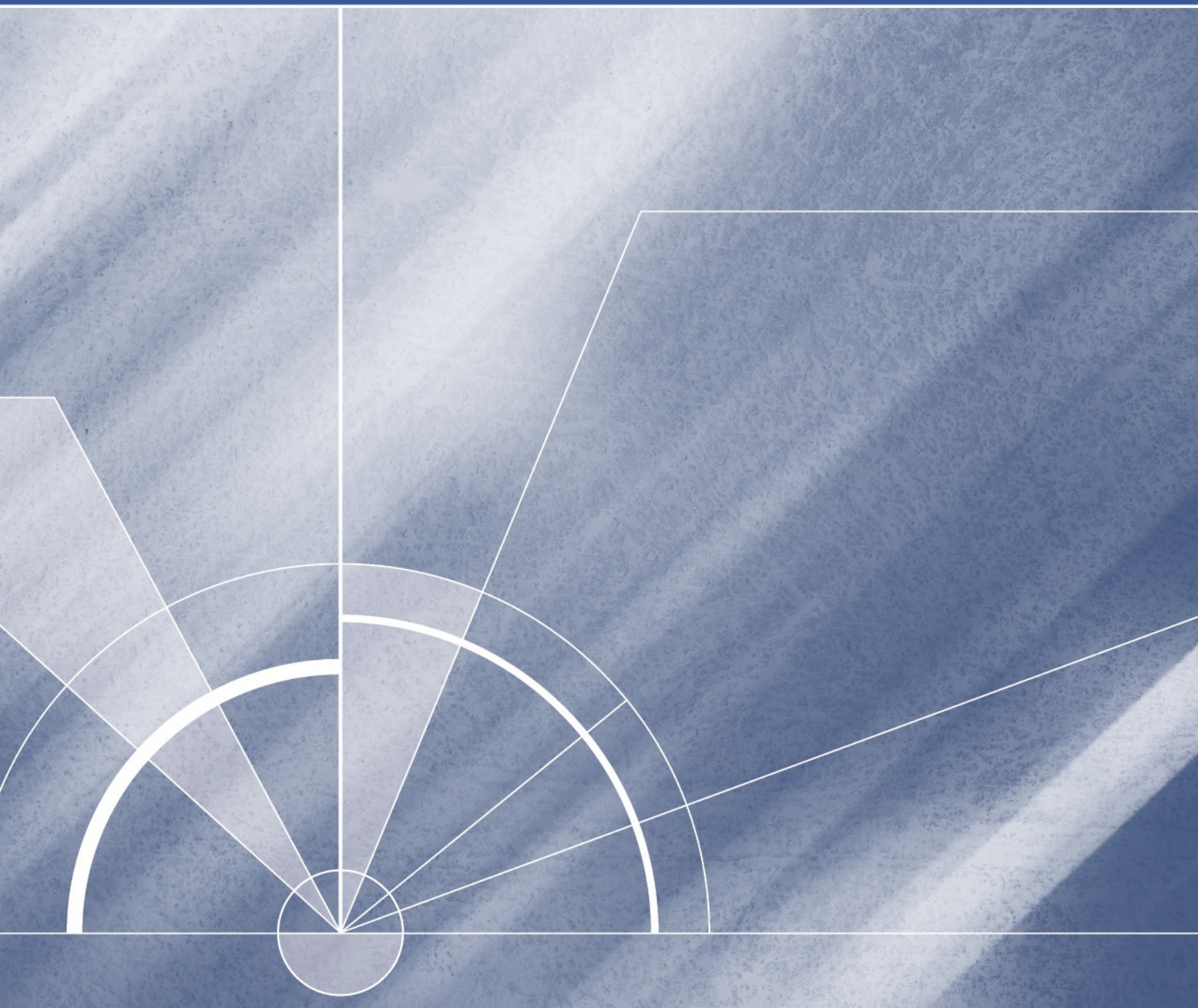


2018

  
**Federal Employee Viewpoint Survey**  
*Empowering Employees. Inspiring Change.*

3rd Level  
Subagency  
Comparison  
Report

Department of Health and Human Services  
BILLINGS AREA INDIAN HEALTH SERVICE



# Department of Health and Human Services

## BILLINGS AREA INDIAN HEALTH SERVICE

### *3rd Level Subagency Comparison Report*

This 2018 Federal Employee Viewpoint Survey Report provides summary results for your subagencies, including comparisons to your department or agency.

#### Response Summary

	Surveys Completed	Response Rate
Department of Health and Human Services	43,029	57.2%
INDIAN HEALTH SERVICE	5,001	34.8%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>445</b>	<b>48.7%</b>
Browning Indian Hospital	54	26.9%
Crow Agency Hospital	107	51.0%
IPA / MOA PROVIDER GROUP	<10	--
MT Health Clinics	221	54.6%
OFC OF THE AREA DIRECTOR - Billings	56	83.6%

#### Your Data

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

#### Main Report Results

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

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

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

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

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

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

#### My Work Experience

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,760	72.9%	13.5%	13.6%
INDIAN HEALTH SERVICE	4,949	64.8%	17.8%	17.4%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>440</b>	<b>63.3%</b>	<b>19.4%</b>	<b>17.2%</b>
Browning Indian Hospital	53	57.5%	20.8%	21.8%
Crow Agency Hospital	106	67.5%	15.1%	17.4%
MT Health Clinics	218	59.9%	22.3%	17.8%
OFC OF THE AREA DIRECTOR - Billings	56	72.5%	17.8%	9.7%

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

**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,821	76.0%	12.7%	11.3%
INDIAN HEALTH SERVICE	4,961	70.9%	16.5%	12.6%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>439</b>	<b>69.7%</b>	<b>16.5%</b>	<b>13.8%</b>
Browning Indian Hospital	53	68.7%	16.1%	15.1%
Crow Agency Hospital	107	70.7%	16.1%	13.2%
MT Health Clinics	217	68.5%	17.8%	13.7%
OFC OF THE AREA DIRECTOR - Billings	56	71.8%	14.3%	13.8%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,703	68.4%	15.7%	15.9%
INDIAN HEALTH SERVICE	4,938	61.4%	19.5%	19.1%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>437</b>	<b>64.2%</b>	<b>17.4%</b>	<b>18.4%</b>
Browning Indian Hospital	53	56.5%	20.8%	22.7%
Crow Agency Hospital	104	67.6%	11.9%	20.5%
MT Health Clinics	217	63.7%	17.9%	18.4%
OFC OF THE AREA DIRECTOR - Billings	56	71.0%	17.1%	11.9%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,865	78.4%	12.2%	9.4%
INDIAN HEALTH SERVICE	4,976	75.3%	14.1%	10.5%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>75.7%</b>	<b>15.4%</b>	<b>9.0%</b>
Browning Indian Hospital	53	77.5%	14.9%	7.7%
Crow Agency Hospital	107	74.5%	14.0%	11.4%
MT Health Clinics	220	75.0%	16.0%	8.9%
OFC OF THE AREA DIRECTOR - Billings	55	83.1%	13.3%	3.7%

