

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

**2nd Level
Subagency
Report**



**Department of Health and Human Services
TUCSON AREA**

Department of Health and Human Services
TUCSON AREA
2nd Level Subagency Report

This 2022 OPM Federal Employee Viewpoint Survey Report provides summary results for the core OPM FEVS, telework, and demographic items for your subagency, including comparisons to your department or agency.

Response Summary

Organizations	Surveys Completed	Response Rate
Governmentwide	557,778	35.3%
Department of Health and Human Services	50,317	64.1%
INDIAN HEALTH SERVICE	5,723	43.4%
TUCSON AREA	29	55.8%

Top 10 Positive & Negative Items and Leading & Trailing Your Comparison Group

These sections provide high level information on how your sub-agency is doing.

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 *Always* and *Most of the time* or *Very Good* and *Good* or *Very Satisfied* and *Satisfied*
- Neutral: *Neither Agree nor Disagree* or *Sometimes* or *Fair* or *Neither Satisfied nor Dissatisfied*
- Negative: *Disagree* and *Strongly Disagree* or *Rarely* and *Never* or *Poor* and *Very Poor* or *Dissatisfied* and *Very Dissatisfied*

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*, *There have been no recent hires in my work unit*, *I do not have any accessibility needs*, where applicable, is listed separately.

Two items on the OPM FEVS (Q12 and Q34) are negatively worded, so percent positive scores include *Strongly Disagree* or *Disagree* responses and percent negative scores include *Strongly Agree* or *Agree* responses.

Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment (items 1-89, excluding items 12, 15, and 34). Use this snapshot as a quick reference or overview of your OPM FEVS results.

Highest Percent Positive

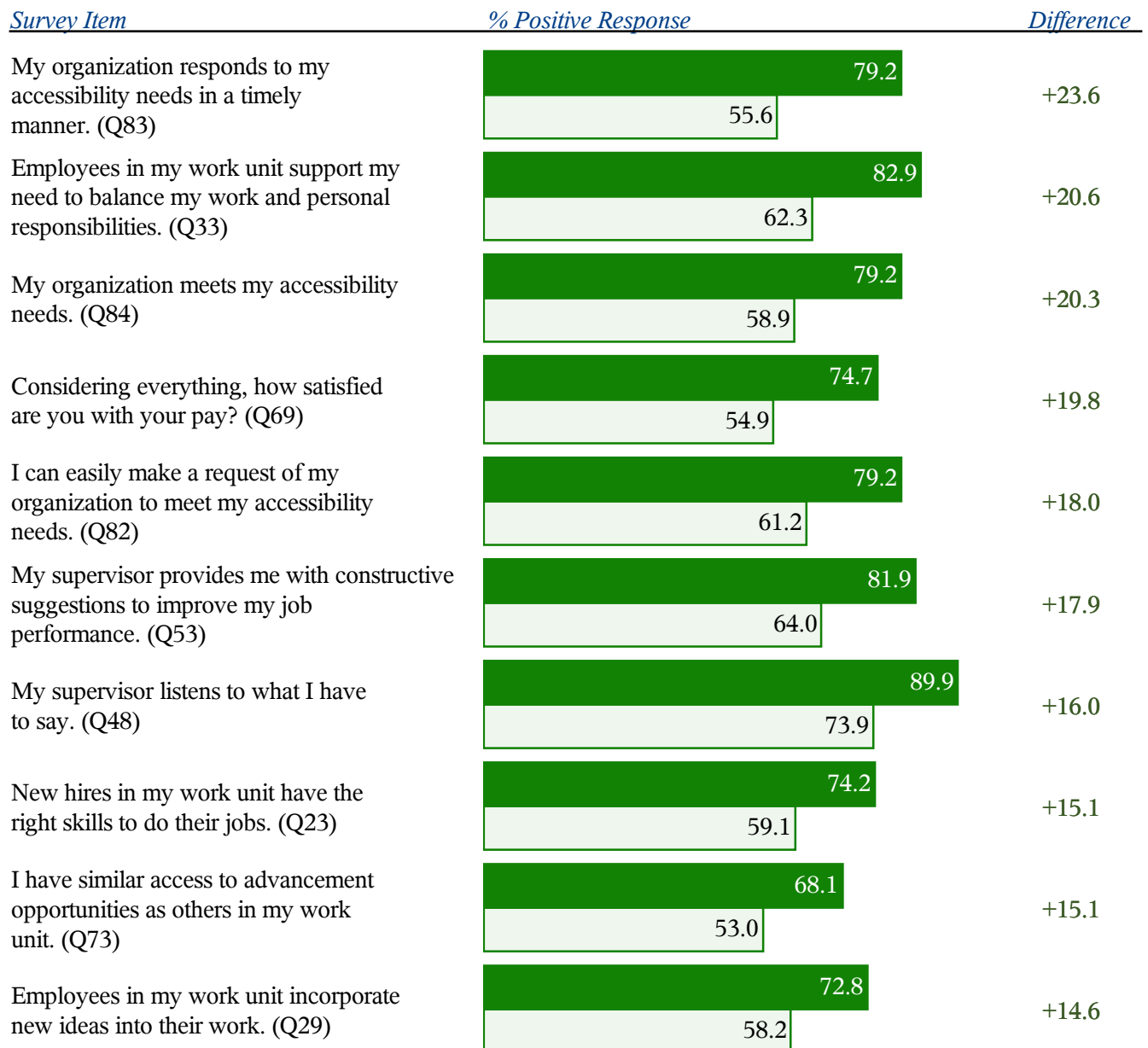
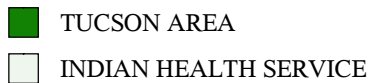
96.5%	It is important to me that my work contribute to the common good. (Q89)
90.1%	I know how my work relates to the agency's goals. (Q7)
90.0%	My supervisor holds me accountable for achieving results. (Q51)
89.9%	My supervisor listens to what I have to say. (Q48)
87.5%	I am held accountable for the quality of work I produce. (Q11)
87.5%	My organization has prepared me for potential cybersecurity threats. (Q41)
87.2%	My supervisor treats me with respect. (Q49)
84.4%	My supervisor supports my need to balance work and other life issues. (Q47)
83.8%	I identify with the mission of my organization. (Q88)
83.6%	I know what is expected of me on the job. (Q4)

