged to come up with new and better ways of doing things.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,277	69.0%	15.5%	15.5%
Indian Health Service	8,469	62.7%	19.9%	17.3%
NAVAJO AREA OFFICE	1,948	59.7%	22.6%	17.7%
CROWNPOINT SERVICE UNIT	213	63.5%	19.5%	16.9%
GALLUP SERVICE UNIT	777	55.9%	23.3%	20.8%
OFC OF ADMIN & MGMT	29	47.7%	24.4%	27.8%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	79.1%	14.1%	6.8%
OFFICE OF HEALTH PROGRAMS	14	81.1%	12.9%	6.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	392	65.2%	21.9%	12.9%
SHIPROCK SERVICE UNIT	488	58.9%	23.8%	17.3%

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My Work Experience (continued)

4. My work gives me a feeling of personal accomplishment.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,504	79.0%	12.0%	9.0%
Indian Health Service	8,528	76.2%	14.1%	9.7%
NAVAJO AREA OFFICE	1,961	74.2%	15.7%	10.1%
CROWNPOINT SERVICE UNIT	214	75.9%	12.6%	11.5%
GALLUP SERVICE UNIT	780	70.8%	15.5%	13.7%
OFC OF ADMIN & MGMT	30	66.9%	26.9%	6.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.9%	3.3%	6.8%
OFFICE OF HEALTH PROGRAMS	14	78.6%	21.4%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	397	77.1%	18.0%	4.9%
SHIPROCK SERVICE UNIT	491	75.8%	15.4%	8.8%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,491	86.9%	9.0%	4.2%
Indian Health Service	8,522	91.1%	7.0%	1.9%
NAVAJO AREA OFFICE	1,961	90.9%	7.2%	1.9%
CROWNPOINT SERVICE UNIT	211	93.4%	5.2%	1.3%
GALLUP SERVICE UNIT	783	89.7%	7.6%	2.7%
OFC OF ADMIN & MGMT	30	90.5%	9.5%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	93.4%	6.6%	0.0%
OFFICE OF HEALTH PROGRAMS	14	100.0%	0.0%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	397	91.5%	7.1%	1.3%
SHIPROCK SERVICE UNIT	491	91.1%	7.4%	1.5%

6. I know what is expected of me on the job.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,442	83.7%	9.4%	6.9%
Indian Health Service	8,527	86.6%	8.4%	5.1%
NAVAJO AREA OFFICE	1,960	87.3%	8.1%	4.5%
CROWNPOINT SERVICE UNIT	214	88.6%	5.0%	6.4%
GALLUP SERVICE UNIT	785	86.6%	8.8%	4.6%
OFC OF ADMIN & MGMT	30	83.9%	12.6%	3.5%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	93.2%	6.8%	0.0%
OFFICE OF HEALTH PROGRAMS	14	88.1%	11.9%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	394	88.8%	7.4%	3.8%
SHIPROCK SERVICE UNIT	488	86.9%	8.4%	4.8%

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My Work Experience (continued)

7. When needed I am willing to put in the extra effort to get a job done.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,508	97.0%	2.1%	0.9%
Indian Health Service	8,531	96.0%	2.9%	1.1%
NAVAJO AREA OFFICE	1,964	94.4%	3.9%	1.7%
CROWNPOINT SERVICE UNIT	213	94.9%	2.8%	2.2%
GALLUP SERVICE UNIT	783	93.7%	4.2%	2.0%
OFC OF ADMIN & MGMT	30	92.6%	4.1%	3.3%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	100.0%	0.0%	0.0%
OFFICE OF HEALTH PROGRAMS	14	100.0%	0.0%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	398	95.6%	2.6%	1.8%
SHIPROCK SERVICE UNIT	491	93.9%	5.1%	1.0%

8. I am constantly looking for ways to do my job better.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,540	92.8%	6.1%	1.1%
Indian Health Service	8,543	91.9%	7.1%	1.0%
NAVAJO AREA OFFICE	1,966	89.8%	8.6%	1.6%
CROWNPOINT SERVICE UNIT	213	90.7%	8.0%	1.3%
GALLUP SERVICE UNIT	784	88.5%	9.4%	2.1%
OFC OF ADMIN & MGMT	30	89.7%	10.3%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	91.3%	8.7%	0.0%
OFFICE OF HEALTH PROGRAMS	14	100.0%	0.0%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	398	91.2%	7.5%	1.3%
SHIPROCK SERVICE UNIT	492	90.0%	8.4%	1.6%

9. I have sufficient resources (for example, people, materials, budget) to get my job done.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,195	58.2%	15.2%	26.6%	102
Indian Health Service	8,446	52.4%	18.4%	29.2%	26
NAVAJO AREA OFFICE	1,947	51.8%	21.1%	27.1%	3
CROWNPOINT SERVICE UNIT	213	48.1%	21.7%	30.2%	0
GALLUP SERVICE UNIT	778	48.8%	23.4%	27.8%	3
OFC OF ADMIN & MGMT	29	51.8%	16.2%	32.0%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	62.6%	14.1%	23.3%	0
OFFICE OF HEALTH PROGRAMS	14	73.7%	7.3%	19.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	394	60.7%	20.9%	18.4%	0
SHIPROCK SERVICE UNIT	485	49.6%	18.3%	32.1%	0

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My Work Experience (continued)

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,270	62.9%	15.1%	22.0%	58
Indian Health Service	8,477	62.7%	17.0%	20.3%	14
NAVAJO AREA OFFICE	1,956	65.8%	16.9%	17.4%	1
CROWNPOINT SERVICE UNIT	213	68.1%	14.6%	17.2%	0
GALLUP SERVICE UNIT	780	63.7%	17.1%	19.3%	1
OFC OF ADMIN & MGMT	30	50.5%	16.7%	32.8%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	63.9%	15.7%	20.4%	0
OFFICE OF HEALTH PROGRAMS	14	92.7%	7.3%	0.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	398	72.2%	16.7%	11.1%	0
SHIPROCK SERVICE UNIT	486	63.1%	17.9%	19.0%	0

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,945	66.5%	15.3%	18.2%	196
Indian Health Service	8,418	70.5%	15.4%	14.1%	32
NAVAJO AREA OFFICE	1,932	71.5%	16.8%	11.7%	6
CROWNPOINT SERVICE UNIT	209	76.2%	13.5%	10.3%	0
GALLUP SERVICE UNIT	773	67.3%	18.6%	14.1%	5
OFC OF ADMIN & MGMT	29	69.2%	12.9%	17.9%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	82.3%	7.6%	10.1%	0
OFFICE OF HEALTH PROGRAMS	14	65.3%	34.7%	0.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	390	79.3%	12.9%	7.8%	0
SHIPROCK SERVICE UNIT	482	69.6%	18.8%	11.6%	1

12. I know how my work relates to the agency's goals.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,296	89.0%	7.2%	3.9%	127
Indian Health Service	8,490	87.3%	9.3%	3.3%	29
NAVAJO AREA OFFICE	1,952	86.9%	10.1%	3.0%	9
CROWNPOINT SERVICE UNIT	211	91.1%	6.6%	2.2%	2
GALLUP SERVICE UNIT	779	84.6%	12.1%	3.3%	5
OFC OF ADMIN & MGMT	30	84.9%	6.9%	8.2%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	96.7%	0.0%	3.3%	0
OFFICE OF HEALTH PROGRAMS	14	75.8%	14.4%	9.8%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	395	90.8%	7.2%	2.0%	1
SHIPROCK SERVICE UNIT	488	85.5%	11.4%	3.1%	1

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My Work Experience (continued)

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,324	92.7%	5.3%	2.0%	93
Indian Health Service	8,502	95.7%	3.4%	0.9%	12
NAVAJO AREA OFFICE	1,957	95.9%	3.4%	0.7%	4
CROWNPOINT SERVICE UNIT	213	96.9%	2.7%	0.4%	0
GALLUP SERVICE UNIT	778	95.3%	3.8%	0.9%	4
OFC OF ADMIN & MGMT	30	92.9%	7.1%	0.0%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	100.0%	0.0%	0.0%	0
OFFICE OF HEALTH PROGRAMS	14	100.0%	0.0%	0.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	398	96.0%	3.4%	0.5%	0
SHIPROCK SERVICE UNIT	489	96.2%	3.0%	0.9%	0

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,302	73.5%	12.4%	14.1%	227
Indian Health Service	8,506	67.9%	14.9%	17.2%	30
NAVAJO AREA OFFICE	1,961	67.7%	16.0%	16.4%	5
CROWNPOINT SERVICE UNIT	214	69.1%	14.8%	16.1%	0
GALLUP SERVICE UNIT	780	63.3%	17.9%	18.8%	4
OFC OF ADMIN & MGMT	30	66.7%	18.7%	14.5%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.1%	3.9%	7.0%	0
OFFICE OF HEALTH PROGRAMS	14	70.5%	19.7%	9.8%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	399	71.5%	16.9%	11.6%	0
SHIPROCK SERVICE UNIT	489	69.9%	12.5%	17.6%	1

15. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,971	76.6%	11.7%	11.7%	485
Indian Health Service	8,446	72.6%	12.9%	14.6%	73
NAVAJO AREA OFFICE	1,941	71.4%	14.2%	14.4%	17
CROWNPOINT SERVICE UNIT	210	74.1%	7.6%	18.3%	1
GALLUP SERVICE UNIT	771	65.1%	16.2%	18.7%	10
OFC OF ADMIN & MGMT	29	37.0%	17.4%	45.5%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.5%	7.0%	3.5%	0
OFFICE OF HEALTH PROGRAMS	13	86.2%	7.5%	6.4%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	397	78.3%	13.8%	7.9%	1
SHIPROCK SERVICE UNIT	486	74.9%	14.7%	10.4%	4

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My Work Experience (continued)

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,215	88.0%	8.8%	3.2%	186
Indian Health Service	8,480	82.9%	12.4%	4.7%	36
NAVAJO AREA OFFICE	1,955	80.8%	13.8%	5.4%	8
CROWNPOINT SERVICE UNIT	212	83.2%	11.7%	5.2%	1
GALLUP SERVICE UNIT	778	77.2%	15.4%	7.3%	6
OFC OF ADMIN & MGMT	30	73.5%	23.0%	3.5%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	100.0%	0.0%	0.0%	0
OFFICE OF HEALTH PROGRAMS	14	81.0%	13.0%	5.9%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	398	83.2%	12.6%	4.3%	0
SHIPROCK SERVICE UNIT	488	82.8%	13.6%	3.7%	1

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	48,938	68.6%	17.4%	13.9%	2,481
Indian Health Service	8,322	59.6%	20.4%	20.0%	177
NAVAJO AREA OFFICE	1,918	59.2%	21.4%	19.4%	35
CROWNPOINT SERVICE UNIT	211	57.0%	24.6%	18.4%	3
GALLUP SERVICE UNIT	763	55.1%	22.1%	22.7%	16
OFC OF ADMIN & MGMT	30	45.7%	24.3%	30.0%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.8%	3.9%	10.3%	0
OFFICE OF HEALTH PROGRAMS	14	78.5%	7.1%	14.4%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	389	66.1%	17.8%	16.1%	6
SHIPROCK SERVICE UNIT	476	59.3%	23.2%	17.5%	10

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,030	60.0%	21.3%	18.7%	435
Indian Health Service	8,436	54.9%	24.2%	20.9%	78
NAVAJO AREA OFFICE	1,942	53.1%	26.2%	20.7%	14
CROWNPOINT SERVICE UNIT	212	57.3%	23.0%	19.7%	1
GALLUP SERVICE UNIT	771	48.2%	26.8%	25.1%	12
OFC OF ADMIN & MGMT	30	40.7%	15.6%	43.7%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	79.2%	10.9%	9.9%	0
OFFICE OF HEALTH PROGRAMS	14	58.5%	41.5%	0.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	394	57.3%	26.9%	15.8%	0
SHIPROCK SERVICE UNIT	486	54.8%	27.4%	17.8%	1

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My Work Experience (continued)

19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	N	Positive	Neutral	Negative	NBJ
Department of Health and Human Services	50,648	74.9%	11.8%	13.2%	876
Indian Health Service	8,402	76.9%	11.4%	11.7%	137
NAVAJO AREA OFFICE	1,925	79.0%	10.5%	10.5%	35
CROWNPOINT SERVICE UNIT	209	79.8%	8.8%	11.5%	3
GALLUP SERVICE UNIT	768	73.4%	12.3%	14.3%	14
OFC OF ADMIN & MGMT	29	46.7%	22.3%	31.0%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	92.8%	0.0%	7.2%	0
OFFICE OF HEALTH PROGRAMS	14	80.2%	13.9%	6.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	390	87.6%	7.3%	5.1%	5
SHIPROCK SERVICE UNIT	480	81.6%	10.9%	7.5%	12

My Work Unit

20. The people I work with cooperate to get the job done.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,408	80.7%	10.8%	8.5%
Indian Health Service	8,504	65.2%	18.3%	16.5%
NAVAJO AREA OFFICE	1,950	58.9%	23.6%	17.5%
CROWNPOINT SERVICE UNIT	211	58.3%	22.5%	19.2%
GALLUP SERVICE UNIT	779	54.9%	24.2%	20.9%
OFC OF ADMIN & MGMT	30	60.6%	32.6%	6.9%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.5%	7.9%	6.6%
OFFICE OF HEALTH PROGRAMS	14	86.1%	13.9%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	393	63.0%	25.1%	11.9%
SHIPROCK SERVICE UNIT	488	59.8%	22.6%	17.7%

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,681	53.1%	22.8%	24.1%	1,577
Indian Health Service	8,321	43.1%	27.6%	29.3%	169
NAVAJO AREA OFFICE	1,911	44.5%	28.2%	27.3%	37
CROWNPOINT SERVICE UNIT	209	47.5%	30.2%	22.4%	3
GALLUP SERVICE UNIT	765	39.7%	28.3%	32.0%	13
OFC OF ADMIN & MGMT	29	28.7%	37.9%	33.4%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	58.9%	19.0%	22.1%	1
OFFICE OF HEALTH PROGRAMS	14	64.0%	30.1%	5.9%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	384	54.2%	27.5%	18.3%	10
SHIPROCK SERVICE UNIT	476	42.3%	27.9%	29.8%	9

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My Work Unit (continued)

22. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,319	48.5%	26.6%	24.9%	3,856
Indian Health Service	8,002	41.5%	31.7%	26.8%	470
NAVAJO AREA OFFICE	1,828	40.5%	33.8%	25.8%	117
CROWNPOINT SERVICE UNIT	199	42.6%	38.3%	19.1%	14
GALLUP SERVICE UNIT	733	36.4%	31.9%	31.7%	38
OFC OF ADMIN & MGMT	28	28.7%	32.5%	38.9%	2
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	67.5%	25.7%	6.8%	0
OFFICE OF HEALTH PROGRAMS	12	48.8%	37.5%	13.7%	2
PHS INDIAN HEALTH CENTER, CHINLE, AZ	368	49.0%	33.5%	17.4%	27
SHIPROCK SERVICE UNIT	453	37.9%	35.5%	26.6%	34

23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	44,892	39.5%	29.8%	30.7%	6,297
Indian Health Service	8,088	32.6%	29.1%	38.3%	398
NAVAJO AREA OFFICE	1,849	31.2%	32.0%	36.8%	93
CROWNPOINT SERVICE UNIT	203	30.4%	35.0%	34.6%	9
GALLUP SERVICE UNIT	752	27.7%	31.0%	41.3%	23
OFC OF ADMIN & MGMT	28	28.3%	23.1%	48.6%	2
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	38.8%	35.1%	26.1%	1
OFFICE OF HEALTH PROGRAMS	12	49.4%	36.3%	14.3%	2
PHS INDIAN HEALTH CENTER, CHINLE, AZ	369	38.1%	35.0%	26.9%	24
SHIPROCK SERVICE UNIT	454	30.8%	30.2%	39.1%	29

24. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,626	46.4%	27.5%	26.1%	3,626
Indian Health Service	8,213	38.7%	29.9%	31.3%	284
NAVAJO AREA OFFICE	1,893	37.7%	31.0%	31.3%	59
CROWNPOINT SERVICE UNIT	211	39.1%	32.7%	28.3%	3
GALLUP SERVICE UNIT	752	33.9%	30.2%	35.9%	25
OFC OF ADMIN & MGMT	29	31.2%	27.6%	41.3%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	46.9%	42.5%	10.6%	1
OFFICE OF HEALTH PROGRAMS	13	39.0%	47.8%	13.2%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	386	44.2%	31.3%	24.5%	9
SHIPROCK SERVICE UNIT	470	37.3%	30.3%	32.4%	17

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My Work Unit (continued)

25. Awards in my work unit depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,713	55.5%	23.2%	21.2%	3,468
Indian Health Service	8,162	46.6%	26.1%	27.3%	326
NAVAJO AREA OFFICE	1,871	43.8%	26.8%	29.4%	78
CROWNPOINT SERVICE UNIT	208	50.4%	23.5%	26.1%	6
GALLUP SERVICE UNIT	749	38.2%	27.8%	34.0%	27
OFC OF ADMIN & MGMT	28	31.8%	40.4%	27.8%	2
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	69.9%	18.6%	11.5%	1
OFFICE OF HEALTH PROGRAMS	11	63.7%	9.8%	26.5%	3
PHS INDIAN HEALTH CENTER, CHINLE, AZ	375	48.2%	30.9%	20.9%	19
SHIPROCK SERVICE UNIT	467	44.4%	23.5%	32.1%	19

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,988	77.8%	12.3%	10.0%	255
Indian Health Service	8,451	63.0%	19.6%	17.4%	43
NAVAJO AREA OFFICE	1,941	53.5%	23.7%	22.8%	11
CROWNPOINT SERVICE UNIT	213	55.1%	25.4%	19.5%	1
GALLUP SERVICE UNIT	775	51.5%	24.1%	24.4%	2
OFC OF ADMIN & MGMT	28	42.3%	15.4%	42.3%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	77.9%	15.5%	6.6%	0
OFFICE OF HEALTH PROGRAMS	14	62.8%	14.4%	22.8%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	391	56.0%	24.3%	19.7%	3
SHIPROCK SERVICE UNIT	485	52.9%	23.4%	23.7%	4

