

2023 Office of Personnel Management

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

2nd Level Subagency Report

Department of Health and Human Services PHOENIX AREA INDIAN HEALTH SERVICE

Department of Health and Human Services

PHOENIX AREA INDIAN HEALTH SERVICE

2nd Level Subagency Report

This 2023 Federal Employee Viewpoint Survey (FEVS) Report provides summary results for the core survey, telework, and demographic items for your subagency, including comparisons to your department or agency. Also presented in this report are FEVS index results. An index is a collection of items that statistically cluster together and can be combined into a single score for interpretation and/or analysis. Indices speak to an aspect of employee perspectives and experiences and are indicators of effectiveness. Established FEVS indices displayed in this report include the Employee Engagement Index (EEI), Global Satisfaction Index (GSI), Performance Confidence Index (PCI), and Diversity, Equity, Inclusion, and Accessibility (DEIA).

The Employee Experience Index (EXI) is new and measures the extent to which employees are engaged by their work and their organization. While the established Employee Engagement Index is a measure of the conditions for engagement (e.g., whether a workplace has the right environment to foster engaged employees) the new EXI assesses whether employees actually experience the state of engagement. It gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

Response Summary

| Organizations | Surveys Completed | Response Rate |
|---|-------------------|---------------|
| Governmentwide | 625,568 | 38.9% |
| Department of Health and Human Services | 59,020 | 72.5% |
| Indian Health Service | 9,844 | 71.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,950 | 80.6% |

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

These sections provide high level information on how your subagency is doing.

Main Report Results

The results include response percentages for each survey item followed by index and sub-index scores. 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 (NBJ)*, *There have been no recent hires in my work unit*, *I do not have any accessibility needs*, where applicable, is listed separately.

Note: A "—" indicates that there were no responses to the item, and therefore results are not shown.

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 1-90, excluding item 16). Use this snapshot as a quick reference or overview of your OPM FEVS results.

Highest Percent Positive

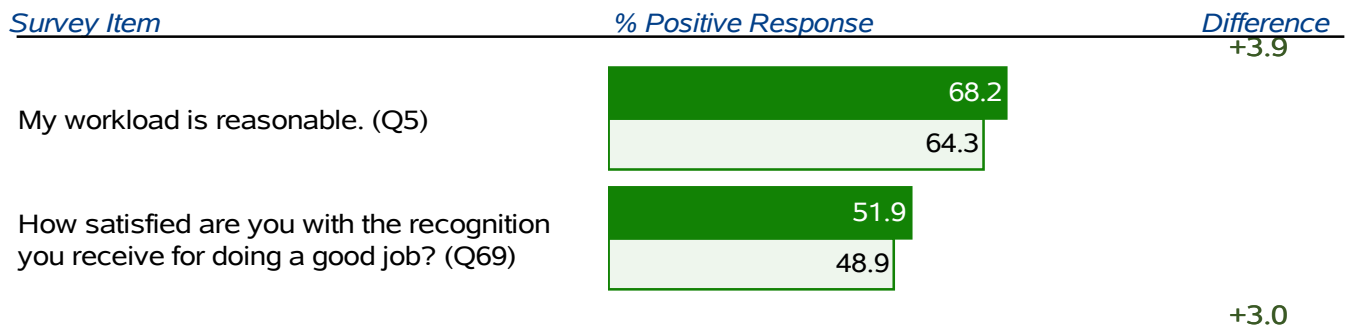
| | |
|-------|--|
| 91.1% | It is important to me that my work contribute to the common good. (Q90) |
| 87.0% | I know what is expected of me on the job. (Q4) |
| 84.8% | I know how my work relates to the agency's goals. (Q7) |
| 84.7% | I am held accountable for the quality of work I produce. (Q11) |
| 84.7% | I know what my work unit's goals are. (Q26) |
| 82.5% | Employees in my work unit meet the needs of our customers. (Q20) |
| 82.5% | The work I do gives me a sense of accomplishment. (Q87) |
| 81.7% | I identify with the mission of my organization. (Q89) |
| 81.5% | My supervisor holds me accountable for achieving results. (Q53) |
| 80.0% | My organization has prepared me for potential cybersecurity threats. (Q44) |

Highest Percent Negative

| | |
|-------|---|
| 27.7% | In my work unit, differences in performance are recognized in a meaningful way. (Q17) |
| 27.3% | In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q45) |
| 26.0% | Management involves employees in decisions that affect their work. (Q66) |
| 24.2% | In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q57) |
| 23.4% | Considering everything, how satisfied are you with your pay? (Q71) |
| 22.7% | Employees are recognized for providing high quality products and services. (Q35) |
| 22.6% | In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements). (Q77) |
| 21.5% | How satisfied are you with the recognition you receive for doing a good job? (Q69) |
| 21.1% | Information is openly shared in my organization. (Q40) |
| 21.1% | Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q60) |

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 1-90, excluding item 16). 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 1-90, excluding item 16). 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

There are no items in this category

My Work Experience

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 621,922 | 70.3% | 14.3% | 15.3% |
| Department of Health and Human Services | 58,738 | 77.8% | 12.2% | 10.0% |
| Indian Health Service | 9,793 | 67.5% | 18.5% | 14.1% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,939 | 68.9% | 18.5% | 12.6% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 616,048 | 65.5% | 15.6% | 18.9% |
| Department of Health and Human Services | 58,259 | 74.0% | 13.7% | 12.3% |
| Indian Health Service | 9,681 | 63.3% | 20.0% | 16.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,915 | 65.4% | 20.1% | 14.5% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 616,102 | 73.0% | 14.1% | 12.9% |
| Department of Health and Human Services | 58,332 | 80.0% | 12.0% | 8.1% |
| Indian Health Service | 9,667 | 72.8% | 16.7% | 10.5% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,919 | 74.0% | 16.2% | 9.8% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|-------------|-------------|
| Governmentwide | 615,429 | 81.7% | 9.8% | 8.5% |
| Department of Health and Human Services | 58,225 | 85.7% | 8.4% | 5.8% |
| Indian Health Service | 9,715 | 85.9% | 9.2% | 4.9% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,922 | 87.0% | 8.3% | 4.8% |

