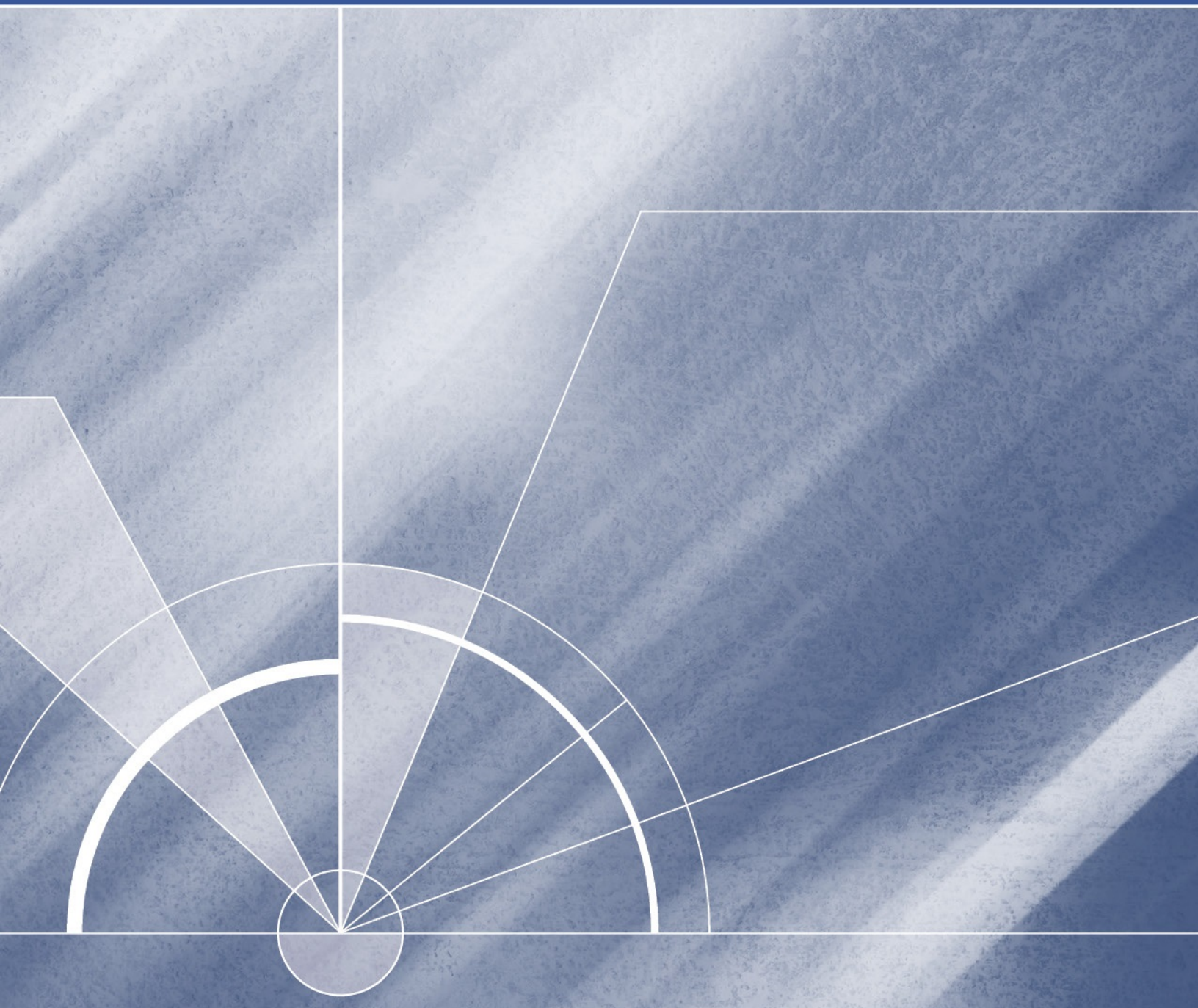


2019

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

3rd Level
Subagency
Comparison
Report

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE



Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,438	62.0%
COLORADO RIVER SERVICE UNIT	93	55.0%
ELKO SERVICE UNIT	24	77.4%
FORT YUMA SERVICE UNIT	54	81.8%
HOPi SERVICE UNIT	140	73.7%
IPA / MOA PROVIDER GROUP	<10	--
OEH & E GROUP	41	64.1%
OFC OF ADMIN & MGMT	31	62.0%
OFC OF ENVIRONMENTAL HEALTH & ENGINEERING	<10	--
OFC OF HEALTH PROGRAMS	16	72.7%
OFC OF HUMAN RESOURCES	<10	--
OFC OF PLANNING, EVALUATION & INFORMATION RESOURCES	<10	--
OFC OF THE AREA DIR - PHOENIX	14	87.5%
OFC OF TRIBAL ACTIVITIES	<10	--
PHOENIX SERVICE UNIT	593	54.2%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	68.1%
REGIONAL TREATMENT CENTER	29	67.4%
SAN CARLOS SERVICE UNIT	<10	--
SCHURZ SERVICE UNIT	<10	--
UINTAH & OURAY SERV UNIT	22	61.1%
WHITE RIVER SERVICE UNIT	318	71.1%

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"*

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,425	66.4%	18.3%	15.3%
COLORADO RIVER SERVICE UNIT	93	64.8%	16.8%	18.3%
ELKO SERVICE UNIT	24	64.8%	25.9%	9.3%
FORT YUMA SERVICE UNIT	54	67.8%	19.5%	12.7%
HOPI SERVICE UNIT	136	67.0%	16.5%	16.6%
OEH & E GROUP	41	93.0%	7.0%	0.0%
OFC OF ADMIN & MGMT	30	51.9%	16.1%	31.9%
OFC OF HEALTH PROGRAMS	16	82.7%	12.3%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	85.2%	5.8%	9.0%
PHOENIX SERVICE UNIT	588	63.9%	20.4%	15.7%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	55.9%	12.5%	31.6%
REGIONAL TREATMENT CENTER	28	59.5%	22.7%	17.8%
UINTAH & OURAY SERV UNIT	22	73.8%	21.9%	4.2%
WHITE RIVER SERVICE UNIT	316	67.8%	17.0%	15.2%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,430	72.9%	14.8%	12.3%
COLORADO RIVER SERVICE UNIT	92	62.5%	16.8%	20.7%
ELKO SERVICE UNIT	24	87.2%	7.7%	5.2%
FORT YUMA SERVICE UNIT	54	62.6%	22.1%	15.3%
HOPI SERVICE UNIT	138	75.2%	13.8%	11.0%
OEH & E GROUP	41	83.1%	12.4%	4.5%
OFC OF ADMIN & MGMT	31	78.1%	3.3%	18.6%
OFC OF HEALTH PROGRAMS	16	83.1%	5.3%	11.6%
OFC OF THE AREA DIR - PHOENIX	13	76.6%	17.0%	6.3%
PHOENIX SERVICE UNIT	592	70.8%	17.5%	11.7%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	66.9%	13.6%	19.4%
REGIONAL TREATMENT CENTER	28	70.6%	13.5%	15.9%
UINTAH & OURAY SERV UNIT	22	87.7%	4.0%	8.3%
WHITE RIVER SERVICE UNIT	318	76.3%	12.3%	11.4%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Experience (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,422	63.4%	20.4%	16.2%
COLORADO RIVER SERVICE UNIT	92	54.1%	22.8%	23.2%
ELKO SERVICE UNIT	23	62.9%	21.6%	15.5%
FORT YUMA SERVICE UNIT	53	64.1%	21.0%	14.9%
HOPI SERVICE UNIT	138	63.2%	19.1%	17.7%
OEH & E GROUP	41	75.5%	17.0%	7.4%
OFC OF ADMIN & MGMT	31	59.7%	21.4%	18.9%
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	87.7%	12.3%	0.0%
PHOENIX SERVICE UNIT	586	62.1%	22.0%	15.8%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	59.4%	13.5%	27.2%
REGIONAL TREATMENT CENTER	28	55.8%	25.4%	18.8%
UINTAH & OURAY SERV UNIT	22	73.6%	12.9%	13.5%
WHITE RIVER SERVICE UNIT	317	63.3%	20.2%	16.6%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,429	74.6%	14.8%	10.6%
COLORADO RIVER SERVICE UNIT	93	76.5%	11.8%	11.7%
ELKO SERVICE UNIT	24	76.7%	18.2%	5.2%
FORT YUMA SERVICE UNIT	53	87.1%	5.7%	7.2%
HOPI SERVICE UNIT	139	75.4%	15.0%	9.6%
OEH & E GROUP	41	87.5%	5.4%	7.1%
OFC OF ADMIN & MGMT	31	78.7%	2.8%	18.6%
OFC OF HEALTH PROGRAMS	15	94.6%	0.0%	5.4%
OFC OF THE AREA DIR - PHOENIX	14	86.4%	5.8%	7.8%
PHOENIX SERVICE UNIT	591	71.0%	17.0%	12.0%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	76.4%	13.2%	10.4%
REGIONAL TREATMENT CENTER	28	70.8%	11.1%	18.1%
UINTAH & OURAY SERV UNIT	22	76.0%	4.8%	19.2%
WHITE RIVER SERVICE UNIT	316	73.8%	17.6%	8.6%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Experience (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,431	89.9%	7.9%	2.2%
COLORADO RIVER SERVICE UNIT	93	94.6%	2.0%	3.3%
ELKO SERVICE UNIT	24	89.8%	10.2%	0.0%
FORT YUMA SERVICE UNIT	54	87.7%	8.8%	3.5%
HOPI SERVICE UNIT	138	93.4%	5.2%	1.4%
OEH & E GROUP	41	95.5%	2.1%	2.4%
OFC OF ADMIN & MGMT	30	87.1%	9.7%	3.2%
OFC OF HEALTH PROGRAMS	16	95.0%	5.0%	0.0%
OFC OF THE AREA DIR - PHOENIX	14	94.2%	5.8%	0.0%
PHOENIX SERVICE UNIT	591	89.2%	9.4%	1.4%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	86.0%	7.2%	6.8%
REGIONAL TREATMENT CENTER	29	77.8%	15.0%	7.2%
UINTAH & OURAY SERV UNIT	22	90.9%	9.1%	0.0%
WHITE RIVER SERVICE UNIT	318	88.9%	8.1%	3.1%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,435	86.1%	8.2%	5.6%
COLORADO RIVER SERVICE UNIT	92	76.0%	10.0%	14.1%
ELKO SERVICE UNIT	24	90.5%	9.5%	0.0%
FORT YUMA SERVICE UNIT	54	85.7%	9.1%	5.2%
HOPI SERVICE UNIT	140	88.5%	9.3%	2.2%
OEH & E GROUP	41	92.9%	0.0%	7.1%
OFC OF ADMIN & MGMT	31	87.6%	9.4%	3.0%
OFC OF HEALTH PROGRAMS	16	89.7%	5.3%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	77.4%	9.0%	13.6%
PHOENIX SERVICE UNIT	592	85.3%	9.3%	5.4%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	77.6%	3.3%	19.1%
REGIONAL TREATMENT CENTER	29	88.3%	7.7%	4.0%
UINTAH & OURAY SERV UNIT	22	95.8%	0.0%	4.2%
WHITE RIVER SERVICE UNIT	318	88.2%	7.2%	4.6%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,426	96.0%	3.0%	0.9%
COLORADO RIVER SERVICE UNIT	92	95.8%	2.1%	2.1%
ELKO SERVICE UNIT	24	100.0%	0.0%	0.0%
FORT YUMA SERVICE UNIT	54	96.4%	3.6%	0.0%
HOPI SERVICE UNIT	138	97.8%	1.5%	0.8%
OEH & E GROUP	41	100.0%	0.0%	0.0%
OFC OF ADMIN & MGMT	29	92.9%	3.5%	3.5%
OFC OF HEALTH PROGRAMS	16	100.0%	0.0%	0.0%
OFC OF THE AREA DIR - PHOENIX	14	100.0%	0.0%	0.0%
PHOENIX SERVICE UNIT	590	95.2%	4.0%	0.7%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	93.4%	6.6%	0.0%
REGIONAL TREATMENT CENTER	29	100.0%	0.0%	0.0%
UINTAH & OURAY SERV UNIT	21	100.0%	0.0%	0.0%
WHITE RIVER SERVICE UNIT	317	95.1%	3.4%	1.5%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,433	91.8%	7.1%	1.1%
COLORADO RIVER SERVICE UNIT	92	93.5%	4.2%	2.3%
ELKO SERVICE UNIT	24	100.0%	0.0%	0.0%
FORT YUMA SERVICE UNIT	54	94.7%	5.3%	0.0%
HOPI SERVICE UNIT	140	92.8%	6.4%	0.8%
OEH & E GROUP	41	93.3%	6.7%	0.0%
OFC OF ADMIN & MGMT	31	84.6%	9.3%	6.1%
OFC OF HEALTH PROGRAMS	16	100.0%	0.0%	0.0%
OFC OF THE AREA DIR - PHOENIX	14	100.0%	0.0%	0.0%
PHOENIX SERVICE UNIT	591	89.4%	9.5%	1.1%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	93.6%	6.4%	0.0%
REGIONAL TREATMENT CENTER	29	96.0%	4.0%	0.0%
UINTAH & OURAY SERV UNIT	21	100.0%	0.0%	0.0%
WHITE RIVER SERVICE UNIT	318	91.8%	6.5%	1.6%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Experience (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,420	50.9%	19.2%	29.8%	4
COLORADO RIVER SERVICE UNIT	92	47.1%	18.4%	34.5%	1
ELKO SERVICE UNIT	24	59.1%	19.5%	21.4%	0
FORT YUMA SERVICE UNIT	53	58.6%	19.0%	22.3%	0
HOPI SERVICE UNIT	138	57.0%	21.5%	21.5%	0
OEH & E GROUP	41	66.9%	21.8%	11.3%	0
OFC OF ADMIN & MGMT	31	62.1%	19.0%	19.0%	0
OFC OF HEALTH PROGRAMS	16	74.6%	12.5%	12.9%	0
OFC OF THE AREA DIR - PHOENIX	14	52.5%	19.4%	28.2%	0
PHOENIX SERVICE UNIT	585	44.7%	20.0%	35.3%	2
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	38.4%	15.4%	46.3%	0
REGIONAL TREATMENT CENTER	28	49.4%	20.3%	30.2%	0
UINTAH & OURAY SERV UNIT	21	58.2%	0.0%	41.8%	0
WHITE RIVER SERVICE UNIT	315	55.9%	18.0%	26.1%	1