Highest Percent Negative

39.2%	How satisfied are you with the information you receive from management on what's going on in your organization? (Q66)
35.6%	My organization has prepared me for potential physical security threats. (Q40)
35.1%	Management involves employees in decisions that affect their work. (Q64)
33.0%	Management encourages innovation. (Q62)
32.4%	Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q58)
31.8%	Managers communicate the goals of the organization. (Q57)
30.7%	How satisfied are you with your involvement in decisions that affect your work? (Q65)
29.6%	I believe the results of this survey will be used to make my agency a better place to work. (Q44)
29.1%	My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q26)
28.7%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q55)

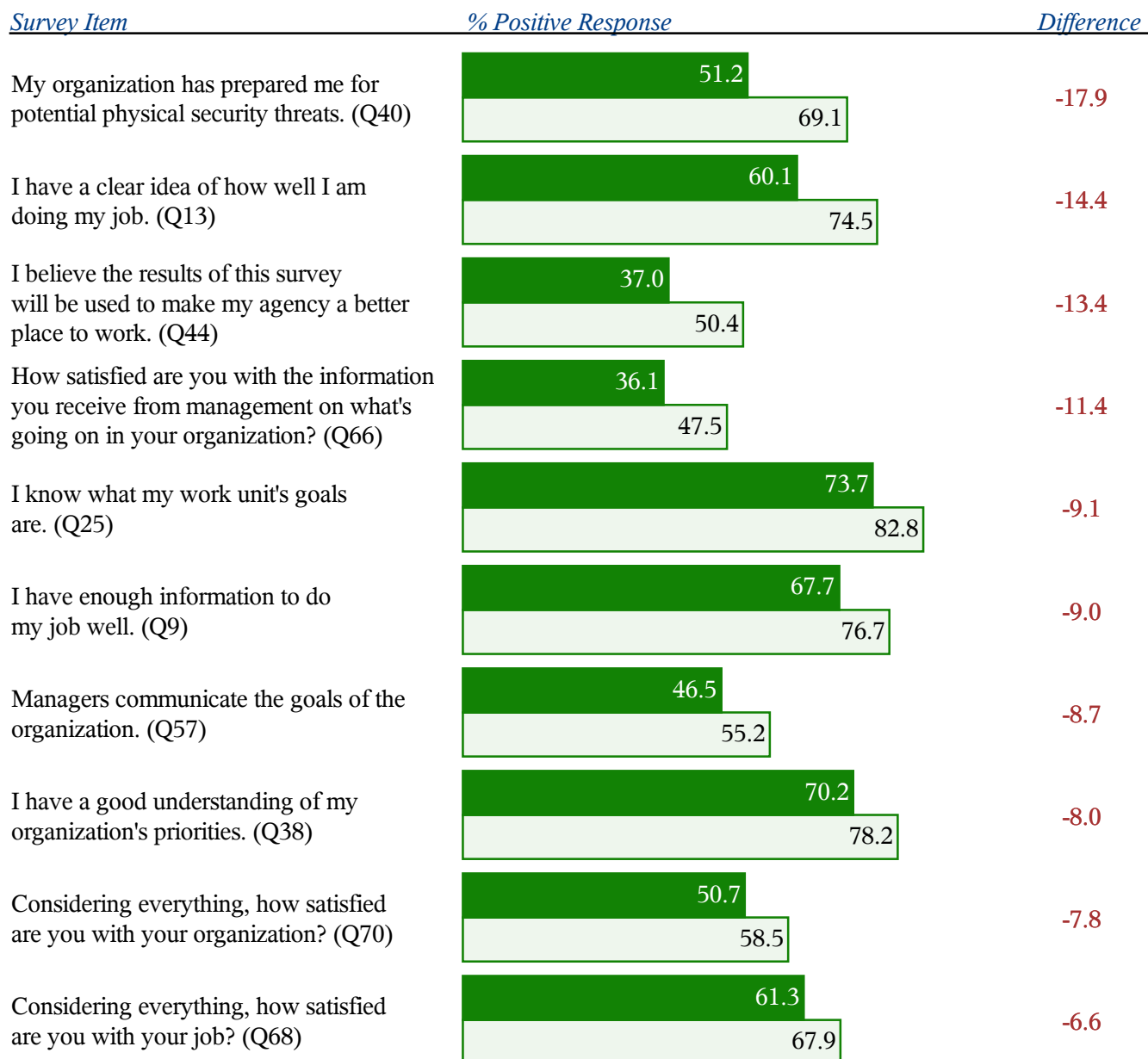
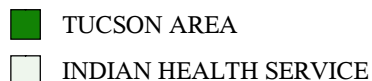
Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (INDIAN HEALTH SERVICE) average (items 1-89, excluding items 12, 15, and 34). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown. Percentages that are less than 8 are not displayed in the bar. A missing bar indicates 0% Positive Response for the item



Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (INDIAN HEALTH SERVICE) average (items 1-89, excluding items 12, 15, and 34). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are lower than the average, only the 10 items with the greatest differences are shown. Percentages that are less than 8 are not displayed in the bar. A missing bar indicates 0% Positive Response for the item



