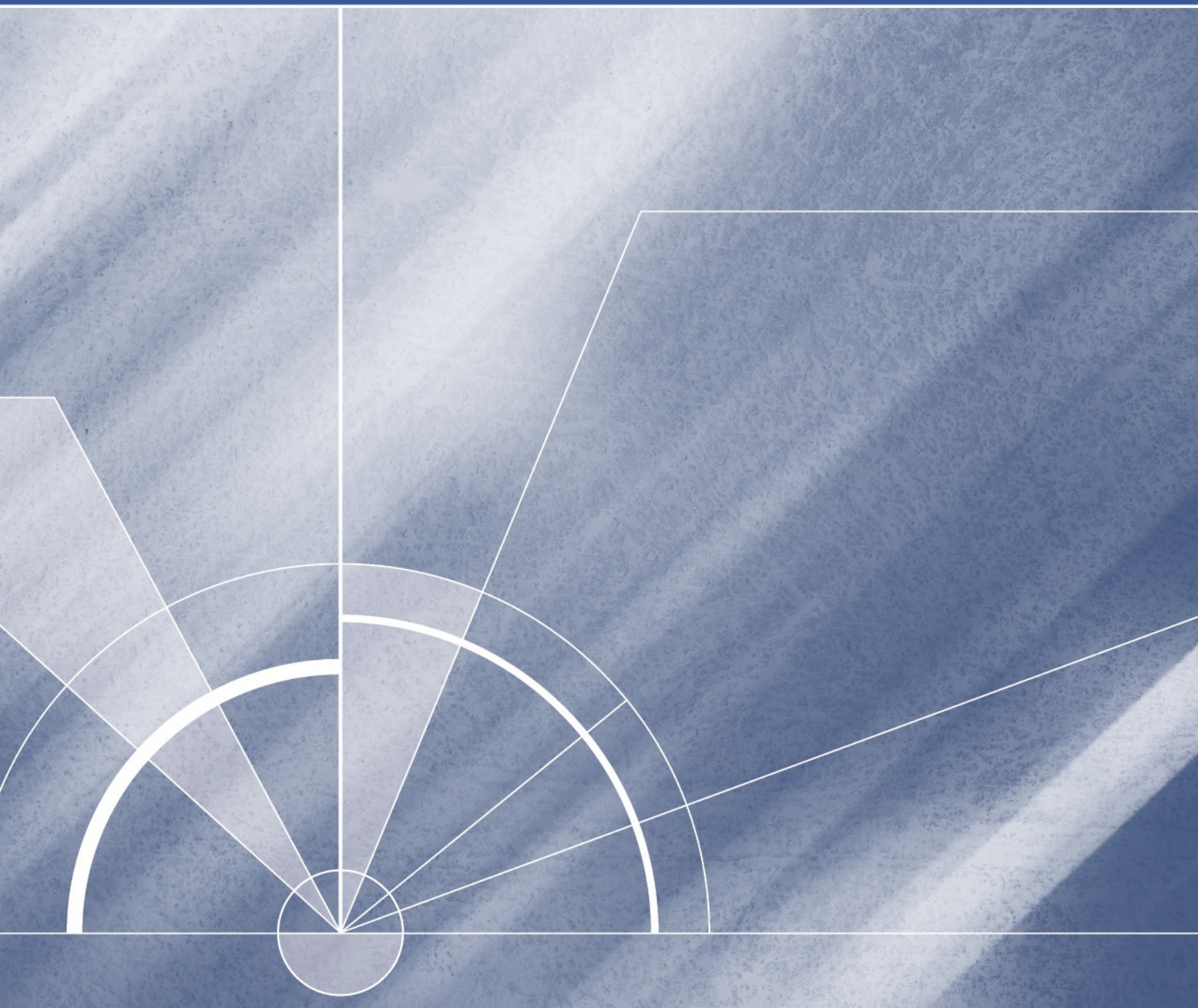


2018

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

2nd Level  
Subagency  
Comparison  
Report

Department of Health and Human Services  
INDIAN HEALTH SERVICE



**Department of Health and Human Services**  
**INDIAN HEALTH SERVICE**  
***2nd 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
Governmentwide	598,003	40.6%
Department of Health and Human Services	43,029	57.2%
<b>INDIAN HEALTH SERVICE</b>	<b>5,001</b>	<b>34.8%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	23.2%
Albuquerque Area Office	376	38.6%
Bemidji Area Office	309	59.2%
BILLINGS AREA INDIAN HEALTH SERVICE	445	48.7%
California Area	66	52.0%
Great Plains Area Office	649	30.6%
NASHVILLE AREA INDIAN HEALTH SERVICE	112	61.5%
Navajo Area Office	954	24.8%
OFC OF INFORMATION TECHNOLOGY	47	70.1%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	93.3%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	88.4%
OFFICE OF FINANCE & ACCOUNTING	27	69.2%
OFFICE OF HUMAN RESOURCES	176	64.7%
OFFICE OF MANAGEMENT SERVICES	35	67.3%
OFFICE OF PUBLIC HEALTH SUPPORT	21	87.5%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	85.7%
OFFICE OF THE DIRECTOR	40	74.1%
Oklahoma Area	501	31.4%
PHOENIX AREA INDIAN HEALTH SERVICE	757	32.0%
Portland Area	238	51.4%
Tucson Area	69	20.7%

### 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"*

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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.

**Department of Health and Human Services**  
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**My Work Experience**

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

	N	Positive	Neutral	Negative
Governmentwide	593,452	65.8%	15.5%	18.7%
Department of Health and Human Services	42,760	72.9%	13.5%	13.6%
<b>INDIAN HEALTH SERVICE</b>	<b>4,949</b>	<b>64.8%</b>	<b>17.8%</b>	<b>17.4%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	86.0%	6.4%	7.6%
Albuquerque Area Office	373	64.0%	19.2%	16.8%
Bemidji Area Office	305	72.5%	14.7%	12.8%
BILLINGS AREA INDIAN HEALTH SERVICE	440	63.3%	19.4%	17.2%
California Area	66	76.6%	16.1%	7.3%
Great Plains Area Office	646	59.8%	16.6%	23.5%
NASHVILLE AREA INDIAN HEALTH SERVICE	110	66.4%	13.4%	20.1%
Navajo Area Office	945	62.4%	21.6%	16.0%
OFC OF INFORMATION TECHNOLOGY	47	59.0%	14.2%	26.9%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	84.1%	7.4%	8.5%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	60	88.8%	8.8%	2.4%
OFFICE OF FINANCE & ACCOUNTING	27	62.9%	18.5%	18.6%
OFFICE OF HUMAN RESOURCES	173	62.4%	17.8%	19.9%
OFFICE OF MANAGEMENT SERVICES	35	72.6%	13.8%	13.6%
OFFICE OF PUBLIC HEALTH SUPPORT	21	82.1%	17.9%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.7%	25.0%	8.3%
OFFICE OF THE DIRECTOR	40	66.5%	18.4%	15.1%
Oklahoma Area	490	66.1%	16.9%	16.9%
PHOENIX AREA INDIAN HEALTH SERVICE	749	64.3%	17.7%	18.0%
Portland Area	237	65.4%	13.5%	21.1%
Tucson Area	67	63.3%	24.5%	12.2%

**Department of Health and Human Services**  
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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	594,618	71.3%	14.4%	14.3%
Department of Health and Human Services	42,821	76.0%	12.7%	11.3%
<b>INDIAN HEALTH SERVICE</b>	<b>4,961</b>	<b>70.9%</b>	<b>16.5%</b>	<b>12.6%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	87.2%	9.6%	3.1%
Albuquerque Area Office	371	72.7%	18.6%	8.7%
Bemidji Area Office	308	75.9%	14.0%	10.0%
BILLINGS AREA INDIAN HEALTH SERVICE	439	69.7%	16.5%	13.8%
California Area	66	77.2%	16.2%	6.6%
Great Plains Area Office	643	65.6%	19.3%	15.2%
NASHVILLE AREA INDIAN HEALTH SERVICE	112	69.7%	16.1%	14.2%
Navajo Area Office	949	71.0%	16.6%	12.4%
OFC OF INFORMATION TECHNOLOGY	47	51.8%	16.5%	31.7%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	66.7%	12.0%	21.2%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	98.2%	0.9%	0.9%
OFFICE OF FINANCE & ACCOUNTING	26	65.3%	23.2%	11.5%
OFFICE OF HUMAN RESOURCES	175	61.7%	22.1%	16.3%
OFFICE OF MANAGEMENT SERVICES	35	70.5%	15.8%	13.7%
OFFICE OF PUBLIC HEALTH SUPPORT	21	63.5%	17.9%	18.6%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.4%	33.3%	8.3%
OFFICE OF THE DIRECTOR	40	82.7%	13.0%	4.3%
Oklahoma Area	495	75.1%	15.6%	9.3%
PHOENIX AREA INDIAN HEALTH SERVICE	752	69.8%	15.9%	14.3%
Portland Area	237	71.3%	14.8%	13.9%
Tucson Area	69	68.6%	12.9%	18.5%

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	592,301	60.8%	17.5%	21.7%
Department of Health and Human Services	42,703	68.4%	15.7%	15.9%
<b>INDIAN HEALTH SERVICE</b>	<b>4,938</b>	<b>61.4%</b>	<b>19.5%</b>	<b>19.1%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	80.9%	9.7%	9.3%
Albuquerque Area Office	372	58.6%	22.4%	19.0%
Bemidji Area Office	305	72.4%	16.1%	11.5%
BILLINGS AREA INDIAN HEALTH SERVICE	437	64.2%	17.4%	18.4%
California Area	65	66.6%	19.7%	13.7%
Great Plains Area Office	645	52.7%	21.1%	26.2%
NASHVILLE AREA INDIAN HEALTH SERVICE	110	65.3%	12.5%	22.2%
Navajo Area Office	939	56.7%	23.8%	19.5%
OFC OF INFORMATION TECHNOLOGY	47	56.6%	16.4%	27.0%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	68.3%	18.7%	13.1%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	76.3%	19.4%	4.3%
OFFICE OF FINANCE & ACCOUNTING	27	48.1%	22.2%	29.7%
OFFICE OF HUMAN RESOURCES	174	60.2%	21.9%	17.9%
OFFICE OF MANAGEMENT SERVICES	35	67.1%	21.9%	10.9%
OFFICE OF PUBLIC HEALTH SUPPORT	21	66.1%	26.7%	7.2%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	25.1%	8.3%
OFFICE OF THE DIRECTOR	40	80.5%	8.7%	10.8%
Oklahoma Area	495	64.0%	17.5%	18.5%
PHOENIX AREA INDIAN HEALTH SERVICE	743	62.4%	18.0%	19.6%
Portland Area	238	67.3%	15.4%	17.2%
Tucson Area	66	62.6%	18.9%	18.5%

**Department of Health and Human Services**  
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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	595,361	71.7%	14.6%	13.7%
Department of Health and Human Services	42,865	78.4%	12.2%	9.4%
<b>INDIAN HEALTH SERVICE</b>	<b>4,976</b>	<b>75.3%</b>	<b>14.1%</b>	<b>10.5%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	88.8%	8.1%	3.1%
Albuquerque Area Office	372	73.4%	16.9%	9.7%
Bemidji Area Office	307	78.7%	12.4%	9.0%
BILLINGS AREA INDIAN HEALTH SERVICE	442	75.7%	15.4%	9.0%
California Area	66	82.2%	8.5%	9.3%
Great Plains Area Office	647	72.8%	15.4%	11.8%
NASHVILLE AREA INDIAN HEALTH SERVICE	112	78.4%	12.6%	9.0%
Navajo Area Office	950	74.6%	15.1%	10.3%
OFC OF INFORMATION TECHNOLOGY	47	64.9%	6.8%	28.3%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	71.1%	20.4%	8.5%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	82.2%	13.3%	4.5%
OFFICE OF FINANCE & ACCOUNTING	27	62.9%	14.8%	22.3%
OFFICE OF HUMAN RESOURCES	175	74.8%	16.0%	9.1%
OFFICE OF MANAGEMENT SERVICES	35	83.6%	8.2%	8.2%
OFFICE OF PUBLIC HEALTH SUPPORT	21	74.4%	11.4%	14.1%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	90.8%	9.2%	0.0%
OFFICE OF THE DIRECTOR	40	81.6%	14.0%	4.4%
Oklahoma Area	499	79.3%	10.4%	10.3%
PHOENIX AREA INDIAN HEALTH SERVICE	753	73.2%	14.3%	12.4%
Portland Area	237	75.1%	13.4%	11.5%
Tucson Area	68	75.3%	13.3%	11.4%

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	594,820	82.8%	11.2%	6.0%
Department of Health and Human Services	42,822	86.3%	9.3%	4.4%
<b>INDIAN HEALTH SERVICE</b>	<b>4,961</b>	<b>90.0%</b>	<b>7.6%</b>	<b>2.4%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	95.0%	3.5%	1.5%
Albuquerque Area Office	373	92.5%	5.6%	1.9%
Bemidji Area Office	308	88.9%	9.1%	1.9%
BILLINGS AREA INDIAN HEALTH SERVICE	442	90.0%	7.8%	2.2%
California Area	65	96.1%	2.6%	1.3%
Great Plains Area Office	648	90.0%	7.2%	2.8%
NASHVILLE AREA INDIAN HEALTH SERVICE	111	90.0%	7.1%	2.9%
Navajo Area Office	946	90.5%	6.9%	2.6%
OFC OF INFORMATION TECHNOLOGY	47	88.0%	9.7%	2.3%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	87.8%	10.7%	1.5%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	60	93.6%	6.4%	0.0%
OFFICE OF FINANCE & ACCOUNTING	27	74.0%	14.8%	11.1%
OFFICE OF HUMAN RESOURCES	174	86.1%	11.3%	2.6%
OFFICE OF MANAGEMENT SERVICES	35	94.6%	5.4%	0.0%
OFFICE OF PUBLIC HEALTH SUPPORT	21	85.9%	3.8%	10.3%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.3%	16.7%	0.0%
OFFICE OF THE DIRECTOR	40	89.2%	4.3%	6.5%
Oklahoma Area	493	92.7%	5.8%	1.5%
PHOENIX AREA INDIAN HEALTH SERVICE	750	88.0%	9.2%	2.8%
Portland Area	236	86.5%	10.7%	2.8%
Tucson Area	67	92.1%	7.9%	0.0%



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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	594,967	80.3%	10.7%	9.0%
Department of Health and Human Services	42,829	83.2%	9.7%	7.1%
<b>INDIAN HEALTH SERVICE</b>	<b>4,982</b>	<b>85.5%</b>	<b>9.0%</b>	<b>5.6%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	95.2%	4.8%	0.0%
Albuquerque Area Office	376	86.9%	8.6%	4.5%
Bemidji Area Office	308	84.8%	10.5%	4.7%
BILLINGS AREA INDIAN HEALTH SERVICE	443	83.9%	8.9%	7.2%
California Area	66	88.3%	8.3%	3.3%
Great Plains Area Office	644	83.5%	10.0%	6.5%
NASHVILLE AREA INDIAN HEALTH SERVICE	112	80.6%	9.4%	10.0%
Navajo Area Office	950	88.2%	8.8%	3.0%
OFC OF INFORMATION TECHNOLOGY	47	77.2%	8.2%	14.6%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	72.8%	14.1%	13.1%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	60	94.3%	5.7%	0.0%
OFFICE OF FINANCE & ACCOUNTING	27	66.6%	22.3%	11.1%
OFFICE OF HUMAN RESOURCES	175	80.6%	11.6%	7.8%
OFFICE OF MANAGEMENT SERVICES	35	76.0%	13.0%	11.0%
OFFICE OF PUBLIC HEALTH SUPPORT	21	63.4%	21.8%	14.8%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.3%	16.7%	0.0%
OFFICE OF THE DIRECTOR	40	84.8%	8.7%	6.5%
Oklahoma Area	500	85.9%	7.1%	6.9%
PHOENIX AREA INDIAN HEALTH SERVICE	753	85.5%	9.0%	5.5%
Portland Area	238	84.8%	8.6%	6.5%
Tucson Area	69	89.4%	4.4%	6.2%