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,424	65.1%	17.2%	17.6%	2
COLORADO RIVER SERVICE UNIT	93	60.7%	16.8%	22.6%	0
ELKO SERVICE UNIT	24	68.7%	17.9%	13.3%	0
FORT YUMA SERVICE UNIT	53	65.2%	15.5%	19.4%	0
HOPI SERVICE UNIT	139	65.9%	16.7%	17.4%	0
OEH & E GROUP	39	76.6%	8.4%	15.0%	0
OFC OF ADMIN & MGMT	31	65.2%	15.8%	19.0%	0
OFC OF HEALTH PROGRAMS	16	68.6%	13.5%	17.8%	0
OFC OF THE AREA DIR - PHOENIX	14	72.7%	7.1%	20.2%	0
PHOENIX SERVICE UNIT	587	62.0%	21.8%	16.2%	1
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	72.0%	6.1%	22.0%	0
REGIONAL TREATMENT CENTER	29	57.4%	10.1%	32.5%	0
UINTAH & OURAY SERV UNIT	22	54.5%	10.9%	34.6%	0
WHITE RIVER SERVICE UNIT	315	71.8%	13.4%	14.8%	1

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Experience (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,410	70.3%	14.5%	15.2%	11
COLORADO RIVER SERVICE UNIT	90	64.5%	15.6%	19.9%	2
ELKO SERVICE UNIT	24	77.7%	13.1%	9.3%	0
FORT YUMA SERVICE UNIT	51	64.8%	15.6%	19.6%	0
HOPI SERVICE UNIT	139	71.7%	16.7%	11.6%	1
OEH & E GROUP	41	73.0%	14.2%	12.8%	0
OFC OF ADMIN & MGMT	29	73.2%	7.2%	19.6%	0
OFC OF HEALTH PROGRAMS	16	82.7%	5.7%	11.6%	0
OFC OF THE AREA DIR - PHOENIX	14	70.8%	0.0%	29.2%	0
PHOENIX SERVICE UNIT	579	66.5%	16.2%	17.3%	6
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	59.4%	16.4%	24.2%	0
REGIONAL TREATMENT CENTER	28	70.7%	3.8%	25.5%	0
UINTAH & OURAY SERV UNIT	22	77.9%	17.1%	5.0%	0
WHITE RIVER SERVICE UNIT	316	75.8%	13.3%	10.9%	2

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,423	83.9%	11.9%	4.2%	9
COLORADO RIVER SERVICE UNIT	92	86.1%	10.1%	3.8%	1
ELKO SERVICE UNIT	24	95.9%	4.1%	0.0%	0
FORT YUMA SERVICE UNIT	51	88.8%	9.2%	2.0%	1
HOPI SERVICE UNIT	137	86.7%	8.2%	5.1%	2
OEH & E GROUP	41	100.0%	0.0%	0.0%	0
OFC OF ADMIN & MGMT	31	81.3%	15.6%	3.1%	0
OFC OF HEALTH PROGRAMS	16	92.4%	7.6%	0.0%	0
OFC OF THE AREA DIR - PHOENIX	14	79.9%	12.3%	7.8%	0
PHOENIX SERVICE UNIT	587	79.4%	14.7%	5.9%	4
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	79.8%	10.2%	10.0%	0
REGIONAL TREATMENT CENTER	29	82.7%	17.3%	0.0%	0
UINTAH & OURAY SERV UNIT	22	95.0%	5.0%	0.0%	0
WHITE RIVER SERVICE UNIT	317	85.1%	12.5%	2.4%	1

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,427	94.6%	4.2%	1.3%	3
COLORADO RIVER SERVICE UNIT	93	100.0%	0.0%	0.0%	0
ELKO SERVICE UNIT	24	100.0%	0.0%	0.0%	0
FORT YUMA SERVICE UNIT	52	96.3%	3.7%	0.0%	1
HOPI SERVICE UNIT	139	98.5%	1.5%	0.0%	0
OEH & E GROUP	41	100.0%	0.0%	0.0%	0
OFC OF ADMIN & MGMT	31	90.6%	6.4%	3.0%	0
OFC OF HEALTH PROGRAMS	16	95.0%	5.0%	0.0%	0
OFC OF THE AREA DIR - PHOENIX	14	86.4%	13.6%	0.0%	0
PHOENIX SERVICE UNIT	589	91.7%	6.3%	2.0%	1
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	89.8%	6.9%	3.3%	0
REGIONAL TREATMENT CENTER	27	95.7%	4.3%	0.0%	0
UINTAH & OURAY SERV UNIT	22	100.0%	0.0%	0.0%	0
WHITE RIVER SERVICE UNIT	317	95.4%	3.2%	1.4%	1

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,425	65.6%	15.7%	18.6%	9
COLORADO RIVER SERVICE UNIT	93	73.6%	11.5%	14.9%	0
ELKO SERVICE UNIT	24	79.0%	3.6%	17.4%	0
FORT YUMA SERVICE UNIT	53	77.5%	11.9%	10.6%	0
HOPI SERVICE UNIT	139	76.9%	12.8%	10.3%	0
OEH & E GROUP	41	83.4%	9.7%	6.9%	0
OFC OF ADMIN & MGMT	31	69.4%	18.5%	12.1%	0
OFC OF HEALTH PROGRAMS	16	73.9%	18.5%	7.6%	0
OFC OF THE AREA DIR - PHOENIX	14	78.6%	13.6%	7.8%	0
PHOENIX SERVICE UNIT	588	54.3%	20.0%	25.8%	4
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	61.3%	15.7%	23.0%	0
REGIONAL TREATMENT CENTER	29	75.0%	13.7%	11.4%	0
UINTAH & OURAY SERV UNIT	22	63.4%	15.0%	21.6%	0
WHITE RIVER SERVICE UNIT	314	70.5%	13.5%	16.0%	4

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Experience (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,413	68.9%	14.8%	16.3%	21
COLORADO RIVER SERVICE UNIT	92	72.0%	12.9%	15.1%	1
ELKO SERVICE UNIT	24	72.6%	16.7%	10.7%	0
FORT YUMA SERVICE UNIT	53	71.9%	15.0%	13.1%	0
HOPi SERVICE UNIT	138	66.3%	17.8%	15.9%	2
OEh & E GROUP	39	85.4%	8.6%	5.9%	2
OFC OF ADMIN & MGMT	30	72.1%	12.7%	15.2%	1
OFC OF HEALTH PROGRAMS	16	89.9%	5.1%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	14	93.5%	6.5%	0.0%	0
PHOENIX SERVICE UNIT	581	61.6%	17.6%	20.8%	10
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	62.2%	6.4%	31.4%	0
REGIONAL TREATMENT CENTER	29	75.9%	12.9%	11.2%	0
UINTAH & OURAY SERV UNIT	22	94.6%	5.4%	0.0%	0
WHITE RIVER SERVICE UNIT	314	74.4%	12.4%	13.2%	4

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,419	80.3%	13.7%	6.0%	8
COLORADO RIVER SERVICE UNIT	91	73.7%	18.7%	7.7%	2
ELKO SERVICE UNIT	23	77.3%	13.4%	9.3%	0
FORT YUMA SERVICE UNIT	53	84.5%	13.7%	1.8%	0
HOPi SERVICE UNIT	139	83.7%	11.1%	5.3%	1
OEh & E GROUP	41	80.2%	17.5%	2.4%	0
OFC OF ADMIN & MGMT	31	81.2%	12.8%	6.0%	0
OFC OF HEALTH PROGRAMS	16	95.0%	5.0%	0.0%	0
OFC OF THE AREA DIR - PHOENIX	14	100.0%	0.0%	0.0%	0
PHOENIX SERVICE UNIT	587	77.5%	15.3%	7.3%	2
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	75.2%	18.9%	5.9%	0
REGIONAL TREATMENT CENTER	28	74.3%	15.8%	10.0%	0
UINTAH & OURAY SERV UNIT	22	85.1%	5.4%	9.5%	0
WHITE RIVER SERVICE UNIT	312	82.6%	12.2%	5.2%	3

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Experience (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,389	60.3%	20.1%	19.6%	42
COLORADO RIVER SERVICE UNIT	88	52.3%	20.8%	27.0%	5
ELKO SERVICE UNIT	23	55.2%	29.7%	15.2%	1
FORT YUMA SERVICE UNIT	52	53.8%	17.1%	29.1%	1
HOPI SERVICE UNIT	134	61.7%	21.8%	16.5%	4
OEH & E GROUP	40	79.2%	15.4%	5.5%	1
OFC OF ADMIN & MGMT	30	54.7%	26.9%	18.4%	1
OFC OF HEALTH PROGRAMS	16	87.4%	0.0%	12.6%	0
OFC OF THE AREA DIR - PHOENIX	13	100.0%	0.0%	0.0%	1
PHOENIX SERVICE UNIT	575	56.6%	20.3%	23.1%	15
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	52.2%	27.3%	20.4%	1
REGIONAL TREATMENT CENTER	29	61.3%	11.1%	27.6%	0
UINTAH & OURAY SERV UNIT	22	52.1%	34.0%	13.9%	0
WHITE RIVER SERVICE UNIT	307	64.9%	19.7%	15.4%	11

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,418	56.7%	22.9%	20.5%	13
COLORADO RIVER SERVICE UNIT	90	37.7%	34.5%	27.8%	2
ELKO SERVICE UNIT	24	63.4%	27.5%	9.1%	0
FORT YUMA SERVICE UNIT	53	56.0%	19.8%	24.2%	0
HOPI SERVICE UNIT	140	54.1%	25.1%	20.8%	0
OEH & E GROUP	40	77.0%	17.5%	5.5%	1
OFC OF ADMIN & MGMT	30	48.4%	19.3%	32.3%	0
OFC OF HEALTH PROGRAMS	16	89.3%	0.0%	10.7%	0
OFC OF THE AREA DIR - PHOENIX	14	57.4%	26.7%	15.8%	0
PHOENIX SERVICE UNIT	585	54.5%	23.9%	21.6%	6
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	38.6%	32.1%	29.3%	0
REGIONAL TREATMENT CENTER	28	53.3%	28.8%	17.9%	0
UINTAH & OURAY SERV UNIT	22	52.5%	27.6%	19.8%	0
WHITE RIVER SERVICE UNIT	315	64.5%	17.5%	18.0%	3

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,408	73.4%	13.2%	13.4%	28
COLORADO RIVER SERVICE UNIT	92	75.1%	5.6%	19.3%	1
ELKO SERVICE UNIT	24	65.2%	16.4%	18.4%	0
FORT YUMA SERVICE UNIT	54	79.6%	10.6%	9.8%	0
HOPI SERVICE UNIT	137	73.5%	18.9%	7.6%	3
OEH & E GROUP	37	82.8%	14.3%	2.8%	4
OFC OF ADMIN & MGMT	31	78.8%	9.4%	11.8%	0
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	14	94.2%	5.8%	0.0%	0
PHOENIX SERVICE UNIT	579	68.7%	15.4%	15.9%	13
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	56.2%	12.4%	31.3%	0
REGIONAL TREATMENT CENTER	29	75.2%	15.0%	9.8%	0
UINTAH & OURAY SERV UNIT	22	91.6%	8.4%	0.0%	0
WHITE RIVER SERVICE UNIT	312	77.6%	10.6%	11.7%	5

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,432	65.1%	17.1%	17.8%
COLORADO RIVER SERVICE UNIT	93	53.5%	19.2%	27.3%
ELKO SERVICE UNIT	24	61.5%	13.4%	25.1%
FORT YUMA SERVICE UNIT	54	64.6%	20.7%	14.7%
HOPI SERVICE UNIT	139	62.5%	19.4%	18.1%
OEH & E GROUP	41	89.0%	8.8%	2.2%
OFC OF ADMIN & MGMT	31	67.2%	17.2%	15.6%
OFC OF HEALTH PROGRAMS	16	93.7%	0.0%	6.3%
OFC OF THE AREA DIR - PHOENIX	14	86.4%	5.8%	7.8%
PHOENIX SERVICE UNIT	589	62.4%	18.6%	19.0%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	58.4%	15.8%	25.9%
REGIONAL TREATMENT CENTER	29	64.6%	28.7%	6.7%
UINTAH & OURAY SERV UNIT	22	57.1%	23.8%	19.2%
WHITE RIVER SERVICE UNIT	317	68.9%	14.5%	16.6%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Unit (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,398	44.1%	28.0%	27.9%	26
COLORADO RIVER SERVICE UNIT	90	33.3%	29.7%	36.9%	2
ELKO SERVICE UNIT	23	20.3%	49.6%	30.1%	1
FORT YUMA SERVICE UNIT	52	53.9%	32.8%	13.3%	1
HOPI SERVICE UNIT	134	39.7%	28.1%	32.2%	6
OEH & E GROUP	41	64.5%	14.9%	20.6%	0
OFC OF ADMIN & MGMT	31	51.3%	30.0%	18.7%	0
OFC OF HEALTH PROGRAMS	15	79.8%	14.6%	5.6%	1
OFC OF THE AREA DIR - PHOENIX	14	64.2%	28.0%	7.8%	0
PHOENIX SERVICE UNIT	575	42.9%	27.1%	30.0%	10
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	29.5%	37.6%	32.9%	1
REGIONAL TREATMENT CENTER	28	34.1%	35.5%	30.4%	1
UINTAH & OURAY SERV UNIT	21	22.9%	37.0%	40.1%	1
WHITE RIVER SERVICE UNIT	312	51.1%	26.9%	22.0%	2