***5. I like the kind of work I do.***

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,822	86.3%	9.3%	4.4%
INDIAN HEALTH SERVICE	4,961	90.0%	7.6%	2.4%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>90.0%</b>	<b>7.8%</b>	<b>2.2%</b>
Browning Indian Hospital	53	89.8%	8.4%	1.8%
Crow Agency Hospital	107	88.9%	8.9%	2.1%
MT Health Clinics	219	90.8%	7.3%	1.9%
OFC OF THE AREA DIRECTOR - Billings	56	93.5%	6.5%	0.0%

**Department of Health and Human Services**  
**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,829	83.2%	9.7%	7.1%
INDIAN HEALTH SERVICE	4,982	85.5%	9.0%	5.6%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>443</b>	<b>83.9%</b>	<b>8.9%</b>	<b>7.2%</b>
Browning Indian Hospital	53	85.5%	5.0%	9.4%
Crow Agency Hospital	107	88.1%	7.5%	4.5%
MT Health Clinics	221	83.5%	10.2%	6.4%
OFC OF THE AREA DIRECTOR - Billings	55	79.0%	9.5%	11.5%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,887	96.9%	2.2%	0.9%
INDIAN HEALTH SERVICE	4,978	95.7%	3.5%	0.8%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>441</b>	<b>95.9%</b>	<b>3.6%</b>	<b>0.5%</b>
Browning Indian Hospital	52	95.3%	4.7%	0.0%
Crow Agency Hospital	107	94.5%	4.6%	0.9%
MT Health Clinics	220	96.7%	3.3%	0.0%
OFC OF THE AREA DIRECTOR - Billings	56	95.5%	2.4%	2.1%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,871	92.7%	6.2%	1.1%
INDIAN HEALTH SERVICE	4,971	91.8%	7.3%	0.8%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>94.2%</b>	<b>5.6%</b>	<b>0.2%</b>
Browning Indian Hospital	53	94.1%	5.9%	0.0%
Crow Agency Hospital	106	96.2%	2.9%	0.9%
MT Health Clinics	220	91.9%	8.1%	0.0%
OFC OF THE AREA DIRECTOR - Billings	56	100.0%	0.0%	0.0%

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,579	56.7%	15.7%	27.6%	104
INDIAN HEALTH SERVICE	4,924	49.8%	18.7%	31.5%	21
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>436</b>	<b>48.3%</b>	<b>18.1%</b>	<b>33.5%</b>	<b>0</b>
Browning Indian Hospital	52	47.5%	9.8%	42.6%	0
Crow Agency Hospital	106	52.0%	19.9%	28.0%	0
MT Health Clinics	217	48.3%	19.4%	32.4%	0
OFC OF THE AREA DIRECTOR - Billings	54	42.1%	18.1%	39.8%	0

**Department of Health and Human Services**  
**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Work Experience (continued)**

**10. My workload is reasonable.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,697	62.4%	16.1%	21.5%	60
INDIAN HEALTH SERVICE	4,956	59.8%	18.5%	21.7%	11
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>445</b>	<b>56.2%</b>	<b>21.1%</b>	<b>22.7%</b>	<b>0</b>
Browning Indian Hospital	54	56.0%	24.3%	19.8%	0
Crow Agency Hospital	107	60.7%	20.1%	19.2%	0
MT Health Clinics	221	58.6%	16.4%	25.0%	0
OFC OF THE AREA DIRECTOR - Billings	56	38.5%	35.9%	25.6%	0

**11. My talents are used well in the workplace.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,424	65.4%	15.8%	18.8%	142
INDIAN HEALTH SERVICE	4,920	65.9%	18.5%	15.6%	20
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>441</b>	<b>67.4%</b>	<b>18.9%</b>	<b>13.7%</b>	<b>2</b>
Browning Indian Hospital	53	67.1%	17.7%	15.2%	0
Crow Agency Hospital	106	69.9%	19.1%	11.0%	0
MT Health Clinics	219	67.8%	18.6%	13.6%	2
OFC OF THE AREA DIRECTOR - Billings	56	62.6%	21.1%	16.3%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,708	88.5%	7.5%	4.0%	89
INDIAN HEALTH SERVICE	4,952	87.2%	9.2%	3.6%	16
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>87.2%</b>	<b>9.1%</b>	<b>3.7%</b>	<b>1</b>
Browning Indian Hospital	54	79.5%	16.8%	3.8%	0
Crow Agency Hospital	106	85.8%	8.0%	6.3%	0
MT Health Clinics	220	89.1%	7.7%	3.1%	1
OFC OF THE AREA DIRECTOR - Billings	55	90.9%	9.1%	0.0%	0

**13. The work I do is important.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,700	92.3%	5.7%	2.1%	93
INDIAN HEALTH SERVICE	4,964	95.3%	3.7%	0.9%	5
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>440</b>	<b>94.9%</b>	<b>4.0%</b>	<b>1.0%</b>	<b>0</b>
Browning Indian Hospital	54	90.9%	7.1%	2.1%	0
Crow Agency Hospital	107	95.3%	3.6%	1.1%	0
MT Health Clinics	218	94.9%	4.7%	0.4%	0
OFC OF THE AREA DIRECTOR - Billings	54	97.5%	0.0%	2.5%	0

**Department of Health and Human Services**  
**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,663	73.3%	12.5%	14.2%	196
INDIAN HEALTH SERVICE	4,964	66.9%	14.9%	18.2%	18
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>63.5%</b>	<b>16.5%</b>	<b>20.0%</b>	<b>0</b>
Browning Indian Hospital	53	65.8%	17.3%	16.9%	0
Crow Agency Hospital	107	69.2%	15.4%	15.3%	0
MT Health Clinics	220	62.4%	15.6%	22.0%	0
OFC OF THE AREA DIRECTOR - Billings	55	54.8%	23.1%	22.1%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,514	76.0%	11.9%	12.1%	322
INDIAN HEALTH SERVICE	4,921	70.9%	14.4%	14.8%	49
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>436</b>	<b>71.7%</b>	<b>15.9%</b>	<b>12.4%</b>	<b>4</b>
Browning Indian Hospital	53	69.4%	20.2%	10.4%	0
Crow Agency Hospital	107	70.0%	12.9%	17.1%	0
MT Health Clinics	215	73.6%	15.7%	10.7%	3
OFC OF THE AREA DIRECTOR - Billings	54	71.3%	18.5%	10.1%	1