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	595,789	95.7%	2.8%	1.5%
Department of Health and Human Services	42,887	96.9%	2.2%	0.9%
<b>INDIAN HEALTH SERVICE</b>	<b>4,978</b>	<b>95.7%</b>	<b>3.5%</b>	<b>0.8%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	98.0%	2.0%	0.0%
Albuquerque Area Office	376	95.7%	4.0%	0.3%
Bemidji Area Office	307	96.3%	3.5%	0.3%
BILLINGS AREA INDIAN HEALTH SERVICE	441	95.9%	3.6%	0.5%
California Area	66	100.0%	0.0%	0.0%
Great Plains Area Office	648	96.0%	2.8%	1.2%
NASHVILLE AREA INDIAN HEALTH SERVICE	111	98.6%	0.8%	0.6%
Navajo Area Office	949	94.0%	4.8%	1.2%
OFC OF INFORMATION TECHNOLOGY	47	97.7%	0.0%	2.3%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	95.6%	4.4%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	100.0%	0.0%	0.0%
OFFICE OF FINANCE & ACCOUNTING	27	96.3%	3.7%	0.0%
OFFICE OF HUMAN RESOURCES	175	93.3%	6.1%	0.6%
OFFICE OF MANAGEMENT SERVICES	35	97.3%	2.7%	0.0%
OFFICE OF PUBLIC HEALTH SUPPORT	21	100.0%	0.0%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.2%	16.8%	0.0%
OFFICE OF THE DIRECTOR	40	91.3%	4.3%	4.3%
Oklahoma Area	498	97.0%	2.6%	0.4%
PHOENIX AREA INDIAN HEALTH SERVICE	753	95.8%	3.1%	1.1%
Portland Area	238	95.8%	2.9%	1.3%
Tucson Area	67	95.2%	4.8%	0.0%

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	596,179	91.0%	7.3%	1.7%
Department of Health and Human Services	42,871	92.7%	6.2%	1.1%
<b>INDIAN HEALTH SERVICE</b>	<b>4,971</b>	<b>91.8%</b>	<b>7.3%</b>	<b>0.8%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	92.2%	6.5%	1.3%
Albuquerque Area Office	375	90.9%	7.9%	1.2%
Bemidji Area Office	306	93.7%	5.6%	0.7%
BILLINGS AREA INDIAN HEALTH SERVICE	442	94.2%	5.6%	0.2%
California Area	66	93.4%	6.6%	0.0%
Great Plains Area Office	645	92.7%	6.2%	1.2%
NASHVILLE AREA INDIAN HEALTH SERVICE	112	97.7%	2.3%	0.0%
Navajo Area Office	950	89.6%	9.4%	1.0%
OFC OF INFORMATION TECHNOLOGY	47	96.3%	2.3%	1.4%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	92.5%	7.5%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	91.0%	9.0%	0.0%
OFFICE OF FINANCE & ACCOUNTING	27	77.8%	22.2%	0.0%
OFFICE OF HUMAN RESOURCES	174	89.6%	9.8%	0.6%
OFFICE OF MANAGEMENT SERVICES	35	97.3%	2.7%	0.0%
OFFICE OF PUBLIC HEALTH SUPPORT	21	100.0%	0.0%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	91.6%	8.4%	0.0%
OFFICE OF THE DIRECTOR	39	91.2%	4.4%	4.4%
Oklahoma Area	495	91.1%	7.8%	1.1%
PHOENIX AREA INDIAN HEALTH SERVICE	751	91.9%	7.4%	0.7%
Portland Area	238	91.7%	7.2%	1.1%
Tucson Area	69	93.5%	6.5%	0.0%

**Department of Health and Human Services**  
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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	591,167	47.4%	16.0%	36.6%	1,282
Department of Health and Human Services	42,579	56.7%	15.7%	27.6%	104
<b>INDIAN HEALTH SERVICE</b>	<b>4,924</b>	<b>49.8%</b>	<b>18.7%</b>	<b>31.5%</b>	<b>21</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	76.2%	13.9%	9.9%	0
Albuquerque Area Office	372	51.0%	18.0%	31.0%	1
Bemidji Area Office	305	53.4%	17.2%	29.4%	1
BILLINGS AREA INDIAN HEALTH SERVICE	436	48.3%	18.1%	33.5%	0
California Area	65	54.9%	20.8%	24.4%	1
Great Plains Area Office	640	43.0%	18.9%	38.1%	3
NASHVILLE AREA INDIAN HEALTH SERVICE	112	48.0%	18.9%	33.1%	0
Navajo Area Office	939	50.6%	21.9%	27.6%	6
OFC OF INFORMATION TECHNOLOGY	47	20.7%	7.7%	71.6%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	44.8%	13.7%	41.5%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	77.9%	18.8%	3.4%	0
OFFICE OF FINANCE & ACCOUNTING	26	38.5%	30.8%	30.7%	1
OFFICE OF HUMAN RESOURCES	172	49.3%	21.9%	28.9%	1
OFFICE OF MANAGEMENT SERVICES	35	46.5%	26.8%	26.7%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	34.3%	3.8%	61.9%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	33.4%	25.0%	41.6%	0
OFFICE OF THE DIRECTOR	40	48.9%	25.2%	26.0%	0
Oklahoma Area	490	57.4%	17.0%	25.6%	0
PHOENIX AREA INDIAN HEALTH SERVICE	742	47.0%	16.5%	36.5%	7
Portland Area	238	50.0%	18.2%	31.9%	0
Tucson Area	67	43.7%	21.0%	35.2%	0

**Department of Health and Human Services**  
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**My Work Experience (continued)**

**10. My workload is reasonable.**

	N	Positive	Neutral	Negative	DNK
Governmentwide	592,960	58.9%	16.0%	25.1%	962
Department of Health and Human Services	42,697	62.4%	16.1%	21.5%	60
<b>INDIAN HEALTH SERVICE</b>	<b>4,956</b>	<b>59.8%</b>	<b>18.5%</b>	<b>21.7%</b>	<b>11</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	72.2%	12.8%	15.0%	0
Albuquerque Area Office	373	65.2%	15.1%	19.8%	0
Bemidji Area Office	307	61.0%	15.5%	23.5%	0
BILLINGS AREA INDIAN HEALTH SERVICE	445	56.2%	21.1%	22.7%	0
California Area	65	72.5%	12.3%	15.2%	1
Great Plains Area Office	642	54.4%	20.7%	24.9%	2
NASHVILLE AREA INDIAN HEALTH SERVICE	112	57.0%	18.9%	24.1%	0
Navajo Area Office	942	61.1%	21.0%	17.9%	4
OFC OF INFORMATION TECHNOLOGY	46	45.2%	6.7%	48.1%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	62.3%	13.5%	24.2%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	60	82.9%	13.6%	3.4%	0
OFFICE OF FINANCE & ACCOUNTING	26	61.6%	23.0%	15.4%	1
OFFICE OF HUMAN RESOURCES	175	48.4%	18.7%	32.9%	1
OFFICE OF MANAGEMENT SERVICES	35	56.8%	5.5%	37.7%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	58.9%	28.8%	12.3%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	24.9%	50.1%	25.0%	0
OFFICE OF THE DIRECTOR	40	48.9%	27.4%	23.7%	0
Oklahoma Area	498	63.0%	17.7%	19.3%	0
PHOENIX AREA INDIAN HEALTH SERVICE	749	60.9%	18.1%	21.0%	0
Portland Area	234	53.3%	17.4%	29.4%	2
Tucson Area	69	67.3%	13.5%	19.2%	0

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	588,043	60.3%	16.6%	23.1%	2,392
Department of Health and Human Services	42,424	65.4%	15.8%	18.8%	142
<b>INDIAN HEALTH SERVICE</b>	<b>4,920</b>	<b>65.9%</b>	<b>18.5%</b>	<b>15.6%</b>	<b>20</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	84.7%	8.7%	6.6%	1
Albuquerque Area Office	368	68.7%	17.5%	13.7%	1
Bemidji Area Office	301	69.9%	18.9%	11.2%	0
BILLINGS AREA INDIAN HEALTH SERVICE	441	67.4%	18.9%	13.7%	2
California Area	65	67.5%	19.0%	13.5%	1
Great Plains Area Office	642	63.8%	16.3%	20.0%	1
NASHVILLE AREA INDIAN HEALTH SERVICE	112	65.0%	15.1%	19.9%	0
Navajo Area Office	939	65.6%	20.7%	13.7%	5
OFC OF INFORMATION TECHNOLOGY	47	61.4%	17.0%	21.5%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	68.3%	16.1%	15.6%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	75.8%	13.9%	10.3%	0
OFFICE OF FINANCE & ACCOUNTING	26	61.5%	26.9%	11.6%	0
OFFICE OF HUMAN RESOURCES	174	62.8%	25.0%	12.3%	2
OFFICE OF MANAGEMENT SERVICES	35	61.6%	27.5%	10.9%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	62.9%	11.5%	25.6%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	75.0%	16.7%	8.3%	0
OFFICE OF THE DIRECTOR	39	80.1%	6.6%	13.3%	0
Oklahoma Area	493	68.8%	14.8%	16.4%	0
PHOENIX AREA INDIAN HEALTH SERVICE	738	61.5%	21.1%	17.4%	4
Portland Area	233	62.8%	15.2%	22.0%	3
Tucson Area	69	68.8%	24.2%	7.0%	0

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	593,215	84.9%	9.1%	6.1%	1,706
Department of Health and Human Services	42,708	88.5%	7.5%	4.0%	89
<b>INDIAN HEALTH SERVICE</b>	<b>4,952</b>	<b>87.2%</b>	<b>9.2%</b>	<b>3.6%</b>	<b>16</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	93.7%	4.8%	1.5%	0
Albuquerque Area Office	372	88.9%	9.1%	1.9%	2
Bemidji Area Office	307	89.7%	8.3%	2.0%	1
BILLINGS AREA INDIAN HEALTH SERVICE	442	87.2%	9.1%	3.7%	1
California Area	65	93.8%	3.0%	3.3%	1
Great Plains Area Office	641	87.2%	8.6%	4.3%	2
NASHVILLE AREA INDIAN HEALTH SERVICE	112	85.3%	8.7%	6.0%	0
Navajo Area Office	945	85.3%	11.4%	3.3%	3
OFC OF INFORMATION TECHNOLOGY	47	79.3%	10.5%	10.2%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	84.4%	10.0%	5.6%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	91.0%	9.0%	0.0%	0
OFFICE OF FINANCE & ACCOUNTING	27	85.1%	14.9%	0.0%	0
OFFICE OF HUMAN RESOURCES	174	88.6%	9.8%	1.6%	1
OFFICE OF MANAGEMENT SERVICES	35	97.3%	2.7%	0.0%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	82.0%	3.8%	14.1%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	91.6%	8.4%	0.0%	0
OFFICE OF THE DIRECTOR	40	91.3%	4.3%	4.3%	0
Oklahoma Area	493	89.6%	6.4%	3.9%	1
PHOENIX AREA INDIAN HEALTH SERVICE	746	83.8%	11.2%	5.1%	4
Portland Area	237	91.2%	5.3%	3.5%	0
Tucson Area	69	82.5%	15.7%	1.8%	0

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	593,152	90.0%	6.8%	3.1%	1,432
Department of Health and Human Services	42,700	92.3%	5.7%	2.1%	93
<b>INDIAN HEALTH SERVICE</b>	<b>4,964</b>	<b>95.3%</b>	<b>3.7%</b>	<b>0.9%</b>	<b>5</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	98.5%	1.5%	0.0%	0
Albuquerque Area Office	375	96.1%	3.7%	0.2%	0
Bemidji Area Office	305	94.3%	5.2%	0.5%	0
BILLINGS AREA INDIAN HEALTH SERVICE	440	94.9%	4.0%	1.0%	0
California Area	65	98.1%	1.9%	0.0%	1
Great Plains Area Office	647	94.1%	4.6%	1.3%	0
NASHVILLE AREA INDIAN HEALTH SERVICE	111	96.4%	1.6%	2.0%	0
Navajo Area Office	946	96.0%	3.5%	0.5%	2
OFC OF INFORMATION TECHNOLOGY	47	89.5%	5.0%	5.5%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	91.6%	6.9%	1.5%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	93.1%	6.9%	0.0%	0
OFFICE OF FINANCE & ACCOUNTING	26	92.3%	7.7%	0.0%	0
OFFICE OF HUMAN RESOURCES	175	95.1%	4.1%	0.8%	1
OFFICE OF MANAGEMENT SERVICES	34	97.2%	2.8%	0.0%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	85.9%	10.3%	3.8%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	91.6%	8.4%	0.0%	0
OFFICE OF THE DIRECTOR	39	86.7%	8.9%	4.4%	0
Oklahoma Area	496	97.5%	2.1%	0.4%	0
PHOENIX AREA INDIAN HEALTH SERVICE	753	94.4%	3.8%	1.8%	0
Portland Area	236	96.9%	2.7%	0.4%	1
Tucson Area	69	92.8%	5.4%	1.7%	0



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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
Governmentwide	593,484	66.4%	14.2%	19.4%	2,668
Department of Health and Human Services	42,663	73.3%	12.5%	14.2%	196
<b>INDIAN HEALTH SERVICE</b>	<b>4,964</b>	<b>66.9%</b>	<b>14.9%</b>	<b>18.2%</b>	<b>18</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	77.3%	11.7%	11.0%	0
Albuquerque Area Office	372	63.4%	18.3%	18.4%	1
Bemidji Area Office	306	65.8%	15.3%	19.0%	1
BILLINGS AREA INDIAN HEALTH SERVICE	442	63.5%	16.5%	20.0%	0
California Area	65	89.0%	7.7%	3.4%	1
Great Plains Area Office	645	62.7%	15.8%	21.5%	1
NASHVILLE AREA INDIAN HEALTH SERVICE	112	72.9%	12.8%	14.3%	0
Navajo Area Office	947	66.1%	15.7%	18.2%	5
OFC OF INFORMATION TECHNOLOGY	46	87.2%	11.4%	1.4%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	75.5%	9.0%	15.5%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	78.2%	10.4%	11.4%	0
OFFICE OF FINANCE & ACCOUNTING	26	76.9%	11.6%	11.5%	1
OFFICE OF HUMAN RESOURCES	175	76.4%	8.9%	14.7%	1
OFFICE OF MANAGEMENT SERVICES	35	69.9%	16.4%	13.7%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	58.0%	19.1%	22.9%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.4%	33.3%	8.3%	0
OFFICE OF THE DIRECTOR	40	73.0%	11.9%	15.1%	0
Oklahoma Area	497	76.0%	13.0%	11.0%	1
PHOENIX AREA INDIAN HEALTH SERVICE	750	62.2%	14.5%	23.3%	4
Portland Area	238	66.8%	14.0%	19.2%	0
Tucson Area	68	61.0%	21.2%	17.8%	1