5. My workload is reasonable.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 620,833 | 62.3% | 14.6% | 23.1% |
| Department of Health and Human Services | 58,619 | 64.7% | 14.6% | 20.8% |
| Indian Health Service | 9,757 | 64.3% | 17.0% | 18.8% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,932 | 68.2% | 16.4% | 15.4% |

My Work Experience (continued)

6. My talents are used well in the workplace.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 614,430 | 64.1% | 16.2% | 19.7% |
| Department of Health and Human Services | 58,073 | 70.6% | 15.0% | 14.4% |
| Indian Health Service | 9,664 | 69.0% | 17.6% | 13.4% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,908 | 70.6% | 17.3% | 12.1% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 620,335 | 84.9% | 9.0% | 6.2% |
| Department of Health and Human Services | 58,558 | 89.5% | 7.0% | 3.5% |
| Indian Health Service | 9,760 | 85.0% | 11.0% | 4.0% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,929 | 84.8% | 12.2% | 3.0% |

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 | 596,805 | 70.3% | 14.4% | 15.3% | 25,588 |
| Department of Health and Human Services | 55,694 | 74.1% | 14.5% | 11.4% | 3,037 |
| Indian Health Service | 9,482 | 62.5% | 18.7% | 18.8% | 298 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,864 | 62.2% | 20.2% | 17.6% | 66 |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 623,096 | 73.3% | 13.8% | 12.8% |
| Department of Health and Human Services | 58,785 | 80.0% | 11.4% | 8.7% |
| Indian Health Service | 9,794 | 76.7% | 14.2% | 9.1% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,940 | 79.0% | 13.4% | 7.6% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 617,957 | 65.9% | 17.4% | 16.7% |
| Department of Health and Human Services | 58,426 | 74.4% | 15.4% | 10.2% |
| Indian Health Service | 9,723 | 65.5% | 20.3% | 14.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,928 | 67.9% | 19.3% | 12.8% |

My Work Experience (continued)

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 619,470 | 86.3% | 8.8% | 4.9% |
| Department of Health and Human Services | 58,536 | 91.2% | 6.3% | 2.4% |
| Indian Health Service | 9,742 | 84.9% | 11.1% | 3.9% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,931 | 84.7% | 11.2% | 4.1% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 619,597 | 76.3% | 13.5% | 10.1% |
| Department of Health and Human Services | 58,515 | 81.8% | 11.6% | 6.6% |
| Indian Health Service | 9,755 | 76.1% | 15.7% | 8.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,930 | 77.6% | 14.8% | 7.6% |

13. I have the autonomy to decide how I do my job.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 622,579 | 71.5% | 14.8% | 13.7% |
| Department of Health and Human Services | 58,736 | 76.0% | 13.8% | 10.2% |
| Indian Health Service | 9,785 | 71.6% | 18.7% | 9.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,940 | 72.5% | 18.0% | 9.5% |

14. I can make decisions about my work without getting permission first.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 623,249 | 64.2% | 18.6% | 17.2% |
| Department of Health and Human Services | 58,778 | 64.7% | 19.7% | 15.6% |
| Indian Health Service | 9,804 | 58.9% | 24.3% | 16.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,940 | 58.5% | 24.8% | 16.7% |

My Work Unit

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 624,053 | 82.1% | 9.6% | 8.3% |
| Department of Health and Human Services | 58,857 | 86.4% | 7.9% | 5.8% |
| Indian Health Service | 9,825 | 71.4% | 15.9% | 12.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,946 | 70.6% | 16.8% | 12.6% |

My Work Unit (continued)

16. In my work unit poor performers usually:

| 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 | 624,005 | 17.7% | 41.2% | 10.2% | 6.4% | 19.3% | 20.4% |
| Department of Health and Human Services | 58,842 | 18.2% | 30.5% | 8.8% | 5.7% | 23.5% | 25.1% |
| Indian Health Service | 9,819 | 17.8% | 44.1% | 7.4% | 6.6% | 15.2% | 19.4% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,947 | 19.7% | 45.4% | 7.4% | 6.6% | 14.3% | 17.5% |

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

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 556,535 | 45.0% | 26.3% | 28.7% | 67,602 |
| Department of Health and Human Services | 51,594 | 54.4% | 25.3% | 20.3% | 7,261 |
| Indian Health Service | 9,221 | 40.4% | 30.8% | 28.8% | 605 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,855 | 42.1% | 30.2% | 27.7% | 91 |

18. Employees in my work unit share job knowledge.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 620,540 | 81.0% | 10.3% | 8.7% | 3,964 |
| Department of Health and Human Services | 58,486 | 83.8% | 9.2% | 7.0% | 407 |
| Indian Health Service | 9,732 | 68.6% | 17.5% | 13.9% | 99 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,925 | 68.5% | 18.0% | 13.5% | 20 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 617,704 | 79.9% | 11.8% | 8.2% | 6,895 |
| Department of Health and Human Services | 58,317 | 85.2% | 9.4% | 5.4% | 590 |
| Indian Health Service | 9,718 | 74.0% | 17.9% | 8.1% | 114 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,930 | 73.8% | 18.3% | 7.9% | 18 |