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,327	40.3%	32.4%	27.3%	100
COLORADO RIVER SERVICE UNIT	83	29.0%	26.3%	44.7%	10
ELKO SERVICE UNIT	23	32.8%	44.1%	23.1%	1
FORT YUMA SERVICE UNIT	52	40.1%	28.9%	31.1%	1
HOPI SERVICE UNIT	122	39.6%	38.0%	22.4%	15
OEH & E GROUP	36	59.3%	27.9%	12.9%	5
OFC OF ADMIN & MGMT	29	38.9%	31.2%	29.9%	2
OFC OF HEALTH PROGRAMS	16	57.6%	29.9%	12.6%	0
OFC OF THE AREA DIR - PHOENIX	12	67.4%	23.4%	9.3%	2
PHOENIX SERVICE UNIT	555	35.3%	33.4%	31.3%	33
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	29	27.9%	37.8%	34.3%	3
REGIONAL TREATMENT CENTER	26	41.5%	29.1%	29.4%	2
UINTAH & OURAY SERV UNIT	21	55.2%	39.9%	5.0%	1
WHITE RIVER SERVICE UNIT	293	48.4%	29.6%	22.0%	24

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Unit (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,351	29.4%	30.3%	40.3%	75
COLORADO RIVER SERVICE UNIT	88	21.5%	17.1%	61.4%	4
ELKO SERVICE UNIT	23	24.9%	37.0%	38.0%	1
FORT YUMA SERVICE UNIT	53	38.6%	32.7%	28.7%	1
HOPI SERVICE UNIT	127	26.3%	32.2%	41.5%	12
OEH & E GROUP	37	48.6%	29.3%	22.1%	4
OFC OF ADMIN & MGMT	28	19.3%	34.9%	45.9%	3
OFC OF HEALTH PROGRAMS	14	51.8%	20.9%	27.3%	2
OFC OF THE AREA DIR - PHOENIX	13	47.5%	29.7%	22.8%	1
PHOENIX SERVICE UNIT	558	29.7%	30.9%	39.3%	28
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	13.0%	31.3%	55.7%	1
REGIONAL TREATMENT CENTER	27	44.0%	25.3%	30.7%	2
UINTAH & OURAY SERV UNIT	20	22.8%	30.2%	47.0%	2
WHITE RIVER SERVICE UNIT	302	29.0%	30.3%	40.7%	13

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,365	38.3%	29.0%	32.7%	58
COLORADO RIVER SERVICE UNIT	88	25.8%	24.7%	49.5%	4
ELKO SERVICE UNIT	23	32.6%	27.2%	40.2%	1
FORT YUMA SERVICE UNIT	51	45.3%	24.9%	29.8%	2
HOPI SERVICE UNIT	125	37.5%	33.0%	29.5%	14
OEH & E GROUP	35	56.1%	32.2%	11.7%	4
OFC OF ADMIN & MGMT	29	32.3%	33.1%	34.5%	2
OFC OF HEALTH PROGRAMS	15	61.3%	26.5%	12.2%	0
OFC OF THE AREA DIR - PHOENIX	14	63.8%	29.1%	7.1%	0
PHOENIX SERVICE UNIT	568	34.5%	30.5%	35.0%	21
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	23.3%	33.1%	43.6%	2
REGIONAL TREATMENT CENTER	26	53.1%	14.8%	32.1%	1
UINTAH & OURAY SERV UNIT	22	42.7%	29.7%	27.6%	0
WHITE RIVER SERVICE UNIT	309	43.2%	26.1%	30.8%	6

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,358	45.4%	27.4%	27.2%	70
COLORADO RIVER SERVICE UNIT	87	38.1%	30.6%	31.3%	6
ELKO SERVICE UNIT	22	33.5%	31.6%	34.8%	2
FORT YUMA SERVICE UNIT	51	49.2%	26.9%	23.8%	2
HOPI SERVICE UNIT	127	45.0%	28.8%	26.2%	12
OEH & E GROUP	40	60.8%	24.9%	14.3%	1
OFC OF ADMIN & MGMT	29	41.8%	27.6%	30.6%	1
OFC OF HEALTH PROGRAMS	16	57.6%	30.0%	12.4%	0
OFC OF THE AREA DIR - PHOENIX	14	79.9%	12.3%	7.8%	0
PHOENIX SERVICE UNIT	556	38.6%	30.3%	31.1%	31
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	38.3%	27.2%	34.5%	1
REGIONAL TREATMENT CENTER	28	56.7%	23.4%	19.9%	1
UINTAH & OURAY SERV UNIT	20	54.1%	20.6%	25.3%	2
WHITE RIVER SERVICE UNIT	307	54.1%	21.8%	24.1%	10

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,415	63.2%	18.5%	18.3%	13
COLORADO RIVER SERVICE UNIT	93	60.0%	10.2%	29.8%	0
ELKO SERVICE UNIT	23	54.7%	24.2%	21.0%	1
FORT YUMA SERVICE UNIT	52	60.2%	19.0%	20.8%	1
HOPI SERVICE UNIT	137	56.8%	26.4%	16.8%	3
OEH & E GROUP	40	85.7%	7.5%	6.8%	1
OFC OF ADMIN & MGMT	31	58.3%	9.0%	32.8%	0
OFC OF HEALTH PROGRAMS	16	93.7%	0.0%	6.3%	0
OFC OF THE AREA DIR - PHOENIX	14	79.3%	14.9%	5.8%	0
PHOENIX SERVICE UNIT	582	62.5%	19.2%	18.3%	4
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	42.0%	25.5%	32.6%	1
REGIONAL TREATMENT CENTER	29	64.9%	28.4%	6.7%	0
UINTAH & OURAY SERV UNIT	21	52.4%	24.6%	23.0%	1
WHITE RIVER SERVICE UNIT	315	66.6%	17.0%	16.4%	1

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Unit (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,387	58.1%	26.7%	15.3%	34
COLORADO RIVER SERVICE UNIT	92	41.4%	29.3%	29.2%	1
ELKO SERVICE UNIT	23	52.6%	30.4%	17.0%	1
FORT YUMA SERVICE UNIT	52	63.3%	26.8%	9.9%	1
HOPI SERVICE UNIT	134	56.7%	26.3%	17.0%	4
OEH & E GROUP	38	79.4%	17.8%	2.8%	3
OFC OF ADMIN & MGMT	31	57.7%	26.0%	16.3%	0
OFC OF HEALTH PROGRAMS	15	82.0%	12.2%	5.7%	0
OFC OF THE AREA DIR - PHOENIX	14	79.8%	12.4%	7.8%	0
PHOENIX SERVICE UNIT	570	56.1%	27.4%	16.5%	13
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	37.4%	35.9%	26.7%	2
REGIONAL TREATMENT CENTER	28	63.2%	25.8%	11.0%	1
UINTAH & OURAY SERV UNIT	22	72.2%	16.8%	11.0%	0
WHITE RIVER SERVICE UNIT	310	61.4%	27.0%	11.6%	6

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,429	78.5%	17.2%	4.3%
COLORADO RIVER SERVICE UNIT	93	70.9%	23.8%	5.3%
ELKO SERVICE UNIT	24	70.6%	22.0%	7.4%
FORT YUMA SERVICE UNIT	53	72.6%	23.7%	3.7%
HOPI SERVICE UNIT	140	78.2%	17.5%	4.3%
OEH & E GROUP	41	90.9%	9.1%	0.0%
OFC OF ADMIN & MGMT	31	87.9%	12.1%	0.0%
OFC OF HEALTH PROGRAMS	16	100.0%	0.0%	0.0%
OFC OF THE AREA DIR - PHOENIX	14	86.4%	13.6%	0.0%
PHOENIX SERVICE UNIT	586	76.5%	17.8%	5.7%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	55.6%	38.2%	6.2%
REGIONAL TREATMENT CENTER	29	79.1%	14.3%	6.6%
UINTAH & OURAY SERV UNIT	22	91.9%	8.1%	0.0%
WHITE RIVER SERVICE UNIT	317	84.0%	12.9%	3.1%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Work Unit (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,414	77.0%	15.8%	7.3%	11
COLORADO RIVER SERVICE UNIT	92	70.8%	18.4%	10.9%	1
ELKO SERVICE UNIT	23	68.0%	10.7%	21.4%	1
FORT YUMA SERVICE UNIT	52	79.0%	19.2%	1.8%	1
HOPI SERVICE UNIT	139	72.8%	22.2%	5.1%	1
OEH & E GROUP	41	88.4%	11.6%	0.0%	0
OFC OF ADMIN & MGMT	31	70.4%	26.4%	3.2%	0
OFC OF HEALTH PROGRAMS	16	94.7%	5.3%	0.0%	0
OFC OF THE AREA DIR - PHOENIX	14	86.4%	5.8%	7.8%	0
PHOENIX SERVICE UNIT	582	75.7%	15.9%	8.4%	2
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	49.5%	34.7%	15.7%	0
REGIONAL TREATMENT CENTER	27	76.3%	15.7%	8.0%	1
UINTAH & OURAY SERV UNIT	22	81.7%	8.1%	10.3%	0
WHITE RIVER SERVICE UNIT	313	82.9%	12.1%	5.0%	3

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,395	48.9%	27.9%	23.2%	21
COLORADO RIVER SERVICE UNIT	91	35.1%	34.5%	30.4%	2
ELKO SERVICE UNIT	24	52.7%	20.5%	26.8%	0
FORT YUMA SERVICE UNIT	53	45.5%	37.8%	16.7%	0
HOPI SERVICE UNIT	135	45.0%	36.3%	18.7%	3
OEH & E GROUP	41	75.7%	12.5%	11.8%	0
OFC OF ADMIN & MGMT	31	52.3%	35.7%	12.0%	0
OFC OF HEALTH PROGRAMS	15	80.7%	5.7%	13.6%	0
OFC OF THE AREA DIR - PHOENIX	14	72.7%	13.7%	13.6%	0
PHOENIX SERVICE UNIT	568	46.0%	27.5%	26.4%	11
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	25.4%	46.2%	28.4%	1
REGIONAL TREATMENT CENTER	28	53.5%	21.6%	24.9%	0
UINTAH & OURAY SERV UNIT	22	46.1%	12.5%	41.3%	0
WHITE RIVER SERVICE UNIT	311	55.1%	25.2%	19.6%	4

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,386	47.5%	25.6%	27.0%	30
COLORADO RIVER SERVICE UNIT	90	35.0%	28.3%	36.7%	1
ELKO SERVICE UNIT	23	38.2%	38.3%	23.5%	1
FORT YUMA SERVICE UNIT	48	40.3%	31.3%	28.4%	3
HOPI SERVICE UNIT	133	43.3%	29.9%	26.7%	5
OEH & E GROUP	41	68.8%	21.6%	9.6%	0
OFC OF ADMIN & MGMT	27	42.7%	22.3%	35.0%	4
OFC OF HEALTH PROGRAMS	16	82.1%	5.3%	12.6%	0
OFC OF THE AREA DIR - PHOENIX	14	72.7%	27.3%	0.0%	0
PHOENIX SERVICE UNIT	570	46.0%	25.9%	28.1%	10
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	29.6%	27.0%	43.5%	2
REGIONAL TREATMENT CENTER	29	43.2%	24.5%	32.4%	0
UINTAH & OURAY SERV UNIT	22	54.3%	17.8%	28.0%	0
WHITE RIVER SERVICE UNIT	312	52.1%	23.6%	24.3%	4

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,358	39.7%	30.3%	30.1%	55
COLORADO RIVER SERVICE UNIT	89	24.2%	36.2%	39.6%	4
ELKO SERVICE UNIT	23	37.6%	35.6%	26.8%	1
FORT YUMA SERVICE UNIT	52	29.6%	36.1%	34.4%	1
HOPI SERVICE UNIT	127	28.3%	40.1%	31.6%	9
OEH & E GROUP	40	66.1%	24.0%	9.9%	0
OFC OF ADMIN & MGMT	27	32.2%	29.0%	38.8%	4
OFC OF HEALTH PROGRAMS	16	74.3%	13.1%	12.6%	0
OFC OF THE AREA DIR - PHOENIX	14	59.3%	40.7%	0.0%	0
PHOENIX SERVICE UNIT	559	39.0%	30.1%	30.9%	19
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	29	17.4%	30.9%	51.7%	3
REGIONAL TREATMENT CENTER	29	40.2%	27.4%	32.4%	0
UINTAH & OURAY SERV UNIT	22	49.4%	27.1%	23.5%	0
WHITE RIVER SERVICE UNIT	301	46.4%	25.8%	27.8%	13