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	588,120	71.2%	14.3%	14.5%	7,286
Department of Health and Human Services	42,514	76.0%	11.9%	12.1%	322
<b>INDIAN HEALTH SERVICE</b>	<b>4,921</b>	<b>70.9%</b>	<b>14.4%</b>	<b>14.8%</b>	<b>49</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	87.0%	8.2%	4.8%	0
Albuquerque Area Office	370	70.3%	13.5%	16.2%	4
Bemidji Area Office	306	78.4%	10.2%	11.4%	2
BILLINGS AREA INDIAN HEALTH SERVICE	436	71.7%	15.9%	12.4%	4
California Area	65	85.3%	10.1%	4.5%	1
Great Plains Area Office	639	67.8%	15.9%	16.4%	5
NASHVILLE AREA INDIAN HEALTH SERVICE	112	74.1%	12.5%	13.4%	0
Navajo Area Office	938	69.1%	15.3%	15.7%	11
OFC OF INFORMATION TECHNOLOGY	47	93.1%	5.5%	1.4%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	70.7%	19.1%	10.1%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	88.3%	10.9%	0.8%	0
OFFICE OF FINANCE & ACCOUNTING	23	78.2%	4.4%	17.4%	3
OFFICE OF HUMAN RESOURCES	174	67.0%	16.3%	16.6%	2
OFFICE OF MANAGEMENT SERVICES	34	77.4%	11.3%	11.3%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	85.2%	14.8%	0.0%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	50.0%	41.7%	8.3%	0
OFFICE OF THE DIRECTOR	40	87.0%	4.3%	8.6%	0
Oklahoma Area	492	72.0%	12.0%	16.0%	5
PHOENIX AREA INDIAN HEALTH SERVICE	743	66.4%	16.4%	17.1%	9
Portland Area	236	71.6%	12.1%	16.3%	2
Tucson Area	66	69.1%	20.2%	10.7%	1

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	592,755	83.0%	11.4%	5.6%	2,295
Department of Health and Human Services	42,655	87.3%	9.4%	3.3%	149
<b>INDIAN HEALTH SERVICE</b>	<b>4,956</b>	<b>81.5%</b>	<b>13.6%</b>	<b>4.9%</b>	<b>23</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	86.1%	12.4%	1.5%	0
Albuquerque Area Office	374	82.3%	12.7%	4.9%	1
Bemidji Area Office	307	84.9%	10.2%	4.8%	2
BILLINGS AREA INDIAN HEALTH SERVICE	441	81.2%	14.9%	3.8%	2
California Area	65	85.7%	10.3%	4.1%	1
Great Plains Area Office	644	79.8%	12.5%	7.7%	1
NASHVILLE AREA INDIAN HEALTH SERVICE	112	84.9%	7.1%	8.0%	0
Navajo Area Office	943	77.8%	16.7%	5.5%	8
OFC OF INFORMATION TECHNOLOGY	47	91.3%	2.7%	5.9%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	90.0%	10.0%	0.0%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	92.4%	6.8%	0.8%	0
OFFICE OF FINANCE & ACCOUNTING	26	80.8%	15.4%	3.8%	1
OFFICE OF HUMAN RESOURCES	174	76.7%	17.1%	6.2%	1
OFFICE OF MANAGEMENT SERVICES	35	89.0%	8.2%	2.8%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	78.3%	21.7%	0.0%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.2%	41.8%	0.0%	0
OFFICE OF THE DIRECTOR	40	91.3%	4.3%	4.3%	0
Oklahoma Area	494	86.1%	10.9%	3.0%	2
PHOENIX AREA INDIAN HEALTH SERVICE	750	80.7%	14.7%	4.6%	3
Portland Area	236	83.1%	13.8%	3.1%	0
Tucson Area	68	80.0%	16.8%	3.1%	1

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	572,729	66.1%	16.9%	17.0%	22,712
Department of Health and Human Services	40,691	67.7%	17.8%	14.5%	2,129
<b>INDIAN HEALTH SERVICE</b>	<b>4,871</b>	<b>59.6%</b>	<b>19.3%</b>	<b>21.1%</b>	<b>102</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	80.4%	6.3%	13.3%	1
Albuquerque Area Office	366	56.6%	22.1%	21.3%	9
Bemidji Area Office	300	69.5%	15.3%	15.2%	7
BILLINGS AREA INDIAN HEALTH SERVICE	438	58.0%	20.5%	21.6%	6
California Area	63	58.9%	28.7%	12.5%	3
Great Plains Area Office	633	52.6%	18.2%	29.2%	12
NASHVILLE AREA INDIAN HEALTH SERVICE	111	58.0%	18.5%	23.5%	1
Navajo Area Office	926	57.9%	20.7%	21.5%	20
OFC OF INFORMATION TECHNOLOGY	47	76.6%	6.8%	16.6%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	65.9%	26.2%	7.9%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	72.8%	21.0%	6.1%	3
OFFICE OF FINANCE & ACCOUNTING	25	55.9%	20.0%	24.1%	2
OFFICE OF HUMAN RESOURCES	171	58.3%	22.5%	19.2%	5
OFFICE OF MANAGEMENT SERVICES	35	59.6%	11.0%	29.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	19	83.0%	8.5%	8.5%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	49.9%	41.8%	8.3%	0
OFFICE OF THE DIRECTOR	40	81.6%	4.3%	14.1%	0
Oklahoma Area	486	63.2%	17.7%	19.1%	11
PHOENIX AREA INDIAN HEALTH SERVICE	738	60.9%	19.0%	20.2%	12
Portland Area	233	58.9%	19.4%	21.8%	5
Tucson Area	66	51.0%	26.8%	22.2%	2

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	590,634	55.3%	22.5%	22.3%	5,274
Department of Health and Human Services	42,489	58.5%	21.9%	19.6%	350
<b>INDIAN HEALTH SERVICE</b>	<b>4,937</b>	<b>53.4%</b>	<b>24.2%</b>	<b>22.3%</b>	<b>41</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	64.0%	19.8%	16.2%	0
Albuquerque Area Office	372	51.0%	28.5%	20.6%	3
Bemidji Area Office	305	60.2%	23.6%	16.2%	3
BILLINGS AREA INDIAN HEALTH SERVICE	439	51.1%	24.1%	24.8%	4
California Area	65	51.6%	33.0%	15.3%	1
Great Plains Area Office	643	49.4%	20.7%	29.9%	4
NASHVILLE AREA INDIAN HEALTH SERVICE	112	50.9%	27.1%	22.0%	0
Navajo Area Office	939	53.2%	25.8%	21.0%	7
OFC OF INFORMATION TECHNOLOGY	47	53.0%	20.4%	26.6%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	61.6%	20.3%	18.1%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	64.6%	25.0%	10.4%	0
OFFICE OF FINANCE & ACCOUNTING	26	46.1%	30.8%	23.1%	1
OFFICE OF HUMAN RESOURCES	173	40.0%	34.7%	25.3%	2
OFFICE OF MANAGEMENT SERVICES	35	56.1%	21.9%	21.9%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	52.0%	26.3%	21.8%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	33.2%	50.1%	16.7%	0
OFFICE OF THE DIRECTOR	40	51.3%	24.9%	23.9%	0
Oklahoma Area	490	59.7%	22.1%	18.2%	5
PHOENIX AREA INDIAN HEALTH SERVICE	748	55.8%	21.7%	22.4%	7
Portland Area	234	50.2%	24.1%	25.8%	4
Tucson Area	69	50.9%	25.9%	23.2%	0

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**My Work Experience (continued)**

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

	N	Positive	Neutral	Negative	NBJ
Governmentwide	584,495	71.2%	13.3%	15.5%	12,078
Department of Health and Human Services	42,342	73.9%	12.3%	13.8%	575
<b>INDIAN HEALTH SERVICE</b>	<b>4,910</b>	<b>76.0%</b>	<b>12.4%</b>	<b>11.6%</b>	<b>76</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	77.5%	14.2%	8.3%	2
Albuquerque Area Office	372	78.8%	13.3%	7.9%	3
Bemidji Area Office	301	77.8%	10.6%	11.6%	7
BILLINGS AREA INDIAN HEALTH SERVICE	437	79.3%	11.4%	9.2%	6
California Area	64	88.3%	7.8%	4.0%	2
Great Plains Area Office	638	73.4%	11.9%	14.7%	9
NASHVILLE AREA INDIAN HEALTH SERVICE	111	79.5%	8.1%	12.4%	1
Navajo Area Office	930	76.6%	13.8%	9.6%	18
OFC OF INFORMATION TECHNOLOGY	47	87.7%	6.9%	5.5%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	68.1%	19.2%	12.7%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	85.9%	11.0%	3.1%	0
OFFICE OF FINANCE & ACCOUNTING	26	65.3%	11.5%	23.1%	1
OFFICE OF HUMAN RESOURCES	174	70.4%	15.6%	14.1%	2
OFFICE OF MANAGEMENT SERVICES	35	78.1%	5.4%	16.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	71.1%	10.3%	18.6%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	54.5%	36.5%	9.1%	1
OFFICE OF THE DIRECTOR	40	80.5%	8.7%	10.8%	0
Oklahoma Area	493	76.1%	13.1%	10.8%	7
PHOENIX AREA INDIAN HEALTH SERVICE	743	74.1%	12.6%	13.4%	12
Portland Area	235	71.1%	9.5%	19.5%	3
Tucson Area	67	73.5%	15.0%	11.5%	2

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**My Work Unit**

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

	N	Positive	Neutral	Negative
Governmentwide	596,010	76.3%	12.5%	11.2%
Department of Health and Human Services	42,866	79.8%	11.2%	9.0%
<b>INDIAN HEALTH SERVICE</b>	<b>4,971</b>	<b>63.8%</b>	<b>18.8%</b>	<b>17.5%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	83.0%	10.5%	6.4%
Albuquerque Area Office	374	62.4%	17.7%	19.9%
Bemidji Area Office	309	70.3%	13.6%	16.2%
BILLINGS AREA INDIAN HEALTH SERVICE	440	67.0%	17.6%	15.4%
California Area	66	62.5%	29.8%	7.7%
Great Plains Area Office	647	59.6%	19.5%	20.8%
NASHVILLE AREA INDIAN HEALTH SERVICE	111	64.9%	16.8%	18.3%
Navajo Area Office	945	56.9%	22.8%	20.3%
OFC OF INFORMATION TECHNOLOGY	47	90.9%	5.0%	4.1%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	75.2%	11.1%	13.7%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	84.0%	9.5%	6.5%
OFFICE OF FINANCE & ACCOUNTING	27	66.6%	11.1%	22.3%
OFFICE OF HUMAN RESOURCES	176	61.9%	23.1%	14.9%
OFFICE OF MANAGEMENT SERVICES	35	72.6%	19.2%	8.2%
OFFICE OF PUBLIC HEALTH SUPPORT	21	59.7%	32.7%	7.6%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.3%	41.7%	0.0%
OFFICE OF THE DIRECTOR	40	76.2%	19.4%	4.4%
Oklahoma Area	496	69.0%	16.8%	14.1%
PHOENIX AREA INDIAN HEALTH SERVICE	751	63.0%	18.9%	18.1%
Portland Area	238	65.0%	15.3%	19.7%
Tucson Area	69	69.6%	20.9%	9.4%

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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
Governmentwide	575,379	42.1%	25.9%	32.1%	20,045
Department of Health and Human Services	41,473	51.1%	23.5%	25.4%	1,380
<b>INDIAN HEALTH SERVICE</b>	<b>4,891</b>	<b>41.9%</b>	<b>27.9%</b>	<b>30.2%</b>	<b>79</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	73.9%	7.8%	18.2%	2
Albuquerque Area Office	366	42.0%	27.4%	30.5%	8
Bemidji Area Office	303	41.2%	22.9%	35.9%	4
BILLINGS AREA INDIAN HEALTH SERVICE	434	38.8%	31.7%	29.5%	7
California Area	65	44.3%	39.7%	16.0%	1
Great Plains Area Office	638	35.8%	29.5%	34.8%	8
NASHVILLE AREA INDIAN HEALTH SERVICE	109	35.3%	27.1%	37.6%	2
Navajo Area Office	934	40.6%	29.7%	29.8%	13
OFC OF INFORMATION TECHNOLOGY	45	27.0%	21.5%	51.5%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	57.9%	24.8%	17.3%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	60	67.0%	21.0%	12.0%	1
OFFICE OF FINANCE & ACCOUNTING	26	38.5%	26.9%	34.6%	1
OFFICE OF HUMAN RESOURCES	174	49.9%	34.3%	15.8%	2
OFFICE OF MANAGEMENT SERVICES	35	41.1%	29.5%	29.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	26.3%	34.0%	39.7%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	50.0%	33.4%	16.6%	0
OFFICE OF THE DIRECTOR	38	39.3%	32.5%	28.2%	1
Oklahoma Area	491	49.8%	27.5%	22.7%	6
PHOENIX AREA INDIAN HEALTH SERVICE	739	41.3%	26.1%	32.5%	14
Portland Area	234	42.6%	22.0%	35.4%	4
Tucson Area	66	36.3%	29.6%	34.0%	3



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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	556,796	37.5%	28.3%	34.3%	37,646
Department of Health and Human Services	39,434	47.5%	27.3%	25.3%	3,356
<b>INDIAN HEALTH SERVICE</b>	<b>4,673</b>	<b>40.2%</b>	<b>31.7%</b>	<b>28.2%</b>	<b>298</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	63.2%	21.6%	15.2%	4
Albuquerque Area Office	350	40.8%	32.5%	26.7%	25
Bemidji Area Office	290	42.2%	31.3%	26.5%	17
BILLINGS AREA INDIAN HEALTH SERVICE	415	40.6%	37.2%	22.3%	28
California Area	58	48.0%	30.7%	21.3%	8
Great Plains Area Office	609	35.6%	31.9%	32.5%	35
NASHVILLE AREA INDIAN HEALTH SERVICE	106	42.6%	23.9%	33.5%	4
Navajo Area Office	890	38.7%	32.7%	28.6%	58
OFC OF INFORMATION TECHNOLOGY	40	49.2%	21.7%	29.0%	6
OFFICE OF CLINICAL & PREVENTIVE SERVICES	40	48.0%	35.6%	16.4%	2
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	55	53.6%	26.2%	20.3%	5
OFFICE OF FINANCE & ACCOUNTING	23	39.1%	34.8%	26.1%	4
OFFICE OF HUMAN RESOURCES	167	40.0%	33.9%	26.1%	9
OFFICE OF MANAGEMENT SERVICES	33	45.0%	29.0%	26.1%	2
OFFICE OF PUBLIC HEALTH SUPPORT	19	52.2%	31.3%	16.5%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	45.4%	45.6%	9.1%	1
OFFICE OF THE DIRECTOR	36	56.2%	28.4%	15.4%	3
Oklahoma Area	476	44.8%	28.0%	27.2%	24
PHOENIX AREA INDIAN HEALTH SERVICE	715	38.0%	30.6%	31.4%	36
Portland Area	219	37.1%	30.5%	32.4%	17
Tucson Area	61	31.6%	44.6%	23.8%	8

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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	538,448	32.4%	28.2%	39.4%	56,413
Department of Health and Human Services	37,622	39.1%	29.7%	31.3%	5,204
<b>INDIAN HEALTH SERVICE</b>	<b>4,736</b>	<b>32.1%</b>	<b>28.3%</b>	<b>39.5%</b>	<b>226</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	52.7%	21.3%	26.0%	2
Albuquerque Area Office	354	30.2%	30.5%	39.3%	21
Bemidji Area Office	299	34.9%	26.2%	38.9%	10
BILLINGS AREA INDIAN HEALTH SERVICE	431	33.6%	30.1%	36.3%	11
California Area	59	29.3%	31.0%	39.7%	6
Great Plains Area Office	627	28.6%	27.2%	44.2%	18
NASHVILLE AREA INDIAN HEALTH SERVICE	103	30.2%	25.5%	44.4%	7
Navajo Area Office	901	29.9%	29.2%	40.8%	40
OFC OF INFORMATION TECHNOLOGY	40	39.3%	31.0%	29.7%	6
OFFICE OF CLINICAL & PREVENTIVE SERVICES	39	36.4%	39.8%	23.8%	3
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	55	42.9%	38.7%	18.4%	6
OFFICE OF FINANCE & ACCOUNTING	24	41.6%	12.5%	45.8%	3
OFFICE OF HUMAN RESOURCES	167	39.8%	30.3%	30.0%	8
OFFICE OF MANAGEMENT SERVICES	34	35.9%	38.8%	25.3%	1
OFFICE OF PUBLIC HEALTH SUPPORT	18	41.5%	24.0%	34.5%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	25.1%	41.7%	33.2%	0
OFFICE OF THE DIRECTOR	39	36.9%	39.9%	23.2%	1
Oklahoma Area	476	38.4%	26.6%	35.0%	22
PHOENIX AREA INDIAN HEALTH SERVICE	717	27.8%	26.8%	45.3%	32
Portland Area	219	34.6%	26.4%	39.0%	17
Tucson Area	60	29.4%	36.6%	34.0%	9