**16. I am held accountable for achieving results.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,655	87.3%	9.4%	3.3%	149
INDIAN HEALTH SERVICE	4,956	81.5%	13.6%	4.9%	23
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>441</b>	<b>81.2%</b>	<b>14.9%</b>	<b>3.8%</b>	<b>2</b>
Browning Indian Hospital	54	77.1%	16.6%	6.3%	0
Crow Agency Hospital	105	81.9%	13.3%	4.8%	1
MT Health Clinics	219	80.6%	15.4%	3.9%	1
OFC OF THE AREA DIRECTOR - Billings	56	85.3%	14.7%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,691	67.7%	17.8%	14.5%	2,129
INDIAN HEALTH SERVICE	4,871	59.6%	19.3%	21.1%	102
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>438</b>	<b>58.0%</b>	<b>20.5%</b>	<b>21.6%</b>	<b>6</b>
Browning Indian Hospital	54	67.4%	23.1%	9.5%	0
Crow Agency Hospital	106	53.3%	16.5%	30.2%	1
MT Health Clinics	216	58.7%	21.1%	20.2%	4
OFC OF THE AREA DIRECTOR - Billings	55	54.8%	25.7%	19.4%	1

**Department of Health and Human Services**  
**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Work Experience (continued)**

**18. My training needs are assessed.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,489	58.5%	21.9%	19.6%	350
INDIAN HEALTH SERVICE	4,937	53.4%	24.2%	22.3%	41
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>439</b>	<b>51.1%</b>	<b>24.1%</b>	<b>24.8%</b>	<b>4</b>
Browning Indian Hospital	54	53.9%	22.9%	23.2%	0
Crow Agency Hospital	105	48.5%	23.8%	27.7%	1
MT Health Clinics	218	54.7%	22.7%	22.5%	2
OFC OF THE AREA DIRECTOR - Billings	55	42.5%	31.4%	26.1%	1

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

	N	Positive	Neutral	Negative	NBJ
Department of Health and Human Services	42,342	73.9%	12.3%	13.8%	575
INDIAN HEALTH SERVICE	4,910	76.0%	12.4%	11.6%	76
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>437</b>	<b>79.3%</b>	<b>11.4%</b>	<b>9.2%</b>	<b>6</b>
Browning Indian Hospital	53	73.2%	18.7%	8.1%	0
Crow Agency Hospital	105	84.1%	5.8%	10.0%	2
MT Health Clinics	217	80.3%	11.9%	7.8%	4
OFC OF THE AREA DIRECTOR - Billings	55	71.7%	14.9%	13.4%	0

**My Work Unit**

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,866	79.8%	11.2%	9.0%
INDIAN HEALTH SERVICE	4,971	63.8%	18.8%	17.5%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>440</b>	<b>67.0%</b>	<b>17.6%</b>	<b>15.4%</b>
Browning Indian Hospital	53	71.9%	13.1%	15.0%
Crow Agency Hospital	106	65.8%	19.7%	14.5%
MT Health Clinics	218	66.1%	18.1%	15.8%
OFC OF THE AREA DIRECTOR - Billings	56	67.2%	17.1%	15.7%

**Department of Health and Human Services**  
**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,473	51.1%	23.5%	25.4%	1,380
INDIAN HEALTH SERVICE	4,891	41.9%	27.9%	30.2%	79
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>434</b>	<b>38.8%</b>	<b>31.7%</b>	<b>29.5%</b>	<b>7</b>
Browning Indian Hospital	52	33.7%	24.5%	41.8%	2
Crow Agency Hospital	105	41.3%	33.8%	24.9%	1
MT Health Clinics	217	39.1%	30.5%	30.4%	2
OFC OF THE AREA DIRECTOR - Billings	53	36.4%	41.5%	22.1%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,434	47.5%	27.3%	25.3%	3,356
INDIAN HEALTH SERVICE	4,673	40.2%	31.7%	28.2%	298
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>415</b>	<b>40.6%</b>	<b>37.2%</b>	<b>22.3%</b>	<b>28</b>
Browning Indian Hospital	52	40.9%	41.6%	17.5%	2
Crow Agency Hospital	102	44.1%	32.9%	23.0%	4
MT Health Clinics	203	39.1%	37.9%	23.0%	17
OFC OF THE AREA DIRECTOR - Billings	51	38.0%	38.0%	24.0%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	37,622	39.1%	29.7%	31.3%	5,204
INDIAN HEALTH SERVICE	4,736	32.1%	28.3%	39.5%	226
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>431</b>	<b>33.6%</b>	<b>30.1%</b>	<b>36.3%</b>	<b>11</b>
Browning Indian Hospital	54	36.8%	26.7%	36.5%	0
Crow Agency Hospital	102	34.5%	31.1%	34.4%	3
MT Health Clinics	214	31.5%	32.9%	35.6%	6
OFC OF THE AREA DIRECTOR - Billings	54	39.4%	20.1%	40.5%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,871	45.6%	27.7%	26.7%	2,940
INDIAN HEALTH SERVICE	4,815	37.8%	29.8%	32.4%	158
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>435</b>	<b>40.5%</b>	<b>33.0%</b>	<b>26.6%</b>	<b>9</b>
Browning Indian Hospital	54	35.5%	39.1%	25.5%	0
Crow Agency Hospital	106	41.9%	32.4%	25.7%	1
MT Health Clinics	213	40.6%	31.6%	27.8%	7
OFC OF THE AREA DIRECTOR - Billings	55	45.1%	31.8%	23.1%	1



**Department of Health and Human Services**  
**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,934	54.5%	23.8%	21.7%	2,858
INDIAN HEALTH SERVICE	4,769	43.9%	27.6%	28.5%	203
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>430</b>	<b>47.7%</b>	<b>29.1%</b>	<b>23.2%</b>	<b>13</b>
Browning Indian Hospital	54	38.8%	42.0%	19.2%	0
Crow Agency Hospital	101	48.3%	27.8%	23.9%	5
MT Health Clinics	215	50.8%	25.5%	23.7%	5
OFC OF THE AREA DIRECTOR - Billings	53	45.9%	30.9%	23.2%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,613	76.9%	12.5%	10.6%	224
INDIAN HEALTH SERVICE	4,944	61.5%	20.1%	18.4%	33
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>441</b>	<b>64.8%</b>	<b>18.1%</b>	<b>17.0%</b>	<b>3</b>
Browning Indian Hospital	54	65.7%	22.3%	12.0%	0
Crow Agency Hospital	105	63.8%	18.4%	17.8%	2
MT Health Clinics	219	66.9%	17.7%	15.4%	1
OFC OF THE AREA DIRECTOR - Billings	56	60.1%	15.8%	24.1%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,255	62.9%	25.4%	11.7%	1,526
INDIAN HEALTH SERVICE	4,861	59.6%	26.0%	14.4%	104
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>433</b>	<b>61.2%</b>	<b>27.6%</b>	<b>11.2%</b>	<b>11</b>
Browning Indian Hospital	53	43.2%	43.6%	13.3%	1
Crow Agency Hospital	104	67.1%	21.2%	11.7%	2
MT Health Clinics	216	61.6%	28.1%	10.2%	5
OFC OF THE AREA DIRECTOR - Billings	53	68.1%	19.9%	12.0%	3