My Work Unit (continued)

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 593,581 | 87.3% | 10.6% | 2.1% | 28,191 |
| Department of Health and Human Services | 56,098 | 91.5% | 7.3% | 1.2% | 2,589 |
| Indian Health Service | 9,608 | 82.7% | 14.4% | 2.9% | 184 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,918 | 82.5% | 14.8% | 2.7% | 25 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 597,429 | 85.3% | 11.6% | 3.1% | 18,182 |
| Department of Health and Human Services | 56,825 | 90.9% | 7.4% | 1.7% | 1,396 |
| Indian Health Service | 9,507 | 77.7% | 17.4% | 4.9% | 175 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,893 | 77.5% | 17.8% | 4.7% | 27 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 601,540 | 83.0% | 13.7% | 3.4% | 19,239 |
| Department of Health and Human Services | 57,236 | 89.4% | 8.9% | 1.7% | 1,341 |
| Indian Health Service | 9,585 | 77.0% | 18.1% | 4.9% | 174 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,908 | 76.6% | 18.6% | 4.9% | 26 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 600,338 | 79.7% | 15.0% | 5.2% | 18,769 |
| Department of Health and Human Services | 56,884 | 85.7% | 11.0% | 3.3% | 1,474 |
| Indian Health Service | 9,547 | 70.3% | 20.2% | 9.5% | 185 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,902 | 69.4% | 20.4% | 10.1% | 29 |

24. 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 | 542,221 | 59.8% | 24.0% | 16.2% | 79,285 |
| Department of Health and Human Services | 51,163 | 72.4% | 19.6% | 8.1% | 7,496 |
| Indian Health Service | 8,896 | 59.3% | 27.0% | 13.7% | 874 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,802 | 62.0% | 25.7% | 12.3% | 132 |

My Work Unit (continued)

25. I can influence decisions in my work unit.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 620,691 | 69.2% | 17.8% | 13.0% |
| Department of Health and Human Services | 58,709 | 73.8% | 16.8% | 9.4% |
| Indian Health Service | 9,806 | 63.1% | 24.8% | 12.1% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,945 | 65.0% | 23.1% | 12.0% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 620,846 | 84.0% | 9.5% | 6.4% |
| Department of Health and Human Services | 58,723 | 87.4% | 8.0% | 4.6% |
| Indian Health Service | 9,814 | 84.5% | 10.9% | 4.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,942 | 84.7% | 10.6% | 4.8% |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 594,426 | 55.8% | 22.6% | 21.6% | 26,295 |
| Department of Health and Human Services | 56,772 | 66.8% | 19.3% | 14.0% | 1,938 |
| Indian Health Service | 9,567 | 53.7% | 27.7% | 18.6% | 243 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,892 | 55.6% | 27.0% | 17.4% | 50 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 601,306 | 68.5% | 18.0% | 13.5% | 19,648 |
| Department of Health and Human Services | 56,744 | 75.5% | 15.3% | 9.3% | 1,989 |
| Indian Health Service | 9,663 | 60.1% | 23.5% | 16.4% | 150 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,916 | 60.3% | 23.6% | 16.1% | 27 |

29. 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 | 597,021 | 66.1% | 20.4% | 13.4% | 19,779 |
| Department of Health and Human Services | 56,785 | 75.0% | 16.7% | 8.3% | 1,721 |
| Indian Health Service | 9,614 | 58.9% | 25.2% | 15.9% | 162 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,908 | 59.3% | 25.3% | 15.4% | 28 |

My Work Unit (continued)

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 590,802 | 66.8% | 20.2% | 12.9% | 19,873 |
| Department of Health and Human Services | 56,467 | 75.9% | 16.2% | 7.9% | 1,611 |
| Indian Health Service | 9,519 | 59.5% | 25.9% | 14.6% | 164 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,887 | 60.8% | 25.7% | 13.5% | 27 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 588,588 | 57.3% | 25.6% | 17.1% | 21,406 |
| Department of Health and Human Services | 56,025 | 68.2% | 21.5% | 10.3% | 1,909 |
| Indian Health Service | 9,494 | 54.4% | 27.2% | 18.4% | 149 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,892 | 55.0% | 28.0% | 16.9% | 19 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 591,319 | 77.2% | 14.9% | 7.9% | 19,811 |
| Department of Health and Human Services | 55,936 | 84.7% | 11.1% | 4.2% | 2,095 |
| Indian Health Service | 9,602 | 74.3% | 16.9% | 8.8% | 83 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,902 | 73.9% | 17.5% | 8.6% | 14 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 588,105 | 65.9% | 22.9% | 11.2% | 26,426 |
| Department of Health and Human Services | 55,556 | 76.0% | 17.7% | 6.3% | 2,730 |
| Indian Health Service | 9,613 | 62.5% | 24.6% | 12.9% | 132 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,906 | 61.9% | 25.5% | 12.6% | 22 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 606,904 | 72.6% | 15.2% | 12.2% | 9,368 |
| Department of Health and Human Services | 57,741 | 80.5% | 11.9% | 7.7% | 701 |
| Indian Health Service | 9,664 | 64.2% | 21.6% | 14.1% | 99 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,915 | 64.8% | 20.9% | 14.2% | 20 |

My Organization

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 598,445 | 60.8% | 17.8% | 21.3% | 15,522 |
| Department of Health and Human Services | 57,055 | 70.3% | 15.8% | 13.9% | 1,355 |
| Indian Health Service | 9,598 | 49.5% | 25.2% | 25.3% | 178 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,894 | 49.8% | 27.5% | 22.7% | 37 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 596,563 | 78.1% | 11.7% | 10.2% | 17,579 |
| Department of Health and Human Services | 55,829 | 86.3% | 9.3% | 4.4% | 2,605 |
| Indian Health Service | 9,663 | 76.4% | 14.8% | 8.8% | 115 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,920 | 75.4% | 15.9% | 8.6% | 15 |