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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	561,187	37.6%	28.5%	33.9%	34,106
Department of Health and Human Services	39,871	45.6%	27.7%	26.7%	2,940
<b>INDIAN HEALTH SERVICE</b>	<b>4,815</b>	<b>37.8%</b>	<b>29.8%</b>	<b>32.4%</b>	<b>158</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	54.3%	24.7%	21.1%	3
Albuquerque Area Office	359	38.9%	29.3%	31.8%	16
Bemidji Area Office	300	43.9%	26.8%	29.3%	8
BILLINGS AREA INDIAN HEALTH SERVICE	435	40.5%	33.0%	26.6%	9
California Area	60	31.7%	40.3%	28.0%	6
Great Plains Area Office	630	32.7%	28.3%	39.0%	16
NASHVILLE AREA INDIAN HEALTH SERVICE	104	35.9%	28.6%	35.5%	6
Navajo Area Office	919	35.5%	31.9%	32.6%	25
OFC OF INFORMATION TECHNOLOGY	44	45.8%	27.9%	26.2%	2
OFFICE OF CLINICAL & PREVENTIVE SERVICES	40	45.7%	25.7%	28.6%	2
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	56	55.4%	29.4%	15.1%	5
OFFICE OF FINANCE & ACCOUNTING	24	49.9%	29.3%	20.8%	3
OFFICE OF HUMAN RESOURCES	168	36.9%	32.1%	31.0%	8
OFFICE OF MANAGEMENT SERVICES	35	43.2%	23.9%	32.9%	0
OFFICE OF PUBLIC HEALTH SUPPORT	19	43.9%	39.5%	16.5%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	36.3%	54.6%	9.1%	1
OFFICE OF THE DIRECTOR	39	45.8%	26.6%	27.7%	1
Oklahoma Area	489	39.8%	27.4%	32.8%	11
PHOENIX AREA INDIAN HEALTH SERVICE	734	36.4%	29.5%	34.1%	17
Portland Area	225	39.7%	25.8%	34.5%	11
Tucson Area	63	30.6%	36.1%	33.3%	6

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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
Governmentwide	557,999	46.1%	24.7%	29.2%	37,127
Department of Health and Human Services	39,934	54.5%	23.8%	21.7%	2,858
<b>INDIAN HEALTH SERVICE</b>	<b>4,769</b>	<b>43.9%</b>	<b>27.6%</b>	<b>28.5%</b>	<b>203</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	65.8%	19.4%	14.8%	4
Albuquerque Area Office	353	45.4%	27.4%	27.2%	20
Bemidji Area Office	294	47.0%	29.8%	23.2%	14
BILLINGS AREA INDIAN HEALTH SERVICE	430	47.7%	29.1%	23.2%	13
California Area	58	42.9%	38.2%	18.9%	8
Great Plains Area Office	623	42.3%	25.2%	32.4%	23
NASHVILLE AREA INDIAN HEALTH SERVICE	106	38.1%	22.7%	39.2%	5
Navajo Area Office	913	39.8%	30.3%	29.9%	34
OFC OF INFORMATION TECHNOLOGY	43	52.5%	23.8%	23.7%	3
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	56.5%	29.3%	14.2%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	47.1%	34.3%	18.6%	2
OFFICE OF FINANCE & ACCOUNTING	24	50.0%	29.2%	20.8%	3
OFFICE OF HUMAN RESOURCES	167	39.9%	24.6%	35.5%	7
OFFICE OF MANAGEMENT SERVICES	34	47.2%	33.1%	19.7%	1
OFFICE OF PUBLIC HEALTH SUPPORT	19	55.1%	20.2%	24.8%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	10	70.0%	20.1%	10.0%	1
OFFICE OF THE DIRECTOR	39	48.0%	38.7%	13.3%	1
Oklahoma Area	480	48.2%	25.1%	26.7%	18
PHOENIX AREA INDIAN HEALTH SERVICE	725	41.3%	27.6%	31.1%	27
Portland Area	227	47.2%	23.0%	29.8%	11
Tucson Area	63	34.9%	35.2%	30.0%	6

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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	593,011	75.7%	12.9%	11.4%	2,454
Department of Health and Human Services	42,613	76.9%	12.5%	10.6%	224
<b>INDIAN HEALTH SERVICE</b>	<b>4,944</b>	<b>61.5%</b>	<b>20.1%</b>	<b>18.4%</b>	<b>33</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	85.4%	7.7%	6.9%	1
Albuquerque Area Office	373	56.1%	21.5%	22.4%	3
Bemidji Area Office	308	71.9%	14.1%	13.9%	1
BILLINGS AREA INDIAN HEALTH SERVICE	441	64.8%	18.1%	17.0%	3
California Area	64	70.6%	23.1%	6.3%	1
Great Plains Area Office	644	59.3%	20.6%	20.1%	1
NASHVILLE AREA INDIAN HEALTH SERVICE	110	65.5%	12.9%	21.6%	1
Navajo Area Office	941	50.5%	26.0%	23.5%	7
OFC OF INFORMATION TECHNOLOGY	47	76.6%	10.5%	12.9%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	78.3%	14.1%	7.6%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	75.3%	17.0%	7.7%	0
OFFICE OF FINANCE & ACCOUNTING	26	69.2%	7.7%	23.1%	1
OFFICE OF HUMAN RESOURCES	175	56.3%	23.5%	20.2%	0
OFFICE OF MANAGEMENT SERVICES	35	78.1%	10.9%	10.9%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	62.3%	7.6%	30.1%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.3%	33.4%	8.3%	0
OFFICE OF THE DIRECTOR	39	77.8%	15.5%	6.7%	0
Oklahoma Area	491	68.2%	16.3%	15.5%	4
PHOENIX AREA INDIAN HEALTH SERVICE	751	61.6%	21.0%	17.4%	5
Portland Area	236	68.2%	16.5%	15.3%	1
Tucson Area	65	64.3%	25.3%	10.4%	4

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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	573,295	56.5%	27.6%	16.0%	21,143
Department of Health and Human Services	41,255	62.9%	25.4%	11.7%	1,526
<b>INDIAN HEALTH SERVICE</b>	<b>4,861</b>	<b>59.6%</b>	<b>26.0%</b>	<b>14.4%</b>	<b>104</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	76.2%	11.3%	12.5%	1
Albuquerque Area Office	361	55.3%	28.5%	16.2%	15
Bemidji Area Office	301	64.1%	25.9%	10.0%	5
BILLINGS AREA INDIAN HEALTH SERVICE	433	61.2%	27.6%	11.2%	11
California Area	65	63.2%	28.3%	8.5%	1
Great Plains Area Office	634	58.2%	25.3%	16.5%	12
NASHVILLE AREA INDIAN HEALTH SERVICE	108	54.8%	32.8%	12.4%	3
Navajo Area Office	921	55.7%	28.1%	16.2%	19
OFC OF INFORMATION TECHNOLOGY	43	56.6%	18.8%	24.6%	3
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	60.4%	22.3%	17.3%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	67.4%	26.0%	6.6%	0
OFFICE OF FINANCE & ACCOUNTING	26	57.6%	30.8%	11.6%	1
OFFICE OF HUMAN RESOURCES	173	60.5%	30.8%	8.7%	3
OFFICE OF MANAGEMENT SERVICES	35	64.5%	19.1%	16.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	69.5%	26.6%	4.0%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	63.5%	27.4%	9.1%	0
OFFICE OF THE DIRECTOR	38	64.9%	23.7%	11.3%	2
Oklahoma Area	487	66.1%	21.7%	12.2%	7
PHOENIX AREA INDIAN HEALTH SERVICE	740	57.5%	25.1%	17.4%	12
Portland Area	236	64.1%	22.6%	13.3%	2
Tucson Area	64	57.2%	31.1%	11.6%	5

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**My Work Unit (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	594,870	83.7%	13.2%	3.1%
Department of Health and Human Services	42,824	87.8%	10.1%	2.1%
<b>INDIAN HEALTH SERVICE</b>	<b>4,972</b>	<b>76.7%</b>	<b>19.2%</b>	<b>4.1%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	93.4%	5.0%	1.5%
Albuquerque Area Office	376	74.8%	21.4%	3.8%
Bemidji Area Office	308	82.9%	13.4%	3.7%
BILLINGS AREA INDIAN HEALTH SERVICE	443	78.6%	17.4%	3.9%
California Area	66	88.4%	11.6%	0.0%
Great Plains Area Office	645	72.3%	22.6%	5.1%
NASHVILLE AREA INDIAN HEALTH SERVICE	111	67.3%	26.1%	6.7%
Navajo Area Office	946	70.9%	22.9%	6.2%
OFC OF INFORMATION TECHNOLOGY	47	89.1%	9.6%	1.4%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	84.2%	15.8%	0.0%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	61	93.6%	6.4%	0.0%
OFFICE OF FINANCE & ACCOUNTING	27	77.8%	22.2%	0.0%
OFFICE OF HUMAN RESOURCES	176	70.6%	26.8%	2.5%
OFFICE OF MANAGEMENT SERVICES	34	77.6%	14.0%	8.4%
OFFICE OF PUBLIC HEALTH SUPPORT	21	89.0%	11.0%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	91.7%	8.3%	0.0%
OFFICE OF THE DIRECTOR	40	91.4%	8.6%	0.0%
Oklahoma Area	496	84.5%	12.6%	2.9%
PHOENIX AREA INDIAN HEALTH SERVICE	754	75.5%	21.0%	3.5%
Portland Area	236	81.0%	14.8%	4.2%
Tucson Area	68	82.7%	15.7%	1.7%

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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
Governmentwide	590,167	80.1%	12.2%	7.7%	4,925
Department of Health and Human Services	42,509	84.1%	10.2%	5.7%	340
<b>INDIAN HEALTH SERVICE</b>	<b>4,929</b>	<b>75.4%</b>	<b>16.7%</b>	<b>7.9%</b>	<b>44</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	90.6%	5.1%	4.3%	0
Albuquerque Area Office	367	73.0%	18.8%	8.2%	8
Bemidji Area Office	307	82.3%	11.4%	6.2%	1
BILLINGS AREA INDIAN HEALTH SERVICE	442	75.2%	17.4%	7.4%	3
California Area	65	85.6%	8.3%	6.1%	1
Great Plains Area Office	636	71.1%	18.7%	10.2%	8
NASHVILLE AREA INDIAN HEALTH SERVICE	109	72.4%	13.2%	14.4%	2
Navajo Area Office	938	69.5%	21.5%	9.0%	9
OFC OF INFORMATION TECHNOLOGY	47	78.1%	8.3%	13.6%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	84.7%	3.0%	12.2%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	91.9%	8.1%	0.0%	1
OFFICE OF FINANCE & ACCOUNTING	27	77.8%	18.6%	3.7%	0
OFFICE OF HUMAN RESOURCES	176	68.8%	24.6%	6.6%	0
OFFICE OF MANAGEMENT SERVICES	34	72.0%	22.4%	5.6%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	81.4%	18.6%	0.0%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.4%	8.3%	8.3%	0
OFFICE OF THE DIRECTOR	40	93.5%	2.2%	4.3%	0
Oklahoma Area	493	81.8%	12.4%	5.8%	3
PHOENIX AREA INDIAN HEALTH SERVICE	745	76.0%	16.5%	7.6%	8
Portland Area	237	81.1%	10.6%	8.2%	0
Tucson Area	68	77.1%	19.7%	3.2%	0



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**My Agency**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	574,941	48.6%	24.1%	27.3%	12,568
Department of Health and Human Services	41,289	56.1%	22.5%	21.4%	1,150
<b>INDIAN HEALTH SERVICE</b>	<b>4,799</b>	<b>47.4%</b>	<b>28.1%</b>	<b>24.6%</b>	<b>91</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	72.8%	17.9%	9.3%	2
Albuquerque Area Office	356	45.5%	31.5%	22.9%	10
Bemidji Area Office	297	53.5%	24.3%	22.1%	6
BILLINGS AREA INDIAN HEALTH SERVICE	431	50.7%	27.3%	22.1%	11
California Area	65	51.6%	30.2%	18.2%	1
Great Plains Area Office	627	38.6%	30.6%	30.8%	6
NASHVILLE AREA INDIAN HEALTH SERVICE	108	48.1%	21.6%	30.3%	1
Navajo Area Office	899	43.1%	29.9%	27.0%	20
OFC OF INFORMATION TECHNOLOGY	46	56.2%	8.5%	35.3%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	52.2%	23.0%	24.8%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	62.4%	32.5%	5.1%	1
OFFICE OF FINANCE & ACCOUNTING	27	62.9%	14.8%	22.2%	0
OFFICE OF HUMAN RESOURCES	173	52.3%	27.8%	19.9%	2
OFFICE OF MANAGEMENT SERVICES	34	47.5%	32.9%	19.6%	0
OFFICE OF PUBLIC HEALTH SUPPORT	18	65.5%	25.9%	8.6%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	41.6%	50.1%	8.3%	0
OFFICE OF THE DIRECTOR	39	59.1%	23.2%	17.7%	1
Oklahoma Area	481	55.3%	23.8%	20.8%	7
PHOENIX AREA INDIAN HEALTH SERVICE	731	46.0%	29.8%	24.2%	11
Portland Area	231	45.6%	26.1%	28.3%	5
Tucson Area	63	47.4%	27.9%	24.7%	2

**Department of Health and Human Services**  
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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	576,931	52.9%	21.6%	25.4%	10,616
Department of Health and Human Services	41,638	61.9%	19.6%	18.6%	799
<b>INDIAN HEALTH SERVICE</b>	<b>4,807</b>	<b>45.8%</b>	<b>25.3%</b>	<b>28.9%</b>	<b>86</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	73.7%	13.1%	13.3%	4
Albuquerque Area Office	357	44.5%	28.6%	26.9%	10
Bemidji Area Office	299	50.4%	24.3%	25.3%	4
BILLINGS AREA INDIAN HEALTH SERVICE	438	51.3%	23.5%	25.2%	5
California Area	65	56.8%	30.9%	12.3%	1
Great Plains Area Office	630	38.8%	25.1%	36.1%	6
NASHVILLE AREA INDIAN HEALTH SERVICE	109	54.1%	18.4%	27.5%	1
Navajo Area Office	905	38.8%	28.0%	33.2%	16
OFC OF INFORMATION TECHNOLOGY	46	64.7%	4.2%	31.1%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	67.8%	16.1%	16.1%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	61.8%	29.2%	9.1%	1
OFFICE OF FINANCE & ACCOUNTING	27	51.9%	25.9%	22.3%	0
OFFICE OF HUMAN RESOURCES	169	41.0%	30.9%	28.0%	5
OFFICE OF MANAGEMENT SERVICES	34	63.7%	11.2%	25.1%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	47.1%	26.2%	26.7%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	49.9%	41.8%	8.3%	0
OFFICE OF THE DIRECTOR	40	62.1%	17.3%	20.6%	0
Oklahoma Area	479	51.3%	23.4%	25.3%	6
PHOENIX AREA INDIAN HEALTH SERVICE	721	42.8%	26.2%	31.0%	18
Portland Area	231	53.4%	20.4%	26.2%	5
Tucson Area	64	39.7%	32.4%	27.9%	2