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Agency (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,303	36.6%	31.5%	31.9%	114
COLORADO RIVER SERVICE UNIT	87	31.3%	27.5%	41.2%	6
ELKO SERVICE UNIT	22	21.2%	21.7%	57.2%	2
FORT YUMA SERVICE UNIT	50	32.6%	29.6%	37.8%	3
HOPI SERVICE UNIT	123	40.0%	32.6%	27.4%	13
OEH & E GROUP	33	52.4%	25.3%	22.2%	8
OFC OF ADMIN & MGMT	29	28.9%	20.4%	50.7%	2
OFC OF HEALTH PROGRAMS	15	47.7%	30.7%	21.6%	1
OFC OF THE AREA DIR - PHOENIX	14	63.8%	27.7%	8.5%	0
PHOENIX SERVICE UNIT	536	33.1%	32.0%	35.0%	42
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	26	19.2%	41.7%	39.1%	6
REGIONAL TREATMENT CENTER	27	44.5%	35.6%	20.0%	2
UINTAH & OURAY SERV UNIT	20	25.8%	44.3%	29.9%	2
WHITE RIVER SERVICE UNIT	292	42.5%	32.0%	25.5%	25

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,335	50.2%	32.8%	17.0%	82
COLORADO RIVER SERVICE UNIT	87	41.1%	39.9%	19.0%	6
ELKO SERVICE UNIT	22	29.8%	51.7%	18.6%	2
FORT YUMA SERVICE UNIT	50	42.4%	37.9%	19.7%	2
HOPI SERVICE UNIT	127	53.8%	34.2%	12.1%	11
OEH & E GROUP	40	81.0%	11.8%	7.2%	1
OFC OF ADMIN & MGMT	29	24.8%	52.4%	22.7%	2
OFC OF HEALTH PROGRAMS	16	75.3%	17.1%	7.6%	0
OFC OF THE AREA DIR - PHOENIX	14	72.3%	19.8%	7.8%	0
PHOENIX SERVICE UNIT	548	47.2%	33.8%	19.0%	32
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	32.7%	33.5%	33.8%	2
REGIONAL TREATMENT CENTER	27	62.9%	25.3%	11.8%	1
UINTAH & OURAY SERV UNIT	21	47.0%	27.8%	25.2%	1
WHITE RIVER SERVICE UNIT	295	55.9%	31.2%	12.9%	20

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Agency (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,402	76.2%	13.7%	10.1%	17
COLORADO RIVER SERVICE UNIT	92	83.2%	10.4%	6.3%	1
ELKO SERVICE UNIT	24	87.6%	8.3%	4.1%	0
FORT YUMA SERVICE UNIT	51	76.7%	15.7%	7.5%	2
HOPI SERVICE UNIT	135	83.4%	11.0%	5.6%	3
OEH & E GROUP	41	93.3%	2.2%	4.6%	0
OFC OF ADMIN & MGMT	30	75.0%	15.3%	9.7%	1
OFC OF HEALTH PROGRAMS	16	92.4%	0.0%	7.6%	0
OFC OF THE AREA DIR - PHOENIX	14	92.2%	7.8%	0.0%	0
PHOENIX SERVICE UNIT	574	66.1%	18.5%	15.3%	6
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	75.0%	12.9%	12.1%	0
REGIONAL TREATMENT CENTER	28	62.9%	17.5%	19.6%	0
UINTAH & OURAY SERV UNIT	22	69.9%	8.4%	21.8%	0
WHITE RIVER SERVICE UNIT	314	84.9%	10.7%	4.4%	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
PHOENIX AREA INDIAN HEALTH SERVICE	1,388	73.8%	15.2%	11.1%	22
COLORADO RIVER SERVICE UNIT	92	77.9%	13.2%	8.9%	1
ELKO SERVICE UNIT	23	82.0%	13.7%	4.3%	1
FORT YUMA SERVICE UNIT	52	74.8%	17.4%	7.7%	1
HOPI SERVICE UNIT	136	70.3%	20.7%	9.0%	2
OEH & E GROUP	40	85.5%	14.5%	0.0%	1
OFC OF ADMIN & MGMT	30	80.5%	6.8%	12.7%	1
OFC OF HEALTH PROGRAMS	16	87.4%	12.6%	0.0%	0
OFC OF THE AREA DIR - PHOENIX	14	100.0%	0.0%	0.0%	0
PHOENIX SERVICE UNIT	567	62.5%	19.6%	17.9%	10
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	71.4%	9.4%	19.2%	0
REGIONAL TREATMENT CENTER	27	73.5%	18.5%	8.1%	0
UINTAH & OURAY SERV UNIT	22	72.7%	13.4%	13.9%	0
WHITE RIVER SERVICE UNIT	310	89.4%	7.7%	2.9%	2

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,366	48.2%	23.8%	28.1%	53
COLORADO RIVER SERVICE UNIT	89	43.6%	21.7%	34.8%	4
ELKO SERVICE UNIT	23	45.0%	33.1%	21.9%	1
FORT YUMA SERVICE UNIT	53	39.9%	23.9%	36.2%	0
HOPI SERVICE UNIT	130	45.2%	29.0%	25.7%	8
OEH & E GROUP	38	68.7%	20.7%	10.5%	3
OFC OF ADMIN & MGMT	28	28.8%	26.4%	44.8%	3
OFC OF HEALTH PROGRAMS	16	70.2%	17.2%	12.6%	0
OFC OF THE AREA DIR - PHOENIX	14	65.7%	34.3%	0.0%	0
PHOENIX SERVICE UNIT	557	42.6%	25.9%	31.5%	23
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	35.5%	38.3%	26.2%	1
REGIONAL TREATMENT CENTER	27	56.2%	29.4%	14.4%	0
UINTAH & OURAY SERV UNIT	22	68.5%	4.8%	26.7%	0
WHITE RIVER SERVICE UNIT	309	56.9%	17.7%	25.5%	8

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,297	60.4%	23.0%	16.6%	109
COLORADO RIVER SERVICE UNIT	87	54.9%	26.3%	18.7%	6
ELKO SERVICE UNIT	22	52.6%	28.8%	18.6%	2
FORT YUMA SERVICE UNIT	51	47.3%	24.9%	27.7%	2
HOPI SERVICE UNIT	122	58.2%	25.2%	16.7%	14
OEH & E GROUP	36	74.6%	20.2%	5.2%	5
OFC OF ADMIN & MGMT	27	50.6%	17.7%	31.8%	4
OFC OF HEALTH PROGRAMS	15	80.0%	14.8%	5.2%	0
OFC OF THE AREA DIR - PHOENIX	14	80.2%	19.8%	0.0%	0
PHOENIX SERVICE UNIT	527	56.5%	25.8%	17.7%	47
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	27	47.8%	25.7%	26.5%	5
REGIONAL TREATMENT CENTER	26	61.4%	30.8%	7.8%	0
UINTAH & OURAY SERV UNIT	22	77.8%	13.2%	9.0%	0
WHITE RIVER SERVICE UNIT	291	68.7%	17.0%	14.3%	23

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Agency (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,381	65.0%	24.4%	10.6%	30
COLORADO RIVER SERVICE UNIT	91	61.9%	21.2%	16.9%	2
ELKO SERVICE UNIT	24	74.2%	17.0%	8.7%	0
FORT YUMA SERVICE UNIT	52	71.8%	26.3%	2.0%	1
HOPI SERVICE UNIT	132	62.9%	26.9%	10.2%	5
OEH & E GROUP	41	85.5%	12.2%	2.4%	0
OFC OF ADMIN & MGMT	30	70.3%	22.9%	6.8%	1
OFC OF HEALTH PROGRAMS	16	87.4%	5.0%	7.6%	0
OFC OF THE AREA DIR - PHOENIX	14	79.2%	20.8%	0.0%	0
PHOENIX SERVICE UNIT	565	56.9%	29.2%	13.9%	11
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	52.3%	20.2%	27.4%	2
REGIONAL TREATMENT CENTER	26	69.1%	26.4%	4.5%	1
UINTAH & OURAY SERV UNIT	22	66.8%	29.0%	4.2%	0
WHITE RIVER SERVICE UNIT	307	75.0%	19.3%	5.7%	7

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,416	65.6%	23.4%	11.0%
COLORADO RIVER SERVICE UNIT	93	61.6%	22.8%	15.6%
ELKO SERVICE UNIT	24	72.8%	12.4%	14.8%
FORT YUMA SERVICE UNIT	53	65.1%	27.8%	7.1%
HOPI SERVICE UNIT	138	64.6%	25.7%	9.7%
OEH & E GROUP	41	88.0%	9.6%	2.4%
OFC OF ADMIN & MGMT	31	63.0%	37.0%	0.0%
OFC OF HEALTH PROGRAMS	16	87.4%	12.6%	0.0%
OFC OF THE AREA DIR - PHOENIX	14	72.6%	27.4%	0.0%
PHOENIX SERVICE UNIT	578	56.6%	29.8%	13.5%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	52.3%	19.0%	28.7%
REGIONAL TREATMENT CENTER	27	57.9%	26.7%	15.4%
UINTAH & OURAY SERV UNIT	22	72.3%	15.1%	12.6%
WHITE RIVER SERVICE UNIT	317	78.9%	14.4%	6.7%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Agency (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,304	50.5%	26.3%	23.2%	111
COLORADO RIVER SERVICE UNIT	87	46.4%	21.3%	32.3%	6
ELKO SERVICE UNIT	22	34.2%	27.6%	38.2%	2
FORT YUMA SERVICE UNIT	50	53.9%	27.5%	18.7%	3
HOPI SERVICE UNIT	125	62.2%	23.8%	14.1%	13
OEH & E GROUP	39	63.8%	21.1%	15.1%	2
OFC OF ADMIN & MGMT	29	52.0%	25.1%	22.9%	2
OFC OF HEALTH PROGRAMS	15	59.6%	21.4%	19.0%	1
OFC OF THE AREA DIR - PHOENIX	14	65.8%	13.7%	20.5%	0
PHOENIX SERVICE UNIT	532	45.5%	28.9%	25.6%	47
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	29	37.2%	24.2%	38.6%	3
REGIONAL TREATMENT CENTER	25	51.5%	32.0%	16.5%	1
UINTAH & OURAY SERV UNIT	22	40.9%	31.6%	27.6%	0
WHITE RIVER SERVICE UNIT	288	55.7%	24.8%	19.4%	28

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,399	70.6%	14.6%	14.8%	12
COLORADO RIVER SERVICE UNIT	93	66.3%	18.4%	15.3%	0
ELKO SERVICE UNIT	24	68.5%	16.8%	14.6%	0
FORT YUMA SERVICE UNIT	53	68.7%	18.8%	12.5%	0
HOPI SERVICE UNIT	137	67.1%	19.4%	13.6%	1
OEH & E GROUP	41	91.0%	4.6%	4.4%	0
OFC OF ADMIN & MGMT	30	60.5%	33.0%	6.5%	1
OFC OF HEALTH PROGRAMS	16	88.6%	0.0%	11.4%	0
OFC OF THE AREA DIR - PHOENIX	13	100.0%	0.0%	0.0%	0
PHOENIX SERVICE UNIT	574	67.6%	13.2%	19.2%	4
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	53.7%	21.4%	25.0%	0
REGIONAL TREATMENT CENTER	27	76.6%	7.7%	15.7%	0
UINTAH & OURAY SERV UNIT	21	69.5%	19.2%	11.3%	1
WHITE RIVER SERVICE UNIT	308	74.8%	14.4%	10.8%	5

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,404	64.4%	18.3%	17.3%	8
COLORADO RIVER SERVICE UNIT	93	52.9%	25.2%	21.9%	0
ELKO SERVICE UNIT	24	60.6%	28.7%	10.7%	0
FORT YUMA SERVICE UNIT	52	55.8%	26.8%	17.4%	1
HOPI SERVICE UNIT	137	65.0%	17.8%	17.2%	1
OEH & E GROUP	41	94.4%	2.7%	3.0%	0
OFC OF ADMIN & MGMT	30	57.3%	17.4%	25.3%	1
OFC OF HEALTH PROGRAMS	16	89.3%	5.7%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	13	79.5%	20.5%	0.0%	0
PHOENIX SERVICE UNIT	574	61.4%	17.9%	20.7%	4
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	44.6%	23.6%	31.8%	0
REGIONAL TREATMENT CENTER	27	65.6%	15.4%	19.0%	0
UINTAH & OURAY SERV UNIT	21	64.1%	25.2%	10.7%	0
WHITE RIVER SERVICE UNIT	314	68.9%	18.4%	12.7%	1

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,389	62.7%	18.5%	18.8%	23
COLORADO RIVER SERVICE UNIT	89	58.9%	15.6%	25.5%	4
ELKO SERVICE UNIT	24	56.8%	28.6%	14.6%	0
FORT YUMA SERVICE UNIT	50	55.7%	29.1%	15.2%	3
HOPI SERVICE UNIT	135	63.5%	20.4%	16.1%	3
OEH & E GROUP	41	80.3%	12.0%	7.7%	0
OFC OF ADMIN & MGMT	28	65.4%	11.2%	23.5%	3
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	14	86.4%	13.6%	0.0%	0
PHOENIX SERVICE UNIT	570	60.1%	18.0%	21.9%	7
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	45.4%	25.6%	29.0%	1
REGIONAL TREATMENT CENTER	27	69.0%	18.8%	12.2%	0
UINTAH & OURAY SERV UNIT	22	61.4%	23.5%	15.0%	0
WHITE RIVER SERVICE UNIT	312	63.6%	19.6%	16.8%	2