My Work Experience

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	554,191	68.0%	15.3%	16.6%
Department of Health and Human Services	50,076	77.1%	12.6%	10.3%
INDIAN HEALTH SERVICE	5,685	65.8%	18.5%	15.7%
TUCSON AREA	28	66.9%	19.8%	13.3%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	548,783	63.8%	16.2%	20.0%
Department of Health and Human Services	49,638	73.8%	13.9%	12.3%
INDIAN HEALTH SERVICE	5,630	63.0%	19.4%	17.6%
TUCSON AREA	27	68.9%	20.9%	10.2%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	548,810	71.3%	14.6%	14.1%
Department of Health and Human Services	49,739	79.5%	12.1%	8.4%
INDIAN HEALTH SERVICE	5,617	73.1%	15.5%	11.4%
TUCSON AREA	29	76.9%	13.1%	10.0%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	548,738	81.3%	10.1%	8.5%
Department of Health and Human Services	49,588	86.0%	8.2%	5.8%
INDIAN HEALTH SERVICE	5,650	85.0%	8.9%	6.1%
TUCSON AREA	28	83.6%	16.4%	0.0%

5. My workload is reasonable.

Organizations	N	Positive	Neutral	Negative
Governmentwide	553,302	61.4%	14.7%	23.8%
Department of Health and Human Services	50,000	65.0%	14.3%	20.7%
INDIAN HEALTH SERVICE	5,674	63.2%	16.2%	20.6%
TUCSON AREA	29	70.5%	13.2%	16.3%

My Work Experience (continued)

6. My talents are used well in the workplace.

Organizations	N	Positive	Neutral	Negative
Governmentwide	546,839	62.7%	16.7%	20.5%
Department of Health and Human Services	49,462	70.4%	15.2%	14.5%
INDIAN HEALTH SERVICE	5,611	67.3%	17.9%	14.8%
TUCSON AREA	29	67.7%	22.9%	9.5%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	552,613	84.2%	9.3%	6.4%
Department of Health and Human Services	49,928	89.8%	6.8%	3.4%
INDIAN HEALTH SERVICE	5,669	85.4%	10.2%	4.4%
TUCSON AREA	28	90.1%	9.9%	0.0%

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,120	70.0%	14.3%	15.7%	23,426
Department of Health and Human Services	47,435	73.2%	15.0%	11.9%	2,762
INDIAN HEALTH SERVICE	5,536	60.9%	19.6%	19.4%	179
TUCSON AREA	28	57.6%	29.5%	13.0%	1

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,708	74.4%	14.0%	11.6%
Department of Health and Human Services	50,221	81.2%	11.3%	7.5%
INDIAN HEALTH SERVICE	5,712	76.7%	14.9%	8.5%
TUCSON AREA	29	67.7%	19.2%	13.2%

10. I receive the training I need to do my job well.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,658	64.7%	18.9%	16.4%
Department of Health and Human Services	50,214	74.4%	16.1%	9.5%
INDIAN HEALTH SERVICE	5,712	63.0%	22.5%	14.4%
TUCSON AREA	28	59.0%	23.3%	17.6%

My Work Experience (continued)

11. I am held accountable for the quality of work I produce.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,225	87.3%	8.3%	4.4%
Department of Health and Human Services	50,173	92.3%	5.8%	2.0%
INDIAN HEALTH SERVICE	5,705	86.3%	10.2%	3.6%
TUCSON AREA	29	87.5%	12.5%	0.0%

12. Continually changing work priorities make it hard for me to produce high quality work.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	544,589	32.7%	25.8%	41.4%	12,053
Department of Health and Human Services	48,903	36.3%	26.5%	37.2%	1,295
INDIAN HEALTH SERVICE	5,615	23.6%	32.5%	43.9%	93
TUCSON AREA	28	41.7%	30.5%	27.8%	1

Note: This item is negatively worded, so percent positive scores include "Strongly Disagree" or "Disagree" responses and percent negative scores include "Strongly Agree" or "Agree" responses. Percent positive scores mean that continually changing work priorities do not make it hard for employees to produce high quality work.

13. I have a clear idea of how well I am doing my job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,628	74.4%	15.0%	10.6%
Department of Health and Human Services	50,206	80.7%	12.5%	6.8%
INDIAN HEALTH SERVICE	5,707	74.5%	16.8%	8.7%
TUCSON AREA	29	60.1%	32.9%	7.0%

My Work Unit

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,436	80.3%	10.3%	9.4%
Department of Health and Human Services	50,202	85.2%	8.5%	6.2%
INDIAN HEALTH SERVICE	5,714	69.5%	16.7%	13.7%
TUCSON AREA	29	80.6%	16.3%	3.1%

My Work Unit (continued)

15. In my work unit poor performers usually (select all that apply):

Organizations	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
Governmentwide	556,385	16.1%	42.2%	10.1%	6.3%	19.5%	20.8%
Department of Health and Human Services	50,164	17.0%	31.6%	8.7%	5.7%	24.0%	25.0%
INDIAN HEALTH SERVICE	5,710	17.0%	45.2%	8.0%	6.6%	16.0%	19.1%
TUCSON AREA	29	24.3%	37.5%	0.0%	6.5%	10.9%	33.1%

Note: Percents will add to more than 100% because respondents could choose more than one response option.