**Department of Health and Human Services**  
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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	567,767	42.6%	28.0%	29.4%	17,382
Department of Health and Human Services	41,006	52.5%	25.9%	21.6%	1,303
<b>INDIAN HEALTH SERVICE</b>	<b>4,726</b>	<b>36.5%</b>	<b>32.2%</b>	<b>31.3%</b>	<b>137</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	68.4%	11.6%	19.9%	2
Albuquerque Area Office	349	33.8%	35.9%	30.3%	15
Bemidji Area Office	301	44.2%	33.1%	22.7%	2
BILLINGS AREA INDIAN HEALTH SERVICE	423	36.4%	34.3%	29.4%	14
California Area	63	37.1%	42.1%	20.8%	2
Great Plains Area Office	616	29.2%	32.1%	38.7%	17
NASHVILLE AREA INDIAN HEALTH SERVICE	110	47.7%	25.7%	26.5%	0
Navajo Area Office	883	30.9%	33.6%	35.5%	29
OFC OF INFORMATION TECHNOLOGY	43	50.2%	15.3%	34.5%	4
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	65.0%	16.3%	18.7%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	49.3%	39.3%	11.4%	1
OFFICE OF FINANCE & ACCOUNTING	27	48.1%	18.5%	33.4%	0
OFFICE OF HUMAN RESOURCES	170	34.5%	33.8%	31.7%	5
OFFICE OF MANAGEMENT SERVICES	34	52.5%	19.5%	28.0%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	40.6%	29.4%	30.1%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	41.6%	50.1%	8.3%	0
OFFICE OF THE DIRECTOR	40	51.3%	29.2%	19.5%	0
Oklahoma Area	479	43.6%	28.9%	27.4%	4
PHOENIX AREA INDIAN HEALTH SERVICE	707	33.7%	32.4%	33.9%	28
Portland Area	227	44.4%	29.2%	26.4%	8
Tucson Area	59	28.3%	40.1%	31.6%	6

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	546,809	26.5%	29.0%	44.6%	40,162
Department of Health and Human Services	38,364	38.2%	30.0%	31.8%	4,036
<b>INDIAN HEALTH SERVICE</b>	<b>4,594</b>	<b>34.5%</b>	<b>30.1%</b>	<b>35.4%</b>	<b>291</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	49.0%	17.9%	33.1%	3
Albuquerque Area Office	337	37.4%	28.5%	34.1%	29
Bemidji Area Office	288	34.7%	25.6%	39.7%	17
BILLINGS AREA INDIAN HEALTH SERVICE	404	32.7%	34.5%	32.7%	35
California Area	60	31.3%	33.6%	35.1%	6
Great Plains Area Office	605	32.6%	28.6%	38.8%	32
NASHVILLE AREA INDIAN HEALTH SERVICE	106	37.0%	28.7%	34.3%	4
Navajo Area Office	875	35.8%	28.5%	35.6%	45
OFC OF INFORMATION TECHNOLOGY	40	37.6%	38.5%	24.0%	6
OFFICE OF CLINICAL & PREVENTIVE SERVICES	38	40.1%	42.4%	17.5%	4
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	55	41.4%	36.3%	22.3%	4
OFFICE OF FINANCE & ACCOUNTING	24	37.5%	33.3%	29.1%	3
OFFICE OF HUMAN RESOURCES	166	33.6%	29.9%	36.4%	9
OFFICE OF MANAGEMENT SERVICES	32	46.6%	29.6%	23.8%	2
OFFICE OF PUBLIC HEALTH SUPPORT	18	44.5%	34.0%	21.6%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	41.6%	41.8%	16.6%	0
OFFICE OF THE DIRECTOR	39	43.6%	32.0%	24.3%	1
Oklahoma Area	464	40.7%	28.5%	30.8%	22
PHOENIX AREA INDIAN HEALTH SERVICE	694	29.0%	33.5%	37.5%	44
Portland Area	216	30.4%	30.4%	39.2%	17
Tucson Area	61	31.3%	33.2%	35.5%	5

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	544,654	58.2%	27.5%	14.3%	42,678
Department of Health and Human Services	39,295	62.7%	24.5%	12.8%	3,126
<b>INDIAN HEALTH SERVICE</b>	<b>4,629</b>	<b>50.3%</b>	<b>32.7%</b>	<b>17.0%</b>	<b>260</b>
ALASKA AREA INDIAN HEALTH SERVICE	57	71.9%	16.2%	11.9%	7
Albuquerque Area Office	339	50.4%	32.9%	16.7%	27
Bemidji Area Office	292	50.0%	33.9%	16.1%	14
BILLINGS AREA INDIAN HEALTH SERVICE	414	49.9%	33.5%	16.6%	28
California Area	58	44.3%	40.8%	15.0%	8
Great Plains Area Office	606	44.6%	35.5%	19.9%	27
NASHVILLE AREA INDIAN HEALTH SERVICE	107	52.9%	27.7%	19.4%	3
Navajo Area Office	875	47.1%	35.3%	17.7%	41
OFC OF INFORMATION TECHNOLOGY	45	71.8%	16.4%	11.8%	2
OFFICE OF CLINICAL & PREVENTIVE SERVICES	39	71.0%	22.4%	6.7%	3
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	57	65.2%	25.7%	9.1%	3
OFFICE OF FINANCE & ACCOUNTING	26	76.9%	7.7%	15.4%	1
OFFICE OF HUMAN RESOURCES	166	52.6%	35.8%	11.6%	9
OFFICE OF MANAGEMENT SERVICES	32	58.5%	14.8%	26.6%	2
OFFICE OF PUBLIC HEALTH SUPPORT	21	59.2%	19.0%	21.8%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	49.8%	33.5%	16.7%	0
OFFICE OF THE DIRECTOR	40	51.3%	35.7%	13.0%	0
Oklahoma Area	464	57.0%	27.7%	15.3%	22
PHOENIX AREA INDIAN HEALTH SERVICE	700	49.2%	33.1%	17.6%	41
Portland Area	220	53.4%	30.7%	15.8%	15
Tucson Area	59	43.5%	32.1%	24.4%	7

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	580,210	77.1%	13.0%	9.9%	8,065
Department of Health and Human Services	41,551	83.1%	11.3%	5.6%	925
<b>INDIAN HEALTH SERVICE</b>	<b>4,862</b>	<b>75.9%</b>	<b>15.0%</b>	<b>9.1%</b>	<b>28</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	91.9%	8.1%	0.0%	0
Albuquerque Area Office	363	73.4%	14.5%	12.1%	3
Bemidji Area Office	305	77.7%	14.4%	7.8%	0
BILLINGS AREA INDIAN HEALTH SERVICE	443	77.7%	14.6%	7.7%	1
California Area	65	74.5%	15.6%	9.8%	1
Great Plains Area Office	632	68.1%	20.8%	11.1%	3
NASHVILLE AREA INDIAN HEALTH SERVICE	109	80.5%	9.6%	9.9%	1
Navajo Area Office	913	69.0%	17.9%	13.2%	6
OFC OF INFORMATION TECHNOLOGY	45	91.4%	5.7%	2.8%	2
OFFICE OF CLINICAL & PREVENTIVE SERVICES	40	90.5%	7.9%	1.6%	2
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	91.5%	8.5%	0.0%	1
OFFICE OF FINANCE & ACCOUNTING	27	85.2%	14.8%	0.0%	0
OFFICE OF HUMAN RESOURCES	174	75.2%	19.1%	5.7%	1
OFFICE OF MANAGEMENT SERVICES	34	86.1%	8.4%	5.6%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	84.1%	11.9%	4.0%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	72.6%	18.4%	9.1%	1
OFFICE OF THE DIRECTOR	39	93.4%	6.6%	0.0%	0
Oklahoma Area	486	85.6%	7.9%	6.5%	0
PHOENIX AREA INDIAN HEALTH SERVICE	736	75.6%	15.6%	8.8%	3
Portland Area	233	87.4%	9.3%	3.3%	1
Tucson Area	64	73.3%	19.2%	7.5%	1

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	580,765	79.7%	12.4%	7.9%	5,675
Department of Health and Human Services	41,625	78.7%	14.0%	7.4%	736
<b>INDIAN HEALTH SERVICE</b>	<b>4,840</b>	<b>72.3%</b>	<b>16.8%</b>	<b>10.8%</b>	<b>40</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	76.2%	17.3%	6.4%	0
Albuquerque Area Office	363	66.4%	22.1%	11.5%	4
Bemidji Area Office	304	78.1%	12.5%	9.4%	0
BILLINGS AREA INDIAN HEALTH SERVICE	437	75.4%	13.2%	11.4%	3
California Area	64	70.1%	22.8%	7.0%	2
Great Plains Area Office	632	69.1%	17.4%	13.6%	2
NASHVILLE AREA INDIAN HEALTH SERVICE	110	67.5%	16.2%	16.2%	0
Navajo Area Office	910	69.9%	20.2%	9.8%	6
OFC OF INFORMATION TECHNOLOGY	46	81.1%	13.3%	5.6%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	39	86.1%	12.3%	1.6%	3
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	78.5%	16.6%	5.0%	2
OFFICE OF FINANCE & ACCOUNTING	27	81.5%	18.5%	0.0%	0
OFFICE OF HUMAN RESOURCES	170	68.5%	19.8%	11.7%	4
OFFICE OF MANAGEMENT SERVICES	34	86.1%	8.4%	5.6%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	80.9%	3.8%	15.3%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	81.6%	18.4%	0.0%	1
OFFICE OF THE DIRECTOR	39	88.9%	8.9%	2.2%	0
Oklahoma Area	480	82.6%	11.7%	5.7%	3
PHOENIX AREA INDIAN HEALTH SERVICE	732	67.4%	17.8%	14.8%	6
Portland Area	234	82.0%	10.7%	7.3%	2
Tucson Area	65	52.7%	28.7%	18.5%	1

**Department of Health and Human Services**  
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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	555,270	55.8%	21.6%	22.7%	32,366
Department of Health and Human Services	39,540	61.4%	20.4%	18.3%	2,870
<b>INDIAN HEALTH SERVICE</b>	<b>4,724</b>	<b>48.9%</b>	<b>24.5%</b>	<b>26.6%</b>	<b>156</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	63.6%	15.1%	21.3%	3
Albuquerque Area Office	353	49.3%	24.7%	26.0%	12
Bemidji Area Office	297	58.5%	17.8%	23.7%	8
BILLINGS AREA INDIAN HEALTH SERVICE	430	48.8%	25.6%	25.6%	11
California Area	60	49.9%	29.5%	20.7%	6
Great Plains Area Office	614	42.0%	27.1%	30.9%	18
NASHVILLE AREA INDIAN HEALTH SERVICE	108	47.9%	21.6%	30.5%	1
Navajo Area Office	891	42.2%	27.7%	30.1%	26
OFC OF INFORMATION TECHNOLOGY	46	62.8%	23.9%	13.4%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	40	55.8%	15.3%	28.9%	2
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	55	76.4%	10.7%	12.9%	4
OFFICE OF FINANCE & ACCOUNTING	27	51.8%	22.2%	26.0%	0
OFFICE OF HUMAN RESOURCES	174	51.6%	25.6%	22.8%	1
OFFICE OF MANAGEMENT SERVICES	33	51.2%	23.0%	25.9%	1
OFFICE OF PUBLIC HEALTH SUPPORT	19	70.2%	12.8%	17.0%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	10	40.0%	60.0%	0.0%	1
OFFICE OF THE DIRECTOR	38	58.2%	22.6%	19.2%	0
Oklahoma Area	470	54.6%	22.7%	22.7%	15
PHOENIX AREA INDIAN HEALTH SERVICE	708	49.0%	25.3%	25.8%	32
Portland Area	229	52.9%	18.2%	28.9%	7
Tucson Area	61	47.1%	29.1%	23.8%	5



**Department of Health and Human Services**  
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**My Agency (continued)**

**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
Governmentwide	537,812	69.8%	17.8%	12.3%	48,230
Department of Health and Human Services	38,275	72.0%	17.5%	10.6%	4,081
<b>INDIAN HEALTH SERVICE</b>	<b>4,594</b>	<b>58.9%</b>	<b>24.1%</b>	<b>17.1%</b>	<b>278</b>
ALASKA AREA INDIAN HEALTH SERVICE	58	78.3%	16.7%	5.0%	5
Albuquerque Area Office	345	60.4%	24.7%	14.8%	21
Bemidji Area Office	286	67.7%	20.5%	11.9%	16
BILLINGS AREA INDIAN HEALTH SERVICE	423	57.6%	26.2%	16.2%	20
California Area	59	62.0%	23.8%	14.2%	7
Great Plains Area Office	604	50.9%	22.3%	26.8%	28
NASHVILLE AREA INDIAN HEALTH SERVICE	100	65.0%	17.6%	17.4%	10
Navajo Area Office	860	51.5%	27.6%	21.0%	54
OFC OF INFORMATION TECHNOLOGY	46	68.0%	21.3%	10.7%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	38	75.4%	13.3%	11.3%	4
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	54	81.7%	15.6%	2.7%	6
OFFICE OF FINANCE & ACCOUNTING	27	62.9%	18.5%	18.5%	0
OFFICE OF HUMAN RESOURCES	169	64.3%	24.4%	11.3%	4
OFFICE OF MANAGEMENT SERVICES	29	54.5%	16.2%	29.3%	4
OFFICE OF PUBLIC HEALTH SUPPORT	18	73.3%	17.8%	8.9%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	54.4%	36.5%	9.1%	1
OFFICE OF THE DIRECTOR	38	60.5%	30.5%	9.0%	0
Oklahoma Area	457	66.3%	19.3%	14.4%	27
PHOENIX AREA INDIAN HEALTH SERVICE	692	57.2%	27.6%	15.2%	46
Portland Area	223	64.9%	22.7%	12.4%	13
Tucson Area	57	62.7%	23.4%	13.9%	8

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	578,380	77.1%	15.5%	7.3%	9,212
Department of Health and Human Services	41,781	81.8%	13.5%	4.7%	664
<b>INDIAN HEALTH SERVICE</b>	<b>4,806</b>	<b>64.8%</b>	<b>24.8%</b>	<b>10.4%</b>	<b>78</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	84.4%	12.8%	2.8%	2
Albuquerque Area Office	361	66.3%	24.5%	9.1%	6
Bemidji Area Office	300	71.1%	19.8%	9.1%	3
BILLINGS AREA INDIAN HEALTH SERVICE	435	62.7%	25.6%	11.7%	8
California Area	65	71.4%	21.1%	7.5%	1
Great Plains Area Office	628	55.2%	28.8%	16.0%	5
NASHVILLE AREA INDIAN HEALTH SERVICE	108	72.6%	18.0%	9.3%	1
Navajo Area Office	903	59.5%	29.1%	11.4%	16
OFC OF INFORMATION TECHNOLOGY	47	56.8%	17.8%	25.4%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	69.5%	7.5%	23.0%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	86.1%	13.0%	0.9%	2
OFFICE OF FINANCE & ACCOUNTING	25	80.1%	15.9%	4.0%	2
OFFICE OF HUMAN RESOURCES	174	64.7%	31.2%	4.1%	1
OFFICE OF MANAGEMENT SERVICES	34	69.2%	16.8%	14.0%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	63.5%	28.9%	7.7%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	33.4%	0.0%	0
OFFICE OF THE DIRECTOR	39	65.7%	25.5%	8.9%	0
Oklahoma Area	478	75.7%	18.7%	5.6%	6
PHOENIX AREA INDIAN HEALTH SERVICE	721	61.6%	27.1%	11.3%	17
Portland Area	231	75.7%	16.6%	7.7%	5
Tucson Area	62	68.2%	25.3%	6.5%	3