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Supervisor (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,328	61.5%	23.0%	15.4%	85
COLORADO RIVER SERVICE UNIT	89	54.5%	27.9%	17.6%	4
ELKO SERVICE UNIT	22	61.3%	22.9%	15.8%	2
FORT YUMA SERVICE UNIT	51	65.5%	26.8%	7.7%	2
HOPi SERVICE UNIT	126	62.7%	21.9%	15.4%	12
OEh & E GROUP	38	89.5%	10.5%	0.0%	3
OFC OF ADMIN & MGMT	30	60.3%	17.6%	22.1%	1
OFC OF HEALTH PROGRAMS	16	87.4%	7.6%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	14	87.4%	12.6%	0.0%	0
PHOENIX SERVICE UNIT	540	56.9%	24.6%	18.4%	38
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	28	36.5%	27.7%	35.8%	4
REGIONAL TREATMENT CENTER	25	75.7%	20.4%	4.0%	2
UINTAH & OURAY SERV UNIT	22	67.9%	17.6%	14.5%	0
WHITE RIVER SERVICE UNIT	298	64.0%	22.7%	13.4%	16

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,403	60.8%	20.2%	19.0%	9
COLORADO RIVER SERVICE UNIT	92	52.5%	21.6%	25.9%	1
ELKO SERVICE UNIT	24	60.4%	21.0%	18.5%	0
FORT YUMA SERVICE UNIT	52	54.4%	30.5%	15.2%	1
HOPi SERVICE UNIT	137	59.3%	26.0%	14.7%	1
OEh & E GROUP	41	75.6%	14.8%	9.7%	0
OFC OF ADMIN & MGMT	30	64.8%	16.0%	19.2%	1
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	14	79.9%	20.1%	0.0%	0
PHOENIX SERVICE UNIT	574	58.7%	19.6%	21.6%	3
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	31.0%	31.4%	37.6%	0
REGIONAL TREATMENT CENTER	27	69.5%	23.4%	7.1%	0
UINTAH & OURAY SERV UNIT	22	72.0%	9.0%	19.0%	0
WHITE RIVER SERVICE UNIT	312	63.3%	18.8%	17.9%	2

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Supervisor (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,376	63.0%	19.7%	17.3%	31
COLORADO RIVER SERVICE UNIT	91	55.3%	25.1%	19.7%	1
ELKO SERVICE UNIT	24	55.0%	39.9%	5.2%	0
FORT YUMA SERVICE UNIT	51	56.0%	36.3%	7.7%	1
HOPI SERVICE UNIT	132	61.5%	22.1%	16.4%	4
OEH & E GROUP	41	92.1%	4.9%	3.0%	0
OFC OF ADMIN & MGMT	28	51.7%	20.8%	27.4%	3
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	13	76.5%	23.5%	0.0%	0
PHOENIX SERVICE UNIT	564	59.0%	19.8%	21.2%	13
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	42.3%	22.1%	35.5%	1
REGIONAL TREATMENT CENTER	27	58.1%	23.0%	18.9%	0
UINTAH & OURAY SERV UNIT	22	68.3%	13.4%	18.3%	0
WHITE RIVER SERVICE UNIT	306	69.4%	16.6%	14.0%	8

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,407	70.0%	15.6%	14.4%
COLORADO RIVER SERVICE UNIT	93	66.6%	14.4%	18.9%
ELKO SERVICE UNIT	24	64.9%	24.4%	10.7%
FORT YUMA SERVICE UNIT	52	69.6%	24.7%	5.7%
HOPI SERVICE UNIT	137	70.2%	20.9%	8.9%
OEH & E GROUP	41	89.9%	7.1%	3.0%
OFC OF ADMIN & MGMT	31	69.0%	15.9%	15.1%
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	94.2%	5.8%	0.0%
PHOENIX SERVICE UNIT	576	66.2%	15.4%	18.4%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	53.8%	21.2%	25.0%
REGIONAL TREATMENT CENTER	27	80.5%	11.6%	8.0%
UINTAH & OURAY SERV UNIT	22	76.7%	8.7%	14.5%
WHITE RIVER SERVICE UNIT	312	71.7%	15.5%	12.8%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,408	74.2%	15.2%	10.6%
COLORADO RIVER SERVICE UNIT	93	70.7%	15.7%	13.6%
ELKO SERVICE UNIT	24	73.3%	15.9%	10.7%
FORT YUMA SERVICE UNIT	51	77.2%	17.4%	5.5%
HOPI SERVICE UNIT	137	75.4%	20.1%	4.5%
OEH & E GROUP	41	92.8%	7.2%	0.0%
OFC OF ADMIN & MGMT	31	69.1%	16.1%	14.8%
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	94.2%	5.8%	0.0%
PHOENIX SERVICE UNIT	576	69.8%	16.4%	13.8%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	69.1%	8.9%	22.0%
REGIONAL TREATMENT CENTER	27	77.0%	15.9%	7.1%
UINTAH & OURAY SERV UNIT	22	71.8%	13.7%	14.5%
WHITE RIVER SERVICE UNIT	314	77.0%	14.2%	8.9%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,410	71.6%	13.9%	14.5%
COLORADO RIVER SERVICE UNIT	93	63.8%	10.3%	25.8%
ELKO SERVICE UNIT	24	78.0%	18.0%	4.0%
FORT YUMA SERVICE UNIT	52	72.0%	20.6%	7.5%
HOPI SERVICE UNIT	137	74.7%	15.4%	9.9%
OEH & E GROUP	41	86.9%	10.2%	3.0%
OFC OF ADMIN & MGMT	31	65.4%	15.4%	19.2%
OFC OF HEALTH PROGRAMS	16	89.3%	5.7%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	100.0%	0.0%	0.0%
PHOENIX SERVICE UNIT	577	71.0%	13.4%	15.6%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	56.5%	14.6%	29.0%
REGIONAL TREATMENT CENTER	27	80.5%	12.3%	7.1%
UINTAH & OURAY SERV UNIT	22	84.9%	4.3%	10.8%
WHITE RIVER SERVICE UNIT	314	68.1%	16.0%	16.0%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Supervisor (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,409	62.0%	19.3%	18.8%
COLORADO RIVER SERVICE UNIT	93	55.0%	20.3%	24.7%
ELKO SERVICE UNIT	24	60.5%	28.8%	10.7%
FORT YUMA SERVICE UNIT	52	58.5%	26.6%	14.9%
HOPI SERVICE UNIT	137	58.9%	24.8%	16.3%
OEH & E GROUP	41	85.3%	9.2%	5.6%
OFC OF ADMIN & MGMT	31	59.0%	19.4%	21.6%
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	94.2%	5.8%	0.0%
PHOENIX SERVICE UNIT	576	58.5%	19.6%	22.0%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	40.7%	31.2%	28.1%
REGIONAL TREATMENT CENTER	27	76.5%	12.5%	11.0%
UINTAH & OURAY SERV UNIT	22	62.5%	14.9%	22.5%
WHITE RIVER SERVICE UNIT	314	64.9%	18.0%	17.1%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,408	62.8%	20.4%	16.8%
COLORADO RIVER SERVICE UNIT	93	57.3%	18.5%	24.2%
ELKO SERVICE UNIT	23	68.1%	22.4%	9.5%
FORT YUMA SERVICE UNIT	52	60.3%	30.3%	9.4%
HOPI SERVICE UNIT	137	59.1%	25.3%	15.6%
OEH & E GROUP	41	87.2%	7.2%	5.6%
OFC OF ADMIN & MGMT	31	69.2%	15.6%	15.2%
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	94.2%	5.8%	0.0%
PHOENIX SERVICE UNIT	576	58.7%	22.4%	19.0%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	35.0%	31.0%	34.0%
REGIONAL TREATMENT CENTER	27	80.4%	15.9%	3.7%
UINTAH & OURAY SERV UNIT	22	63.3%	22.1%	14.5%
WHITE RIVER SERVICE UNIT	314	65.6%	18.0%	16.4%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,359	45.3%	28.6%	26.0%	35
COLORADO RIVER SERVICE UNIT	92	48.4%	17.0%	34.6%	1
ELKO SERVICE UNIT	23	36.7%	42.0%	21.3%	0
FORT YUMA SERVICE UNIT	50	48.7%	25.6%	25.7%	2
HOPI SERVICE UNIT	132	40.2%	32.0%	27.8%	5
OEH & E GROUP	40	70.8%	16.9%	12.3%	0
OFC OF ADMIN & MGMT	29	38.8%	41.9%	19.3%	2
OFC OF HEALTH PROGRAMS	16	76.3%	11.1%	12.6%	0
OFC OF THE AREA DIR - PHOENIX	14	87.0%	13.0%	0.0%	0
PHOENIX SERVICE UNIT	551	37.3%	31.8%	30.9%	15
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	28	28.1%	29.2%	42.7%	3
REGIONAL TREATMENT CENTER	25	67.0%	15.9%	17.1%	1
UINTAH & OURAY SERV UNIT	21	67.2%	23.4%	9.4%	1
WHITE RIVER SERVICE UNIT	308	52.3%	27.7%	20.0%	5

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,321	51.4%	28.6%	20.0%	78
COLORADO RIVER SERVICE UNIT	89	46.7%	19.5%	33.8%	4
ELKO SERVICE UNIT	21	50.0%	30.9%	19.1%	2
FORT YUMA SERVICE UNIT	48	50.7%	22.6%	26.8%	4
HOPI SERVICE UNIT	128	48.1%	31.1%	20.8%	10
OEH & E GROUP	38	85.1%	12.6%	2.3%	2
OFC OF ADMIN & MGMT	29	40.9%	42.6%	16.4%	2
OFC OF HEALTH PROGRAMS	13	93.5%	6.5%	0.0%	3
OFC OF THE AREA DIR - PHOENIX	14	92.8%	7.2%	0.0%	0
PHOENIX SERVICE UNIT	536	43.6%	33.6%	22.8%	32
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	47.5%	19.5%	33.0%	2
REGIONAL TREATMENT CENTER	24	66.2%	21.3%	12.6%	2
UINTAH & OURAY SERV UNIT	21	62.9%	23.2%	13.9%	1
WHITE RIVER SERVICE UNIT	301	59.2%	26.1%	14.7%	13

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,343	58.9%	24.3%	16.8%	51
COLORADO RIVER SERVICE UNIT	89	57.6%	23.5%	18.8%	4
ELKO SERVICE UNIT	23	59.4%	26.3%	14.3%	0
FORT YUMA SERVICE UNIT	52	46.8%	36.2%	17.0%	0
HOPI SERVICE UNIT	134	53.1%	29.8%	17.2%	4
OEH & E GROUP	38	86.0%	14.0%	0.0%	2
OFC OF ADMIN & MGMT	28	58.2%	31.2%	10.6%	3
OFC OF HEALTH PROGRAMS	16	81.7%	10.7%	7.6%	0
OFC OF THE AREA DIR - PHOENIX	14	86.4%	5.8%	7.8%	0
PHOENIX SERVICE UNIT	545	53.8%	25.4%	20.8%	21
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	30	47.9%	22.5%	29.7%	2
REGIONAL TREATMENT CENTER	24	68.9%	27.3%	3.8%	2
UINTAH & OURAY SERV UNIT	20	65.5%	29.1%	5.4%	1
WHITE RIVER SERVICE UNIT	302	65.8%	20.7%	13.5%	11

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,362	55.6%	24.4%	20.0%	33
COLORADO RIVER SERVICE UNIT	91	50.8%	23.9%	25.3%	2
ELKO SERVICE UNIT	23	68.3%	13.4%	18.3%	0
FORT YUMA SERVICE UNIT	51	64.9%	16.0%	19.1%	1
HOPI SERVICE UNIT	133	45.9%	32.4%	21.7%	5
OEH & E GROUP	39	90.3%	4.5%	5.2%	1
OFC OF ADMIN & MGMT	31	33.5%	41.1%	25.4%	0
OFC OF HEALTH PROGRAMS	15	78.8%	7.9%	13.3%	1
OFC OF THE AREA DIR - PHOENIX	14	72.1%	27.9%	0.0%	0
PHOENIX SERVICE UNIT	551	50.1%	25.8%	24.1%	15
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	49.6%	15.0%	35.4%	1
REGIONAL TREATMENT CENTER	26	68.9%	15.5%	15.6%	0
UINTAH & OURAY SERV UNIT	21	56.7%	29.5%	13.8%	1
WHITE RIVER SERVICE UNIT	306	63.5%	23.0%	13.6%	6

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Leadership (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,310	54.1%	28.1%	17.8%	83
COLORADO RIVER SERVICE UNIT	82	50.3%	27.0%	22.6%	10
ELKO SERVICE UNIT	23	59.9%	22.9%	17.2%	0
FORT YUMA SERVICE UNIT	49	45.8%	34.1%	20.1%	3
HOPI SERVICE UNIT	124	48.5%	36.6%	15.0%	14
OEH & E GROUP	37	87.3%	10.0%	2.6%	3
OFC OF ADMIN & MGMT	31	43.0%	41.5%	15.4%	0
OFC OF HEALTH PROGRAMS	14	62.5%	23.2%	14.3%	1
OFC OF THE AREA DIR - PHOENIX	14	72.1%	27.9%	0.0%	0
PHOENIX SERVICE UNIT	541	48.1%	29.5%	22.5%	26
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	29	45.7%	27.1%	27.1%	3
REGIONAL TREATMENT CENTER	25	62.8%	25.2%	12.0%	1
UINTAH & OURAY SERV UNIT	21	67.3%	18.9%	13.8%	1
WHITE RIVER SERVICE UNIT	294	63.1%	24.2%	12.7%	17