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	491,186	41.8%	27.2%	31.0%	65,222
Department of Health and Human Services	43,376	51.2%	26.6%	22.2%	6,785
INDIAN HEALTH SERVICE	5,341	37.9%	30.5%	31.6%	367
TUCSON AREA	25	48.5%	27.9%	23.6%	4

17. Employees in my work unit share job knowledge.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	553,111	79.9%	10.7%	9.4%	3,620
Department of Health and Human Services	49,895	82.9%	9.6%	7.5%	328
INDIAN HEALTH SERVICE	5,657	67.0%	18.1%	14.9%	56
TUCSON AREA	28	69.8%	26.6%	3.6%	1

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	550,104	78.7%	12.5%	8.9%	6,813
Department of Health and Human Services	49,703	84.6%	9.6%	5.8%	527
INDIAN HEALTH SERVICE	5,632	73.1%	17.9%	9.0%	78
TUCSON AREA	28	72.1%	16.9%	11.0%	1

My Work Unit (continued)

19. Employees in my work unit meet the needs of our customers.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	523,895	87.3%	10.6%	2.2%	27,814
Department of Health and Human Services	47,229	91.7%	7.3%	1.1%	2,598
INDIAN HEALTH SERVICE	5,527	83.2%	14.1%	2.6%	138
TUCSON AREA	26	82.5%	17.5%	0.0%	3

20. Employees in my work unit contribute positively to my agency's performance.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	525,899	84.8%	11.9%	3.3%	18,257
Department of Health and Human Services	48,033	90.8%	7.4%	1.8%	1,288
INDIAN HEALTH SERVICE	5,454	78.5%	15.7%	5.8%	132
TUCSON AREA	24	80.6%	19.4%	0.0%	4

21. Employees in my work unit produce high-quality work.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	530,983	82.4%	14.1%	3.4%	19,513
Department of Health and Human Services	48,420	89.2%	9.0%	1.8%	1,285
INDIAN HEALTH SERVICE	5,508	77.8%	17.5%	4.7%	133
TUCSON AREA	26	78.3%	21.7%	0.0%	3

22. Employees in my work unit adapt to changing priorities.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	530,563	79.6%	15.4%	5.0%	19,649
Department of Health and Human Services	48,133	85.6%	11.3%	3.1%	1,513
INDIAN HEALTH SERVICE	5,521	71.6%	19.8%	8.5%	128
TUCSON AREA	26	81.7%	14.3%	4.1%	3

23. New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.

Organizations	N	Positive	Neutral	Negative	No Recent Hires (N)
Governmentwide	470,034	57.7%	25.1%	17.3%	86,540
Department of Health and Human Services	42,698	70.7%	20.7%	8.6%	7,492
INDIAN HEALTH SERVICE	5,082	59.1%	26.8%	14.1%	635
TUCSON AREA	21	74.2%	12.4%	13.4%	8

My Work Unit (continued)

24. I can influence decisions in my work unit.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,440	63.1%	20.5%	16.4%
Department of Health and Human Services	50,180	69.3%	19.1%	11.6%
INDIAN HEALTH SERVICE	5,711	59.7%	25.0%	15.3%
TUCSON AREA	29	65.5%	27.7%	6.9%

25. I know what my work unit's goals are.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,152	82.3%	10.7%	7.0%
Department of Health and Human Services	50,142	86.7%	8.6%	4.8%
INDIAN HEALTH SERVICE	5,705	82.8%	11.7%	5.6%
TUCSON AREA	29	73.7%	26.3%	0.0%

26. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	525,068	50.9%	24.4%	24.7%	31,159
Department of Health and Human Services	47,918	64.4%	20.3%	15.3%	2,253
INDIAN HEALTH SERVICE	5,544	50.8%	27.7%	21.4%	160
TUCSON AREA	27	44.7%	26.2%	29.1%	2

27. My work unit successfully manages disruptions to our work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	535,320	65.8%	19.4%	14.7%	21,166
Department of Health and Human Services	48,225	74.1%	16.3%	9.6%	1,966
INDIAN HEALTH SERVICE	5,585	58.5%	24.4%	17.0%	130
TUCSON AREA	28	55.3%	30.8%	13.9%	1

28. Employees in my work unit consistently look for new ways to improve how they do their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	528,700	63.9%	21.7%	14.5%	22,745
Department of Health and Human Services	48,040	73.4%	17.7%	9.0%	1,859
INDIAN HEALTH SERVICE	5,531	57.4%	25.3%	17.3%	131
TUCSON AREA	24	56.3%	20.0%	23.8%	5

My Work Unit (continued)

29. Employees in my work unit incorporate new ideas into their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	522,485	64.6%	21.4%	14.0%	22,560
Department of Health and Human Services	47,640	74.6%	16.9%	8.5%	1,738
INDIAN HEALTH SERVICE	5,451	58.2%	25.3%	16.5%	133
TUCSON AREA	24	72.8%	8.0%	19.3%	5

30. Employees in my work unit approach change as an opportunity.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	520,226	54.2%	27.1%	18.6%	24,140
Department of Health and Human Services	47,388	66.0%	22.8%	11.2%	2,016
INDIAN HEALTH SERVICE	5,474	51.6%	28.2%	20.2%	115
TUCSON AREA	23	51.3%	36.9%	11.8%	6

31. Employees in my work unit consider customer needs a top priority.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	524,000	75.7%	15.7%	8.5%	20,970
Department of Health and Human Services	47,132	83.3%	12.0%	4.7%	2,272
INDIAN HEALTH SERVICE	5,544	73.1%	16.5%	10.4%	76
TUCSON AREA	25	70.8%	10.6%	18.7%	4

32. Employees in my work unit consistently look for ways to improve customer service.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	520,585	63.4%	24.4%	12.2%	27,607
Department of Health and Human Services	46,687	73.9%	19.0%	7.1%	2,891
INDIAN HEALTH SERVICE	5,541	60.6%	24.4%	15.0%	98
TUCSON AREA	25	59.6%	17.4%	23.0%	4

33. Employees in my work unit support my need to balance my work and personal responsibilities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,626	69.7%	16.9%	13.5%	11,042
Department of Health and Human Services	48,577	78.6%	13.2%	8.3%	723
INDIAN HEALTH SERVICE	5,548	62.3%	22.3%	15.3%	57
TUCSON AREA	26	82.9%	7.5%	9.6%	3

My Work Unit (continued)

34. Employees in my work unit are typically under too much pressure to meet work goals.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	525,943	41.5%	28.9%	29.6%	22,464
Department of Health and Human Services	47,657	43.1%	27.9%	29.0%	2,031
INDIAN HEALTH SERVICE	5,496	31.6%	35.2%	33.2%	145
TUCSON AREA	24	51.0%	34.3%	14.7%	4

Note: This item is negatively worded, so percent positive scores include "Strongly Disagree" or "Disagree" responses and percent negative scores include "Strongly Agree" or "Agree" responses. Percent positive scores mean employees are typically not pressured to meet work goals.