27. The skill level in my work unit has improved in the past year.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,215	63.4%	24.9%	11.6%	1,979
Indian Health Service	8,339	60.4%	25.7%	13.9%	137
NAVAJO AREA OFFICE	1,917	58.0%	27.3%	14.6%	24
CROWNPOINT SERVICE UNIT	211	60.5%	24.9%	14.6%	2
GALLUP SERVICE UNIT	767	56.2%	26.9%	16.9%	7
OFC OF ADMIN & MGMT	29	62.1%	21.5%	16.4%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	70.1%	29.9%	0.0%	0
OFFICE OF HEALTH PROGRAMS	14	65.5%	20.1%	14.4%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	388	60.6%	27.5%	11.9%	2
SHIPROCK SERVICE UNIT	475	56.2%	29.6%	14.2%	12

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My Work Unit (continued)

28. How would you rate the overall quality of work done by your work unit?

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,283	88.0%	9.9%	2.1%
Indian Health Service	8,502	78.0%	17.7%	4.3%
NAVAJO AREA OFFICE	1,948	72.2%	22.3%	5.6%
CROWNPOINT SERVICE UNIT	213	71.4%	22.6%	6.0%
GALLUP SERVICE UNIT	776	69.9%	23.2%	6.9%
OFC OF ADMIN & MGMT	30	55.7%	40.1%	4.1%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	88.8%	11.2%	0.0%
OFFICE OF HEALTH PROGRAMS	14	77.8%	22.2%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	392	74.6%	22.7%	2.7%
SHIPROCK SERVICE UNIT	488	73.9%	19.9%	6.2%

29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,876	85.0%	9.7%	5.4%	429
Indian Health Service	8,433	78.3%	14.8%	6.9%	70
NAVAJO AREA OFFICE	1,929	74.1%	17.6%	8.3%	20
CROWNPOINT SERVICE UNIT	213	71.6%	21.6%	6.9%	1
GALLUP SERVICE UNIT	768	71.0%	17.7%	11.3%	7
OFC OF ADMIN & MGMT	30	55.4%	21.1%	23.5%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.0%	15.0%	0.0%	0
OFFICE OF HEALTH PROGRAMS	14	79.6%	14.5%	5.9%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	389	79.2%	16.5%	4.2%	4
SHIPROCK SERVICE UNIT	480	76.6%	16.4%	7.0%	8

My Agency

30. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,564	56.7%	22.5%	20.9%	1,310
Indian Health Service	8,254	48.4%	29.0%	22.6%	155
NAVAJO AREA OFFICE	1,892	47.2%	30.0%	22.8%	28
CROWNPOINT SERVICE UNIT	211	51.1%	25.2%	23.7%	2
GALLUP SERVICE UNIT	755	41.4%	29.9%	28.7%	12
OFC OF ADMIN & MGMT	30	46.1%	40.0%	13.9%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	25	84.3%	11.9%	3.8%	1
OFFICE OF HEALTH PROGRAMS	14	55.5%	22.8%	21.7%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	379	54.4%	31.8%	13.8%	4
SHIPROCK SERVICE UNIT	470	46.4%	31.9%	21.8%	9

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My Agency (continued)

31. Employees are recognized for providing high quality products and services.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,921	62.8%	19.2%	18.0%	971
Indian Health Service	8,286	47.6%	25.5%	26.9%	132
NAVAJO AREA OFFICE	1,894	43.4%	27.5%	29.1%	25
CROWNPOINT SERVICE UNIT	210	46.5%	24.2%	29.3%	1
GALLUP SERVICE UNIT	755	38.8%	27.2%	34.0%	11
OFC OF ADMIN & MGMT	29	55.1%	20.9%	24.0%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	62.7%	29.8%	7.4%	0
OFFICE OF HEALTH PROGRAMS	14	61.7%	20.0%	18.3%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	381	47.0%	29.9%	23.0%	4
SHIPROCK SERVICE UNIT	470	43.8%	27.7%	28.5%	8

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,111	53.5%	25.4%	21.1%	1,616
Indian Health Service	8,154	37.8%	32.2%	30.1%	230
NAVAJO AREA OFFICE	1,860	31.7%	35.0%	33.4%	50
CROWNPOINT SERVICE UNIT	209	32.1%	34.3%	33.6%	3
GALLUP SERVICE UNIT	744	26.9%	35.5%	37.6%	19
OFC OF ADMIN & MGMT	27	25.8%	36.9%	37.3%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	48.5%	37.7%	13.8%	0
OFFICE OF HEALTH PROGRAMS	12	49.4%	33.1%	17.4%	2
PHS INDIAN HEALTH CENTER, CHINLE, AZ	371	37.9%	33.7%	28.3%	12
SHIPROCK SERVICE UNIT	464	33.1%	34.8%	32.1%	11

33. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	46,208	38.6%	30.1%	31.3%	4,617
Indian Health Service	7,915	37.4%	30.7%	31.9%	493
NAVAJO AREA OFFICE	1,801	36.2%	32.6%	31.2%	117
CROWNPOINT SERVICE UNIT	198	39.0%	33.6%	27.3%	13
GALLUP SERVICE UNIT	731	31.9%	32.4%	35.7%	37
OFC OF ADMIN & MGMT	27	38.0%	23.8%	38.2%	3
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	63.3%	26.3%	10.4%	1
OFFICE OF HEALTH PROGRAMS	12	25.1%	47.1%	27.8%	2
PHS INDIAN HEALTH CENTER, CHINLE, AZ	365	43.2%	31.9%	24.9%	20
SHIPROCK SERVICE UNIT	437	34.8%	33.4%	31.8%	38

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My Agency (continued)

34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,279	63.2%	24.3%	12.4%	3,599
Indian Health Service	7,982	51.0%	32.7%	16.3%	436
NAVAJO AREA OFFICE	1,818	48.3%	34.3%	17.4%	102
CROWNPOINT SERVICE UNIT	198	49.3%	32.4%	18.2%	15
GALLUP SERVICE UNIT	727	41.7%	36.8%	21.6%	40
OFC OF ADMIN & MGMT	27	43.8%	33.6%	22.6%	3
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	62.5%	23.0%	14.5%	1
OFFICE OF HEALTH PROGRAMS	14	71.4%	28.6%	0.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	362	54.8%	34.1%	11.0%	22
SHIPROCK SERVICE UNIT	456	51.5%	32.7%	15.9%	21

35. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,902	83.1%	11.1%	5.8%	1,055
Indian Health Service	8,354	76.5%	14.3%	9.2%	75
NAVAJO AREA OFFICE	1,914	70.7%	18.7%	10.6%	9
CROWNPOINT SERVICE UNIT	213	68.8%	20.6%	10.6%	0
GALLUP SERVICE UNIT	762	67.2%	18.2%	14.6%	6
OFC OF ADMIN & MGMT	30	65.3%	27.3%	7.5%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.2%	14.8%	0.0%	0
OFFICE OF HEALTH PROGRAMS	13	92.5%	7.5%	0.0%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	384	76.1%	17.0%	6.9%	0
SHIPROCK SERVICE UNIT	477	71.5%	20.0%	8.4%	2

36. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,045	81.3%	12.4%	6.4%	757
Indian Health Service	8,322	74.3%	15.9%	9.8%	70
NAVAJO AREA OFFICE	1,898	70.9%	18.9%	10.2%	13
CROWNPOINT SERVICE UNIT	211	71.4%	18.3%	10.2%	1
GALLUP SERVICE UNIT	757	68.2%	19.7%	12.1%	5
OFC OF ADMIN & MGMT	30	62.3%	30.5%	7.1%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.9%	10.8%	3.3%	0
OFFICE OF HEALTH PROGRAMS	14	77.3%	12.9%	9.8%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	380	81.2%	12.6%	6.2%	0
SHIPROCK SERVICE UNIT	471	65.8%	23.2%	11.0%	7

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My Agency (continued)

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,499	61.5%	20.3%	18.2%	3,378
Indian Health Service	8,155	48.6%	24.6%	26.8%	264
NAVAJO AREA OFFICE	1,875	46.9%	24.6%	28.5%	47
CROWNPOINT SERVICE UNIT	207	46.9%	26.0%	27.2%	6
GALLUP SERVICE UNIT	749	42.7%	23.8%	33.5%	21
OFC OF ADMIN & MGMT	29	44.3%	31.2%	24.5%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	69.6%	20.0%	10.3%	0
OFFICE OF HEALTH PROGRAMS	14	73.1%	7.0%	19.9%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	372	53.9%	22.7%	23.4%	10
SHIPROCK SERVICE UNIT	469	45.9%	27.0%	27.1%	9

38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	46,084	72.6%	16.9%	10.5%	4,705
Indian Health Service	7,906	59.9%	24.2%	16.0%	487
NAVAJO AREA OFFICE	1,818	55.2%	27.0%	17.7%	97
CROWNPOINT SERVICE UNIT	202	49.4%	32.8%	17.8%	10
GALLUP SERVICE UNIT	728	51.5%	27.2%	21.3%	39
OFC OF ADMIN & MGMT	29	49.9%	27.9%	22.2%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	70.8%	22.5%	6.6%	0
OFFICE OF HEALTH PROGRAMS	13	69.4%	21.5%	9.2%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	359	62.7%	24.1%	13.1%	20
SHIPROCK SERVICE UNIT	452	56.6%	27.0%	16.4%	26