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,340	50.7%	25.9%	23.4%	57
COLORADO RIVER SERVICE UNIT	89	46.3%	21.9%	31.8%	4
ELKO SERVICE UNIT	23	50.1%	22.8%	27.1%	0
FORT YUMA SERVICE UNIT	49	40.6%	32.8%	26.6%	3
HOPI SERVICE UNIT	131	43.4%	28.4%	28.2%	7
OEH & E GROUP	39	77.6%	11.9%	10.5%	1
OFC OF ADMIN & MGMT	29	38.6%	41.1%	20.3%	2
OFC OF HEALTH PROGRAMS	14	88.2%	6.1%	5.7%	1
OFC OF THE AREA DIR - PHOENIX	14	72.1%	27.9%	0.0%	0
PHOENIX SERVICE UNIT	543	46.5%	28.7%	24.8%	24
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	29	42.4%	16.6%	40.9%	3
REGIONAL TREATMENT CENTER	25	59.2%	16.1%	24.7%	1
UINTAH & OURAY SERV UNIT	21	58.1%	24.0%	18.0%	1
WHITE RIVER SERVICE UNIT	305	58.0%	23.3%	18.7%	9

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Leadership (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,329	52.3%	27.0%	20.6%	58
COLORADO RIVER SERVICE UNIT	88	48.3%	24.4%	27.3%	4
ELKO SERVICE UNIT	22	47.9%	38.4%	13.6%	1
FORT YUMA SERVICE UNIT	49	39.0%	42.4%	18.6%	3
HOPI SERVICE UNIT	130	44.2%	32.0%	23.7%	8
OEH & E GROUP	39	77.0%	15.1%	7.8%	1
OFC OF ADMIN & MGMT	31	46.2%	41.7%	12.1%	0
OFC OF HEALTH PROGRAMS	15	94.7%	0.0%	5.3%	1
OFC OF THE AREA DIR - PHOENIX	14	72.1%	20.7%	7.2%	0
PHOENIX SERVICE UNIT	536	48.9%	27.3%	23.9%	24
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	28	40.1%	24.7%	35.2%	4
REGIONAL TREATMENT CENTER	25	63.8%	11.5%	24.7%	1
UINTAH & OURAY SERV UNIT	21	61.1%	25.0%	13.9%	1
WHITE RIVER SERVICE UNIT	303	59.1%	25.3%	15.6%	9

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,279	55.0%	25.7%	19.3%	112
COLORADO RIVER SERVICE UNIT	89	43.7%	27.7%	28.6%	4
ELKO SERVICE UNIT	22	49.8%	28.3%	21.9%	1
FORT YUMA SERVICE UNIT	43	38.3%	36.6%	25.1%	8
HOPI SERVICE UNIT	126	42.2%	36.7%	21.1%	12
OEH & E GROUP	38	76.1%	21.3%	2.6%	2
OFC OF ADMIN & MGMT	30	58.3%	28.8%	12.9%	1
OFC OF HEALTH PROGRAMS	14	85.7%	14.3%	0.0%	2
OFC OF THE AREA DIR - PHOENIX	13	93.8%	6.2%	0.0%	1
PHOENIX SERVICE UNIT	507	49.9%	27.0%	23.1%	57
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	27	48.4%	18.9%	32.8%	5
REGIONAL TREATMENT CENTER	26	64.0%	20.0%	16.0%	0
UINTAH & OURAY SERV UNIT	21	72.7%	13.7%	13.6%	1
WHITE RIVER SERVICE UNIT	296	65.4%	21.2%	13.5%	16

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,356	58.2%	25.0%	16.8%	35
COLORADO RIVER SERVICE UNIT	92	51.9%	24.6%	23.6%	0
ELKO SERVICE UNIT	23	44.7%	43.2%	12.0%	0
FORT YUMA SERVICE UNIT	51	59.1%	25.4%	15.6%	1
HOPI SERVICE UNIT	133	54.7%	28.7%	16.6%	5
OEH & E GROUP	40	72.9%	21.7%	5.5%	0
OFC OF ADMIN & MGMT	31	51.6%	39.1%	9.2%	0
OFC OF HEALTH PROGRAMS	16	82.1%	12.9%	5.0%	0
OFC OF THE AREA DIR - PHOENIX	14	87.0%	13.0%	0.0%	0
PHOENIX SERVICE UNIT	540	51.1%	28.2%	20.7%	24
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	49.3%	22.2%	28.5%	1
REGIONAL TREATMENT CENTER	26	68.6%	23.6%	7.7%	0
UINTAH & OURAY SERV UNIT	22	69.2%	18.2%	12.6%	0
WHITE RIVER SERVICE UNIT	308	70.1%	17.6%	12.3%	4

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,255	50.2%	31.0%	18.8%	133
COLORADO RIVER SERVICE UNIT	80	47.6%	30.8%	21.7%	12
ELKO SERVICE UNIT	20	48.0%	47.7%	4.3%	3
FORT YUMA SERVICE UNIT	46	44.0%	38.6%	17.4%	6
HOPI SERVICE UNIT	125	41.2%	35.5%	23.3%	13
OEH & E GROUP	37	68.2%	26.3%	5.5%	3
OFC OF ADMIN & MGMT	29	44.1%	49.3%	6.6%	2
OFC OF HEALTH PROGRAMS	15	66.9%	13.7%	19.3%	1
OFC OF THE AREA DIR - PHOENIX	14	87.0%	7.2%	5.8%	0
PHOENIX SERVICE UNIT	504	43.6%	32.8%	23.5%	58
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	29	31.4%	26.8%	41.8%	3
REGIONAL TREATMENT CENTER	25	53.5%	34.6%	12.0%	1
UINTAH & OURAY SERV UNIT	20	75.6%	14.5%	10.0%	2
WHITE RIVER SERVICE UNIT	284	61.1%	26.6%	12.3%	27

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,388	55.9%	22.4%	21.6%
COLORADO RIVER SERVICE UNIT	93	51.1%	20.9%	28.0%
ELKO SERVICE UNIT	23	46.9%	47.3%	5.8%
FORT YUMA SERVICE UNIT	52	54.9%	28.0%	17.1%
HOPI SERVICE UNIT	136	51.7%	27.2%	21.0%
OEH & E GROUP	40	76.7%	15.1%	8.1%
OFC OF ADMIN & MGMT	31	72.7%	3.1%	24.2%
OFC OF HEALTH PROGRAMS	16	78.9%	16.1%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	86.4%	5.8%	7.8%
PHOENIX SERVICE UNIT	562	49.6%	25.3%	25.1%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	56.5%	8.9%	34.6%
REGIONAL TREATMENT CENTER	25	68.0%	15.3%	16.7%
UINTAH & OURAY SERV UNIT	22	62.5%	27.2%	10.3%
WHITE RIVER SERVICE UNIT	313	60.2%	20.0%	19.8%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,386	51.2%	26.4%	22.4%
COLORADO RIVER SERVICE UNIT	92	44.9%	22.7%	32.4%
ELKO SERVICE UNIT	23	41.6%	40.4%	18.0%
FORT YUMA SERVICE UNIT	52	52.6%	24.6%	22.8%
HOPI SERVICE UNIT	137	40.8%	39.9%	19.3%
OEH & E GROUP	40	74.3%	22.6%	3.0%
OFC OF ADMIN & MGMT	31	36.8%	28.7%	34.5%
OFC OF HEALTH PROGRAMS	16	76.4%	18.6%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	66.1%	26.1%	7.8%
PHOENIX SERVICE UNIT	561	47.5%	26.6%	25.9%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	39.1%	26.1%	34.8%
REGIONAL TREATMENT CENTER	26	61.0%	23.1%	16.0%
UINTAH & OURAY SERV UNIT	21	62.6%	23.6%	13.8%
WHITE RIVER SERVICE UNIT	313	58.7%	23.2%	18.1%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Satisfaction (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,388	50.0%	24.7%	25.2%
COLORADO RIVER SERVICE UNIT	93	47.3%	19.6%	33.1%
ELKO SERVICE UNIT	23	37.2%	34.8%	28.0%
FORT YUMA SERVICE UNIT	52	54.9%	28.5%	16.6%
HOPI SERVICE UNIT	136	38.3%	36.3%	25.4%
OEH & E GROUP	40	77.8%	7.8%	14.4%
OFC OF ADMIN & MGMT	31	46.6%	22.2%	31.2%
OFC OF HEALTH PROGRAMS	16	84.0%	11.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	73.3%	12.3%	14.5%
PHOENIX SERVICE UNIT	562	44.0%	29.2%	26.9%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	40.3%	21.4%	38.3%
REGIONAL TREATMENT CENTER	26	56.2%	14.9%	28.9%
UINTAH & OURAY SERV UNIT	22	77.6%	4.3%	18.1%
WHITE RIVER SERVICE UNIT	312	56.6%	20.4%	23.1%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,385	47.4%	29.9%	22.7%
COLORADO RIVER SERVICE UNIT	93	36.3%	30.7%	33.1%
ELKO SERVICE UNIT	22	42.8%	35.0%	22.2%
FORT YUMA SERVICE UNIT	52	49.9%	27.7%	22.4%
HOPI SERVICE UNIT	137	38.7%	38.1%	23.1%
OEH & E GROUP	40	72.8%	19.6%	7.6%
OFC OF ADMIN & MGMT	31	43.6%	31.7%	24.7%
OFC OF HEALTH PROGRAMS	16	76.4%	10.7%	12.9%
OFC OF THE AREA DIR - PHOENIX	14	72.6%	27.4%	0.0%
PHOENIX SERVICE UNIT	561	39.9%	33.6%	26.4%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	34.0%	28.5%	37.4%
REGIONAL TREATMENT CENTER	26	60.2%	23.8%	16.0%
UINTAH & OURAY SERV UNIT	21	61.6%	19.7%	18.7%
WHITE RIVER SERVICE UNIT	311	60.0%	23.8%	16.1%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,388	43.8%	32.3%	24.0%
COLORADO RIVER SERVICE UNIT	93	39.8%	25.2%	35.0%
ELKO SERVICE UNIT	23	29.8%	57.1%	13.1%
FORT YUMA SERVICE UNIT	51	43.7%	30.8%	25.5%
HOPI SERVICE UNIT	136	39.0%	36.4%	24.6%
OEH & E GROUP	40	67.5%	24.7%	7.8%
OFC OF ADMIN & MGMT	31	42.7%	26.0%	31.3%
OFC OF HEALTH PROGRAMS	16	75.1%	12.3%	12.6%
OFC OF THE AREA DIR - PHOENIX	14	57.2%	26.0%	16.8%
PHOENIX SERVICE UNIT	563	37.3%	37.0%	25.7%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	31	31.6%	32.5%	36.0%
REGIONAL TREATMENT CENTER	26	36.8%	22.2%	41.0%
UINTAH & OURAY SERV UNIT	22	37.9%	34.0%	28.0%
WHITE RIVER SERVICE UNIT	314	56.3%	25.8%	17.9%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,391	53.9%	26.9%	19.2%
COLORADO RIVER SERVICE UNIT	93	40.7%	30.4%	28.9%
ELKO SERVICE UNIT	23	49.1%	45.6%	5.3%
FORT YUMA SERVICE UNIT	50	60.9%	13.9%	25.2%
HOPI SERVICE UNIT	137	45.3%	36.3%	18.5%
OEH & E GROUP	40	82.7%	12.2%	5.0%
OFC OF ADMIN & MGMT	31	40.2%	25.2%	34.6%
OFC OF HEALTH PROGRAMS	16	95.0%	0.0%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	56.8%	27.3%	15.8%
PHOENIX SERVICE UNIT	564	50.7%	29.5%	19.8%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	22.4%	31.0%	46.6%
REGIONAL TREATMENT CENTER	26	63.8%	11.5%	24.7%
UINTAH & OURAY SERV UNIT	22	58.8%	30.9%	10.3%
WHITE RIVER SERVICE UNIT	314	63.3%	22.3%	14.4%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Satisfaction (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,387	72.2%	17.5%	10.3%
COLORADO RIVER SERVICE UNIT	93	75.6%	12.0%	12.4%
ELKO SERVICE UNIT	22	74.2%	20.2%	5.6%
FORT YUMA SERVICE UNIT	51	75.3%	15.5%	9.2%
HOPI SERVICE UNIT	137	69.9%	16.8%	13.3%
OEH & E GROUP	40	87.7%	7.7%	4.6%
OFC OF ADMIN & MGMT	30	71.3%	18.5%	10.2%
OFC OF HEALTH PROGRAMS	16	87.4%	7.6%	5.0%
OFC OF THE AREA DIR - PHOENIX	14	86.4%	7.8%	5.8%
PHOENIX SERVICE UNIT	561	66.2%	23.0%	10.8%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	59.3%	22.5%	18.1%
REGIONAL TREATMENT CENTER	26	68.9%	15.1%	16.0%
UINTAH & OURAY SERV UNIT	22	90.4%	5.4%	4.2%
WHITE RIVER SERVICE UNIT	314	77.9%	13.5%	8.6%