My Organization

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,114	58.6%	18.1%	23.2%	15,185
Department of Health and Human Services	48,601	68.8%	16.0%	15.2%	1,178
INDIAN HEALTH SERVICE	5,552	47.0%	24.7%	28.3%	95
TUCSON AREA	29	57.6%	16.1%	26.3%	0

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,998	74.8%	12.2%	13.0%	14,407
Department of Health and Human Services	47,809	84.2%	9.6%	6.2%	1,968
INDIAN HEALTH SERVICE	5,580	74.6%	14.8%	10.6%	65
TUCSON AREA	27	72.7%	13.8%	13.5%	2

37. My organization is successful at accomplishing its mission.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	536,041	78.0%	13.8%	8.2%	11,961
Department of Health and Human Services	48,845	84.0%	11.3%	4.7%	906
INDIAN HEALTH SERVICE	5,534	68.7%	21.6%	9.7%	110
TUCSON AREA	28	72.7%	14.2%	13.1%	1

38. I have a good understanding of my organization's priorities.

Organizations	N	Positive	Neutral	Negative
Governmentwide	547,830	77.2%	12.9%	9.8%
Department of Health and Human Services	49,722	83.0%	10.8%	6.2%
INDIAN HEALTH SERVICE	5,631	78.2%	14.9%	6.9%
TUCSON AREA	29	70.2%	13.3%	16.5%

My Organization (continued)

39. My organization effectively adapts to changing government priorities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	530,176	66.7%	20.2%	13.1%	18,188
Department of Health and Human Services	47,994	77.2%	16.0%	6.8%	1,772
INDIAN HEALTH SERVICE	5,471	63.5%	26.4%	10.2%	171
TUCSON AREA	27	65.5%	20.7%	13.8%	1

40. My organization has prepared me for potential physical security threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	535,681	73.1%	14.9%	12.0%	9,875
Department of Health and Human Services	48,164	76.6%	14.9%	8.5%	1,452
INDIAN HEALTH SERVICE	5,577	69.1%	16.8%	14.1%	44
TUCSON AREA	29	51.2%	13.3%	35.6%	0

41. My organization has prepared me for potential cybersecurity threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	540,124	83.4%	10.9%	5.8%	5,624
Department of Health and Human Services	49,228	91.0%	6.9%	2.1%	411
INDIAN HEALTH SERVICE	5,585	84.2%	12.0%	3.8%	41
TUCSON AREA	29	87.5%	3.2%	9.3%	0

42. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	507,882	52.0%	21.2%	26.8%	37,667
Department of Health and Human Services	45,037	59.0%	21.3%	19.7%	4,562
INDIAN HEALTH SERVICE	5,414	44.1%	25.4%	30.6%	212
TUCSON AREA	28	47.4%	26.7%	25.9%	1

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	545,445	64.5%	20.1%	15.4%
Department of Health and Human Services	49,608	75.8%	16.0%	8.2%
INDIAN HEALTH SERVICE	5,620	63.3%	24.7%	12.0%
TUCSON AREA	29	56.8%	23.5%	19.7%

My Organization (continued)

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	506,994	42.9%	25.7%	31.4%	38,989
Department of Health and Human Services	46,525	59.8%	22.5%	17.6%	3,119
INDIAN HEALTH SERVICE	5,277	50.4%	26.0%	23.6%	344
TUCSON AREA	26	37.0%	33.4%	29.6%	3

My Supervisor

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	511,232	78.2%	14.2%	7.6%	33,009
Department of Health and Human Services	47,248	84.4%	10.4%	5.2%	2,288
INDIAN HEALTH SERVICE	5,358	69.4%	19.2%	11.4%	249
TUCSON AREA	29	71.4%	18.9%	9.7%	0

46. Supervisors in my work unit support employee development.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	537,139	77.0%	12.1%	10.8%	7,689
Department of Health and Human Services	49,077	83.2%	9.6%	7.2%	510
INDIAN HEALTH SERVICE	5,529	67.5%	18.2%	14.3%	85
TUCSON AREA	28	67.2%	19.4%	13.3%	1

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	541,245	83.3%	9.2%	7.5%
Department of Health and Human Services	49,292	87.8%	7.3%	4.9%
INDIAN HEALTH SERVICE	5,578	75.3%	14.3%	10.4%
TUCSON AREA	28	84.4%	12.4%	3.2%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	537,954	81.9%	9.3%	8.8%
Department of Health and Human Services	49,097	85.9%	7.8%	6.3%
INDIAN HEALTH SERVICE	5,529	73.9%	14.7%	11.3%
TUCSON AREA	27	89.9%	0.0%	10.1%

My Supervisor (continued)

49. My supervisor treats me with respect.

Organizations	N	Positive	Neutral	Negative
Governmentwide	540,128	86.0%	7.8%	6.3%
Department of Health and Human Services	49,219	88.4%	6.7%	4.9%
INDIAN HEALTH SERVICE	5,562	78.1%	13.3%	8.6%
TUCSON AREA	29	87.2%	6.6%	6.3%

50. I have trust and confidence in my supervisor.

Organizations	N	Positive	Neutral	Negative
Governmentwide	537,613	76.2%	12.2%	11.6%
Department of Health and Human Services	49,009	81.3%	10.4%	8.3%
INDIAN HEALTH SERVICE	5,535	69.0%	16.7%	14.4%
TUCSON AREA	28	73.5%	16.4%	10.1%