37. My organization is successful at accomplishing its mission.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 602,603 | 78.8% | 13.3% | 7.8% | 11,480 |
| Department of Health and Human Services | 57,445 | 84.5% | 11.0% | 4.5% | 974 |
| Indian Health Service | 9,645 | 68.1% | 22.6% | 9.3% | 128 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,916 | 67.1% | 23.5% | 9.3% | 21 |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 614,287 | 78.4% | 12.3% | 9.3% |
| Department of Health and Human Services | 58,437 | 82.8% | 10.8% | 6.4% |
| Indian Health Service | 9,773 | 77.8% | 15.9% | 6.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,936 | 76.8% | 17.0% | 6.2% |

39. My organization shares results (for example, town halls, email, distribution of reports) from the Federal Employee Viewpoint Survey (FEVS).

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|------------|
| Governmentwide | 570,655 | 70.3% | 15.4% | 14.3% | 38,659 |
| Department of Health and Human Services | 55,901 | 85.4% | 9.3% | 5.4% | 2,235 |
| Indian Health Service | 8,934 | 58.7% | 25.6% | 15.7% | 754 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,774 | 60.7% | 26.1% | 13.2% | 143 |

My Organization (continued)

40. Information is openly shared in my organization.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 586,730 | 56.4% | 20.6% | 23.0% | 8,295 |
| Department of Health and Human Services | 56,286 | 66.5% | 18.4% | 15.2% | 781 |
| Indian Health Service | 9,297 | 48.8% | 27.8% | 23.4% | 189 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,856 | 51.2% | 27.7% | 21.1% | 30 |

41. The approval process in my organization allows timely delivery of my work.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 589,178 | 55.0% | 22.4% | 22.7% | 13,148 |
| Department of Health and Human Services | 56,552 | 61.0% | 20.0% | 19.0% | 1,016 |
| Indian Health Service | 9,348 | 49.9% | 28.8% | 21.3% | 216 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,858 | 50.9% | 28.9% | 20.2% | 43 |

42. My organization effectively adapts to changing government priorities.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 582,993 | 65.6% | 21.2% | 13.1% | 17,951 |
| Department of Health and Human Services | 55,573 | 74.7% | 17.9% | 7.4% | 1,772 |
| Indian Health Service | 9,257 | 58.7% | 29.3% | 12.1% | 317 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,826 | 59.5% | 29.3% | 11.2% | 67 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 598,313 | 75.5% | 14.8% | 9.7% | 10,161 |
| Department of Health and Human Services | 56,692 | 80.3% | 13.9% | 5.8% | 1,294 |
| Indian Health Service | 9,567 | 71.5% | 17.9% | 10.7% | 82 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,902 | 71.5% | 18.5% | 10.0% | 15 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 596,267 | 82.7% | 11.7% | 5.6% | 6,043 |
| Department of Health and Human Services | 56,953 | 90.0% | 7.8% | 2.2% | 496 |
| Indian Health Service | 9,506 | 81.4% | 14.0% | 4.6% | 64 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,874 | 80.0% | 14.9% | 5.2% | 11 |

My Organization (continued)

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 576,423 | 54.0% | 20.7% | 25.3% | 30,701 |
| Department of Health and Human Services | 54,204 | 62.2% | 20.3% | 17.5% | 3,717 |
| Indian Health Service | 9,383 | 46.9% | 24.4% | 28.6% | 260 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,853 | 47.2% | 25.5% | 27.3% | 55 |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 610,279 | 67.5% | 18.1% | 14.4% |
| Department of Health and Human Services | 58,240 | 77.4% | 14.6% | 8.0% |
| Indian Health Service | 9,752 | 64.8% | 24.1% | 11.0% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,933 | 66.8% | 23.3% | 9.9% |

47. 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 | 575,284 | 47.7% | 24.0% | 28.3% | 35,506 |
| Department of Health and Human Services | 55,550 | 63.9% | 20.5% | 15.6% | 2,733 |
| Indian Health Service | 9,193 | 55.3% | 24.7% | 20.0% | 563 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,821 | 58.0% | 25.6% | 16.4% | 112 |

My Supervisor

48. Supervisors in my work unit support employee development.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 595,072 | 78.3% | 11.2% | 10.5% | 4,527 |
| Department of Health and Human Services | 57,014 | 83.5% | 9.2% | 7.3% | 386 |
| Indian Health Service | 9,463 | 68.1% | 17.5% | 14.4% | 87 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,879 | 70.1% | 16.4% | 13.6% | 11 |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 608,065 | 84.0% | 8.5% | 7.5% |
| Department of Health and Human Services | 58,070 | 88.1% | 6.8% | 5.1% |
| Indian Health Service | 9,724 | 75.7% | 13.4% | 11.0% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,927 | 76.7% | 12.9% | 10.4% |

My Supervisor (continued)

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 605,954 | 82.2% | 9.1% | 8.7% |
| Department of Health and Human Services | 57,915 | 85.9% | 7.9% | 6.3% |
| Indian Health Service | 9,685 | 73.2% | 15.1% | 11.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,921 | 75.4% | 13.6% | 11.0% |

51. My supervisor treats me with respect.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 608,131 | 86.1% | 7.6% | 6.3% |
| Department of Health and Human Services | 58,095 | 88.6% | 6.5% | 4.9% |
| Indian Health Service | 9,716 | 77.8% | 13.7% | 8.5% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,923 | 79.5% | 13.0% | 7.5% |