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,824	87.8%	10.1%	2.1%
INDIAN HEALTH SERVICE	4,972	76.7%	19.2%	4.1%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>443</b>	<b>78.6%</b>	<b>17.4%</b>	<b>3.9%</b>
Browning Indian Hospital	54	78.1%	11.2%	10.7%
Crow Agency Hospital	107	82.6%	13.8%	3.6%
MT Health Clinics	219	77.8%	19.5%	2.7%
OFC OF THE AREA DIRECTOR - Billings	56	78.4%	18.3%	3.3%

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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,509	84.1%	10.2%	5.7%	340
INDIAN HEALTH SERVICE	4,929	75.4%	16.7%	7.9%	44
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>75.2%</b>	<b>17.4%</b>	<b>7.4%</b>	<b>3</b>
Browning Indian Hospital	54	65.2%	24.3%	10.5%	0
Crow Agency Hospital	107	78.7%	14.9%	6.4%	0
MT Health Clinics	218	76.4%	17.1%	6.5%	3
OFC OF THE AREA DIRECTOR - Billings	56	75.3%	16.9%	7.8%	0

**My Agency**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,289	56.1%	22.5%	21.4%	1,150
INDIAN HEALTH SERVICE	4,799	47.4%	28.1%	24.6%	91
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>431</b>	<b>50.7%</b>	<b>27.3%</b>	<b>22.1%</b>	<b>11</b>
Browning Indian Hospital	52	44.3%	35.7%	20.0%	1
Crow Agency Hospital	106	53.9%	26.4%	19.7%	0
MT Health Clinics	211	49.7%	27.7%	22.6%	10
OFC OF THE AREA DIRECTOR - Billings	55	55.7%	21.4%	22.9%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,638	61.9%	19.6%	18.6%	799
INDIAN HEALTH SERVICE	4,807	45.8%	25.3%	28.9%	86
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>438</b>	<b>51.3%</b>	<b>23.5%</b>	<b>25.2%</b>	<b>5</b>
Browning Indian Hospital	53	43.1%	26.9%	30.1%	0
Crow Agency Hospital	107	47.6%	26.7%	25.7%	0
MT Health Clinics	215	54.9%	21.5%	23.6%	5
OFC OF THE AREA DIRECTOR - Billings	56	55.3%	22.0%	22.8%	0

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**My Agency (continued)**

**32. Creativity and innovation are rewarded.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,006	52.5%	25.9%	21.6%	1,303
INDIAN HEALTH SERVICE	4,726	36.5%	32.2%	31.3%	137
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>423</b>	<b>36.4%</b>	<b>34.3%</b>	<b>29.4%</b>	<b>14</b>
Browning Indian Hospital	53	24.8%	37.1%	38.1%	0
Crow Agency Hospital	102	37.0%	33.6%	29.4%	3
MT Health Clinics	209	38.2%	33.1%	28.6%	9
OFC OF THE AREA DIRECTOR - Billings	54	42.3%	35.6%	22.1%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	38,364	38.2%	30.0%	31.8%	4,036
INDIAN HEALTH SERVICE	4,594	34.5%	30.1%	35.4%	291
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>404</b>	<b>32.7%</b>	<b>34.5%</b>	<b>32.7%</b>	<b>35</b>
Browning Indian Hospital	47	23.5%	47.0%	29.4%	6
Crow Agency Hospital	97	36.7%	34.5%	28.9%	7
MT Health Clinics	205	36.0%	29.3%	34.7%	14
OFC OF THE AREA DIRECTOR - Billings	48	24.2%	42.9%	32.9%	8

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,295	62.7%	24.5%	12.8%	3,126
INDIAN HEALTH SERVICE	4,629	50.3%	32.7%	17.0%	260
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>414</b>	<b>49.9%</b>	<b>33.5%</b>	<b>16.6%</b>	<b>28</b>
Browning Indian Hospital	51	41.5%	49.0%	9.5%	2
Crow Agency Hospital	101	51.0%	30.9%	18.1%	6
MT Health Clinics	207	49.9%	32.1%	18.0%	12
OFC OF THE AREA DIRECTOR - Billings	49	58.0%	30.4%	11.6%	7

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,551	83.1%	11.3%	5.6%	925
INDIAN HEALTH SERVICE	4,862	75.9%	15.0%	9.1%	28
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>443</b>	<b>77.7%</b>	<b>14.6%</b>	<b>7.7%</b>	<b>1</b>
Browning Indian Hospital	53	70.9%	15.9%	13.2%	0
Crow Agency Hospital	107	70.8%	15.8%	13.4%	0
MT Health Clinics	220	81.8%	14.3%	3.9%	1
OFC OF THE AREA DIRECTOR - Billings	56	82.4%	11.6%	5.9%	0

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,625	78.7%	14.0%	7.4%	736
INDIAN HEALTH SERVICE	4,840	72.3%	16.8%	10.8%	40
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>437</b>	<b>75.4%</b>	<b>13.2%</b>	<b>11.4%</b>	<b>3</b>
Browning Indian Hospital	52	69.8%	18.0%	12.2%	0
Crow Agency Hospital	105	67.5%	15.7%	16.8%	0
MT Health Clinics	218	76.5%	13.0%	10.5%	2
OFC OF THE AREA DIRECTOR - Billings	55	89.5%	5.1%	5.4%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,540	61.4%	20.4%	18.3%	2,870
INDIAN HEALTH SERVICE	4,724	48.9%	24.5%	26.6%	156
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>430</b>	<b>48.8%</b>	<b>25.6%</b>	<b>25.6%</b>	<b>11</b>
Browning Indian Hospital	51	49.7%	28.4%	21.8%	1
Crow Agency Hospital	103	47.0%	22.5%	30.5%	4
MT Health Clinics	217	51.1%	25.8%	23.2%	3
OFC OF THE AREA DIRECTOR - Billings	53	42.5%	30.9%	26.6%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	38,275	72.0%	17.5%	10.6%	4,081
INDIAN HEALTH SERVICE	4,594	58.9%	24.1%	17.1%	278
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>423</b>	<b>57.6%</b>	<b>26.2%</b>	<b>16.2%</b>	<b>20</b>
Browning Indian Hospital	52	56.9%	32.4%	10.7%	1
Crow Agency Hospital	102	56.1%	28.3%	15.6%	5
MT Health Clinics	211	58.0%	23.9%	18.0%	9
OFC OF THE AREA DIRECTOR - Billings	52	60.3%	26.0%	13.7%	4

**39. My agency is successful at accomplishing its mission.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,781	81.8%	13.5%	4.7%	664
INDIAN HEALTH SERVICE	4,806	64.8%	24.8%	10.4%	78
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>435</b>	<b>62.7%</b>	<b>25.6%</b>	<b>11.7%</b>	<b>8</b>
Browning Indian Hospital	50	42.4%	42.9%	14.7%	3
Crow Agency Hospital	105	63.6%	20.3%	16.0%	2
MT Health Clinics	217	70.2%	20.9%	8.9%	3
OFC OF THE AREA DIRECTOR - Billings	56	54.0%	34.3%	11.6%	0