51. My supervisor holds me accountable for achieving results.

Organizations	N	Positive	Neutral	Negative
Governmentwide	540,106	86.9%	9.6%	3.5%
Department of Health and Human Services	49,216	91.3%	6.7%	2.0%
INDIAN HEALTH SERVICE	5,565	81.0%	14.2%	4.8%
TUCSON AREA	27	90.0%	3.4%	6.7%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	542,593	77.6%	13.5%	8.9%
Department of Health and Human Services	49,403	82.7%	11.2%	6.1%
INDIAN HEALTH SERVICE	5,598	68.4%	18.5%	13.1%
TUCSON AREA	29	80.6%	9.6%	9.7%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	542,912	70.3%	17.1%	12.7%
Department of Health and Human Services	49,465	76.5%	14.6%	9.0%
INDIAN HEALTH SERVICE	5,607	64.0%	21.2%	14.8%
TUCSON AREA	29	81.9%	11.8%	6.3%

My Supervisor (continued)

54. My supervisor provides me with performance feedback throughout the year.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	537,966	74.6%	13.5%	11.8%	5,174
Department of Health and Human Services	49,079	78.9%	12.4%	8.7%	392
INDIAN HEALTH SERVICE	5,549	66.5%	19.2%	14.4%	58
TUCSON AREA	28	69.8%	14.4%	15.8%	1

Leadership

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	526,253	47.7%	23.0%	29.3%	13,759
Department of Health and Human Services	48,067	60.5%	21.2%	18.3%	1,192
INDIAN HEALTH SERVICE	5,421	44.0%	28.3%	27.7%	162
TUCSON AREA	29	45.9%	25.3%	28.7%	0

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	500,578	59.9%	21.3%	18.8%	35,739
Department of Health and Human Services	46,029	69.4%	19.2%	11.4%	2,953
INDIAN HEALTH SERVICE	5,278	51.2%	28.8%	20.0%	274
TUCSON AREA	27	57.1%	25.2%	17.6%	2

57. Managers communicate the goals of the organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	529,488	64.3%	18.2%	17.6%	7,759
Department of Health and Human Services	48,377	73.4%	15.8%	10.8%	648
INDIAN HEALTH SERVICE	5,425	55.2%	25.3%	19.5%	117
TUCSON AREA	29	46.5%	21.7%	31.8%	0

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	519,846	57.6%	20.3%	22.1%	16,143
Department of Health and Human Services	47,620	66.6%	18.4%	15.0%	1,240
INDIAN HEALTH SERVICE	5,385	49.2%	27.0%	23.8%	159
TUCSON AREA	29	52.8%	14.9%	32.4%	0

Leadership (continued)

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	511,628	63.5%	20.2%	16.4%	29,177
Department of Health and Human Services	47,011	72.3%	17.2%	10.5%	2,318
INDIAN HEALTH SERVICE	5,258	55.3%	25.9%	18.9%	335
TUCSON AREA	27	59.2%	24.8%	16.0%	2

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	531,454	60.8%	20.6%	18.6%	7,008
Department of Health and Human Services	48,660	71.7%	17.6%	10.7%	510
INDIAN HEALTH SERVICE	5,482	59.2%	25.3%	15.5%	79
TUCSON AREA	29	52.9%	34.4%	12.6%	0

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	502,973	59.7%	21.7%	18.6%	32,625
Department of Health and Human Services	46,659	73.2%	17.1%	9.6%	2,303
INDIAN HEALTH SERVICE	5,071	48.2%	32.8%	19.0%	460
TUCSON AREA	27	43.0%	29.7%	27.3%	2

62. Management encourages innovation.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	517,493	55.9%	23.9%	20.2%	18,812
Department of Health and Human Services	47,421	66.5%	21.2%	12.3%	1,565
INDIAN HEALTH SERVICE	5,323	47.8%	31.9%	20.3%	210
TUCSON AREA	29	48.3%	18.7%	33.0%	0

63. Management makes effective changes to address challenges facing our organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	516,113	51.7%	24.0%	24.2%	20,139
Department of Health and Human Services	47,192	63.8%	21.4%	14.8%	1,780
INDIAN HEALTH SERVICE	5,349	50.0%	28.5%	21.5%	187
TUCSON AREA	28	44.0%	29.6%	26.4%	1

Leadership (continued)

64. Management involves employees in decisions that affect their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	516,890	43.3%	23.5%	33.2%	19,739
Department of Health and Human Services	47,173	54.2%	23.0%	22.8%	1,855
INDIAN HEALTH SERVICE	5,356	40.3%	28.2%	31.5%	178
TUCSON AREA	29	40.2%	24.7%	35.1%	0

My Satisfaction

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	534,329	50.0%	25.1%	25.0%
Department of Health and Human Services	48,896	59.7%	23.1%	17.2%
INDIAN HEALTH SERVICE	5,510	50.4%	29.3%	20.3%
TUCSON AREA	28	49.8%	19.5%	30.7%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	532,752	52.9%	22.7%	24.5%
Department of Health and Human Services	48,770	63.5%	20.6%	15.9%
INDIAN HEALTH SERVICE	5,507	47.5%	29.5%	23.0%
TUCSON AREA	29	36.1%	24.7%	39.2%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	533,049	54.4%	22.4%	23.2%
Department of Health and Human Services	48,791	63.9%	20.0%	16.2%
INDIAN HEALTH SERVICE	5,500	45.7%	28.4%	25.9%
TUCSON AREA	29	47.2%	29.8%	23.0%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,817	66.2%	16.8%	17.0%
Department of Health and Human Services	48,715	75.5%	14.2%	10.3%
INDIAN HEALTH SERVICE	5,491	67.9%	19.4%	12.7%
TUCSON AREA	29	61.3%	19.0%	19.7%