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	587,300	66.3%	19.2%	14.5%
Department of Health and Human Services	42,415	75.1%	15.8%	9.1%
<b>INDIAN HEALTH SERVICE</b>	<b>4,867</b>	<b>64.3%</b>	<b>24.0%</b>	<b>11.7%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	81.7%	10.7%	7.6%
Albuquerque Area Office	365	64.5%	25.3%	10.2%
Bemidji Area Office	303	72.0%	20.5%	7.5%
BILLINGS AREA INDIAN HEALTH SERVICE	443	65.6%	25.0%	9.4%
California Area	65	70.7%	22.9%	6.4%
Great Plains Area Office	632	57.4%	28.1%	14.6%
NASHVILLE AREA INDIAN HEALTH SERVICE	109	58.1%	28.7%	13.3%
Navajo Area Office	913	60.6%	26.3%	13.2%
OFC OF INFORMATION TECHNOLOGY	47	62.2%	13.1%	24.7%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	65.1%	19.0%	15.9%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	60	88.9%	8.5%	2.6%
OFFICE OF FINANCE & ACCOUNTING	27	62.9%	18.5%	18.6%
OFFICE OF HUMAN RESOURCES	175	70.1%	19.6%	10.3%
OFFICE OF MANAGEMENT SERVICES	34	69.3%	13.9%	16.8%
OFFICE OF PUBLIC HEALTH SUPPORT	21	59.2%	29.3%	11.5%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	25.1%	8.3%
OFFICE OF THE DIRECTOR	39	65.7%	25.4%	8.9%
Oklahoma Area	482	70.2%	20.5%	9.3%
PHOENIX AREA INDIAN HEALTH SERVICE	732	63.1%	24.0%	12.9%
Portland Area	236	62.9%	22.6%	14.5%
Tucson Area	66	69.2%	23.0%	7.8%

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**My Agency (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	544,742	41.0%	27.6%	31.4%	42,737
Department of Health and Human Services	39,657	54.8%	25.3%	19.9%	2,791
<b>INDIAN HEALTH SERVICE</b>	<b>4,477</b>	<b>48.4%</b>	<b>28.2%</b>	<b>23.4%</b>	<b>393</b>
ALASKA AREA INDIAN HEALTH SERVICE	59	48.7%	28.1%	23.2%	5
Albuquerque Area Office	324	51.3%	29.2%	19.4%	40
Bemidji Area Office	291	44.5%	30.7%	24.8%	13
BILLINGS AREA INDIAN HEALTH SERVICE	417	47.7%	33.5%	18.8%	25
California Area	62	41.4%	33.8%	24.8%	4
Great Plains Area Office	596	42.1%	28.5%	29.4%	35
NASHVILLE AREA INDIAN HEALTH SERVICE	101	51.4%	24.6%	24.1%	9
Navajo Area Office	834	53.2%	24.7%	22.1%	80
OFC OF INFORMATION TECHNOLOGY	43	31.1%	38.5%	30.5%	4
OFFICE OF CLINICAL & PREVENTIVE SERVICES	38	50.3%	24.2%	25.5%	4
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	57	50.1%	27.8%	22.1%	2
OFFICE OF FINANCE & ACCOUNTING	22	54.6%	22.7%	22.7%	5
OFFICE OF HUMAN RESOURCES	165	51.6%	29.2%	19.2%	10
OFFICE OF MANAGEMENT SERVICES	33	59.8%	11.5%	28.8%	1
OFFICE OF PUBLIC HEALTH SUPPORT	19	43.9%	35.4%	20.7%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	33.3%	41.8%	24.9%	0
OFFICE OF THE DIRECTOR	33	65.5%	18.6%	15.9%	6
Oklahoma Area	442	52.2%	29.0%	18.8%	40
PHOENIX AREA INDIAN HEALTH SERVICE	658	48.6%	25.9%	25.5%	77
Portland Area	212	38.7%	29.9%	31.4%	24
Tucson Area	59	48.0%	32.3%	19.7%	7

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**My Supervisor**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	582,867	81.4%	9.5%	9.1%	2,968
Department of Health and Human Services	42,174	83.9%	8.3%	7.7%	184
<b>INDIAN HEALTH SERVICE</b>	<b>4,821</b>	<b>71.1%</b>	<b>14.0%</b>	<b>15.0%</b>	<b>30</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	82.3%	11.2%	6.5%	0
Albuquerque Area Office	357	65.3%	15.2%	19.5%	5
Bemidji Area Office	304	81.0%	13.5%	5.5%	0
BILLINGS AREA INDIAN HEALTH SERVICE	438	76.7%	11.5%	11.8%	2
California Area	65	89.5%	5.6%	4.9%	1
Great Plains Area Office	624	67.8%	14.8%	17.4%	3
NASHVILLE AREA INDIAN HEALTH SERVICE	109	81.4%	10.8%	7.9%	1
Navajo Area Office	899	59.3%	18.6%	22.1%	7
OFC OF INFORMATION TECHNOLOGY	47	93.4%	2.7%	3.9%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	84.9%	8.8%	6.3%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	95.2%	4.8%	0.0%	0
OFFICE OF FINANCE & ACCOUNTING	27	88.9%	3.7%	7.4%	0
OFFICE OF HUMAN RESOURCES	175	72.1%	14.0%	13.8%	0
OFFICE OF MANAGEMENT SERVICES	34	91.6%	0.0%	8.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	96.2%	3.8%	0.0%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.3%	33.4%	8.3%	0
OFFICE OF THE DIRECTOR	39	95.6%	4.4%	0.0%	0
Oklahoma Area	477	76.8%	10.7%	12.5%	3
PHOENIX AREA INDIAN HEALTH SERVICE	730	69.4%	14.2%	16.4%	4
Portland Area	234	78.2%	10.7%	11.1%	2
Tucson Area	65	58.4%	26.9%	14.7%	1

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	582,607	69.7%	15.7%	14.6%	2,971
Department of Health and Human Services	42,140	73.8%	13.6%	12.5%	191
<b>INDIAN HEALTH SERVICE</b>	<b>4,819</b>	<b>63.7%</b>	<b>19.1%</b>	<b>17.2%</b>	<b>32</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	77.6%	10.8%	11.6%	0
Albuquerque Area Office	357	58.6%	23.6%	17.8%	4
Bemidji Area Office	303	67.5%	19.4%	13.1%	1
BILLINGS AREA INDIAN HEALTH SERVICE	438	64.9%	20.6%	14.5%	5
California Area	65	81.8%	8.4%	9.8%	1
Great Plains Area Office	621	61.2%	18.8%	20.1%	4
NASHVILLE AREA INDIAN HEALTH SERVICE	109	70.8%	14.7%	14.4%	0
Navajo Area Office	902	57.5%	21.3%	21.2%	6
OFC OF INFORMATION TECHNOLOGY	47	89.1%	8.2%	2.7%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	81.4%	6.0%	12.6%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	79.5%	17.6%	2.9%	0
OFFICE OF FINANCE & ACCOUNTING	27	70.3%	14.8%	14.8%	0
OFFICE OF HUMAN RESOURCES	174	60.5%	20.7%	18.7%	0
OFFICE OF MANAGEMENT SERVICES	34	74.9%	14.0%	11.1%	0
OFFICE OF PUBLIC HEALTH SUPPORT	21	85.2%	14.8%	0.0%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.4%	33.3%	8.3%	0
OFFICE OF THE DIRECTOR	39	77.9%	15.5%	6.6%	0
Oklahoma Area	476	67.4%	15.9%	16.7%	4
PHOENIX AREA INDIAN HEALTH SERVICE	729	62.3%	19.9%	17.8%	6
Portland Area	234	70.4%	13.0%	16.6%	1
Tucson Area	66	57.5%	28.0%	14.5%	0

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	579,577	66.9%	16.9%	16.2%	5,597
Department of Health and Human Services	41,972	71.0%	15.2%	13.7%	339
<b>INDIAN HEALTH SERVICE</b>	<b>4,798</b>	<b>62.2%</b>	<b>19.7%</b>	<b>18.1%</b>	<b>45</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	77.8%	13.4%	8.8%	0
Albuquerque Area Office	352	59.9%	20.6%	19.4%	8
Bemidji Area Office	302	70.6%	17.8%	11.6%	1
BILLINGS AREA INDIAN HEALTH SERVICE	438	64.5%	21.6%	14.0%	5
California Area	65	83.0%	9.4%	7.6%	1
Great Plains Area Office	622	57.8%	20.3%	21.8%	4
NASHVILLE AREA INDIAN HEALTH SERVICE	109	68.2%	17.4%	14.3%	0
Navajo Area Office	899	54.3%	23.9%	21.8%	7
OFC OF INFORMATION TECHNOLOGY	47	83.5%	11.1%	5.5%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	67.2%	14.6%	18.2%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	80.4%	12.2%	7.5%	0
OFFICE OF FINANCE & ACCOUNTING	27	59.2%	14.8%	26.0%	0
OFFICE OF HUMAN RESOURCES	172	58.7%	21.1%	20.2%	1
OFFICE OF MANAGEMENT SERVICES	33	71.2%	11.5%	17.3%	1
OFFICE OF PUBLIC HEALTH SUPPORT	21	71.1%	21.2%	7.7%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.7%	25.0%	8.3%	0
OFFICE OF THE DIRECTOR	39	70.1%	21.0%	8.9%	0
Oklahoma Area	473	65.7%	16.6%	17.7%	8
PHOENIX AREA INDIAN HEALTH SERVICE	723	61.5%	19.1%	19.4%	8
Portland Area	235	69.8%	13.0%	17.2%	1
Tucson Area	66	55.6%	31.3%	13.1%	0

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	541,790	70.9%	20.2%	8.9%	43,452
Department of Health and Human Services	39,337	75.1%	17.1%	7.8%	2,951
<b>INDIAN HEALTH SERVICE</b>	<b>4,621</b>	<b>61.5%</b>	<b>23.7%</b>	<b>14.8%</b>	<b>226</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	79.8%	15.3%	4.9%	3
Albuquerque Area Office	344	59.6%	24.8%	15.7%	18
Bemidji Area Office	290	67.4%	22.9%	9.7%	14
BILLINGS AREA INDIAN HEALTH SERVICE	424	64.7%	23.6%	11.7%	18
California Area	60	69.5%	26.4%	4.2%	6
Great Plains Area Office	594	58.0%	25.7%	16.2%	31
NASHVILLE AREA INDIAN HEALTH SERVICE	103	67.6%	23.4%	9.1%	6
Navajo Area Office	879	54.0%	25.7%	20.3%	27
OFC OF INFORMATION TECHNOLOGY	45	84.5%	15.5%	0.0%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	75.1%	21.8%	3.1%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	56	78.5%	21.5%	0.0%	3
OFFICE OF FINANCE & ACCOUNTING	25	68.0%	16.0%	16.0%	2
OFFICE OF HUMAN RESOURCES	168	58.6%	28.5%	12.9%	7
OFFICE OF MANAGEMENT SERVICES	32	64.5%	23.6%	11.9%	2
OFFICE OF PUBLIC HEALTH SUPPORT	18	78.8%	16.6%	4.5%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.7%	25.0%	8.3%	0
OFFICE OF THE DIRECTOR	37	73.6%	21.6%	4.8%	2
Oklahoma Area	458	67.4%	18.6%	14.0%	22
PHOENIX AREA INDIAN HEALTH SERVICE	693	58.6%	23.9%	17.5%	39
Portland Area	220	68.6%	19.2%	12.1%	16
Tucson Area	61	57.2%	28.6%	14.2%	5



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**My Supervisor (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	582,583	65.8%	18.0%	16.1%	3,047
Department of Health and Human Services	42,097	69.6%	16.5%	14.0%	218
<b>INDIAN HEALTH SERVICE</b>	<b>4,816</b>	<b>60.2%</b>	<b>20.7%</b>	<b>19.1%</b>	<b>30</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	73.3%	16.9%	9.8%	0
Albuquerque Area Office	357	55.9%	23.3%	20.7%	4
Bemidji Area Office	303	66.4%	22.4%	11.2%	0
BILLINGS AREA INDIAN HEALTH SERVICE	437	63.3%	21.4%	15.3%	4
California Area	65	71.0%	13.6%	15.4%	1
Great Plains Area Office	621	56.6%	20.4%	23.0%	4
NASHVILLE AREA INDIAN HEALTH SERVICE	110	67.7%	16.0%	16.4%	0
Navajo Area Office	897	52.3%	24.1%	23.6%	7
OFC OF INFORMATION TECHNOLOGY	47	87.7%	9.5%	2.7%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	72.7%	15.6%	11.6%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	75.6%	19.1%	5.3%	0
OFFICE OF FINANCE & ACCOUNTING	27	59.2%	22.2%	18.5%	0
OFFICE OF HUMAN RESOURCES	175	57.9%	20.3%	21.8%	0
OFFICE OF MANAGEMENT SERVICES	33	60.4%	19.4%	20.1%	1
OFFICE OF PUBLIC HEALTH SUPPORT	21	67.3%	28.9%	3.8%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.4%	33.3%	8.3%	0
OFFICE OF THE DIRECTOR	39	70.1%	21.0%	8.9%	0
Oklahoma Area	478	66.2%	17.0%	16.8%	2
PHOENIX AREA INDIAN HEALTH SERVICE	728	59.1%	19.6%	21.3%	6
Portland Area	235	65.6%	18.0%	16.4%	1
Tucson Area	66	56.4%	26.3%	17.3%	0

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**My Supervisor (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	577,503	69.6%	16.3%	14.1%	8,068
Department of Health and Human Services	41,714	74.6%	14.2%	11.2%	601
<b>INDIAN HEALTH SERVICE</b>	<b>4,783</b>	<b>61.3%</b>	<b>20.1%</b>	<b>18.7%</b>	<b>67</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	78.1%	9.8%	12.1%	1
Albuquerque Area Office	352	56.4%	24.3%	19.3%	10
Bemidji Area Office	303	71.5%	18.7%	9.9%	1
BILLINGS AREA INDIAN HEALTH SERVICE	439	63.5%	20.2%	16.3%	4
California Area	63	78.6%	12.9%	8.5%	3
Great Plains Area Office	619	54.2%	23.6%	22.2%	7
NASHVILLE AREA INDIAN HEALTH SERVICE	108	70.4%	16.9%	12.7%	2
Navajo Area Office	895	53.8%	22.4%	23.8%	12
OFC OF INFORMATION TECHNOLOGY	46	88.0%	9.2%	2.8%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	85.9%	10.9%	3.2%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	86.9%	13.1%	0.0%	1
OFFICE OF FINANCE & ACCOUNTING	27	74.1%	14.8%	11.1%	0
OFFICE OF HUMAN RESOURCES	173	55.0%	25.2%	19.8%	2
OFFICE OF MANAGEMENT SERVICES	34	69.3%	8.4%	22.3%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	88.1%	11.9%	0.0%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.7%	25.0%	8.3%	0
OFFICE OF THE DIRECTOR	39	65.7%	23.2%	11.1%	0
Oklahoma Area	477	67.1%	15.5%	17.4%	3
PHOENIX AREA INDIAN HEALTH SERVICE	718	59.7%	19.7%	20.6%	13
Portland Area	231	67.2%	14.5%	18.2%	5
Tucson Area	65	60.1%	22.1%	17.8%	1

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	584,389	78.8%	10.9%	10.3%
Department of Health and Human Services	42,258	80.9%	10.2%	9.0%
<b>INDIAN HEALTH SERVICE</b>	<b>4,826</b>	<b>69.2%</b>	<b>16.5%</b>	<b>14.4%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	86.6%	9.7%	3.7%
Albuquerque Area Office	361	64.3%	19.3%	16.5%
Bemidji Area Office	300	76.0%	15.0%	9.0%
BILLINGS AREA INDIAN HEALTH SERVICE	439	76.1%	12.9%	11.0%
California Area	65	82.4%	12.2%	5.5%
Great Plains Area Office	623	67.2%	17.0%	15.8%
NASHVILLE AREA INDIAN HEALTH SERVICE	108	79.0%	12.6%	8.4%
Navajo Area Office	904	57.0%	22.7%	20.3%
OFC OF INFORMATION TECHNOLOGY	47	95.9%	2.7%	1.4%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	82.4%	7.5%	10.1%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	89.0%	11.0%	0.0%
OFFICE OF FINANCE & ACCOUNTING	27	70.3%	14.8%	14.8%
OFFICE OF HUMAN RESOURCES	175	68.3%	19.1%	12.6%
OFFICE OF MANAGEMENT SERVICES	34	83.3%	8.3%	8.4%
OFFICE OF PUBLIC HEALTH SUPPORT	21	81.4%	11.0%	7.7%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.3%	16.7%	0.0%
OFFICE OF THE DIRECTOR	39	84.5%	8.9%	6.7%
Oklahoma Area	478	71.5%	13.4%	15.1%
PHOENIX AREA INDIAN HEALTH SERVICE	728	69.4%	15.7%	14.9%
Portland Area	235	74.3%	13.4%	12.3%
Tucson Area	65	76.3%	13.7%	10.0%