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**BILLINGS AREA INDIAN HEALTH SERVICE**  
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**My Agency (continued)**

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,415	75.1%	15.8%	9.1%
INDIAN HEALTH SERVICE	4,867	64.3%	24.0%	11.7%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>443</b>	<b>65.6%</b>	<b>25.0%</b>	<b>9.4%</b>
Browning Indian Hospital	53	62.5%	28.6%	8.9%
Crow Agency Hospital	107	64.0%	18.2%	17.7%
MT Health Clinics	220	69.5%	24.1%	6.4%
OFC OF THE AREA DIRECTOR - Billings	56	60.5%	35.6%	3.9%

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,657	54.8%	25.3%	19.9%	2,791
INDIAN HEALTH SERVICE	4,477	48.4%	28.2%	23.4%	393
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>417</b>	<b>47.7%</b>	<b>33.5%</b>	<b>18.8%</b>	<b>25</b>
Browning Indian Hospital	49	55.9%	32.0%	12.1%	4
Crow Agency Hospital	104	54.0%	26.0%	20.0%	3
MT Health Clinics	205	43.7%	36.7%	19.5%	15
OFC OF THE AREA DIRECTOR - Billings	52	43.5%	36.0%	20.5%	3

**My Supervisor**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,174	83.9%	8.3%	7.7%	184
INDIAN HEALTH SERVICE	4,821	71.1%	14.0%	15.0%	30
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>438</b>	<b>76.7%</b>	<b>11.5%</b>	<b>11.8%</b>	<b>2</b>
Browning Indian Hospital	52	78.9%	10.9%	10.2%	0
Crow Agency Hospital	106	72.1%	10.9%	17.0%	1
MT Health Clinics	218	75.0%	13.2%	11.8%	1
OFC OF THE AREA DIRECTOR - Billings	55	90.2%	6.3%	3.5%	0

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**My Supervisor (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,140	73.8%	13.6%	12.5%	191
INDIAN HEALTH SERVICE	4,819	63.7%	19.1%	17.2%	32
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>438</b>	<b>64.9%</b>	<b>20.6%</b>	<b>14.5%</b>	<b>5</b>
Browning Indian Hospital	53	64.2%	21.2%	14.5%	0
Crow Agency Hospital	105	65.2%	17.1%	17.7%	2
MT Health Clinics	217	63.8%	22.0%	14.2%	3
OFC OF THE AREA DIRECTOR - Billings	56	68.1%	22.3%	9.6%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,972	71.0%	15.2%	13.7%	339
INDIAN HEALTH SERVICE	4,798	62.2%	19.7%	18.1%	45
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>438</b>	<b>64.5%</b>	<b>21.6%</b>	<b>14.0%</b>	<b>5</b>
Browning Indian Hospital	52	61.7%	19.2%	19.1%	1
Crow Agency Hospital	105	66.9%	16.9%	16.2%	2
MT Health Clinics	219	63.7%	23.0%	13.3%	1
OFC OF THE AREA DIRECTOR - Billings	55	67.1%	26.4%	6.6%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,337	75.1%	17.1%	7.8%	2,951
INDIAN HEALTH SERVICE	4,621	61.5%	23.7%	14.8%	226
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>424</b>	<b>64.7%</b>	<b>23.6%</b>	<b>11.7%</b>	<b>18</b>
Browning Indian Hospital	51	62.3%	20.0%	17.7%	2
Crow Agency Hospital	105	65.2%	18.5%	16.3%	2
MT Health Clinics	209	64.5%	25.6%	9.9%	10
OFC OF THE AREA DIRECTOR - Billings	52	66.8%	29.3%	3.9%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,097	69.6%	16.5%	14.0%	218
INDIAN HEALTH SERVICE	4,816	60.2%	20.7%	19.1%	30
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>437</b>	<b>63.3%</b>	<b>21.4%</b>	<b>15.3%</b>	<b>4</b>
Browning Indian Hospital	52	58.6%	22.0%	19.4%	0
Crow Agency Hospital	106	63.9%	17.2%	19.0%	1
MT Health Clinics	216	62.3%	25.0%	12.7%	3
OFC OF THE AREA DIRECTOR - Billings	56	70.0%	17.8%	12.2%	0

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**My Supervisor (continued)**

**47. Supervisors in my work unit support employee development.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,714	74.6%	14.2%	11.2%	601
INDIAN HEALTH SERVICE	4,783	61.3%	20.1%	18.7%	67
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>439</b>	<b>63.5%</b>	<b>20.2%</b>	<b>16.3%</b>	<b>4</b>
Browning Indian Hospital	53	61.9%	21.6%	16.5%	0
Crow Agency Hospital	106	65.2%	12.8%	22.0%	1
MT Health Clinics	217	62.2%	23.3%	14.5%	3
OFC OF THE AREA DIRECTOR - Billings	56	66.7%	20.4%	12.9%	0

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,258	80.9%	10.2%	9.0%
INDIAN HEALTH SERVICE	4,826	69.2%	16.5%	14.4%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>439</b>	<b>76.1%</b>	<b>12.9%</b>	<b>11.0%</b>
Browning Indian Hospital	53	74.5%	15.4%	10.1%
Crow Agency Hospital	106	73.4%	10.9%	15.7%
MT Health Clinics	218	76.7%	13.3%	10.1%
OFC OF THE AREA DIRECTOR - Billings	55	78.9%	14.5%	6.6%

**49. My supervisor treats me with respect.**

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,230	84.3%	8.4%	7.3%
INDIAN HEALTH SERVICE	4,829	74.2%	13.7%	12.1%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>78.5%</b>	<b>12.2%</b>	<b>9.2%</b>
Browning Indian Hospital	53	75.1%	16.5%	8.3%
Crow Agency Hospital	107	74.5%	14.9%	10.5%
MT Health Clinics	219	80.4%	10.2%	9.5%
OFC OF THE AREA DIRECTOR - Billings	56	81.1%	12.5%	6.5%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,245	82.2%	9.2%	8.6%
INDIAN HEALTH SERVICE	4,825	69.7%	16.1%	14.2%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>442</b>	<b>71.9%</b>	<b>16.5%</b>	<b>11.6%</b>
Browning Indian Hospital	52	70.4%	15.4%	14.1%
Crow Agency Hospital	107	69.8%	16.7%	13.5%
MT Health Clinics	220	71.7%	17.7%	10.6%
OFC OF THE AREA DIRECTOR - Billings	56	76.5%	13.2%	10.4%

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**My Supervisor** (continued)