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,065	82.3%	13.1%	4.6%	820
Indian Health Service	8,272	67.4%	23.3%	9.3%	138
NAVAJO AREA OFFICE	1,885	62.3%	28.3%	9.4%	29
CROWNPOINT SERVICE UNIT	207	56.9%	31.6%	11.5%	3
GALLUP SERVICE UNIT	755	55.2%	31.6%	13.2%	9
OFC OF ADMIN & MGMT	30	69.8%	23.7%	6.5%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.5%	7.2%	3.3%	0
OFFICE OF HEALTH PROGRAMS	13	82.7%	0.0%	17.3%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	380	73.2%	22.4%	4.3%	4
SHIPROCK SERVICE UNIT	465	64.8%	28.2%	7.0%	12

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My Agency (continued)

40. I recommend my organization as a good place to work.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,914	75.8%	15.0%	9.2%
Indian Health Service	8,415	66.8%	22.1%	11.1%
NAVAJO AREA OFFICE	1,922	65.4%	23.3%	11.2%
CROWNPOINT SERVICE UNIT	212	65.2%	25.5%	9.3%
GALLUP SERVICE UNIT	768	58.6%	25.6%	15.8%
OFC OF ADMIN & MGMT	29	62.0%	27.7%	10.3%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.9%	10.1%	0.0%
OFFICE OF HEALTH PROGRAMS	14	86.1%	13.9%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	386	74.4%	19.4%	6.2%
SHIPROCK SERVICE UNIT	478	67.4%	22.7%	9.9%

41. I believe the results of this survey will be used to make my agency a better place to work.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,835	55.9%	24.1%	20.0%	3,111
Indian Health Service	7,838	52.5%	25.9%	21.6%	585
NAVAJO AREA OFFICE	1,786	53.7%	26.3%	20.0%	135
CROWNPOINT SERVICE UNIT	201	53.2%	24.3%	22.5%	10
GALLUP SERVICE UNIT	712	48.8%	28.1%	23.1%	56
OFC OF ADMIN & MGMT	29	56.2%	20.5%	23.2%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	66.4%	26.7%	6.8%	0
OFFICE OF HEALTH PROGRAMS	13	83.9%	16.1%	0.0%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	353	64.5%	22.6%	12.9%	33
SHIPROCK SERVICE UNIT	443	51.1%	28.0%	20.9%	35

My Supervisor

42. My supervisor supports my need to balance work and other life issues.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,652	84.5%	8.1%	7.4%	192
Indian Health Service	8,357	72.1%	13.8%	14.1%	45
NAVAJO AREA OFFICE	1,908	64.1%	16.9%	19.0%	9
CROWNPOINT SERVICE UNIT	208	58.0%	17.7%	24.3%	3
GALLUP SERVICE UNIT	766	61.5%	17.1%	21.4%	3
OFC OF ADMIN & MGMT	29	60.9%	9.9%	29.2%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	88.9%	7.8%	3.3%	0
OFFICE OF HEALTH PROGRAMS	14	79.7%	14.4%	5.9%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	382	69.1%	15.7%	15.2%	2
SHIPROCK SERVICE UNIT	474	64.9%	18.5%	16.6%	1

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My Supervisor (continued)

43. My supervisor provides me with opportunities to demonstrate my leadership skills.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,557	74.7%	13.2%	12.1%	206
Indian Health Service	8,357	64.5%	19.2%	16.3%	35
NAVAJO AREA OFFICE	1,906	58.9%	22.2%	18.9%	5
CROWNPOINT SERVICE UNIT	209	57.0%	22.6%	20.4%	2
GALLUP SERVICE UNIT	763	55.8%	22.3%	21.9%	2
OFC OF ADMIN & MGMT	29	53.5%	14.3%	32.3%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	82.4%	10.8%	6.8%	0
OFFICE OF HEALTH PROGRAMS	14	87.0%	7.0%	6.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	381	61.2%	22.7%	16.0%	1
SHIPROCK SERVICE UNIT	475	60.7%	23.2%	16.1%	0

44. Discussions with my supervisor about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,348	72.1%	14.8%	13.1%	421
Indian Health Service	8,300	63.5%	19.3%	17.2%	89
NAVAJO AREA OFFICE	1,897	59.5%	21.5%	19.0%	15
CROWNPOINT SERVICE UNIT	211	60.9%	17.2%	21.9%	1
GALLUP SERVICE UNIT	759	55.1%	22.3%	22.7%	7
OFC OF ADMIN & MGMT	29	40.7%	20.6%	38.7%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	81.5%	15.1%	3.5%	0
OFFICE OF HEALTH PROGRAMS	14	81.1%	12.9%	6.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	379	64.5%	22.3%	13.3%	3
SHIPROCK SERVICE UNIT	471	60.7%	22.4%	16.9%	4

45. My supervisor is committed to a workforce representative of all segments of society.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,304	76.0%	16.4%	7.5%	3,435
Indian Health Service	7,990	63.2%	22.9%	13.9%	401
NAVAJO AREA OFFICE	1,839	59.0%	24.3%	16.7%	74
CROWNPOINT SERVICE UNIT	204	54.6%	27.4%	18.0%	8
GALLUP SERVICE UNIT	734	56.1%	24.0%	19.9%	31
OFC OF ADMIN & MGMT	29	47.4%	23.5%	29.1%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	77.7%	18.6%	3.7%	1
OFFICE OF HEALTH PROGRAMS	14	81.1%	7.0%	11.9%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	368	65.2%	22.6%	12.1%	15
SHIPROCK SERVICE UNIT	457	59.2%	25.8%	15.1%	18

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My Supervisor (continued)

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,553	70.9%	15.7%	13.4%	227
Indian Health Service	8,355	62.2%	20.0%	17.7%	42
NAVAJO AREA OFFICE	1,909	58.5%	21.5%	20.0%	7
CROWNPOINT SERVICE UNIT	210	58.1%	18.3%	23.6%	1
GALLUP SERVICE UNIT	764	55.4%	21.5%	23.0%	3
OFC OF ADMIN & MGMT	29	47.5%	16.4%	36.1%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	86.2%	7.0%	6.8%	0
OFFICE OF HEALTH PROGRAMS	14	79.9%	14.1%	6.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	382	64.6%	20.5%	14.8%	2
SHIPROCK SERVICE UNIT	475	56.7%	25.1%	18.2%	1

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,103	75.4%	13.7%	10.9%	691
Indian Health Service	8,275	62.1%	20.1%	17.8%	112
NAVAJO AREA OFFICE	1,892	56.4%	22.4%	21.2%	20
CROWNPOINT SERVICE UNIT	209	52.0%	23.0%	25.0%	1
GALLUP SERVICE UNIT	757	52.0%	22.3%	25.7%	11
OFC OF ADMIN & MGMT	29	47.0%	17.7%	35.3%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	96.7%	0.0%	3.3%	0
OFFICE OF HEALTH PROGRAMS	13	70.1%	29.9%	0.0%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	380	63.8%	20.4%	15.7%	2
SHIPROCK SERVICE UNIT	469	57.0%	25.3%	17.7%	5

48. My supervisor listens to what I have to say.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,699	81.5%	9.9%	8.6%
Indian Health Service	8,384	70.0%	16.3%	13.7%
NAVAJO AREA OFFICE	1,907	62.8%	19.0%	18.2%
CROWNPOINT SERVICE UNIT	209	64.1%	14.8%	21.0%
GALLUP SERVICE UNIT	767	58.6%	19.8%	21.6%
OFC OF ADMIN & MGMT	29	46.5%	17.3%	36.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	88.9%	11.1%	0.0%
OFFICE OF HEALTH PROGRAMS	14	87.0%	7.0%	6.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	380	67.6%	17.9%	14.5%
SHIPROCK SERVICE UNIT	473	63.7%	21.5%	14.8%

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My Supervisor (continued)

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,694	84.8%	8.4%	6.8%
Indian Health Service	8,385	74.7%	14.8%	10.5%
NAVAJO AREA OFFICE	1,912	68.0%	18.5%	13.5%
CROWNPOINT SERVICE UNIT	211	68.2%	15.8%	16.0%
GALLUP SERVICE UNIT	768	65.1%	18.9%	16.0%
OFC OF ADMIN & MGMT	29	64.1%	13.7%	22.1%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.5%	10.5%	0.0%
OFFICE OF HEALTH PROGRAMS	14	74.2%	19.8%	6.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	382	72.0%	18.2%	9.8%
SHIPROCK SERVICE UNIT	473	67.8%	20.1%	12.1%

50. In the last six months, my supervisor has talked with me about my performance.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,686	82.7%	9.0%	8.2%
Indian Health Service	8,387	70.9%	15.6%	13.5%
NAVAJO AREA OFFICE	1,909	65.4%	19.1%	15.5%
CROWNPOINT SERVICE UNIT	211	65.9%	17.0%	17.1%
GALLUP SERVICE UNIT	767	60.8%	20.6%	18.6%
OFC OF ADMIN & MGMT	29	44.0%	23.2%	32.8%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.5%	7.6%	6.8%
OFFICE OF HEALTH PROGRAMS	14	81.1%	12.9%	6.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	380	74.2%	17.3%	8.6%
SHIPROCK SERVICE UNIT	473	65.1%	19.8%	15.1%