52. I have trust and confidence in my supervisor.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 606,575 | 76.6% | 11.8% | 11.7% |
| Department of Health and Human Services | 57,944 | 81.3% | 10.4% | 8.4% |
| Indian Health Service | 9,700 | 69.1% | 16.8% | 14.1% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,923 | 70.9% | 16.1% | 13.0% |

53. My supervisor holds me accountable for achieving results.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 607,207 | 87.4% | 9.0% | 3.6% |
| Department of Health and Human Services | 58,010 | 91.2% | 6.7% | 2.1% |
| Indian Health Service | 9,695 | 80.3% | 14.5% | 5.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,917 | 81.5% | 13.9% | 4.6% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 607,639 | 77.7% | 13.6% | 8.7% |
| Department of Health and Human Services | 58,069 | 82.3% | 11.6% | 6.1% |
| Indian Health Service | 9,734 | 67.9% | 19.8% | 12.3% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,926 | 69.8% | 18.8% | 11.4% |

My Supervisor (continued)

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 608,062 | 71.9% | 15.9% | 12.2% |
| Department of Health and Human Services | 58,119 | 77.2% | 14.0% | 8.8% |
| Indian Health Service | 9,737 | 64.9% | 21.2% | 13.9% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,927 | 67.5% | 19.8% | 12.6% |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 603,028 | 75.9% | 12.7% | 11.4% | 5,321 |
| Department of Health and Human Services | 57,691 | 79.2% | 12.2% | 8.6% | 479 |
| Indian Health Service | 9,645 | 67.1% | 19.2% | 13.8% | 93 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,917 | 68.9% | 18.4% | 12.8% | 11 |

Leadership

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 591,638 | 49.8% | 22.3% | 27.8% | 13,479 |
| Department of Health and Human Services | 56,749 | 61.0% | 20.9% | 18.1% | 1,168 |
| Indian Health Service | 9,469 | 45.0% | 27.8% | 27.2% | 215 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,864 | 46.0% | 29.9% | 24.2% | 50 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 565,232 | 61.6% | 20.7% | 17.7% | 36,130 |
| Department of Health and Human Services | 54,529 | 70.0% | 18.8% | 11.2% | 3,091 |
| Indian Health Service | 9,205 | 51.5% | 28.3% | 20.3% | 428 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,806 | 52.2% | 29.1% | 18.7% | 97 |

59. Managers communicate the goals of the organization.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 595,844 | 66.3% | 17.5% | 16.2% | 7,677 |
| Department of Health and Human Services | 57,030 | 74.5% | 15.2% | 10.3% | 743 |
| Indian Health Service | 9,442 | 55.9% | 25.2% | 18.9% | 216 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,874 | 55.8% | 26.1% | 18.1% | 34 |

Leadership (continued)

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 585,368 | 59.6% | 19.8% | 20.6% | 15,970 |
| Department of Health and Human Services | 56,141 | 67.7% | 18.0% | 14.3% | 1,380 |
| Indian Health Service | 9,356 | 50.1% | 27.1% | 22.9% | 264 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,851 | 52.4% | 26.4% | 21.1% | 50 |

61. 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 | 574,646 | 65.5% | 19.3% | 15.1% | 29,543 |
| Department of Health and Human Services | 55,362 | 73.1% | 16.8% | 10.0% | 2,506 |
| Indian Health Service | 9,099 | 54.8% | 26.5% | 18.7% | 583 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,810 | 56.9% | 26.8% | 16.3% | 108 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 596,795 | 62.7% | 19.9% | 17.4% | 7,395 |
| Department of Health and Human Services | 57,288 | 72.2% | 17.3% | 10.5% | 605 |
| Indian Health Service | 9,543 | 60.3% | 25.3% | 14.4% | 139 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,883 | 61.8% | 25.3% | 12.9% | 29 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|------------|
| Governmentwide | 567,705 | 61.5% | 21.2% | 17.3% | 34,298 |
| Department of Health and Human Services | 54,919 | 72.4% | 17.6% | 10.0% | 2,824 |
| Indian Health Service | 8,914 | 49.5% | 32.5% | 18.0% | 740 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,755 | 50.0% | 33.6% | 16.4% | 153 |

64. Management encourages innovation.

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 584,295 | 58.3% | 23.0% | 18.7% | 18,428 |
| Department of Health and Human Services | 56,151 | 67.4% | 20.5% | 12.1% | 1,630 |
| Indian Health Service | 9,285 | 49.0% | 31.4% | 19.6% | 370 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,827 | 50.1% | 32.7% | 17.2% | 73 |

Leadership (continued)

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 580,532 | 54.1% | 23.4% | 22.5% | 21,349 |
| Department of Health and Human Services | 55,692 | 64.1% | 21.4% | 14.5% | 2,003 |
| Indian Health Service | 9,291 | 49.7% | 29.2% | 21.0% | 355 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,848 | 52.3% | 29.0% | 18.7% | 62 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 583,280 | 46.4% | 22.9% | 30.7% | 19,356 |
| Department of Health and Human Services | 55,939 | 55.5% | 22.4% | 22.1% | 1,826 |
| Indian Health Service | 9,329 | 42.6% | 28.3% | 29.1% | 318 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,835 | 43.7% | 30.4% | 26.0% | 63 |

My Satisfaction

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 600,539 | 53.2% | 23.9% | 22.9% |
| Department of Health and Human Services | 57,630 | 60.8% | 22.4% | 16.8% |
| Indian Health Service | 9,628 | 52.7% | 29.4% | 18.0% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,898 | 53.8% | 30.7% | 15.6% |