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,389	60.7%	19.8%	19.5%
COLORADO RIVER SERVICE UNIT	93	52.5%	16.1%	31.5%
ELKO SERVICE UNIT	22	58.7%	21.2%	20.1%
FORT YUMA SERVICE UNIT	52	58.3%	13.3%	28.4%
HOPI SERVICE UNIT	137	54.0%	19.7%	26.2%
OEH & E GROUP	40	77.9%	10.2%	11.9%
OFC OF ADMIN & MGMT	31	64.0%	19.0%	17.0%
OFC OF HEALTH PROGRAMS	16	92.6%	7.4%	0.0%
OFC OF THE AREA DIR - PHOENIX	14	91.0%	0.0%	9.0%
PHOENIX SERVICE UNIT	561	58.4%	22.3%	19.3%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	53.0%	28.6%	18.4%
REGIONAL TREATMENT CENTER	26	44.2%	28.1%	27.6%
UINTAH & OURAY SERV UNIT	22	82.3%	12.3%	5.4%
WHITE RIVER SERVICE UNIT	314	64.8%	19.2%	16.0%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Satisfaction (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,374	60.4%	23.8%	15.9%
COLORADO RIVER SERVICE UNIT	93	55.0%	24.3%	20.8%
ELKO SERVICE UNIT	23	58.1%	28.6%	13.2%
FORT YUMA SERVICE UNIT	51	63.5%	21.5%	15.0%
HOPÍ SERVICE UNIT	136	56.5%	26.0%	17.5%
OEH & E GROUP	40	80.8%	16.8%	2.4%
OFC OF ADMIN & MGMT	31	66.4%	21.0%	12.6%
OFC OF HEALTH PROGRAMS	16	75.5%	11.9%	12.6%
OFC OF THE AREA DIR - PHOENIX	14	86.4%	7.8%	5.8%
PHOENIX SERVICE UNIT	555	52.8%	28.5%	18.7%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	46.4%	32.2%	21.3%
REGIONAL TREATMENT CENTER	26	60.7%	23.3%	16.0%
UINTAH & OURAY SERV UNIT	22	77.6%	13.8%	8.5%
WHITE RIVER SERVICE UNIT	307	70.3%	17.3%	12.4%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,138	20.8%	61.9%	4.0%	2.1%	11.1%	251
COLORADO RIVER SERVICE UNIT	84	12.6%	70.1%	6.0%	1.3%	9.9%	9
ELKO SERVICE UNIT	18	11.0%	67.0%	6.3%	15.7%	0.0%	5
FORT YUMA SERVICE UNIT	40	26.9%	56.0%	0.0%	0.0%	17.2%	12
HOPI SERVICE UNIT	118	22.6%	60.1%	2.8%	0.8%	13.8%	20
OEH & E GROUP	30	10.0%	44.1%	10.8%	7.1%	28.0%	10
OFC OF ADMIN & MGMT	20	21.1%	64.1%	6.0%	0.0%	8.8%	11
OFC OF HEALTH PROGRAMS	11	0.0%	36.2%	0.0%	7.0%	56.8%	5
OFC OF THE AREA DIR - PHOENIX	11	46.7%	25.9%	0.0%	0.0%	27.4%	2
PHOENIX SERVICE UNIT	457	21.4%	63.9%	3.6%	1.9%	9.2%	105
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	27	11.5%	74.4%	3.6%	0.0%	10.5%	5
REGIONAL TREATMENT CENTER	23	38.0%	41.4%	16.5%	4.1%	0.0%	2
UINTAH & OURAY SERV UNIT	21	15.0%	62.9%	0.0%	9.5%	12.7%	1
WHITE RIVER SERVICE UNIT	252	23.5%	62.5%	3.5%	1.2%	9.2%	61

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,391	53.4%	1.8%	3.5%	22.6%	18.6%
COLORADO RIVER SERVICE UNIT	93	63.8%	0.0%	1.3%	18.9%	16.0%
ELKO SERVICE UNIT	23	33.8%	0.0%	8.3%	29.6%	28.3%
FORT YUMA SERVICE UNIT	52	28.6%	0.0%	3.5%	38.8%	29.1%
HOPi SERVICE UNIT	137	41.8%	0.0%	4.4%	39.3%	14.6%
OEh & E GROUP	40	45.1%	0.0%	10.0%	25.8%	19.1%
OFC OF ADMIN & MGMT	31	22.9%	39.0%	15.7%	12.0%	10.4%
OFC OF HEALTH PROGRAMS	16	56.6%	10.7%	7.6%	12.6%	12.5%
OFC OF THE AREA DIR - PHOENIX	14	38.7%	28.2%	0.0%	7.1%	26.0%
PHOENIX SERVICE UNIT	563	48.1%	0.0%	3.6%	24.5%	23.9%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	22.8%	0.0%	5.7%	40.4%	31.0%
REGIONAL TREATMENT CENTER	25	52.2%	3.6%	0.0%	28.7%	15.4%
UINTAH & OURAY SERV UNIT	22	53.4%	4.2%	0.0%	24.5%	18.0%
WHITE RIVER SERVICE UNIT	314	78.5%	0.7%	1.3%	10.4%	9.1%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,383	28.9%	25.0%	21.0%	13.2%	11.9%
COLORADO RIVER SERVICE UNIT	93	33.1%	33.5%	17.0%	13.3%	3.2%
ELKO SERVICE UNIT	23	17.0%	33.6%	18.8%	22.6%	7.9%
FORT YUMA SERVICE UNIT	51	26.9%	30.3%	17.5%	15.4%	9.9%
HOPi SERVICE UNIT	134	29.7%	19.1%	26.0%	12.2%	13.0%
OEh & E GROUP	40	7.6%	32.7%	25.5%	21.1%	13.1%
OFC OF ADMIN & MGMT	30	9.6%	10.3%	21.7%	20.7%	37.8%
OFC OF HEALTH PROGRAMS	16	12.1%	19.2%	7.4%	48.7%	12.6%
OFC OF THE AREA DIR - PHOENIX	14	0.0%	21.5%	44.9%	6.6%	27.0%
PHOENIX SERVICE UNIT	562	21.5%	24.0%	24.3%	15.2%	15.0%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	34.0%	15.4%	12.3%	13.4%	24.9%
REGIONAL TREATMENT CENTER	25	19.1%	35.9%	7.6%	17.6%	19.9%
UINTAH & OURAY SERV UNIT	22	26.2%	16.4%	38.7%	6.0%	12.6%
WHITE RIVER SERVICE UNIT	312	49.5%	27.3%	14.4%	5.6%	3.2%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Partial Government Shutdown (continued)

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

	N	Unmanage-able Workload	Missed Deadlines	Unrecover-able 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%
PHOENIX AREA INDIAN HEALTH SERVICE	965	16.7%	29.1%	11.7%	39.6%	42.7%
COLORADO RIVER SERVICE UNIT	61	11.3%	24.9%	7.9%	39.5%	45.9%
ELKO SERVICE UNIT	19	0.0%	27.7%	9.5%	31.3%	46.7%
FORT YUMA SERVICE UNIT	36	16.3%	11.2%	5.7%	24.7%	30.7%
HOPÍ SERVICE UNIT	93	14.4%	24.0%	6.4%	32.0%	35.4%
OEH & E GROUP	37	13.6%	63.7%	23.7%	78.8%	78.6%
OFC OF ADMIN & MGMT	27	52.8%	57.6%	18.0%	60.6%	96.4%
OFC OF HEALTH PROGRAMS	14	28.1%	70.2%	27.9%	50.4%	100.0%
OFC OF THE AREA DIR - PHOENIX	14	35.2%	51.3%	41.9%	48.7%	76.5%
PHOENIX SERVICE UNIT	434	15.6%	25.8%	12.1%	38.1%	34.3%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	20	29.0%	34.8%	9.7%	46.9%	46.3%
REGIONAL TREATMENT CENTER	20	19.7%	38.4%	18.0%	23.9%	39.0%
UINTAH & OURAY SERV UNIT	16	11.1%	20.4%	5.6%	38.5%	44.8%
WHITE RIVER SERVICE UNIT	151	13.6%	22.6%	7.4%	37.1%	39.6%

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

(continued)

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	965	34.1%	22.2%	21.8%	8.8%	39.9%
COLORADO RIVER SERVICE UNIT	61	42.5%	16.1%	15.8%	5.0%	33.4%
ELKO SERVICE UNIT	19	40.7%	18.3%	9.5%	15.6%	52.1%
FORT YUMA SERVICE UNIT	36	25.3%	19.0%	16.5%	8.5%	52.6%
HOPi SERVICE UNIT	93	32.6%	15.4%	11.0%	8.0%	42.0%
OEH & E GROUP	37	44.4%	50.7%	45.8%	8.0%	8.3%
OFC OF ADMIN & MGMT	27	54.8%	30.0%	68.0%	21.2%	13.7%
OFC OF HEALTH PROGRAMS	14	44.6%	65.7%	78.0%	20.1%	12.7%
OFC OF THE AREA DIR - PHOENIX	14	29.5%	45.1%	57.6%	28.4%	29.2%
PHOENIX SERVICE UNIT	434	34.2%	21.8%	18.9%	6.7%	45.6%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	20	40.2%	25.9%	19.8%	10.3%	44.0%
REGIONAL TREATMENT CENTER	20	39.6%	29.3%	28.9%	10.2%	46.8%
UINTAH & OURAY SERV UNIT	16	20.3%	18.3%	18.3%	12.9%	37.7%
WHITE RIVER SERVICE UNIT	151	26.0%	15.9%	13.3%	7.3%	38.3%

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

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Partial Government Shutdown (continued)

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,385	1.6%	7.9%	12.6%	77.9%
COLORADO RIVER SERVICE UNIT	92	3.4%	8.6%	14.3%	73.6%
ELKO SERVICE UNIT	23	0.0%	10.7%	0.0%	89.3%
FORT YUMA SERVICE UNIT	51	0.0%	11.9%	18.9%	69.2%
HOPi SERVICE UNIT	136	0.7%	9.8%	14.3%	75.1%
OEH & E GROUP	40	0.0%	2.3%	12.7%	85.0%
OFC OF ADMIN & MGMT	31	7.2%	15.7%	2.9%	74.3%
OFC OF HEALTH PROGRAMS	16	0.0%	20.3%	12.5%	67.2%
OFC OF THE AREA DIR - PHOENIX	14	0.0%	5.8%	14.3%	79.9%
PHOENIX SERVICE UNIT	559	2.6%	10.3%	12.5%	74.6%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	3.0%	6.1%	25.1%	65.9%
REGIONAL TREATMENT CENTER	26	0.0%	7.9%	15.4%	76.7%
UINTAH & OURAY SERV UNIT	22	0.0%	0.0%	5.4%	94.6%
WHITE RIVER SERVICE UNIT	314	0.3%	2.6%	10.7%	86.3%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,333	31.3%	44.3%	16.8%	4.3%	3.2%	52
COLORADO RIVER SERVICE UNIT	92	36.8%	40.7%	9.2%	6.8%	6.5%	0
ELKO SERVICE UNIT	23	20.5%	56.9%	18.6%	0.0%	4.0%	0
FORT YUMA SERVICE UNIT	52	54.6%	32.5%	11.2%	0.0%	1.8%	0
HOPi SERVICE UNIT	132	20.6%	51.9%	17.8%	8.1%	1.5%	4
OEH & E GROUP	39	46.2%	38.0%	11.0%	4.8%	0.0%	1
OFC OF ADMIN & MGMT	30	19.6%	32.7%	33.6%	7.3%	6.8%	1
OFC OF HEALTH PROGRAMS	16	45.2%	42.3%	5.0%	0.0%	7.6%	0
OFC OF THE AREA DIR - PHOENIX	14	44.4%	49.8%	5.8%	0.0%	0.0%	0
PHOENIX SERVICE UNIT	543	32.4%	43.3%	17.5%	3.7%	3.1%	16
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	22.0%	53.0%	12.9%	6.2%	6.0%	0
REGIONAL TREATMENT CENTER	26	46.4%	21.2%	20.1%	4.4%	7.9%	0
UINTAH & OURAY SERV UNIT	22	34.7%	56.6%	4.5%	4.2%	0.0%	0
WHITE RIVER SERVICE UNIT	283	24.6%	48.2%	20.1%	3.8%	3.3%	30

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Work-Life

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

	Telework					
	N	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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,360	4.5%	0.7%	2.3%	1.0%	3.6%
COLORADO RIVER SERVICE UNIT	91	2.0%	0.0%	0.0%	0.0%	2.2%
ELKO SERVICE UNIT	23	0.0%	0.0%	0.0%	0.0%	0.0%
FORT YUMA SERVICE UNIT	51	0.0%	0.0%	0.0%	0.0%	3.9%
HOPi SERVICE UNIT	133	3.1%	0.0%	1.5%	1.5%	2.3%
OEH & E GROUP	39	27.3%	2.7%	5.7%	0.0%	0.0%
OFC OF ADMIN & MGMT	31	0.0%	0.0%	16.9%	0.0%	3.0%
OFC OF HEALTH PROGRAMS	16	5.3%	7.6%	50.2%	5.8%	6.3%
OFC OF THE AREA DIR - PHOENIX	14	20.7%	7.1%	8.5%	0.0%	6.5%
PHOENIX SERVICE UNIT	551	2.3%	0.4%	0.8%	0.7%	4.4%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	3.1%	0.0%	0.0%	0.0%	3.2%
REGIONAL TREATMENT CENTER	26	7.4%	0.0%	4.3%	0.0%	0.0%
UINTAH & OURAY SERV UNIT	22	0.0%	0.0%	0.0%	0.0%	0.0%
WHITE RIVER SERVICE UNIT	302	6.9%	1.1%	0.7%	2.0%	4.2%