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,658	74.6%	13.2%	12.1%
Indian Health Service	8,388	63.8%	18.3%	17.9%
NAVAJO AREA OFFICE	1,913	58.5%	20.9%	20.7%
CROWNPOINT SERVICE UNIT	211	56.3%	19.9%	23.8%
GALLUP SERVICE UNIT	768	56.3%	19.7%	23.9%
OFC OF ADMIN & MGMT	29	43.7%	20.4%	36.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	88.3%	11.7%	0.0%
OFFICE OF HEALTH PROGRAMS	14	74.2%	19.8%	6.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	382	64.2%	20.2%	15.6%
SHIPROCK SERVICE UNIT	474	56.7%	24.3%	19.1%

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My Supervisor (continued)

52. Overall, how good a job do you feel is being done by your immediate supervisor?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,686	77.1%	14.2%	8.7%
Indian Health Service	8,394	64.7%	20.5%	14.9%
NAVAJO AREA OFFICE	1,913	59.3%	24.0%	16.8%
CROWNPOINT SERVICE UNIT	211	52.8%	27.6%	19.5%
GALLUP SERVICE UNIT	766	55.6%	24.2%	20.2%
OFC OF ADMIN & MGMT	29	44.3%	34.7%	21.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	80.9%	19.1%	0.0%
OFFICE OF HEALTH PROGRAMS	14	72.7%	27.3%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	384	65.2%	21.7%	13.1%
SHIPROCK SERVICE UNIT	474	62.3%	23.3%	14.4%

Leadership

53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,300	54.8%	23.1%	22.2%	1,184
Indian Health Service	8,144	44.7%	27.5%	27.7%	195
NAVAJO AREA OFFICE	1,844	37.7%	30.3%	32.0%	53
CROWNPOINT SERVICE UNIT	203	32.4%	28.9%	38.7%	7
GALLUP SERVICE UNIT	740	35.2%	28.9%	35.9%	22
OFC OF ADMIN & MGMT	28	42.5%	21.7%	35.8%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	59.1%	37.2%	3.7%	0
OFFICE OF HEALTH PROGRAMS	14	39.4%	21.6%	39.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	365	49.3%	32.4%	18.2%	13
SHIPROCK SERVICE UNIT	459	32.9%	31.9%	35.3%	10

54. My organization's senior leaders maintain high standards of honesty and integrity.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,480	62.9%	22.0%	15.1%	2,961
Indian Health Service	8,012	50.4%	28.2%	21.3%	328
NAVAJO AREA OFFICE	1,808	43.9%	32.0%	24.1%	88
CROWNPOINT SERVICE UNIT	200	37.8%	30.9%	31.2%	10
GALLUP SERVICE UNIT	722	40.1%	30.6%	29.3%	38
OFC OF ADMIN & MGMT	28	46.1%	27.9%	26.0%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	74.8%	18.2%	7.0%	0
OFFICE OF HEALTH PROGRAMS	13	53.4%	37.2%	9.4%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	358	56.4%	31.4%	12.2%	20
SHIPROCK SERVICE UNIT	452	40.3%	35.9%	23.7%	18

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Leadership (continued)

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,861	72.6%	17.4%	10.0%	2,441
Indian Health Service	8,014	59.9%	24.8%	15.3%	291
NAVAJO AREA OFFICE	1,802	50.8%	28.8%	20.3%	84
CROWNPOINT SERVICE UNIT	200	40.2%	33.6%	26.2%	10
GALLUP SERVICE UNIT	719	46.3%	29.3%	24.3%	38
OFC OF ADMIN & MGMT	29	49.8%	29.5%	20.7%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	78.3%	18.4%	3.3%	0
OFFICE OF HEALTH PROGRAMS	13	77.9%	22.1%	0.0%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	364	61.5%	27.3%	11.3%	13
SHIPROCK SERVICE UNIT	442	51.9%	27.5%	20.6%	22

56. Managers communicate the goals of the organization.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,577	70.0%	17.2%	12.7%	771
Indian Health Service	8,139	57.0%	24.7%	18.2%	180
NAVAJO AREA OFFICE	1,842	49.3%	29.8%	20.8%	46
CROWNPOINT SERVICE UNIT	202	45.5%	33.4%	21.2%	7
GALLUP SERVICE UNIT	743	44.1%	30.6%	25.3%	16
OFC OF ADMIN & MGMT	29	51.7%	30.6%	17.7%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	66.1%	27.0%	7.0%	0
OFFICE OF HEALTH PROGRAMS	13	77.8%	22.2%	0.0%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	369	60.7%	27.1%	12.1%	8
SHIPROCK SERVICE UNIT	451	48.4%	29.6%	22.0%	14

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,761	69.4%	19.5%	11.1%	2,644
Indian Health Service	7,939	57.2%	26.8%	16.0%	390
NAVAJO AREA OFFICE	1,808	50.1%	30.6%	19.3%	83
CROWNPOINT SERVICE UNIT	200	46.9%	31.4%	21.7%	10
GALLUP SERVICE UNIT	724	43.9%	32.3%	23.8%	32
OFC OF ADMIN & MGMT	29	43.7%	42.5%	13.8%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	53.3%	35.9%	10.8%	1
OFFICE OF HEALTH PROGRAMS	12	72.1%	27.9%	0.0%	2
PHS INDIAN HEALTH CENTER, CHINLE, AZ	361	63.7%	26.6%	9.8%	16
SHIPROCK SERVICE UNIT	448	50.2%	29.4%	20.4%	22

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Leadership (continued)

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	48,966	63.5%	19.3%	17.2%	1,477
Indian Health Service	8,084	50.6%	26.6%	22.8%	250
NAVAJO AREA OFFICE	1,843	45.6%	29.2%	25.2%	49
CROWNPOINT SERVICE UNIT	202	41.5%	28.5%	30.1%	8
GALLUP SERVICE UNIT	742	40.0%	31.5%	28.5%	17
OFC OF ADMIN & MGMT	29	47.0%	28.0%	25.0%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	65.9%	26.8%	7.3%	0
OFFICE OF HEALTH PROGRAMS	13	51.5%	39.1%	9.4%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	367	60.3%	24.6%	15.1%	11
SHIPROCK SERVICE UNIT	456	43.3%	29.4%	27.3%	12

59. Managers support collaboration across work units to accomplish work objectives.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	48,792	67.5%	18.3%	14.3%	1,439
Indian Health Service	7,979	52.6%	26.9%	20.5%	283
NAVAJO AREA OFFICE	1,827	46.7%	29.1%	24.3%	56
CROWNPOINT SERVICE UNIT	200	42.1%	28.0%	29.9%	10
GALLUP SERVICE UNIT	737	39.4%	32.4%	28.2%	20
OFC OF ADMIN & MGMT	29	50.3%	35.2%	14.5%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	70.5%	22.7%	6.8%	0
OFFICE OF HEALTH PROGRAMS	14	63.8%	36.2%	0.0%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	362	63.1%	23.4%	13.5%	13
SHIPROCK SERVICE UNIT	451	45.1%	28.3%	26.6%	13

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,853	68.1%	19.6%	12.2%	2,589
Indian Health Service	7,770	54.3%	26.7%	19.0%	565
NAVAJO AREA OFFICE	1,759	45.6%	31.5%	22.9%	134
CROWNPOINT SERVICE UNIT	196	35.6%	36.7%	27.7%	14
GALLUP SERVICE UNIT	708	40.2%	32.4%	27.4%	52
OFC OF ADMIN & MGMT	29	40.6%	31.1%	28.3%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	25	75.9%	24.1%	0.0%	2
OFFICE OF HEALTH PROGRAMS	13	72.2%	14.0%	13.8%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	350	57.0%	28.2%	14.8%	27
SHIPROCK SERVICE UNIT	430	47.3%	31.2%	21.5%	38

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Leadership (continued)

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,636	66.2%	20.1%	13.7%	754
Indian Health Service	8,149	57.7%	25.6%	16.7%	175
NAVAJO AREA OFFICE	1,830	53.0%	29.3%	17.7%	60
CROWNPOINT SERVICE UNIT	202	43.6%	35.9%	20.5%	8
GALLUP SERVICE UNIT	737	48.1%	30.5%	21.4%	21
OFC OF ADMIN & MGMT	28	49.6%	36.1%	14.3%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	74.6%	22.1%	3.3%	0
OFFICE OF HEALTH PROGRAMS	14	62.8%	22.8%	14.4%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	366	70.2%	21.5%	8.3%	11
SHIPROCK SERVICE UNIT	448	49.9%	30.7%	19.3%	19