**51. I have trust and confidence in my supervisor.**

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,222	73.7%	13.6%	12.6%
INDIAN HEALTH SERVICE	4,832	62.8%	18.6%	18.7%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>443</b>	<b>66.5%</b>	<b>18.1%</b>	<b>15.4%</b>
Browning Indian Hospital	53	61.9%	20.5%	17.6%
Crow Agency Hospital	107	61.6%	20.7%	17.7%
MT Health Clinics	220	68.1%	15.6%	16.3%
OFC OF THE AREA DIRECTOR - Billings	56	71.0%	22.6%	6.4%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,203	76.2%	14.6%	9.2%
INDIAN HEALTH SERVICE	4,835	63.5%	21.1%	15.4%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>441</b>	<b>67.2%</b>	<b>17.7%</b>	<b>15.1%</b>
Browning Indian Hospital	53	64.7%	20.1%	15.2%
Crow Agency Hospital	107	67.6%	12.7%	19.6%
MT Health Clinics	219	66.7%	19.1%	14.2%
OFC OF THE AREA DIRECTOR - Billings	56	68.9%	20.8%	10.3%

**Leadership**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,991	54.0%	23.6%	22.5%	1,035
INDIAN HEALTH SERVICE	4,676	43.0%	28.9%	28.2%	111
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>430</b>	<b>45.2%</b>	<b>31.2%</b>	<b>23.6%</b>	<b>6</b>
Browning Indian Hospital	52	43.4%	38.0%	18.5%	0
Crow Agency Hospital	104	42.8%	31.8%	25.4%	2
MT Health Clinics	213	49.2%	28.5%	22.3%	2
OFC OF THE AREA DIRECTOR - Billings	54	40.3%	31.9%	27.8%	2



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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,371	61.8%	22.5%	15.7%	2,659
INDIAN HEALTH SERVICE	4,588	48.2%	28.7%	23.1%	213
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>423</b>	<b>48.0%</b>	<b>33.3%</b>	<b>18.7%</b>	<b>15</b>
Browning Indian Hospital	51	49.0%	43.2%	7.8%	1
Crow Agency Hospital	103	44.6%	31.4%	23.9%	3
MT Health Clinics	211	52.5%	27.2%	20.3%	6
OFC OF THE AREA DIRECTOR - Billings	51	39.9%	48.6%	11.5%	5

**55. Supervisors work well with employees of different backgrounds.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,867	72.0%	17.8%	10.2%	2,051
INDIAN HEALTH SERVICE	4,587	58.6%	25.3%	16.1%	185
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>422</b>	<b>61.4%</b>	<b>24.3%</b>	<b>14.3%</b>	<b>11</b>
Browning Indian Hospital	50	56.5%	25.5%	18.1%	2
Crow Agency Hospital	102	58.5%	25.9%	15.6%	2
MT Health Clinics	212	65.2%	22.1%	12.7%	3
OFC OF THE AREA DIRECTOR - Billings	51	58.0%	30.4%	11.6%	4

**56. Managers communicate the goals of the organization.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,299	68.8%	17.7%	13.4%	676
INDIAN HEALTH SERVICE	4,674	54.9%	25.7%	19.4%	113
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>431</b>	<b>55.8%</b>	<b>26.4%</b>	<b>17.8%</b>	<b>7</b>
Browning Indian Hospital	52	54.7%	26.4%	18.9%	0
Crow Agency Hospital	105	50.4%	30.6%	19.0%	1
MT Health Clinics	214	63.6%	20.7%	15.7%	3
OFC OF THE AREA DIRECTOR - Billings	53	40.7%	37.6%	21.7%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,561	68.5%	19.9%	11.7%	2,439
INDIAN HEALTH SERVICE	4,571	55.6%	26.8%	17.6%	216
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>422</b>	<b>60.8%</b>	<b>24.6%</b>	<b>14.6%</b>	<b>14</b>
Browning Indian Hospital	50	54.1%	32.9%	13.0%	2
Crow Agency Hospital	103	59.4%	22.4%	18.2%	2
MT Health Clinics	210	65.9%	22.3%	11.8%	7
OFC OF THE AREA DIRECTOR - Billings	53	52.3%	29.5%	18.2%	2

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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,756	63.0%	19.5%	17.6%	1,298
INDIAN HEALTH SERVICE	4,631	49.4%	26.5%	24.1%	162
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>422</b>	<b>54.7%</b>	<b>25.9%</b>	<b>19.4%</b>	<b>15</b>
Browning Indian Hospital	52	47.4%	31.9%	20.7%	0
Crow Agency Hospital	104	51.1%	29.3%	19.6%	2
MT Health Clinics	207	60.0%	23.2%	16.7%	9
OFC OF THE AREA DIRECTOR - Billings	52	50.7%	22.1%	27.2%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,629	66.7%	18.7%	14.6%	1,189
INDIAN HEALTH SERVICE	4,593	51.3%	27.3%	21.4%	156
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>420</b>	<b>55.8%</b>	<b>25.8%</b>	<b>18.5%</b>	<b>14</b>
Browning Indian Hospital	51	54.9%	27.5%	17.6%	0
Crow Agency Hospital	102	52.9%	26.7%	20.4%	2
MT Health Clinics	208	60.7%	23.2%	16.1%	8
OFC OF THE AREA DIRECTOR - Billings	53	46.8%	30.0%	23.2%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,793	67.8%	19.7%	12.5%	2,181
INDIAN HEALTH SERVICE	4,421	52.9%	27.5%	19.6%	366
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>409</b>	<b>55.4%</b>	<b>27.1%</b>	<b>17.5%</b>	<b>28</b>
Browning Indian Hospital	48	50.7%	38.6%	10.8%	4
Crow Agency Hospital	98	56.5%	22.4%	21.1%	8
MT Health Clinics	204	57.9%	25.6%	16.5%	12
OFC OF THE AREA DIRECTOR - Billings	52	47.0%	34.9%	18.1%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,284	65.7%	20.4%	14.0%	645
INDIAN HEALTH SERVICE	4,658	56.8%	25.3%	18.0%	122
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>430</b>	<b>60.4%</b>	<b>22.7%</b>	<b>16.9%</b>	<b>5</b>
Browning Indian Hospital	51	68.7%	18.0%	13.3%	1
Crow Agency Hospital	105	60.0%	21.9%	18.1%	1
MT Health Clinics	211	59.9%	24.1%	16.0%	3
OFC OF THE AREA DIRECTOR - Billings	56	58.8%	22.8%	18.4%	0

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**Leadership (continued)**

**62. Senior leaders demonstrate support for Work/Life programs.**

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	38,629	66.9%	21.6%	11.5%	3,323
INDIAN HEALTH SERVICE	4,312	48.1%	32.8%	19.2%	463
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>384</b>	<b>48.5%</b>	<b>32.9%</b>	<b>18.6%</b>	<b>51</b>
Browning Indian Hospital	46	55.2%	27.6%	17.2%	5
Crow Agency Hospital	93	48.3%	32.6%	19.1%	12
MT Health Clinics	192	48.5%	34.7%	16.8%	24
OFC OF THE AREA DIRECTOR - Billings	48	43.7%	32.6%	23.7%	8