My Satisfaction (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	533,799	55.9%	17.1%	27.0%
Department of Health and Human Services	48,844	62.6%	16.9%	20.5%
INDIAN HEALTH SERVICE	5,497	54.9%	20.8%	24.4%
TUCSON AREA	29	74.7%	6.5%	18.8%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	534,146	60.2%	19.9%	19.9%
Department of Health and Human Services	48,851	72.1%	16.9%	11.0%
INDIAN HEALTH SERVICE	5,499	58.5%	25.7%	15.8%
TUCSON AREA	29	50.7%	26.6%	22.7%

Diversity, Equity, Inclusion, and Accessibility

71. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	491,409	67.8%	19.5%	12.7%	44,282
Department of Health and Human Services	45,793	73.8%	16.1%	10.1%	3,254
INDIAN HEALTH SERVICE	5,264	56.5%	26.9%	16.6%	293
TUCSON AREA	26	65.8%	23.8%	10.3%	3

72. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	492,680	72.6%	18.4%	9.0%	43,274
Department of Health and Human Services	46,133	78.6%	14.2%	7.2%	2,932
INDIAN HEALTH SERVICE	5,296	61.0%	24.9%	14.2%	257
TUCSON AREA	25	72.1%	17.2%	10.7%	4

73. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	517,875	65.0%	15.9%	19.1%	16,670
Department of Health and Human Services	47,127	68.6%	15.5%	15.9%	1,810
INDIAN HEALTH SERVICE	5,421	53.0%	22.9%	24.1%	121
TUCSON AREA	29	68.1%	19.0%	12.9%	0

Diversity, Equity, Inclusion, and Accessibility (continued)

74. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	507,104	69.6%	15.9%	14.4%	26,510
Department of Health and Human Services	46,201	73.2%	14.8%	11.9%	2,690
INDIAN HEALTH SERVICE	5,328	56.8%	23.2%	20.0%	206
TUCSON AREA	27	69.8%	16.6%	13.6%	2

75. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	502,077	60.9%	18.1%	21.0%	32,257
Department of Health and Human Services	46,102	69.3%	16.0%	14.6%	2,856
INDIAN HEALTH SERVICE	5,376	48.8%	24.6%	26.6%	158
TUCSON AREA	28	50.6%	26.5%	23.0%	1

76. Employees in my work unit treat me as a valued member of the team.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	527,735	81.4%	11.1%	7.5%	6,014
Department of Health and Human Services	48,526	85.4%	9.2%	5.4%	363
INDIAN HEALTH SERVICE	5,494	72.3%	17.1%	10.7%	37
TUCSON AREA	28	75.8%	17.8%	6.5%	1

77. Employees in my work unit make me feel I belong.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	526,803	77.9%	13.6%	8.5%	6,595
Department of Health and Human Services	48,416	82.4%	11.4%	6.2%	444
INDIAN HEALTH SERVICE	5,476	70.0%	18.8%	11.2%	50
TUCSON AREA	28	75.8%	17.8%	6.5%	1

78. Employees in my work unit care about me as a person.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	518,891	75.6%	16.1%	8.3%	14,356
Department of Health and Human Services	47,778	80.8%	13.6%	5.6%	1,057
INDIAN HEALTH SERVICE	5,427	68.1%	21.0%	10.8%	96
TUCSON AREA	28	79.6%	17.1%	3.3%	1

Diversity, Equity, Inclusion, and Accessibility (continued)

79. I am comfortable expressing opinions that are different from other employees in my work unit.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	523,674	73.8%	12.6%	13.6%	6,799
Department of Health and Human Services	48,093	77.3%	12.2%	10.5%	534
INDIAN HEALTH SERVICE	5,446	65.9%	18.1%	16.0%	62
TUCSON AREA	28	72.5%	17.8%	9.8%	0

80. In my work unit, people's differences are respected.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	517,791	73.7%	15.7%	10.7%	12,414
Department of Health and Human Services	47,634	78.8%	13.3%	7.9%	960
INDIAN HEALTH SERVICE	5,405	62.0%	21.8%	16.2%	93
TUCSON AREA	28	70.4%	22.8%	6.8%	0

81. I can be successful in my organization being myself.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	524,357	72.9%	14.8%	12.3%	5,854
Department of Health and Human Services	48,065	77.8%	13.6%	8.6%	516
INDIAN HEALTH SERVICE	5,449	70.7%	18.9%	10.3%	50
TUCSON AREA	28	67.4%	29.4%	3.2%	0

82. I can easily make a request of my organization to meet my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	328,338	69.6%	19.3%	11.1%	119,219	82,121
Department of Health and Human Services	29,358	75.7%	16.8%	7.5%	11,323	7,900
INDIAN HEALTH SERVICE	4,208	61.2%	26.1%	12.7%	761	504
TUCSON AREA	18	79.2%	15.0%	5.8%	6	5

83. My organization responds to my accessibility needs in a timely manner.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	307,344	64.0%	24.2%	11.8%	120,489	101,427
Department of Health and Human Services	27,480	71.0%	21.0%	8.0%	11,397	9,678
INDIAN HEALTH SERVICE	4,126	55.6%	30.9%	13.5%	741	605
TUCSON AREA	18	79.2%	15.0%	5.8%	5	6

Diversity, Equity, Inclusion, and Accessibility (continued)

84. My organization meets my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	311,682	67.1%	23.1%	9.9%	123,093	94,153
Department of Health and Human Services	27,877	73.8%	19.9%	6.3%	11,637	8,990
INDIAN HEALTH SERVICE	4,140	58.9%	30.3%	10.8%	770	558
TUCSON AREA	18	79.2%	10.1%	10.6%	6	5