62. Senior leaders demonstrate support for Work-Life programs.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	46,786	66.7%	20.8%	12.5%	3,596
Indian Health Service	7,609	49.8%	31.4%	18.8%	707
NAVAJO AREA OFFICE	1,734	43.9%	34.0%	22.1%	154
CROWNPOINT SERVICE UNIT	192	31.1%	42.4%	26.5%	18
GALLUP SERVICE UNIT	702	39.9%	34.2%	25.9%	56
OFC OF ADMIN & MGMT	28	45.7%	36.1%	18.1%	1
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	65.5%	23.7%	10.8%	1
OFFICE OF HEALTH PROGRAMS	14	40.5%	49.7%	9.8%	0
PHS INDIAN HEALTH CENTER, CHINLE, AZ	349	57.9%	30.8%	11.4%	27
SHIPROCK SERVICE UNIT	416	43.1%	32.6%	24.3%	50

My Satisfaction

63. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,229	60.7%	20.4%	18.8%
Indian Health Service	8,296	56.2%	24.7%	19.1%
NAVAJO AREA OFFICE	1,885	55.8%	27.2%	17.0%
CROWNPOINT SERVICE UNIT	210	55.9%	28.0%	16.1%
GALLUP SERVICE UNIT	759	50.5%	28.2%	21.3%
OFC OF ADMIN & MGMT	29	49.2%	32.7%	18.1%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	82.9%	6.8%	10.3%
OFFICE OF HEALTH PROGRAMS	14	72.5%	27.5%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	373	63.9%	25.7%	10.4%
SHIPROCK SERVICE UNIT	465	55.8%	27.6%	16.6%

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My Satisfaction (continued)

64. How satisfied are you with the information you receive from management on what's going on in your organization?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,254	58.7%	21.6%	19.7%
Indian Health Service	8,297	49.8%	27.6%	22.6%
NAVAJO AREA OFFICE	1,882	48.1%	30.8%	21.1%
CROWNPOINT SERVICE UNIT	209	48.6%	30.3%	21.1%
GALLUP SERVICE UNIT	756	44.0%	31.7%	24.4%
OFC OF ADMIN & MGMT	29	37.9%	30.7%	31.4%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	56.1%	36.9%	7.0%
OFFICE OF HEALTH PROGRAMS	14	73.0%	13.9%	13.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	372	59.6%	29.0%	11.4%
SHIPROCK SERVICE UNIT	467	44.7%	31.3%	24.0%

65. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,279	60.6%	20.7%	18.7%
Indian Health Service	8,304	48.5%	25.8%	25.7%
NAVAJO AREA OFFICE	1,888	45.8%	28.4%	25.9%
CROWNPOINT SERVICE UNIT	211	45.7%	30.5%	23.8%
GALLUP SERVICE UNIT	760	41.2%	29.0%	29.8%
OFC OF ADMIN & MGMT	29	46.7%	29.7%	23.6%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	64.1%	17.6%	18.3%
OFFICE OF HEALTH PROGRAMS	14	48.7%	19.9%	31.3%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	373	53.9%	28.6%	17.5%
SHIPROCK SERVICE UNIT	466	45.1%	27.3%	27.7%

66. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,164	54.4%	27.5%	18.1%
Indian Health Service	8,291	47.6%	32.0%	20.3%
NAVAJO AREA OFFICE	1,883	43.3%	34.8%	21.9%
CROWNPOINT SERVICE UNIT	211	34.4%	39.9%	25.7%
GALLUP SERVICE UNIT	759	39.0%	34.0%	27.0%
OFC OF ADMIN & MGMT	28	40.1%	30.7%	29.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	68.1%	21.6%	10.3%
OFFICE OF HEALTH PROGRAMS	13	53.4%	46.6%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	371	58.2%	31.7%	10.1%
SHIPROCK SERVICE UNIT	466	40.7%	37.0%	22.4%

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My Satisfaction (continued)

67. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,169	45.1%	28.5%	26.4%
Indian Health Service	8,289	44.2%	32.2%	23.6%
NAVAJO AREA OFFICE	1,878	45.0%	33.4%	21.5%
CROWNPOINT SERVICE UNIT	209	45.0%	36.1%	19.0%
GALLUP SERVICE UNIT	760	39.1%	34.9%	26.0%
OFC OF ADMIN & MGMT	29	35.7%	30.1%	34.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	69.4%	27.2%	3.4%
OFFICE OF HEALTH PROGRAMS	13	61.7%	31.7%	6.6%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	371	58.1%	28.2%	13.7%
SHIPROCK SERVICE UNIT	462	43.0%	34.5%	22.6%

68. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,198	63.3%	21.8%	15.0%
Indian Health Service	8,302	54.5%	25.4%	20.1%
NAVAJO AREA OFFICE	1,882	51.5%	28.0%	20.5%
CROWNPOINT SERVICE UNIT	210	50.0%	30.0%	20.1%
GALLUP SERVICE UNIT	756	47.4%	28.3%	24.3%
OFC OF ADMIN & MGMT	29	48.6%	27.0%	24.4%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	86.0%	3.5%	10.5%
OFFICE OF HEALTH PROGRAMS	13	61.9%	14.4%	23.7%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	372	58.2%	27.6%	14.3%
SHIPROCK SERVICE UNIT	467	51.3%	28.8%	19.9%

69. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,225	74.3%	14.9%	10.7%
Indian Health Service	8,306	71.4%	18.0%	10.5%
NAVAJO AREA OFFICE	1,886	71.9%	18.9%	9.2%
CROWNPOINT SERVICE UNIT	211	74.7%	16.0%	9.3%
GALLUP SERVICE UNIT	760	67.6%	21.2%	11.2%
OFC OF ADMIN & MGMT	29	62.9%	26.9%	10.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	93.2%	6.8%	0.0%
OFFICE OF HEALTH PROGRAMS	13	82.8%	17.2%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	373	77.5%	15.5%	7.0%
SHIPROCK SERVICE UNIT	465	71.7%	19.6%	8.7%

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My Satisfaction (continued)

70. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,189	66.3%	16.1%	17.5%
Indian Health Service	8,282	60.6%	19.0%	20.4%
NAVAJO AREA OFFICE	1,882	61.9%	21.7%	16.4%
CROWNPOINT SERVICE UNIT	211	66.5%	19.5%	14.1%
GALLUP SERVICE UNIT	759	56.4%	24.0%	19.7%
OFC OF ADMIN & MGMT	29	66.4%	20.4%	13.3%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	86.0%	7.2%	6.8%
OFFICE OF HEALTH PROGRAMS	13	100.0%	0.0%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	369	66.9%	23.0%	10.0%
SHIPROCK SERVICE UNIT	466	61.7%	19.6%	18.8%

71. Considering everything, how satisfied are you with your organization?

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,031	70.3%	17.8%	11.9%
Indian Health Service	8,228	60.3%	24.9%	14.8%
NAVAJO AREA OFFICE	1,867	58.8%	26.3%	15.0%
CROWNPOINT SERVICE UNIT	210	54.4%	27.7%	17.9%
GALLUP SERVICE UNIT	748	53.4%	27.5%	19.1%
OFC OF ADMIN & MGMT	28	53.4%	39.4%	7.2%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	89.7%	7.0%	3.3%
OFFICE OF HEALTH PROGRAMS	13	82.0%	18.0%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	370	71.5%	21.3%	7.2%
SHIPROCK SERVICE UNIT	463	56.9%	28.2%	15.0%

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Performance

72. Currently, in my work unit poor performers usually:

	N	Remain In Work Unit And Improve Over Time	Remain In Work Unit And Continue To Under-perform	Leave Work Unit - Removed or Transferred	Leave Work Unit - Quit	No Poor Performers In Work Unit	Do Not Know
Department of Health and Human Services	37,857	20.1%	48.0%	9.1%	2.6%	20.2%	12,400
Indian Health Service	6,729	19.2%	58.5%	6.3%	3.0%	13.0%	1,584
NAVAJO AREA OFFICE	1,460	20.6%	58.3%	5.7%	2.7%	12.7%	425
CROWNPOINT SERVICE UNIT	158	23.6%	55.8%	3.6%	3.2%	13.8%	53
GALLUP SERVICE UNIT	592	19.1%	61.3%	6.2%	2.1%	11.3%	167
OFC OF ADMIN & MGMT	18	0.0%	67.0%	5.0%	0.0%	27.9%	10
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	22	45.4%	41.0%	0.0%	0.0%	13.6%	5
OFFICE OF HEALTH PROGRAMS	11	19.1%	44.0%	0.0%	19.8%	17.1%	2
PHS INDIAN HEALTH CENTER, CHINLE, AZ	274	26.3%	50.2%	6.5%	2.9%	14.1%	99
SHIPROCK SERVICE UNIT	382	17.5%	61.5%	5.7%	3.2%	12.2%	84

Partial Government Shutdown

73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 - January 25, 2019) on your working/pay status?