68. 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 | 598,620 | 55.0% | 22.7% | 22.3% |
| Department of Health and Human Services | 57,511 | 64.1% | 20.6% | 15.3% |
| Indian Health Service | 9,592 | 50.1% | 29.6% | 20.4% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,894 | 52.6% | 29.7% | 17.7% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 599,355 | 56.0% | 21.7% | 22.2% |
| Department of Health and Human Services | 57,535 | 65.0% | 19.3% | 15.7% |
| Indian Health Service | 9,605 | 48.9% | 27.4% | 23.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,892 | 51.9% | 26.6% | 21.5% |

My Satisfaction (continued)

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 597,993 | 68.1% | 16.2% | 15.7% |
| Department of Health and Human Services | 57,428 | 76.0% | 14.0% | 10.0% |
| Indian Health Service | 9,572 | 68.9% | 20.0% | 11.1% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,890 | 71.5% | 18.6% | 9.9% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 600,258 | 57.4% | 17.1% | 25.5% |
| Department of Health and Human Services | 57,628 | 63.0% | 17.0% | 20.0% |
| Indian Health Service | 9,617 | 55.8% | 20.5% | 23.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,900 | 56.0% | 20.6% | 23.4% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|--------------|
| Governmentwide | 600,439 | 62.3% | 19.4% | 18.4% |
| Department of Health and Human Services | 57,633 | 72.7% | 16.8% | 10.5% |
| Indian Health Service | 9,624 | 59.1% | 26.5% | 14.4% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,900 | 61.8% | 25.9% | 12.3% |

Diversity, Equity, Inclusion, and Accessibility

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|------------|
| Governmentwide | 556,063 | 69.2% | 19.0% | 11.8% | 45,134 |
| Department of Health and Human Services | 54,384 | 75.3% | 15.5% | 9.2% | 3,436 |
| Indian Health Service | 9,204 | 57.9% | 26.3% | 15.8% | 493 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,811 | 58.0% | 26.4% | 15.6% | 103 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 557,713 | 73.3% | 18.1% | 8.7% | 43,906 |
| Department of Health and Human Services | 54,722 | 79.3% | 13.9% | 6.8% | 3,127 |
| Indian Health Service | 9,284 | 62.2% | 24.2% | 13.6% | 413 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,835 | 63.0% | 24.0% | 13.0% | 80 |

Diversity, Equity, Inclusion, and Accessibility (continued)

75. 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 | 582,181 | 66.5% | 15.4% | 18.1% | 17,620 |
| Department of Health and Human Services | 55,645 | 70.2% | 14.8% | 15.0% | 2,019 |
| Indian Health Service | 9,450 | 55.3% | 23.4% | 21.3% | 206 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,879 | 58.1% | 22.4% | 19.5% | 31 |

76. 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 | 572,153 | 70.7% | 15.3% | 14.0% | 26,692 |
| Department of Health and Human Services | 54,709 | 74.2% | 14.2% | 11.6% | 2,887 |
| Indian Health Service | 9,369 | 58.5% | 22.4% | 19.1% | 269 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,871 | 60.7% | 22.3% | 17.1% | 40 |

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

| Organizations | N | Positive | Neutral | Negative | DNK (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 567,245 | 62.5% | 17.5% | 20.1% | 32,821 |
| Department of Health and Human Services | 54,546 | 70.6% | 15.5% | 13.9% | 3,129 |
| Indian Health Service | 9,399 | 50.1% | 24.9% | 25.1% | 260 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,868 | 52.4% | 25.0% | 22.6% | 38 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 588,459 | 78.5% | 14.0% | 7.5% | 8,428 |
| Department of Health and Human Services | 56,814 | 82.6% | 11.9% | 5.6% | 587 |
| Indian Health Service | 9,498 | 70.5% | 19.3% | 10.1% | 83 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,878 | 71.3% | 18.7% | 10.0% | 16 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 578,492 | 77.0% | 16.0% | 7.0% | 15,647 |
| Department of Health and Human Services | 55,926 | 81.6% | 13.4% | 4.9% | 1,237 |
| Indian Health Service | 9,382 | 69.1% | 21.4% | 9.5% | 162 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,859 | 69.2% | 21.2% | 9.6% | 27 |

Diversity, Equity, Inclusion, and Accessibility (continued)

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 589,040 | 74.9% | 13.1% | 12.0% | 7,632 |
| Department of Health and Human Services | 56,774 | 78.4% | 12.3% | 9.3% | 600 |
| Indian Health Service | 9,477 | 66.4% | 19.5% | 14.1% | 101 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,880 | 66.7% | 19.8% | 13.5% | 15 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|--------------|-----------|
| Governmentwide | 583,167 | 76.2% | 14.6% | 9.2% | 12,653 |
| Department of Health and Human Services | 56,290 | 80.9% | 12.5% | 6.6% | 994 |
| Indian Health Service | 9,418 | 64.2% | 21.9% | 13.9% | 140 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,861 | 64.9% | 21.8% | 13.3% | 28 |

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

| Organizations | N | Positive | Neutral | Negative | NBJ (N) |
|---|--------------|--------------|--------------|-------------|-----------|
| Governmentwide | 589,824 | 75.2% | 14.0% | 10.8% | 6,319 |
| Department of Health and Human Services | 56,802 | 79.3% | 13.0% | 7.7% | 527 |
| Indian Health Service | 9,492 | 72.6% | 18.4% | 9.0% | 79 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,877 | 72.8% | 18.7% | 8.5% | 11 |