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	584,328	83.7%	8.8%	7.5%
Department of Health and Human Services	42,230	84.3%	8.4%	7.3%
<b>INDIAN HEALTH SERVICE</b>	<b>4,829</b>	<b>74.2%</b>	<b>13.7%</b>	<b>12.1%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	88.8%	6.1%	5.1%
Albuquerque Area Office	360	71.1%	16.4%	12.5%
Bemidji Area Office	301	82.9%	10.9%	6.2%
BILLINGS AREA INDIAN HEALTH SERVICE	442	78.5%	12.2%	9.2%
California Area	65	86.9%	5.5%	7.6%
Great Plains Area Office	621	72.7%	14.1%	13.2%
NASHVILLE AREA INDIAN HEALTH SERVICE	108	83.3%	9.7%	7.0%
Navajo Area Office	905	63.8%	19.6%	16.6%
OFC OF INFORMATION TECHNOLOGY	47	95.9%	2.7%	1.4%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	80.8%	13.1%	6.1%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	86.3%	9.5%	4.2%
OFFICE OF FINANCE & ACCOUNTING	27	77.7%	7.4%	14.9%
OFFICE OF HUMAN RESOURCES	175	74.4%	13.3%	12.2%
OFFICE OF MANAGEMENT SERVICES	34	83.3%	5.6%	11.2%
OFFICE OF PUBLIC HEALTH SUPPORT	21	81.4%	18.6%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	75.0%	25.0%	0.0%
OFFICE OF THE DIRECTOR	39	86.7%	8.8%	4.4%
Oklahoma Area	478	75.4%	12.2%	12.4%
PHOENIX AREA INDIAN HEALTH SERVICE	730	73.7%	13.2%	13.1%
Portland Area	234	81.8%	5.8%	12.4%
Tucson Area	65	76.5%	14.7%	8.8%

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	584,446	81.3%	8.8%	9.9%
Department of Health and Human Services	42,245	82.2%	9.2%	8.6%
<b>INDIAN HEALTH SERVICE</b>	<b>4,825</b>	<b>69.7%</b>	<b>16.1%</b>	<b>14.2%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	79.9%	15.2%	4.8%
Albuquerque Area Office	361	67.1%	17.1%	15.9%
Bemidji Area Office	300	75.2%	14.8%	10.1%
BILLINGS AREA INDIAN HEALTH SERVICE	442	71.9%	16.5%	11.6%
California Area	65	74.5%	13.4%	12.1%
Great Plains Area Office	619	66.1%	17.4%	16.5%
NASHVILLE AREA INDIAN HEALTH SERVICE	108	79.3%	9.7%	11.0%
Navajo Area Office	904	62.4%	19.7%	17.9%
OFC OF INFORMATION TECHNOLOGY	47	79.3%	15.2%	5.5%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	83.9%	13.1%	3.0%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	82.5%	7.6%	9.8%
OFFICE OF FINANCE & ACCOUNTING	27	77.7%	11.1%	11.1%
OFFICE OF HUMAN RESOURCES	174	66.9%	13.6%	19.5%
OFFICE OF MANAGEMENT SERVICES	34	86.0%	5.6%	8.4%
OFFICE OF PUBLIC HEALTH SUPPORT	21	96.2%	3.8%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.3%	8.4%	8.3%
OFFICE OF THE DIRECTOR	39	72.3%	18.8%	8.9%
Oklahoma Area	478	75.5%	13.1%	11.4%
PHOENIX AREA INDIAN HEALTH SERVICE	729	68.4%	17.0%	14.7%
Portland Area	235	76.0%	10.8%	13.2%
Tucson Area	65	70.5%	19.0%	10.5%

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**My Supervisor** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	584,288	70.9%	14.8%	14.3%
Department of Health and Human Services	42,222	73.7%	13.6%	12.6%
<b>INDIAN HEALTH SERVICE</b>	<b>4,832</b>	<b>62.8%</b>	<b>18.6%</b>	<b>18.7%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	77.5%	14.3%	8.2%
Albuquerque Area Office	361	58.4%	23.0%	18.6%
Bemidji Area Office	301	69.5%	18.3%	12.2%
BILLINGS AREA INDIAN HEALTH SERVICE	443	66.5%	18.1%	15.4%
California Area	64	76.3%	16.6%	7.1%
Great Plains Area Office	622	59.0%	19.1%	21.9%
NASHVILLE AREA INDIAN HEALTH SERVICE	108	66.5%	18.2%	15.3%
Navajo Area Office	904	54.5%	20.9%	24.6%
OFC OF INFORMATION TECHNOLOGY	47	95.9%	2.7%	1.4%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	79.3%	7.5%	13.2%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	83.0%	12.7%	4.3%
OFFICE OF FINANCE & ACCOUNTING	27	66.6%	14.8%	18.5%
OFFICE OF HUMAN RESOURCES	175	60.5%	20.1%	19.4%
OFFICE OF MANAGEMENT SERVICES	34	74.8%	8.4%	16.8%
OFFICE OF PUBLIC HEALTH SUPPORT	21	84.7%	11.5%	3.8%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.7%	25.0%	8.3%
OFFICE OF THE DIRECTOR	39	74.5%	21.0%	4.4%
Oklahoma Area	478	66.3%	15.6%	18.2%
PHOENIX AREA INDIAN HEALTH SERVICE	731	60.6%	19.6%	19.8%
Portland Area	235	71.9%	12.7%	15.4%
Tucson Area	65	66.7%	16.0%	17.3%

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**My Supervisor (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	583,956	73.2%	16.3%	10.5%
Department of Health and Human Services	42,203	76.2%	14.6%	9.2%
<b>INDIAN HEALTH SERVICE</b>	<b>4,835</b>	<b>63.5%</b>	<b>21.1%</b>	<b>15.4%</b>
ALASKA AREA INDIAN HEALTH SERVICE	64	79.5%	11.9%	8.6%
Albuquerque Area Office	359	57.3%	27.0%	15.7%
Bemidji Area Office	304	68.2%	21.0%	10.9%
BILLINGS AREA INDIAN HEALTH SERVICE	441	67.2%	17.7%	15.1%
California Area	65	83.8%	10.8%	5.5%
Great Plains Area Office	623	59.4%	22.3%	18.4%
NASHVILLE AREA INDIAN HEALTH SERVICE	108	65.4%	21.2%	13.5%
Navajo Area Office	907	54.9%	25.4%	19.7%
OFC OF INFORMATION TECHNOLOGY	47	97.3%	1.4%	1.4%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	81.2%	7.1%	11.7%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	90.1%	7.4%	2.4%
OFFICE OF FINANCE & ACCOUNTING	27	70.3%	14.9%	14.8%
OFFICE OF HUMAN RESOURCES	175	63.4%	18.9%	17.7%
OFFICE OF MANAGEMENT SERVICES	34	74.8%	5.6%	19.6%
OFFICE OF PUBLIC HEALTH SUPPORT	21	73.8%	26.2%	0.0%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.4%	8.3%	8.3%
OFFICE OF THE DIRECTOR	39	82.3%	15.5%	2.2%
Oklahoma Area	475	68.1%	17.4%	14.6%
PHOENIX AREA INDIAN HEALTH SERVICE	732	61.8%	23.4%	14.7%
Portland Area	235	71.3%	16.2%	12.5%
Tucson Area	66	66.6%	22.4%	11.0%

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**Leadership**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	567,230	43.8%	24.4%	31.8%	13,636
Department of Health and Human Services	40,991	54.0%	23.6%	22.5%	1,035
<b>INDIAN HEALTH SERVICE</b>	<b>4,676</b>	<b>43.0%</b>	<b>28.9%</b>	<b>28.2%</b>	<b>111</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	63.3%	19.3%	17.4%	2
Albuquerque Area Office	338	41.8%	34.5%	23.6%	11
Bemidji Area Office	296	46.2%	26.5%	27.3%	7
BILLINGS AREA INDIAN HEALTH SERVICE	430	45.2%	31.2%	23.6%	6
California Area	61	49.3%	35.7%	15.0%	2
Great Plains Area Office	607	36.0%	26.9%	37.0%	12
NASHVILLE AREA INDIAN HEALTH SERVICE	103	49.9%	21.3%	28.8%	3
Navajo Area Office	878	39.0%	28.9%	32.1%	22
OFC OF INFORMATION TECHNOLOGY	46	37.8%	28.3%	33.8%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	57.0%	19.2%	23.8%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	66.4%	28.3%	5.4%	0
OFFICE OF FINANCE & ACCOUNTING	27	70.4%	14.8%	14.9%	0
OFFICE OF HUMAN RESOURCES	168	43.1%	34.8%	22.1%	6
OFFICE OF MANAGEMENT SERVICES	34	41.3%	33.5%	25.2%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	38.2%	45.9%	15.9%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.3%	33.4%	8.3%	0
OFFICE OF THE DIRECTOR	36	65.6%	20.2%	14.2%	3
Oklahoma Area	461	52.8%	24.6%	22.6%	8
PHOENIX AREA INDIAN HEALTH SERVICE	705	39.9%	31.2%	28.9%	21
Portland Area	230	41.6%	23.9%	34.5%	2
Tucson Area	62	34.4%	41.1%	24.5%	4



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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	544,502	55.2%	23.5%	21.3%	36,194
Department of Health and Human Services	39,371	61.8%	22.5%	15.7%	2,659
<b>INDIAN HEALTH SERVICE</b>	<b>4,588</b>	<b>48.2%</b>	<b>28.7%</b>	<b>23.1%</b>	<b>213</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	70.4%	19.4%	10.2%	3
Albuquerque Area Office	333	49.6%	29.4%	21.1%	18
Bemidji Area Office	292	54.4%	27.0%	18.7%	11
BILLINGS AREA INDIAN HEALTH SERVICE	423	48.0%	33.3%	18.7%	15
California Area	60	62.2%	26.5%	11.3%	4
Great Plains Area Office	597	37.8%	30.6%	31.6%	23
NASHVILLE AREA INDIAN HEALTH SERVICE	101	52.2%	25.8%	22.0%	6
Navajo Area Office	866	42.6%	29.5%	27.8%	38
OFC OF INFORMATION TECHNOLOGY	44	49.2%	25.2%	25.6%	3
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	77.5%	13.7%	8.8%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	57	80.8%	16.4%	2.8%	2
OFFICE OF FINANCE & ACCOUNTING	26	80.7%	7.7%	11.5%	1
OFFICE OF HUMAN RESOURCES	168	45.8%	35.0%	19.2%	7
OFFICE OF MANAGEMENT SERVICES	34	52.5%	25.1%	22.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	17	62.8%	23.0%	14.1%	4
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	25.1%	8.3%	0
OFFICE OF THE DIRECTOR	36	72.7%	16.6%	10.6%	3
Oklahoma Area	458	54.7%	24.8%	20.5%	14
PHOENIX AREA INDIAN HEALTH SERVICE	688	46.8%	30.4%	22.8%	37
Portland Area	218	53.4%	22.3%	24.3%	14
Tucson Area	57	41.7%	35.2%	23.1%	9

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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	550,669	69.5%	19.0%	11.5%	27,951
Department of Health and Human Services	39,867	72.0%	17.8%	10.2%	2,051
<b>INDIAN HEALTH SERVICE</b>	<b>4,587</b>	<b>58.6%</b>	<b>25.3%</b>	<b>16.1%</b>	<b>185</b>
ALASKA AREA INDIAN HEALTH SERVICE	57	82.4%	14.3%	3.3%	3
Albuquerque Area Office	338	58.7%	25.0%	16.3%	12
Bemidji Area Office	288	71.1%	19.8%	9.1%	14
BILLINGS AREA INDIAN HEALTH SERVICE	422	61.4%	24.3%	14.3%	11
California Area	60	75.8%	17.1%	7.0%	4
Great Plains Area Office	595	51.7%	27.9%	20.4%	19
NASHVILLE AREA INDIAN HEALTH SERVICE	105	62.1%	25.0%	12.8%	2
Navajo Area Office	858	48.2%	30.2%	21.5%	40
OFC OF INFORMATION TECHNOLOGY	46	73.5%	9.7%	16.7%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	73.2%	22.1%	4.6%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	87.2%	12.0%	0.9%	1
OFFICE OF FINANCE & ACCOUNTING	23	73.9%	17.5%	8.7%	4
OFFICE OF HUMAN RESOURCES	166	52.8%	33.1%	14.1%	9
OFFICE OF MANAGEMENT SERVICES	34	66.4%	16.8%	16.8%	0
OFFICE OF PUBLIC HEALTH SUPPORT	18	82.0%	9.0%	9.0%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	75.0%	16.7%	8.3%	0
OFFICE OF THE DIRECTOR	36	80.4%	14.7%	4.9%	2
Oklahoma Area	454	65.1%	22.6%	12.2%	15
PHOENIX AREA INDIAN HEALTH SERVICE	689	56.1%	25.6%	18.2%	33
Portland Area	225	65.3%	21.9%	12.8%	7
Tucson Area	62	60.5%	26.3%	13.2%	4

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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	571,368	63.5%	19.2%	17.2%	8,104
Department of Health and Human Services	41,299	68.8%	17.7%	13.4%	676
<b>INDIAN HEALTH SERVICE</b>	<b>4,674</b>	<b>54.9%</b>	<b>25.7%</b>	<b>19.4%</b>	<b>113</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	76.3%	15.5%	8.2%	3
Albuquerque Area Office	343	52.2%	30.5%	17.3%	9
Bemidji Area Office	295	61.3%	22.4%	16.4%	8
BILLINGS AREA INDIAN HEALTH SERVICE	431	55.8%	26.4%	17.8%	7
California Area	62	80.2%	7.9%	11.9%	2
Great Plains Area Office	598	47.6%	29.7%	22.7%	17
NASHVILLE AREA INDIAN HEALTH SERVICE	106	61.3%	19.6%	19.1%	0
Navajo Area Office	873	49.3%	27.8%	22.9%	30
OFC OF INFORMATION TECHNOLOGY	45	57.7%	16.6%	25.6%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	82.4%	10.5%	7.1%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	59	80.7%	15.0%	4.3%	0
OFFICE OF FINANCE & ACCOUNTING	26	73.0%	15.5%	11.5%	0
OFFICE OF HUMAN RESOURCES	170	54.4%	26.9%	18.7%	5
OFFICE OF MANAGEMENT SERVICES	32	64.5%	17.7%	17.8%	1
OFFICE OF PUBLIC HEALTH SUPPORT	21	63.5%	28.9%	7.7%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	75.0%	25.0%	0.0%	0
OFFICE OF THE DIRECTOR	37	73.7%	24.0%	2.4%	2
Oklahoma Area	462	64.8%	21.3%	13.9%	8
PHOENIX AREA INDIAN HEALTH SERVICE	706	49.3%	27.0%	23.7%	16
Portland Area	231	61.4%	20.0%	18.6%	2
Tucson Area	63	42.5%	40.3%	17.2%	3