Employee Experience

85. My job inspires me.

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,023	59.2%	22.0%	18.8%
Department of Health and Human Services	48,724	71.1%	18.0%	10.9%
INDIAN HEALTH SERVICE	5,513	67.8%	20.6%	11.6%
TUCSON AREA	29	70.0%	16.4%	13.5%

86. The work I do gives me a sense of accomplishment.

Organizations	N	Positive	Neutral	Negative
Governmentwide	528,951	73.0%	14.2%	12.8%
Department of Health and Human Services	48,586	81.4%	11.4%	7.2%
INDIAN HEALTH SERVICE	5,510	80.7%	12.4%	6.9%
TUCSON AREA	28	79.7%	13.2%	7.1%

87. I feel a strong personal attachment to my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,252	58.7%	22.6%	18.7%
Department of Health and Human Services	48,747	68.8%	20.3%	11.0%
INDIAN HEALTH SERVICE	5,523	64.5%	24.3%	11.2%
TUCSON AREA	29	70.2%	13.2%	16.6%

88. I identify with the mission of my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	529,722	77.0%	15.7%	7.4%
Department of Health and Human Services	48,654	86.3%	10.7%	3.0%
INDIAN HEALTH SERVICE	5,513	81.6%	15.1%	3.3%
TUCSON AREA	29	83.8%	6.5%	9.7%

Employee Experience (continued)

89. It is important to me that my work contribute to the common good.

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,401	91.3%	6.6%	2.1%
Department of Health and Human Services	48,775	94.9%	4.2%	0.8%
INDIAN HEALTH SERVICE	5,510	90.8%	7.7%	1.4%
TUCSON AREA	28	96.5%	3.5%	0.0%

Telework

91. Please select the response that BEST describes your current remote work or teleworking schedule.

Organizations	N	Remote Work Agreement	Telework			
			3 or More Days Per Week	1-2 Days Per Week	Only 1-2 Days Per Month	Very Infrequently
Governmentwide	529,973	14.2%	24.9%	16.9%	2.9%	9.7%
Department of Health and Human Services	48,696	38.4%	26.7%	12.4%	1.8%	4.6%
INDIAN HEALTH SERVICE	5,480	9.1%	8.0%	5.5%	1.4%	7.0%
TUCSON AREA	29	3.2%	6.6%	0.0%	0.0%	16.4%

91. Please select the response that BEST describes your current remote work or teleworking schedule. (continued)

Organizations	N	Do Not Telework			
		Must Be Physically Present	Technical Issues	Not Approved to Telework	Choose Not to Telework
Governmentwide	529,973	20.1%	1.2%	6.0%	4.0%
Department of Health and Human Services	48,696	10.2%	0.7%	2.7%	2.4%
INDIAN HEALTH SERVICE	5,480	44.3%	3.1%	12.3%	9.1%
TUCSON AREA	29	11.2%	6.6%	43.6%	12.5%

Employment Demographics

Where do you work?

Response	%
Headquarters	0.0%
Field	96.6%
Full-time telework (e.g., home office, telecenter)	3.4%

What is your supervisory status?

Response	%
Senior Leader	6.9%
Manager	17.2%
Supervisor	17.2%
Team Leader	13.8%
Non-Supervisor	44.8%

What is your pay category/grade?

Response	%
Federal Wage System	0.0%
GS 1-6	3.7%
GS 7-12	40.7%
GS 13-15	22.2%
Senior Executive Service	3.7%
Senior Level (SL) or Scientific or Professional (ST)	3.7%
Other	25.9%

What is your US military service status?

Response	%
No Prior Military Service	81.5%
Currently in National Guard or Reserves	0.0%
Retired	0.0%
Separated or Discharged	18.5%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you:

Response	%
The spouse of a current active duty service member of the U.S. Armed Forces	0.0%
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	0.0%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0.0%
None of the categories listed	100.0%

Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

Response	%
Yes	--
No	--

Note: If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.

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

Response	%
Less than 1 year	3.6%
1 to 3 years	0.0%
4 to 5 years	0.0%
6 to 10 years	10.7%
11 to 14 years	7.1%
15 to 20 years	32.1%
More than 20 years	46.4%

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

Response	%
Less than 1 year	3.6%
1 to 3 years	10.7%
4 to 5 years	0.0%
6 to 10 years	10.7%
11 to 14 years	7.1%
15 to 20 years	32.1%
More than 20 years	35.7%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

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

Response	%
No	60.7%
Yes, to retire	7.1%
Yes, to take another job within the Federal Government	25.0%
Yes, to take another job outside the Federal Government	3.6%
Yes, other	3.6%

I am planning to retire:

Response	%
Less than 1 year	3.6%
1 year	3.6%
2 years	10.7%
3 years	3.6%
4 years	10.7%
5 years	10.7%
More than 5 years	57.1%

Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

Response	%
Yes	--
No	--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

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

Response	%
White	--
Black or African American	--
All other races	--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

What is your age group?

Response	%
29 years and under	--
30-39 years old	--
40-49 years old	33.3%
50-59 years old	22.2%
60 years or older	29.6%

Note: Results are suppressed for each demographic category with fewer than 4 responses.

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

Response	%
Less than High School/ High School Diploma/ GED	0.0%
Certification/ Some College/ Associate's Degree	18.5%
Bachelor's Degree	25.9%
Advanced Degrees (Post Bachelor's Degree)	55.6%

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.

Personal Demographics (continued)

Are you an individual with a disability?

Response	%
Yes	--
No	--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

Are you:

Response	%
Male	51.9%
Female	48.1%

Are you transgender?

Response	%
Yes	--
No	--

Note: When there are fewer than thirty respondents, results are not displayed for confidentiality reasons.

Which one of the following best represents how you think of yourself?

Response	%
Straight, that is not gay or lesbian	--
Gay or Lesbian	--
Bisexual	--
I use a different term	--

Note: When there are fewer than thirty respondents, results are not displayed for confidentiality reasons.

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.