**My Satisfaction**

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,867	60.4%	20.6%	19.0%
INDIAN HEALTH SERVICE	4,772	53.3%	26.7%	20.0%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>433</b>	<b>52.2%</b>	<b>27.8%</b>	<b>20.0%</b>
Browning Indian Hospital	50	49.0%	27.7%	23.3%
Crow Agency Hospital	105	53.0%	30.6%	16.3%
MT Health Clinics	216	51.5%	27.3%	21.1%
OFC OF THE AREA DIRECTOR - Billings	55	56.4%	25.9%	17.8%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,871	57.8%	21.7%	20.5%
INDIAN HEALTH SERVICE	4,763	47.0%	27.2%	25.8%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>434</b>	<b>48.3%</b>	<b>26.8%</b>	<b>24.9%</b>
Browning Indian Hospital	49	44.2%	29.4%	26.4%
Crow Agency Hospital	106	48.5%	26.7%	24.8%
MT Health Clinics	216	51.2%	27.3%	21.5%
OFC OF THE AREA DIRECTOR - Billings	56	43.8%	25.7%	30.5%

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**My Satisfaction (continued)**

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,832	59.9%	20.6%	19.5%
INDIAN HEALTH SERVICE	4,767	45.5%	27.2%	27.2%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>435</b>	<b>45.5%</b>	<b>29.4%</b>	<b>25.1%</b>
Browning Indian Hospital	50	51.8%	29.8%	18.4%
Crow Agency Hospital	106	45.9%	30.8%	23.3%
MT Health Clinics	216	45.4%	28.1%	26.5%
OFC OF THE AREA DIRECTOR - Billings	56	41.0%	33.2%	25.7%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,774	53.5%	28.2%	18.3%
INDIAN HEALTH SERVICE	4,764	45.6%	32.3%	22.1%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>433</b>	<b>46.4%</b>	<b>35.1%</b>	<b>18.5%</b>
Browning Indian Hospital	50	50.6%	32.9%	16.5%
Crow Agency Hospital	105	45.0%	36.4%	18.6%
MT Health Clinics	215	48.7%	32.6%	18.7%
OFC OF THE AREA DIRECTOR - Billings	56	39.8%	45.0%	15.3%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,793	43.3%	29.2%	27.5%
INDIAN HEALTH SERVICE	4,757	41.5%	33.1%	25.5%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>431</b>	<b>41.3%</b>	<b>36.1%</b>	<b>22.6%</b>
Browning Indian Hospital	49	41.2%	41.3%	17.4%
Crow Agency Hospital	105	44.6%	32.1%	23.3%
MT Health Clinics	214	41.1%	33.6%	25.3%
OFC OF THE AREA DIRECTOR - Billings	56	37.2%	46.2%	16.6%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,795	62.1%	22.1%	15.8%
INDIAN HEALTH SERVICE	4,761	52.7%	26.1%	21.3%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>433</b>	<b>52.1%</b>	<b>25.5%</b>	<b>22.4%</b>
Browning Indian Hospital	49	53.0%	23.4%	23.6%
Crow Agency Hospital	106	50.0%	22.0%	28.0%
MT Health Clinics	215	54.3%	24.8%	20.9%
OFC OF THE AREA DIRECTOR - Billings	56	47.9%	37.7%	14.4%

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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,819	74.1%	14.9%	10.9%
INDIAN HEALTH SERVICE	4,760	70.8%	18.7%	10.5%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>433</b>	<b>71.5%</b>	<b>19.3%</b>	<b>9.2%</b>
Browning Indian Hospital	50	72.0%	17.1%	10.9%
Crow Agency Hospital	105	67.7%	20.7%	11.5%
MT Health Clinics	215	71.4%	19.3%	9.3%
OFC OF THE AREA DIRECTOR - Billings	56	80.8%	19.2%	0.0%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,785	65.6%	16.6%	17.8%
INDIAN HEALTH SERVICE	4,749	59.0%	19.6%	21.4%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>431</b>	<b>58.0%</b>	<b>20.2%</b>	<b>21.9%</b>
Browning Indian Hospital	48	61.0%	21.8%	17.2%
Crow Agency Hospital	105	55.8%	22.1%	22.1%
MT Health Clinics	215	54.3%	20.1%	25.7%
OFC OF THE AREA DIRECTOR - Billings	56	74.2%	15.1%	10.7%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,703	70.0%	17.9%	12.1%
INDIAN HEALTH SERVICE	4,728	59.4%	24.6%	16.0%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>430</b>	<b>58.6%</b>	<b>27.4%</b>	<b>14.0%</b>
Browning Indian Hospital	49	56.2%	33.6%	10.3%
Crow Agency Hospital	104	58.4%	25.9%	15.7%
MT Health Clinics	215	62.5%	24.2%	13.4%
OFC OF THE AREA DIRECTOR - Billings	55	50.4%	36.4%	13.2%

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**Work/Life**

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

	Telework					
	N	Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Department of Health and Human Services	41,700	14.6%	7.3%	37.1%	7.6%	3.2%
INDIAN HEALTH SERVICE	4,673	5.1%	1.4%	3.3%	1.6%	4.4%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>423</b>	<b>5.4%</b>	<b>1.4%</b>	<b>1.6%</b>	<b>0.5%</b>	<b>2.8%</b>
Browning Indian Hospital	47	2.0%	0.0%	2.6%	2.4%	6.8%
Crow Agency Hospital	102	2.8%	0.0%	1.8%	0.0%	1.4%
MT Health Clinics	212	5.9%	2.3%	1.3%	0.5%	3.4%
OFC OF THE AREA DIRECTOR - Billings	55	11.8%	2.0%	1.4%	0.0%	0.0%

(continued)

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

	Do Not Telework				
	N	Must Be Physically Present	Technical Issues	Not Approved To Telework	Choose Not To Telework
Department of Health and Human Services	41,700	14.0%	1.9%	6.0%	8.3%
INDIAN HEALTH SERVICE	4,673	45.7%	5.0%	17.8%	15.7%
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>423</b>	<b>47.0%</b>	<b>7.7%</b>	<b>18.1%</b>	<b>15.5%</b>
Browning Indian Hospital	47	44.0%	5.2%	13.1%	23.9%
Crow Agency Hospital	102	54.0%	6.5%	17.8%	15.8%
MT Health Clinics	212	52.5%	9.1%	13.1%	11.8%
OFC OF THE AREA DIRECTOR - Billings	55	16.1%	7.2%	39.2%	22.3%

**73. How satisfied are you with the following Work/Life programs in your agency? Telework**

					Choose Not to Participate	Not Available to Me	Unaware of Programs
	N	Positive	Neutral	Negative			
Department of Health and Human Services	33,959	78.7%	13.8%	7.5%	1,867	4,679	609
INDIAN HEALTH SERVICE	1,660	35.8%	47.3%	16.8%	263	2,232	476
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>144</b>	<b>31.5%</b>	<b>47.0%</b>	<b>21.5%</b>	<b>22</b>	<b>201</b>	<b>53</b>
Browning Indian Hospital	20	36.6%	46.6%	16.9%	3	17	8
Crow Agency Hospital	30	23.2%	62.5%	14.3%	4	56	11
MT Health Clinics	63	38.5%	43.5%	17.9%	9	108	30
OFC OF THE AREA DIRECTOR - Billings	29	23.5%	35.2%	41.3%	5	16	4