	N	No Impact On Working/Pay Status	No Work And No Pay Until After Shutdown	Worked Some But No Pay Until After Shutdown	Worked Entire Shutdown But No Pay Until After	Other
Department of Health and Human Services	50,202	68.2%	10.8%	4.6%	8.5%	7.8%
Indian Health Service	8,295	43.9%	5.4%	4.5%	27.2%	19.0%
NAVAJO AREA OFFICE	1,881	55.3%	1.5%	3.8%	22.4%	17.1%
CROWNPOINT SERVICE UNIT	210	62.6%	0.0%	2.1%	19.8%	15.5%
GALLUP SERVICE UNIT	757	54.7%	1.3%	3.5%	20.6%	19.9%
OFC OF ADMIN & MGMT	29	17.5%	29.4%	19.3%	33.8%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	85.2%	0.0%	0.0%	0.0%	14.8%
OFFICE OF HEALTH PROGRAMS	13	24.1%	14.2%	16.2%	45.5%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	373	61.3%	1.1%	3.8%	18.6%	15.2%
SHIPROCK SERVICE UNIT	464	50.2%	0.5%	3.6%	29.6%	16.2%

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Partial Government Shutdown (continued)

74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?

	N	No Impact	Slightly Negative Impact	Moderately Negative Impact	Very Negative Impact	Extremely Negative Impact
Department of Health and Human Services	49,757	43.9%	21.1%	17.7%	10.4%	6.9%
Indian Health Service	8,273	28.7%	21.9%	22.1%	15.4%	11.9%
NAVAJO AREA OFFICE	1,883	32.1%	23.7%	21.8%	13.2%	9.2%
CROWNPOINT SERVICE UNIT	211	30.7%	26.7%	22.4%	11.5%	8.7%
GALLUP SERVICE UNIT	759	32.1%	25.7%	21.4%	11.9%	8.9%
OFC OF ADMIN & MGMT	28	17.4%	13.6%	17.3%	30.9%	20.7%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	36.1%	27.3%	14.3%	19.0%	3.3%
OFFICE OF HEALTH PROGRAMS	13	7.6%	15.7%	14.5%	55.6%	6.6%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	374	39.8%	23.0%	21.4%	9.5%	6.3%
SHIPROCK SERVICE UNIT	463	28.3%	20.2%	23.2%	16.2%	12.1%

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)

	N	Unmanageable Workload	Missed Deadlines	Unrecoverable Loss of Work	Reduced Customer Service	Delayed Work
Department of Health and Human Services	27,319	20.8%	37.1%	15.1%	40.6%	63.2%
Indian Health Service	5,793	19.6%	32.2%	13.0%	40.2%	44.4%
NAVAJO AREA OFFICE	1,254	19.0%	25.9%	11.0%	35.6%	35.8%
CROWNPOINT SERVICE UNIT	144	21.3%	19.7%	9.0%	28.5%	33.6%
GALLUP SERVICE UNIT	508	18.9%	24.9%	8.3%	32.3%	32.7%
OFC OF ADMIN & MGMT	23	50.5%	64.5%	39.0%	25.1%	69.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	17	16.4%	48.2%	23.8%	40.7%	47.9%
OFFICE OF HEALTH PROGRAMS	12	23.0%	65.7%	41.4%	59.1%	65.7%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	218	14.9%	24.2%	7.8%	37.2%	33.7%
SHIPROCK SERVICE UNIT	325	18.3%	25.5%	14.3%	42.6%	38.5%

If the response to item 74 was "It had no impact", item 75 was skipped.

(continued)

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Partial Government Shutdown (continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) (continued)

	N	Reduced Work Quality	Cutback Of Critical Work	Time Lost Restarting Work	Unmet Statutory Requirements	Other
Department of Health and Human Services	27,319	23.2%	22.6%	35.6%	9.4%	29.3%
Indian Health Service	5,793	32.2%	22.6%	23.5%	11.1%	40.0%
NAVAJO AREA OFFICE	1,254	31.6%	21.5%	16.7%	12.4%	39.9%
CROWNPOINT SERVICE UNIT	144	28.1%	20.2%	16.3%	11.4%	39.0%
GALLUP SERVICE UNIT	508	29.8%	19.3%	11.6%	11.1%	40.0%
OFC OF ADMIN & MGMT	23	25.9%	32.2%	50.3%	26.0%	25.1%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	17	42.4%	24.6%	46.8%	7.1%	27.7%
OFFICE OF HEALTH PROGRAMS	12	59.3%	58.2%	74.2%	25.1%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	218	28.4%	18.2%	15.6%	10.9%	41.9%
SHIPROCK SERVICE UNIT	325	37.2%	25.1%	18.9%	14.7%	42.4%

If the response to item 74 was "It had no impact", item 75 was skipped.

76. Are you looking for another job because of the partial government shutdown?

	N	Looking Specifically Because Of Shutdown	Looking But Shutdown Is Only One Of The Reasons	Looking But Shutdown Had No Influence	Not Looking Currently
Department of Health and Human Services	49,832	1.3%	5.8%	16.7%	76.2%
Indian Health Service	8,272	1.9%	7.0%	13.7%	77.4%
NAVAJO AREA OFFICE	1,879	1.7%	5.7%	13.9%	78.6%
CROWNPOINT SERVICE UNIT	211	2.4%	7.8%	12.1%	77.7%
GALLUP SERVICE UNIT	755	1.4%	5.0%	15.5%	78.1%
OFC OF ADMIN & MGMT	29	2.8%	13.2%	10.6%	73.4%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	0.0%	0.0%	10.7%	89.3%
OFFICE OF HEALTH PROGRAMS	13	0.0%	17.1%	0.0%	82.9%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	373	1.9%	3.8%	11.7%	82.5%
SHIPROCK SERVICE UNIT	463	1.7%	7.0%	14.6%	76.6%

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Partial Government Shutdown (continued)

77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.

	N	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Support Required
Department of Health and Human Services	39,221	29.9%	44.2%	18.0%	5.0%	3.0%	10,820
Indian Health Service	7,985	27.9%	43.9%	18.9%	5.4%	3.9%	294
NAVAJO AREA OFFICE	1,803	22.1%	45.8%	21.7%	6.0%	4.4%	76
CROWNPOINT SERVICE UNIT	208	22.4%	49.5%	21.9%	3.9%	2.3%	3
GALLUP SERVICE UNIT	724	21.8%	46.5%	20.5%	6.3%	4.9%	31
OFC OF ADMIN & MGMT	29	17.5%	45.1%	9.9%	13.7%	13.8%	0
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	26	48.7%	39.5%	8.4%	0.0%	3.5%	1
OFFICE OF HEALTH PROGRAMS	12	15.8%	65.8%	18.4%	0.0%	0.0%	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	352	23.6%	45.2%	24.5%	4.5%	2.3%	20
SHIPROCK SERVICE UNIT	444	19.6%	43.6%	23.2%	7.6%	6.0%	20

Work-Life

78. Please select the response below that BEST describes your current teleworking schedule.

	N	Telework				
		Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Department of Health and Human Services	49,931	13.2%	6.9%	37.5%	8.5%	3.4%
Indian Health Service	8,119	3.7%	1.0%	2.6%	1.2%	3.7%
NAVAJO AREA OFFICE	1,826	2.7%	0.9%	1.0%	1.0%	3.8%
CROWNPOINT SERVICE UNIT	207	4.6%	1.5%	1.5%	0.9%	4.8%
GALLUP SERVICE UNIT	731	1.4%	0.8%	0.3%	1.1%	4.6%
OFC OF ADMIN & MGMT	29	0.0%	0.0%	0.0%	0.0%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	7.4%	0.0%	0.0%	0.0%	0.0%
OFFICE OF HEALTH PROGRAMS	13	0.0%	0.0%	0.0%	0.0%	0.0%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	359	3.5%	0.7%	1.5%	0.9%	3.4%
SHIPROCK SERVICE UNIT	452	3.2%	0.9%	1.6%	1.1%	3.1%

(continued)

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Work-Life (continued)

78. Please select the response below that BEST describes your current teleworking schedule. (continued)

	Do Not Telework				
	N	Must Be Physically Present	Technical Issues	Not Approved To Telework	Choose Not To Telework
Department of Health and Human Services	49,931	13.4%	1.7%	5.8%	9.5%
Indian Health Service	8,119	45.4%	4.6%	16.5%	21.4%
NAVAJO AREA OFFICE	1,826	44.3%	6.0%	14.2%	26.1%
CROWNPOINT SERVICE UNIT	207	40.0%	3.8%	17.9%	25.0%
GALLUP SERVICE UNIT	731	48.9%	6.2%	11.7%	24.9%
OFC OF ADMIN & MGMT	29	27.9%	7.1%	49.2%	15.8%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	29.6%	7.3%	36.4%	19.2%
OFFICE OF HEALTH PROGRAMS	13	16.1%	0.0%	52.6%	31.3%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	359	40.1%	7.4%	9.6%	32.9%
SHIPROCK SERVICE UNIT	452	45.8%	5.5%	15.3%	23.5%

79. How satisfied are you with the Telework program in your agency?

					Choose Not to Participate	Not Available to Me	Unaware of Programs
	N	Positive	Neutral	Negative			
Department of Health and Human Services	39,985	77.2%	13.3%	9.5%	1,843	6,392	1,839
Indian Health Service	2,275	38.1%	41.4%	20.5%	326	3,942	1,673
NAVAJO AREA OFFICE	393	32.7%	51.3%	16.0%	61	924	477
CROWNPOINT SERVICE UNIT	55	28.7%	62.1%	9.2%	5	96	54
GALLUP SERVICE UNIT	152	30.0%	53.8%	16.2%	16	365	210
OFC OF ADMIN & MGMT	3	0.0%	35.4%	64.6%	0	23	3
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	10	29.6%	49.9%	20.4%	1	12	4
OFFICE OF HEALTH PROGRAMS	3	0.0%	65.3%	34.7%	0	6	4
PHS INDIAN HEALTH CENTER, CHINLE, AZ	69	42.8%	49.8%	7.4%	16	175	106
SHIPROCK SERVICE UNIT	98	33.4%	42.8%	23.8%	22	244	95