83. 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 | 377,881 | 71.6% | 18.4% | 10.0% | 130,393 | 90,868 |
| Department of Health and Human Services | 35,729 | 76.7% | 16.6% | 6.7% | 12,706 | 9,172 |
| Indian Health Service | 7,683 | 60.9% | 28.1% | 10.9% | 1,262 | 718 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,554 | 62.0% | 27.4% | 10.6% | 234 | 122 |

Note: For confidentiality purposes, a "—" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

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

| Organizations | N | Positive | Neutral | Negative | No Accessibility Needs (N) | NBJ (N) |
|---|--------------|--------------|--------------|--------------|----------------------------|------------|
| Governmentwide | 354,146 | 66.2% | 23.1% | 10.7% | 132,481 | 111,953 |
| Department of Health and Human Services | 33,480 | 72.2% | 20.3% | 7.4% | 12,899 | 11,200 |
| Indian Health Service | 7,545 | 56.0% | 31.2% | 12.8% | 1,261 | 852 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,530 | 56.8% | 30.7% | 12.5% | 233 | 146 |

Note: For confidentiality purposes, a "—" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

Diversity, Equity, Inclusion, and Accessibility (continued)

85. My organization meets my accessibility needs.

| Organizations | N | Positive | Neutral | Negative | No Accessibility Needs (N) | NBJ (N) |
|---|--------------|--------------|--------------|--------------|----------------------------|------------|
| Governmentwide | 359,241 | 69.6% | 21.7% | 8.7% | 135,576 | 103,447 |
| Department of Health and Human Services | 33,934 | 75.0% | 19.1% | 5.9% | 13,217 | 10,371 |
| Indian Health Service | 7,556 | 59.1% | 30.8% | 10.1% | 1,273 | 819 |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,525 | 61.1% | 28.4% | 10.5% | 235 | 143 |

Note: For confidentiality purposes, a "—" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

Employee Experience

86. My job inspires me.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 596,094 | 62.0% | 20.8% | 17.2% |
| Department of Health and Human Services | 57,321 | 72.8% | 17.3% | 9.9% |
| Indian Health Service | 9,614 | 69.8% | 20.5% | 9.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,896 | 71.7% | 19.5% | 8.8% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 595,301 | 74.6% | 13.6% | 11.8% |
| Department of Health and Human Services | 57,308 | 82.2% | 11.0% | 6.8% |
| Indian Health Service | 9,594 | 81.6% | 12.8% | 5.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,898 | 82.5% | 12.2% | 5.3% |

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 597,272 | 60.7% | 21.7% | 17.5% |
| Department of Health and Human Services | 57,438 | 69.8% | 19.7% | 10.5% |
| Indian Health Service | 9,620 | 65.7% | 24.3% | 10.1% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,902 | 67.0% | 24.4% | 8.5% |

89. I identify with the mission of my organization.

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|--------------|-------------|
| Governmentwide | 595,989 | 78.1% | 15.0% | 6.8% |
| Department of Health and Human Services | 57,338 | 86.3% | 10.7% | 3.1% |
| Indian Health Service | 9,602 | 80.6% | 16.0% | 3.4% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,898 | 81.7% | 15.6% | 2.7% |

Employee Experience (continued)

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

| Organizations | N | Positive | Neutral | Negative |
|---|--------------|--------------|-------------|-------------|
| Governmentwide | 597,599 | 91.7% | 6.3% | 2.0% |
| Department of Health and Human Services | 57,498 | 95.0% | 4.1% | 0.9% |
| Indian Health Service | 9,612 | 90.6% | 8.0% | 1.4% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,896 | 91.1% | 7.8% | 1.1% |

Workplace Flexibilities

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

| Organizations | N | Telework | | | | |
|---|--------------|----------------|----------------------|----------------------|----------------------------|-------------------|
| | | Every Work Day | 3 or 4 Days Per Week | 1 or 2 Days Per Week | Only 1 or 2 Days Per Month | Very Infrequently |
| Governmentwide | 597,994 | 14.3% | 22.7% | 17.0% | 3.7% | 10.3% |
| Department of Health and Human Services | 57,475 | 37.7% | 27.7% | 11.3% | 2.2% | 4.5% |
| Indian Health Service | 9,611 | 8.7% | 5.8% | 4.5% | 1.9% | 5.8% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,896 | 7.4% | 5.8% | 2.2% | 1.7% | 4.4% |

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

| Organizations | N | Do Not Telework | | | |
|---|--------------|----------------------------|------------------|--------------------------|------------------------|
| | | Must Be Physically Present | Technical Issues | Not Approved to Telework | Choose Not to Telework |
| Governmentwide | 597,994 | 20.6% | 1.0% | 5.9% | 4.4% |
| Department of Health and Human Services | 57,475 | 10.5% | 0.7% | 2.6% | 2.9% |
| Indian Health Service | 9,611 | 47.3% | 2.9% | 11.9% | 11.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 1,896 | 51.0% | 3.0% | 13.2% | 11.5% |

Employee Engagement Index

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 71.7% |
| Department of Health and Human Services | 78.1% |
| Indian Health Service | 66.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 68.0% |

Employee Engagement Index (continued)

Leaders Lead Sub-Index (Q. 57, 58, 59, 61, and 62)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 61.2% |
| Department of Health and Human Services | 70.1% |
| Indian Health Service | 53.5% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 54.5% |

Supervisors Sub-Index (Q. 48, 50, 51, 52, and 54)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 80.2% |
| Department of Health and Human Services | 84.3% |
| Indian Health Service | 71.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 73.2% |

Intrinsic Work Experience Sub-Index (Q. 2, 3, 4, 6, and 7)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 73.8% |
| Department of Health and Human Services | 80.0% |
| Indian Health Service | 75.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 76.4% |