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**Work/Life (continued)**

**74. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)**

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	27,464	76.3%	17.0%	6.7%	7,207	5,300	1,253
INDIAN HEALTH SERVICE	2,781	59.5%	26.2%	14.3%	271	1,274	318
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>279</b>	<b>63.9%</b>	<b>23.0%</b>	<b>13.1%</b>	<b>22</b>	<b>88</b>	<b>39</b>
Browning Indian Hospital	29	65.4%	25.2%	9.4%	3	12	5
Crow Agency Hospital	64	59.6%	32.0%	8.4%	2	30	7
MT Health Clinics	130	58.0%	23.3%	18.6%	16	44	23
OFC OF THE AREA DIRECTOR - Billings	51	82.1%	8.9%	9.0%	0	2	3

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	35,973	77.5%	17.4%	5.2%	3,203	1,406	1,050
INDIAN HEALTH SERVICE	4,038	64.8%	24.9%	10.2%	114	347	216
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>367</b>	<b>61.3%</b>	<b>25.0%</b>	<b>13.7%</b>	<b>4</b>	<b>33</b>	<b>27</b>
Browning Indian Hospital	46	63.5%	27.2%	9.3%	0	1	2
Crow Agency Hospital	84	61.4%	29.4%	9.2%	1	12	7
MT Health Clinics	189	64.5%	20.6%	14.9%	0	14	13
OFC OF THE AREA DIRECTOR - Billings	43	48.2%	28.3%	23.4%	2	5	5

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	25,148	56.8%	38.3%	4.9%	11,779	696	4,023
INDIAN HEALTH SERVICE	3,322	47.1%	45.2%	7.7%	624	219	569
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>301</b>	<b>43.0%</b>	<b>47.5%</b>	<b>9.5%</b>	<b>36</b>	<b>26</b>	<b>70</b>
Browning Indian Hospital	36	40.5%	51.1%	8.4%	2	0	11
Crow Agency Hospital	74	45.3%	47.1%	7.6%	6	11	14
MT Health Clinics	146	44.5%	43.3%	12.2%	19	12	39
OFC OF THE AREA DIRECTOR - Billings	42	38.5%	58.4%	3.1%	6	2	6

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**Work/Life (continued)**

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	17,227	41.0%	51.2%	7.9%	16,540	3,800	4,102
INDIAN HEALTH SERVICE	1,855	23.6%	62.0%	14.3%	640	1,210	1,027
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>187</b>	<b>20.8%</b>	<b>60.3%</b>	<b>18.9%</b>	<b>46</b>	<b>117</b>	<b>82</b>
Browning Indian Hospital	27	31.0%	52.4%	16.5%	4	9	8
Crow Agency Hospital	45	20.0%	59.7%	20.2%	11	30	19
MT Health Clinics	95	20.1%	56.9%	22.9%	19	59	43
OFC OF THE AREA DIRECTOR - Billings	18	13.3%	86.7%	0.0%	9	17	12

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	14,131	34.1%	60.5%	5.5%	16,603	3,316	7,576
INDIAN HEALTH SERVICE	1,772	24.4%	62.8%	12.8%	584	1,121	1,246
<b>BILLINGS AREA INDIAN HEALTH SERVICE</b>	<b>181</b>	<b>24.3%</b>	<b>60.8%</b>	<b>14.9%</b>	<b>38</b>	<b>106</b>	<b>107</b>
Browning Indian Hospital	27	34.1%	46.3%	19.6%	3	8	11
Crow Agency Hospital	44	23.5%	63.9%	12.5%	8	28	24
MT Health Clinics	89	23.7%	58.9%	17.4%	17	55	55
OFC OF THE AREA DIRECTOR - Billings	19	18.0%	78.1%	3.9%	7	13	17



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**Demographic Questions**

***Where do you work?***

	%
Headquarters	8.5%
Field	91.5%

***What is your supervisory status?***

	%
Non-Supervisor	--
Team Leader	--
Supervisor	--
Manager	--
Senior Leader	--

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

***Are you:***

	%
Male	27.1%
Female	72.9%

***Are you Hispanic or Latino?***

	%
Yes	2.3%
No	97.7%

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

	%
American Indian or Alaska Native	68.7%
Asian	--
Black or African American	--
Native Hawaiian or Other Pacific Islander	--
White	23.6%
Two or more races	6.1%

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

Note: Percentages for demographic questions are unweighted.

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**Demographic Questions (continued)**

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

	%
Less than High School	0.9%
High School Diploma/GED or equivalent	9.0%
Trade or Technical Certificate	3.2%
Some College (no degree)	22.0%
Associate's Degree (e.g., AA, AS)	20.6%
Bachelor's Degree (e.g., BA, BS)	20.8%
Master's Degree (e.g., MA, MS, MBA)	12.0%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	11.3%

***What is your pay category/grade?***

	%
Federal Wage System	3.9%
GS 1-6	29.0%
GS 7-12	48.7%
GS 13-15	10.9%
Senior Executive Service	0.0%
Senior Level (SL) or Scientific or Professional (ST)	0.0%
Other	7.4%

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

	%
Less than 1 year	1.6%
1 to 3 years	17.2%
4 to 5 years	9.8%
6 to 10 years	15.8%
11 to 14 years	11.4%
15 to 20 years	17.9%
More than 20 years	26.3%

Note: Percentages for demographic questions are unweighted.

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**Demographic Questions (continued)**

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

	%
Less than 1 year	4.5%
1 to 3 years	21.5%
4 to 5 years	10.6%
6 to 10 years	17.7%
11 to 20 years	23.8%
More than 20 years	21.9%

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

	%
No	71.0%
Yes, to retire	6.1%
Yes, to take another job within the Federal Government	12.6%
Yes, to take another job outside the Federal Government	3.0%
Yes, other	7.2%

***I am planning to retire:***

	%
Within one year	4.2%
Between one and three years	8.5%
Between three and five years	11.8%
Five or more years	75.5%

***What is your US military service status?***

	%
No Prior Military Service	87.5%
Currently in National Guard or Reserves	1.4%
Retired	2.1%
Separated or Discharged	8.9%

Note: Percentages for demographic questions are unweighted.

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**Demographic Questions** (continued)

***Are you an individual with a disability?***

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	%
Yes	7.9%
No	92.1%

***What is your age group?***

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	%
25 and under	2.3%
26-29	4.2%
30-39	17.1%
40-49	24.9%
50-59	34.5%
60 or older	16.9%

Note: Percentages for demographic questions are unweighted.