(continued)

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,360	47.0%	5.3%	15.3%	20.3%
COLORADO RIVER SERVICE UNIT	91	51.1%	6.5%	21.1%	17.1%
ELKO SERVICE UNIT	23	55.1%	0.0%	14.2%	30.8%
FORT YUMA SERVICE UNIT	51	50.8%	5.7%	13.7%	25.9%
HOPi SERVICE UNIT	133	44.1%	6.4%	8.1%	33.0%
OEH & E GROUP	39	14.9%	9.9%	21.0%	18.5%
OFC OF ADMIN & MGMT	31	15.3%	2.7%	25.2%	37.0%
OFC OF HEALTH PROGRAMS	16	5.1%	5.8%	6.4%	7.4%
OFC OF THE AREA DIR - PHOENIX	14	6.9%	8.1%	7.2%	35.1%
PHOENIX SERVICE UNIT	551	50.0%	5.4%	17.8%	18.2%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	50.7%	6.2%	18.3%	18.5%
REGIONAL TREATMENT CENTER	26	55.5%	3.8%	10.4%	18.6%
UINTAH & OURAY SERV UNIT	22	87.4%	0.0%	12.6%	0.0%
WHITE RIVER SERVICE UNIT	302	50.7%	5.2%	11.4%	17.8%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Work-Life (continued)

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
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
PHOENIX AREA INDIAN HEALTH SERVICE	361	35.0%	44.2%	20.7%	52	682	280
COLORADO RIVER SERVICE UNIT	14	21.0%	42.8%	36.1%	3	50	25
ELKO SERVICE UNIT	10	19.7%	68.5%	11.8%	0	9	4
FORT YUMA SERVICE UNIT	14	28.5%	42.8%	28.6%	3	27	8
HOPi SERVICE UNIT	27	41.4%	37.2%	21.4%	6	65	36
OEh & E GROUP	22	36.6%	31.9%	31.5%	5	12	1
OFC OF ADMIN & MGMT	13	37.5%	55.5%	7.0%	5	11	2
OFC OF HEALTH PROGRAMS	15	72.6%	27.4%	0.0%	1	0	0
OFC OF THE AREA DIR - PHOENIX	9	68.8%	31.2%	0.0%	3	2	0
PHOENIX SERVICE UNIT	130	27.0%	45.1%	27.9%	12	294	120
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	7	0.0%	73.0%	27.0%	0	19	6
REGIONAL TREATMENT CENTER	7	45.8%	54.2%	0.0%	0	16	3
UINTAH & OURAY SERV UNIT	3	0.0%	100.0%	0.0%	0	16	3
WHITE RIVER SERVICE UNIT	74	38.6%	49.0%	12.5%	11	153	70

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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%
PHOENIX AREA INDIAN HEALTH SERVICE	1,374	26.9%	36.7%	7.7%	1.0%	0.3%	45.3%
COLORADO RIVER SERVICE UNIT	91	32.2%	44.5%	4.9%	0.0%	1.1%	40.3%
ELKO SERVICE UNIT	23	33.9%	39.7%	0.0%	0.0%	0.0%	44.3%
FORT YUMA SERVICE UNIT	52	3.6%	38.2%	10.0%	1.9%	1.9%	56.0%
HOPi SERVICE UNIT	135	36.2%	34.6%	5.6%	1.5%	0.7%	39.1%
OEH & E GROUP	39	15.2%	49.2%	2.8%	0.0%	0.0%	43.4%
OFC OF ADMIN & MGMT	31	53.1%	44.2%	15.2%	2.8%	2.8%	28.3%
OFC OF HEALTH PROGRAMS	16	19.8%	59.6%	31.1%	0.0%	0.0%	27.9%
OFC OF THE AREA DIR - PHOENIX	14	13.1%	21.2%	6.9%	0.0%	0.0%	65.7%
PHOENIX SERVICE UNIT	553	24.4%	28.5%	8.6%	1.3%	0.0%	51.0%
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	32	12.6%	52.9%	12.7%	0.0%	0.0%	37.6%
REGIONAL TREATMENT CENTER	26	38.4%	18.5%	6.8%	0.0%	0.0%	54.6%
UINTAH & OURAY SERV UNIT	22	37.7%	54.8%	6.0%	0.0%	0.0%	30.5%
WHITE RIVER SERVICE UNIT	311	29.7%	44.9%	7.1%	0.8%	0.3%	40.0%

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Work-Life (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	790	61.3%	27.3%	11.4%	57	374	155
COLORADO RIVER SERVICE UNIT	60	61.9%	22.4%	15.7%	6	17	8
ELKO SERVICE UNIT	14	78.7%	14.1%	7.1%	1	6	1
FORT YUMA SERVICE UNIT	17	52.4%	35.5%	12.1%	0	22	13
HOPi SERVICE UNIT	80	70.2%	21.3%	8.5%	4	34	19
OEh & E GROUP	19	57.9%	21.4%	20.7%	2	16	3
OFC OF ADMIN & MGMT	19	73.8%	21.0%	5.2%	5	7	0
OFC OF HEALTH PROGRAMS	11	55.1%	44.9%	0.0%	4	1	0
OFC OF THE AREA DIR - PHOENIX	11	64.2%	35.8%	0.0%	2	1	0
PHOENIX SERVICE UNIT	323	53.5%	32.5%	14.1%	15	167	52
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	12	49.6%	34.2%	16.2%	0	16	4
REGIONAL TREATMENT CENTER	16	63.2%	24.3%	12.5%	0	7	2
UINTAH & OURAY SERV UNIT	11	75.3%	16.7%	8.0%	3	6	2
WHITE RIVER SERVICE UNIT	183	68.9%	23.1%	8.0%	9	68	49

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	1,123	68.2%	25.7%	6.2%	87	70	92
COLORADO RIVER SERVICE UNIT	79	65.4%	23.4%	11.2%	5	4	4
ELKO SERVICE UNIT	18	70.6%	18.3%	11.1%	2	1	1
FORT YUMA SERVICE UNIT	41	69.2%	26.3%	4.5%	3	0	6
HOPi SERVICE UNIT	109	67.8%	26.3%	5.9%	4	6	15
OEh & E GROUP	32	75.3%	15.9%	8.8%	3	2	3
OFC OF ADMIN & MGMT	23	75.4%	24.6%	0.0%	6	0	2
OFC OF HEALTH PROGRAMS	14	85.1%	14.9%	0.0%	2	0	0
OFC OF THE AREA DIR - PHOENIX	9	68.1%	31.9%	0.0%	4	1	0
PHOENIX SERVICE UNIT	443	60.5%	31.1%	8.4%	26	41	43
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	27	69.9%	23.0%	7.1%	2	2	1
REGIONAL TREATMENT CENTER	22	71.8%	18.3%	9.9%	0	2	1
UINTAH & OURAY SERV UNIT	19	62.6%	37.4%	0.0%	2	0	1
WHITE RIVER SERVICE UNIT	264	78.3%	19.5%	2.2%	25	10	13

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Work-Life (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	817	44.3%	48.8%	6.9%	342	56	153
COLORADO RIVER SERVICE UNIT	55	42.4%	44.7%	12.9%	23	2	11
ELKO SERVICE UNIT	12	15.6%	76.2%	8.2%	8	1	1
FORT YUMA SERVICE UNIT	29	45.9%	50.7%	3.4%	12	1	9
HOPi SERVICE UNIT	75	39.6%	50.9%	9.5%	30	9	20
OEh & E GROUP	15	59.2%	40.8%	0.0%	13	2	10
OFC OF ADMIN & MGMT	16	62.6%	25.3%	12.1%	11	0	4
OFC OF HEALTH PROGRAMS	15	54.9%	31.8%	13.3%	1	0	0
OFC OF THE AREA DIR - PHOENIX	9	56.7%	43.3%	0.0%	5	0	0
PHOENIX SERVICE UNIT	343	42.4%	52.1%	5.5%	132	24	54
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	24	38.8%	49.5%	11.8%	5	2	1
REGIONAL TREATMENT CENTER	15	53.8%	46.2%	0.0%	6	2	2
UINTAH & OURAY SERV UNIT	10	40.9%	59.1%	0.0%	7	2	3
WHITE RIVER SERVICE UNIT	187	47.0%	45.8%	7.2%	79	10	33

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

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
PHOENIX AREA INDIAN HEALTH SERVICE	460	22.6%	70.2%	7.3%	284	285	338
COLORADO RIVER SERVICE UNIT	29	27.1%	62.6%	10.3%	16	18	28
ELKO SERVICE UNIT	8	0.0%	100.0%	0.0%	7	3	2
FORT YUMA SERVICE UNIT	15	26.0%	67.6%	6.4%	10	9	17
HOPi SERVICE UNIT	40	19.8%	67.0%	13.2%	25	32	38
OEh & E GROUP	5	22.5%	77.5%	0.0%	15	7	13
OFC OF ADMIN & MGMT	7	27.1%	72.9%	0.0%	10	5	9
OFC OF HEALTH PROGRAMS	4	21.4%	78.6%	0.0%	4	2	6
OFC OF THE AREA DIR - PHOENIX	6	34.5%	50.4%	15.0%	6	1	0
PHOENIX SERVICE UNIT	199	18.6%	73.4%	8.0%	107	124	124
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	12	0.0%	83.8%	16.2%	7	8	5
REGIONAL TREATMENT CENTER	6	16.7%	83.3%	0.0%	4	7	8
UINTAH & OURAY SERV UNIT	6	0.0%	100.0%	0.0%	6	4	6
WHITE RIVER SERVICE UNIT	119	31.9%	63.6%	4.5%	56	64	71

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

Work-Life (continued)

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
PHOENIX AREA INDIAN HEALTH SERVICE	445	21.6%	71.4%	7.0%	269	259	390
COLORADO RIVER SERVICE UNIT	34	32.5%	58.7%	8.8%	12	17	28
ELKO SERVICE UNIT	8	0.0%	100.0%	0.0%	4	4	5
FORT YUMA SERVICE UNIT	17	28.9%	59.6%	11.5%	9	8	17
HOPi SERVICE UNIT	38	23.1%	63.0%	13.9%	22	29	46
OEh & E GROUP	5	22.5%	77.5%	0.0%	15	6	14
OFC OF ADMIN & MGMT	7	0.0%	100.0%	0.0%	10	4	10
OFC OF HEALTH PROGRAMS	3	0.0%	100.0%	0.0%	4	2	7
OFC OF THE AREA DIR - PHOENIX	7	30.1%	56.8%	13.1%	5	0	2
PHOENIX SERVICE UNIT	184	17.6%	75.9%	6.5%	106	114	147
PHS INDIAN HEALTH CENTER, PEACH SPRINGS, AZ	12	0.0%	83.8%	16.2%	8	7	5
REGIONAL TREATMENT CENTER	6	16.7%	83.3%	0.0%	3	7	9
UINTAH & OURAY SERV UNIT	6	0.0%	100.0%	0.0%	5	4	7
WHITE RIVER SERVICE UNIT	113	29.0%	65.6%	5.4%	55	56	82

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Employment Demographics

Where do you work?

	%
Headquarters	7.9%
Field	92.1%

What is your supervisory status?

	%
Senior Leader	1.8%
Manager	5.5%
Supervisor	14.1%
Team Leader	12.2%
Non-Supervisor	66.4%

What is your pay category/grade?

	%
Federal Wage System	4.0%
GS 1-6	28.0%
GS 7-12	49.6%
GS 13-15	12.6%
Senior Executive Service	0.1%
Senior Level (SL) or Scientific or Professional (ST)	0.2%
Other	5.5%

What is your US military service status?

	%
No Prior Military Service	85.8%
Currently in National Guard or Reserves	1.0%
Retired	1.9%
Separated or Discharged	11.3%

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Employment Demographics (continued)

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

	%
Less than 1 year	3.4%
1 to 3 years	15.4%
4 to 5 years	9.6%
6 to 10 years	18.4%
11 to 14 years	14.3%
15 to 20 years	17.5%
More than 20 years	21.4%

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

	%
Less than 1 year	5.7%
1 to 3 years	19.6%
4 to 5 years	11.9%
6 to 10 years	16.4%
11 to 14 years	13.1%
15 to 20 years	16.3%
More than 20 years	17.0%

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

	%
No	68.8%
Yes, to retire	6.5%
Yes, to take another job within the Federal Government	13.1%
Yes, to take another job outside the Federal Government	4.6%
Yes, other	6.8%

I am planning to retire:

	%
Within one year	3.8%
Between one and three years	10.0%
Between three and five years	9.5%
Five or more years	76.7%

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

	%
Yes	6.5%
No	93.5%

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

	%
White	25.3%
Black or African American	2.4%
All other races	72.4%

What is your age group?

	%
29 years and under	4.8%
30-39 years old	19.0%
40-49 years old	27.9%
50-59 years old	29.1%
60 years or older	19.2%

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

	%
Less than High School/ High School Diploma/ GED	7.7%
Certification/ Some College/ Associate's Degree	47.1%
Bachelor's Degree	18.3%
Advanced Degrees (Post Bachelor's Degree)	26.9%

Are you an individual with a disability?

	%
Yes	7.2%
No	92.8%

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.

Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE
3rd Level Subagency Comparison Report

My Personal Demographics (continued)

<i>Are you:</i>	%
Male	27.4%
Female	72.6%

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.