Global Satisfaction Index

Global Satisfaction Index (Q. 46, 70, 71, and 72)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 63.8% |
| Department of Health and Human Services | 72.3% |
| Indian Health Service | 62.2% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 64.0% |

Performance Confidence Index

Performance Confidence Index (Q. 20, 21, 22, and 23)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 83.8% |
| Department of Health and Human Services | 89.4% |
| Indian Health Service | 76.9% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 76.5% |

DEIA Index

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 70.8% |
| Department of Health and Human Services | 76.0% |
| Indian Health Service | 60.5% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 61.6% |

Diversity Sub-Index (Q. 73 and 74)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 71.3% |
| Department of Health and Human Services | 77.3% |
| Indian Health Service | 60.0% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 60.5% |

Equity Sub-Index (Q. 75, 76, and 77)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 66.6% |
| Department of Health and Human Services | 71.7% |
| Indian Health Service | 54.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 57.0% |

Inclusion Sub-Index (Q. 78, 79, 80, 81, and 82)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 76.4% |
| Department of Health and Human Services | 80.6% |
| Indian Health Service | 68.6% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 69.0% |

Accessibility Sub-Index (Q. 83, 84, and 85)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 69.1% |
| Department of Health and Human Services | 74.7% |
| Indian Health Service | 58.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 60.0% |

Employee Experience Index

Employee Experience Index (Q. 86, 87, 88, 89, and 90)

| Organizations | Percent Positive |
|---|------------------|
| Governmentwide | 73.4% |
| Department of Health and Human Services | 81.2% |
| Indian Health Service | 77.7% |
| PHOENIX AREA INDIAN HEALTH SERVICE | 78.8% |

Employment Demographics

Where do you work?

| Response | % |
|--|-------|
| Headquarters | 5.5% |
| Field | 84.1% |
| Full-time telework (e.g., home office, telecenter) | 10.5% |

What is your supervisory status?

| Response | % |
|----------------|-------|
| Senior Leader | 1.5% |
| Manager | 4.4% |
| Supervisor | 13.1% |
| Team Leader | 10.3% |
| Non-Supervisor | 70.7% |

What is your pay category/grade?

| Response | % |
|--|-------|
| Federal Wage System | 5.2% |
| GS 1-6 | 27.2% |
| GS 7-12 | 49.0% |
| GS 13-15 | 13.0% |
| Senior Executive Service | 0.1% |
| Senior Level (SL) or Scientific or Professional (ST) | 0.0% |
| Other | 5.5% |

What is your US military service status?

| Response | % |
|---|-------|
| No Prior Military Service | 86.9% |
| Currently in National Guard or Reserves | 0.9% |
| Retired | 2.3% |
| Separated or Discharged | 9.9% |

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 | 0.9% |
| 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 | 1.4% |
| 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 | 97.8% |

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

| Response | % |
|----------|-------|
| Yes | 4.8% |
| No | 95.2% |

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 | 3.3% |
| 1 to 3 years | 14.3% |
| 4 to 5 years | 10.6% |
| 6 to 10 years | 19.4% |
| 11 to 14 years | 12.5% |
| 15 to 20 years | 17.6% |
| More than 20 years | 22.4% |

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

| Response | % |
|--------------------|-------|
| Less than 1 year | 5.0% |
| 1 to 3 years | 19.7% |
| 4 to 5 years | 12.2% |
| 6 to 10 years | 19.8% |
| 11 to 14 years | 10.9% |
| 15 to 20 years | 14.9% |
| More than 20 years | 17.5% |

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 | 69.6% |
| Yes, to retire | 7.6% |
| Yes, to take another job within the Federal Government | 13.1% |
| Yes, to take another job outside the Federal Government | 3.6% |
| Yes, other | 6.2% |

Has your work unit's telework or remote work options influenced your intent to leave?

| Response | % |
|----------|-------|
| Yes | 25.2% |
| No | 74.8% |

Note: If the response to the previous question on your intent to leave was "No," this item was skipped.

I am planning to retire:

| Response | % |
|-------------------|-------|
| Less than 1 year | 2.6% |
| 1 year | 2.9% |
| 2 years | 5.0% |
| 3 years | 4.3% |
| 4 years | 3.3% |
| 5 years | 5.7% |
| More than 5 years | 76.2% |

Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

| Response | % |
|----------|-------|
| Yes | 8.9% |
| No | 91.1% |

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

| Response | % |
|---------------------------|-------|
| White | 23.3% |
| Black or African American | 2.4% |
| All Other Races | 74.3% |

What is your age group?

| Response | % |
|--------------------|-------|
| 29 years and under | 4.9% |
| 30-39 years old | 19.6% |
| 40-49 years old | 30.1% |
| 50-59 years old | 28.7% |
| 60 years or older | 16.7% |

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

| Response | % |
|---|-------|
| Less than High School/ High School Diploma/ GED | 9.6% |
| Certification/ Some College/ Associate's Degree | 44.9% |
| Bachelor's Degree | 17.4% |
| Advanced Degrees (Post Bachelor's Degree) | 28.1% |

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

Personal Demographics (continued)

Are you an individual with a disability?

| Response | % |
|----------|-------|
| Yes | 7.4% |
| No | 92.6% |

Are you:

| Response | % |
|----------|-------|
| Male | 29.3% |
| Female | 70.7% |

Are you transgender?

| Response | % |
|----------|-------|
| Yes | 0.3% |
| No | 99.7% |

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

| Response | % |
|--------------------------------------|-------|
| Lesbian or gay | 2.9% |
| Straight, that is not lesbian or gay | 92.8% |
| Bisexual | 1.3% |
| I use a different term | 3.0% |

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