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Work-Life (continued)

80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):

	N	Alternative Work Schedules	Health and Wellness Programs	Employee Assistance Program - EAP	Child Care Programs	Elder Care Programs	None Listed
Department of Health and Human Services	49,733	38.4%	38.5%	7.1%	4.0%	0.9%	36.8%
Indian Health Service	8,190	26.8%	35.7%	6.1%	0.9%	0.5%	46.2%
NAVAJO AREA OFFICE	1,851	27.6%	34.9%	5.0%	0.9%	0.7%	47.2%
CROWNPOINT SERVICE UNIT	209	32.0%	31.9%	6.5%	0.9%	0.9%	45.1%
GALLUP SERVICE UNIT	742	22.9%	33.6%	4.3%	1.1%	1.0%	50.7%
OFC OF ADMIN & MGMT	28	46.2%	11.5%	8.0%	0.0%	0.0%	50.5%
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	27	38.5%	10.6%	3.9%	0.0%	0.0%	58.2%
OFFICE OF HEALTH PROGRAMS	13	32.5%	0.0%	0.0%	0.0%	0.0%	67.5%
PHS INDIAN HEALTH CENTER, CHINLE, AZ	365	31.3%	42.2%	2.6%	0.3%	0.0%	41.6%
SHIPROCK SERVICE UNIT	459	28.2%	36.4%	7.2%	0.9%	0.6%	45.2%

81. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	32,415	78.0%	16.6%	5.3%	8,982	6,189	2,159
Indian Health Service	4,747	61.3%	27.9%	10.7%	458	2,111	889
NAVAJO AREA OFFICE	1,087	60.6%	28.1%	11.3%	88	493	183
CROWNPOINT SERVICE UNIT	134	59.7%	28.3%	12.0%	8	44	22
GALLUP SERVICE UNIT	414	55.6%	31.9%	12.5%	37	204	91
OFC OF ADMIN & MGMT	21	79.5%	15.5%	4.9%	0	6	2
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	19	74.6%	20.7%	4.7%	1	5	0
OFFICE OF HEALTH PROGRAMS	9	34.0%	32.8%	33.2%	0	3	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	216	71.8%	22.1%	6.1%	23	97	26
SHIPROCK SERVICE UNIT	270	57.5%	28.6%	13.9%	16	133	41

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Work-Life (continued)

82. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	38,580	78.6%	18.0%	3.4%	7,136	1,832	2,065
Indian Health Service	6,549	68.1%	25.5%	6.4%	424	627	604
NAVAJO AREA OFFICE	1,506	67.8%	26.3%	5.9%	83	131	130
CROWNPOINT SERVICE UNIT	171	67.3%	27.1%	5.6%	5	15	19
GALLUP SERVICE UNIT	602	65.6%	27.9%	6.5%	38	50	58
OFC OF ADMIN & MGMT	18	38.9%	44.6%	16.5%	0	9	2
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	19	63.1%	32.2%	4.7%	0	3	4
OFFICE OF HEALTH PROGRAMS	9	33.3%	33.0%	33.8%	0	3	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	309	74.5%	22.3%	3.2%	23	16	13
SHIPROCK SERVICE UNIT	375	68.5%	25.7%	5.8%	15	33	32

83. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	22,813	49.8%	45.5%	4.7%	20,453	1,113	5,014
Indian Health Service	4,577	40.7%	53.0%	6.3%	1,938	475	1,181
NAVAJO AREA OFFICE	1,038	39.4%	54.1%	6.5%	391	122	289
CROWNPOINT SERVICE UNIT	120	35.1%	58.0%	6.9%	41	15	33
GALLUP SERVICE UNIT	405	34.5%	56.1%	9.4%	168	50	119
OFC OF ADMIN & MGMT	17	29.0%	58.2%	12.8%	8	1	3
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	18	61.0%	32.9%	6.0%	4	1	2
OFFICE OF HEALTH PROGRAMS	7	43.0%	57.0%	0.0%	5	0	1
PHS INDIAN HEALTH CENTER, CHINLE, AZ	182	40.6%	56.2%	3.2%	73	31	71
SHIPROCK SERVICE UNIT	287	46.7%	49.4%	3.9%	89	23	59

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Work-Life (continued)

84. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	16,347	38.2%	55.9%	5.9%	23,300	4,668	5,045
Indian Health Service	2,800	23.3%	68.4%	8.3%	1,613	1,866	1,899
NAVAJO AREA OFFICE	670	23.7%	67.4%	8.9%	314	438	422
CROWNPOINT SERVICE UNIT	81	20.7%	68.6%	10.7%	36	46	46
GALLUP SERVICE UNIT	269	24.4%	65.9%	9.7%	134	163	176
OFC OF ADMIN & MGMT	14	7.8%	77.6%	14.6%	3	8	4
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	9	22.9%	77.1%	0.0%	3	7	6
OFFICE OF HEALTH PROGRAMS	4	0.0%	100.0%	0.0%	3	3	3
PHS INDIAN HEALTH CENTER, CHINLE, AZ	121	34.5%	60.7%	4.8%	60	104	74
SHIPROCK SERVICE UNIT	171	17.7%	72.4%	9.8%	70	106	112

85. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	13,352	28.6%	67.7%	3.7%	23,530	4,053	8,285
Indian Health Service	2,709	23.0%	69.8%	7.2%	1,517	1,753	2,173
NAVAJO AREA OFFICE	651	23.9%	69.1%	7.0%	297	415	469
CROWNPOINT SERVICE UNIT	81	21.5%	71.2%	7.3%	31	45	52
GALLUP SERVICE UNIT	260	23.2%	68.0%	8.9%	127	157	190
OFC OF ADMIN & MGMT	13	8.3%	77.2%	14.5%	3	7	5
OFFICE OF ENVIRONMENTAL HEALTH AND ENGINEERING	9	22.9%	77.1%	0.0%	3	7	6
OFFICE OF HEALTH PROGRAMS	5	0.0%	100.0%	0.0%	2	3	3
PHS INDIAN HEALTH CENTER, CHINLE, AZ	114	34.6%	62.8%	2.6%	62	94	89
SHIPROCK SERVICE UNIT	167	20.5%	72.7%	6.8%	66	100	123

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My Employment Demographics

Where do you work?

	%
Headquarters	6.5%
Field	93.5%

What is your supervisory status?

	%
Senior Leader	0.9%
Manager	4.1%
Supervisor	15.5%
Team Leader	11.7%
Non-Supervisor	67.7%

What is your pay category/grade?

	%
Federal Wage System	6.9%
GS 1-6	35.1%
GS 7-12	44.7%
GS 13-15	8.4%
Senior Executive Service	0.1%
Senior Level (SL) or Scientific or Professional (ST)	0.1%
Other	4.7%

What is your US military service status?

	%
No Prior Military Service	90.3%
Currently in National Guard or Reserves	0.6%
Retired	1.2%
Separated or Discharged	7.8%

Note: Percentages for demographic questions are unweighted.

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My Employment Demographics (continued)

How long have you been with the Federal Government (excluding military service)?

	%
Less than 1 year	1.8%
1 to 3 years	13.3%
4 to 5 years	8.7%
6 to 10 years	15.5%
11 to 14 years	14.8%
15 to 20 years	18.7%
More than 20 years	27.1%

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

	%
Less than 1 year	4.3%
1 to 3 years	18.6%
4 to 5 years	9.3%
6 to 10 years	16.7%
11 to 14 years	13.9%
15 to 20 years	15.3%
More than 20 years	21.9%

Are you considering leaving your organization within the next year, and if so, why?

	%
No	68.0%
Yes, to retire	6.8%
Yes, to take another job within the Federal Government	14.5%
Yes, to take another job outside the Federal Government	3.3%
Yes, other	7.4%

I am planning to retire:

	%
Within one year	3.7%
Between one and three years	10.0%
Between three and five years	9.8%
Five or more years	76.5%

Note: Percentages for demographic questions are unweighted.

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My Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

	%
Yes	3.1%
No	96.9%

Please select the racial category or categories with which you most closely identify.

	%
White	12.6%
Black or African American	1.2%
All other races	86.2%

What is your age group?

	%
29 years and under	3.3%
30-39 years old	17.3%
40-49 years old	28.3%
50-59 years old	32.2%
60 years or older	18.9%

What is the highest degree or level of education you have completed?

	%
Less than High School/ High School Diploma/ GED	9.4%
Certification/ Some College/ Associate's Degree	54.1%
Bachelor's Degree	15.8%
Advanced Degrees (Post Bachelor's Degree)	20.8%

Are you an individual with a disability?

	%
Yes	5.4%
No	94.6%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.

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My Personal Demographics (continued)

<i>Are you:</i>	
	%
Male	25.8%
Female	74.2%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.