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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	543,193	62.7%	22.5%	14.8%	37,034
Department of Health and Human Services	39,561	68.5%	19.9%	11.7%	2,439
<b>INDIAN HEALTH SERVICE</b>	<b>4,571</b>	<b>55.6%</b>	<b>26.8%</b>	<b>17.6%</b>	<b>216</b>
ALASKA AREA INDIAN HEALTH SERVICE	57	75.0%	17.9%	7.2%	6
Albuquerque Area Office	336	53.8%	31.1%	15.1%	15
Bemidji Area Office	284	64.3%	23.4%	12.3%	16
BILLINGS AREA INDIAN HEALTH SERVICE	422	60.8%	24.6%	14.6%	14
California Area	62	66.7%	22.7%	10.5%	2
Great Plains Area Office	600	48.5%	30.0%	21.5%	19
NASHVILLE AREA INDIAN HEALTH SERVICE	103	59.9%	21.8%	18.3%	4
Navajo Area Office	857	48.8%	29.5%	21.8%	41
OFC OF INFORMATION TECHNOLOGY	44	54.9%	18.6%	26.5%	3
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	73.3%	19.0%	7.7%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	78.1%	17.6%	4.3%	1
OFFICE OF FINANCE & ACCOUNTING	25	56.0%	28.0%	16.0%	2
OFFICE OF HUMAN RESOURCES	167	51.1%	30.6%	18.3%	8
OFFICE OF MANAGEMENT SERVICES	33	56.9%	28.7%	14.4%	1
OFFICE OF PUBLIC HEALTH SUPPORT	19	53.8%	33.5%	12.8%	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	25.1%	8.3%	0
OFFICE OF THE DIRECTOR	38	64.8%	30.5%	4.7%	1
Oklahoma Area	451	65.9%	23.0%	11.1%	21
PHOENIX AREA INDIAN HEALTH SERVICE	681	50.5%	26.9%	22.6%	44
Portland Area	219	62.5%	23.4%	14.2%	11
Tucson Area	62	56.4%	29.0%	14.5%	4

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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
Governmentwide	560,913	56.2%	21.3%	22.5%	19,879
Department of Health and Human Services	40,756	63.0%	19.5%	17.6%	1,298
<b>INDIAN HEALTH SERVICE</b>	<b>4,631</b>	<b>49.4%</b>	<b>26.5%</b>	<b>24.1%</b>	<b>162</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	72.8%	9.1%	18.1%	3
Albuquerque Area Office	338	47.4%	29.0%	23.5%	14
Bemidji Area Office	293	52.5%	27.6%	19.9%	10
BILLINGS AREA INDIAN HEALTH SERVICE	422	54.7%	25.9%	19.4%	15
California Area	63	68.4%	19.3%	12.3%	1
Great Plains Area Office	598	43.3%	27.6%	29.1%	19
NASHVILLE AREA INDIAN HEALTH SERVICE	106	52.6%	20.2%	27.3%	1
Navajo Area Office	862	42.9%	28.8%	28.2%	36
OFC OF INFORMATION TECHNOLOGY	47	54.1%	11.9%	34.0%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	39	60.6%	22.6%	16.8%	3
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	74.2%	19.6%	6.2%	1
OFFICE OF FINANCE & ACCOUNTING	25	64.0%	24.1%	12.0%	2
OFFICE OF HUMAN RESOURCES	169	48.8%	30.4%	20.8%	6
OFFICE OF MANAGEMENT SERVICES	33	51.1%	20.1%	28.8%	1
OFFICE OF PUBLIC HEALTH SUPPORT	20	56.8%	19.3%	23.9%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.3%	41.7%	0.0%	0
OFFICE OF THE DIRECTOR	39	63.5%	25.4%	11.0%	0
Oklahoma Area	460	57.6%	22.4%	20.0%	11
PHOENIX AREA INDIAN HEALTH SERVICE	697	46.4%	26.8%	26.8%	29
Portland Area	228	52.1%	26.1%	21.8%	5
Tucson Area	62	40.1%	39.8%	20.1%	4

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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	557,064	59.9%	21.1%	19.0%	19,964
Department of Health and Human Services	40,629	66.7%	18.7%	14.6%	1,189
<b>INDIAN HEALTH SERVICE</b>	<b>4,593</b>	<b>51.3%</b>	<b>27.3%</b>	<b>21.4%</b>	<b>156</b>
ALASKA AREA INDIAN HEALTH SERVICE	60	70.0%	17.1%	12.9%	3
Albuquerque Area Office	337	50.0%	30.2%	19.8%	14
Bemidji Area Office	290	57.1%	26.4%	16.5%	9
BILLINGS AREA INDIAN HEALTH SERVICE	420	55.8%	25.8%	18.5%	14
California Area	62	63.2%	22.7%	14.0%	1
Great Plains Area Office	597	45.7%	29.1%	25.2%	16
NASHVILLE AREA INDIAN HEALTH SERVICE	105	56.3%	21.4%	22.3%	1
Navajo Area Office	856	44.1%	29.7%	26.2%	38
OFC OF INFORMATION TECHNOLOGY	46	62.8%	9.0%	28.3%	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	59.4%	32.8%	7.8%	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	80.1%	15.6%	4.4%	1
OFFICE OF FINANCE & ACCOUNTING	26	69.2%	7.7%	23.1%	1
OFFICE OF HUMAN RESOURCES	169	50.2%	31.5%	18.4%	6
OFFICE OF MANAGEMENT SERVICES	34	41.9%	30.1%	28.0%	0
OFFICE OF PUBLIC HEALTH SUPPORT	19	67.5%	16.0%	16.6%	1
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.3%	41.7%	0.0%	0
OFFICE OF THE DIRECTOR	38	75.1%	18.1%	6.8%	1
Oklahoma Area	453	59.3%	23.7%	17.0%	13
PHOENIX AREA INDIAN HEALTH SERVICE	685	47.7%	27.0%	25.3%	26
Portland Area	222	55.1%	27.3%	17.6%	7
Tucson Area	63	38.1%	44.8%	17.2%	3

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**Leadership (continued)**

**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
Governmentwide	548,557	61.5%	22.1%	16.4%	31,186
Department of Health and Human Services	39,793	67.8%	19.7%	12.5%	2,181
<b>INDIAN HEALTH SERVICE</b>	<b>4,421</b>	<b>52.9%</b>	<b>27.5%</b>	<b>19.6%</b>	<b>366</b>
ALASKA AREA INDIAN HEALTH SERVICE	58	71.8%	16.7%	11.5%	5
Albuquerque Area Office	321	52.1%	31.3%	16.5%	31
Bemidji Area Office	275	55.8%	29.5%	14.7%	26
BILLINGS AREA INDIAN HEALTH SERVICE	409	55.4%	27.1%	17.5%	28
California Area	61	77.1%	13.4%	9.5%	2
Great Plains Area Office	568	46.1%	28.2%	25.8%	49
NASHVILLE AREA INDIAN HEALTH SERVICE	97	54.9%	21.1%	24.0%	10
Navajo Area Office	822	45.2%	31.5%	23.3%	81
OFC OF INFORMATION TECHNOLOGY	46	64.0%	21.8%	14.2%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	39	77.4%	8.6%	14.0%	3
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	84.2%	9.6%	6.3%	0
OFFICE OF FINANCE & ACCOUNTING	22	72.8%	9.1%	18.1%	3
OFFICE OF HUMAN RESOURCES	160	54.1%	33.4%	12.6%	14
OFFICE OF MANAGEMENT SERVICES	28	63.0%	13.4%	23.5%	6
OFFICE OF PUBLIC HEALTH SUPPORT	21	69.4%	26.7%	3.8%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.3%	16.7%	0.0%	0
OFFICE OF THE DIRECTOR	36	79.9%	15.4%	4.7%	3
Oklahoma Area	442	60.4%	24.3%	15.4%	29
PHOENIX AREA INDIAN HEALTH SERVICE	673	52.1%	27.8%	20.1%	52
Portland Area	215	49.2%	26.3%	24.4%	15
Tucson Area	58	49.2%	24.9%	25.9%	8

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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	570,532	56.4%	23.1%	20.5%	8,837
Department of Health and Human Services	41,284	65.7%	20.4%	14.0%	645
<b>INDIAN HEALTH SERVICE</b>	<b>4,658</b>	<b>56.8%</b>	<b>25.3%</b>	<b>18.0%</b>	<b>122</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	69.3%	17.6%	13.1%	1
Albuquerque Area Office	339	60.8%	26.0%	13.3%	13
Bemidji Area Office	299	56.2%	32.6%	11.3%	3
BILLINGS AREA INDIAN HEALTH SERVICE	430	60.4%	22.7%	16.9%	5
California Area	63	71.5%	15.2%	13.3%	1
Great Plains Area Office	597	46.1%	27.9%	26.0%	19
NASHVILLE AREA INDIAN HEALTH SERVICE	107	55.7%	28.8%	15.5%	0
Navajo Area Office	856	54.3%	26.7%	19.0%	43
OFC OF INFORMATION TECHNOLOGY	46	54.5%	24.2%	21.4%	1
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	83.8%	7.6%	8.6%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	80.3%	14.5%	5.3%	0
OFFICE OF FINANCE & ACCOUNTING	25	84.0%	4.0%	12.0%	1
OFFICE OF HUMAN RESOURCES	169	63.6%	23.4%	13.0%	5
OFFICE OF MANAGEMENT SERVICES	34	66.4%	11.2%	22.4%	0
OFFICE OF PUBLIC HEALTH SUPPORT	20	64.3%	19.9%	15.9%	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	91.7%	0.0%	8.3%	0
OFFICE OF THE DIRECTOR	39	81.2%	12.2%	6.7%	0
Oklahoma Area	467	63.4%	19.0%	17.5%	3
PHOENIX AREA INDIAN HEALTH SERVICE	702	54.1%	27.8%	18.1%	22
Portland Area	228	52.8%	23.7%	23.5%	3
Tucson Area	64	51.5%	32.4%	16.1%	2



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**Leadership (continued)**

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	530,819	57.8%	24.9%	17.3%	48,407
Department of Health and Human Services	38,629	66.9%	21.6%	11.5%	3,323
<b>INDIAN HEALTH SERVICE</b>	<b>4,312</b>	<b>48.1%</b>	<b>32.8%</b>	<b>19.2%</b>	<b>463</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	61.5%	29.9%	8.6%	2
Albuquerque Area Office	308	45.9%	34.3%	19.8%	42
Bemidji Area Office	276	53.5%	34.6%	12.0%	26
BILLINGS AREA INDIAN HEALTH SERVICE	384	48.5%	32.9%	18.6%	51
California Area	60	60.8%	26.2%	13.0%	4
Great Plains Area Office	551	38.0%	36.8%	25.3%	63
NASHVILLE AREA INDIAN HEALTH SERVICE	99	59.3%	25.0%	15.7%	8
Navajo Area Office	813	43.2%	33.3%	23.5%	85
OFC OF INFORMATION TECHNOLOGY	42	53.5%	19.8%	26.6%	5
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	73.5%	15.9%	10.7%	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	54	76.8%	16.7%	6.5%	4
OFFICE OF FINANCE & ACCOUNTING	26	57.7%	34.7%	7.7%	0
OFFICE OF HUMAN RESOURCES	164	49.4%	35.4%	15.2%	11
OFFICE OF MANAGEMENT SERVICES	32	49.6%	29.7%	20.7%	2
OFFICE OF PUBLIC HEALTH SUPPORT	18	73.3%	13.3%	13.3%	3
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	25.1%	8.3%	0
OFFICE OF THE DIRECTOR	37	78.4%	14.4%	7.2%	2
Oklahoma Area	422	54.8%	32.2%	13.1%	47
PHOENIX AREA INDIAN HEALTH SERVICE	651	47.6%	32.8%	19.7%	72
Portland Area	211	48.3%	29.8%	21.9%	20
Tucson Area	49	45.0%	41.0%	14.0%	16

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**My Satisfaction**

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

	N	Positive	Neutral	Negative
Governmentwide	577,168	54.1%	22.2%	23.7%
Department of Health and Human Services	41,867	60.4%	20.6%	19.0%
<b>INDIAN HEALTH SERVICE</b>	<b>4,772</b>	<b>53.3%</b>	<b>26.7%</b>	<b>20.0%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	64.2%	22.8%	13.0%
Albuquerque Area Office	351	54.5%	28.2%	17.3%
Bemidji Area Office	303	57.6%	27.3%	15.2%
BILLINGS AREA INDIAN HEALTH SERVICE	433	52.2%	27.8%	20.0%
California Area	63	58.5%	18.9%	22.5%
Great Plains Area Office	615	47.0%	26.6%	26.4%
NASHVILLE AREA INDIAN HEALTH SERVICE	107	54.9%	24.6%	20.6%
Navajo Area Office	892	52.0%	29.3%	18.7%
OFC OF INFORMATION TECHNOLOGY	47	45.8%	30.4%	23.8%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	65.9%	12.9%	21.2%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	77.3%	18.5%	4.3%
OFFICE OF FINANCE & ACCOUNTING	26	76.9%	7.7%	15.4%
OFFICE OF HUMAN RESOURCES	174	57.8%	28.8%	13.3%
OFFICE OF MANAGEMENT SERVICES	34	60.9%	16.7%	22.4%
OFFICE OF PUBLIC HEALTH SUPPORT	21	62.3%	15.3%	22.4%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	25.1%	8.3%
OFFICE OF THE DIRECTOR	39	75.7%	17.7%	6.6%
Oklahoma Area	470	56.2%	25.6%	18.2%
PHOENIX AREA INDIAN HEALTH SERVICE	724	51.0%	25.0%	24.0%
Portland Area	233	53.2%	26.8%	20.0%
Tucson Area	65	48.4%	32.8%	18.8%

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**My Satisfaction (continued)**

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

	N	Positive	Neutral	Negative
Governmentwide	577,134	51.0%	22.9%	26.1%
Department of Health and Human Services	41,871	57.8%	21.7%	20.5%
<b>INDIAN HEALTH SERVICE</b>	<b>4,763</b>	<b>47.0%</b>	<b>27.2%</b>	<b>25.8%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	55.6%	27.4%	17.0%
Albuquerque Area Office	350	46.8%	30.6%	22.7%
Bemidji Area Office	303	48.3%	27.2%	24.5%
BILLINGS AREA INDIAN HEALTH SERVICE	434	48.3%	26.8%	24.9%
California Area	64	52.7%	31.0%	16.3%
Great Plains Area Office	611	36.2%	29.5%	34.3%
NASHVILLE AREA INDIAN HEALTH SERVICE	107	46.6%	25.0%	28.4%
Navajo Area Office	890	46.0%	27.9%	26.1%
OFC OF INFORMATION TECHNOLOGY	47	52.9%	14.1%	33.1%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	70.6%	16.2%	13.2%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	74.0%	20.0%	6.0%
OFFICE OF FINANCE & ACCOUNTING	26	53.8%	19.3%	26.9%
OFFICE OF HUMAN RESOURCES	173	48.6%	29.1%	22.4%
OFFICE OF MANAGEMENT SERVICES	34	58.0%	25.2%	16.7%
OFFICE OF PUBLIC HEALTH SUPPORT	21	36.8%	40.3%	22.9%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	58.4%	41.6%	0.0%
OFFICE OF THE DIRECTOR	39	75.7%	15.5%	8.8%
Oklahoma Area	468	55.1%	23.5%	21.4%
PHOENIX AREA INDIAN HEALTH SERVICE	723	45.0%	26.7%	28.2%
Portland Area	233	50.9%	23.4%	25.7%
Tucson Area	65	33.7%	40.6%	25.7%

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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
Governmentwide	576,832	52.1%	23.0%	24.9%
Department of Health and Human Services	41,832	59.9%	20.6%	19.5%
<b>INDIAN HEALTH SERVICE</b>	<b>4,767</b>	<b>45.5%</b>	<b>27.2%</b>	<b>27.2%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	57.8%	26.3%	15.9%
Albuquerque Area Office	351	46.7%	25.4%	27.9%
Bemidji Area Office	302	48.8%	26.5%	24.6%
BILLINGS AREA INDIAN HEALTH SERVICE	435	45.5%	29.4%	25.1%
California Area	64	60.7%	15.2%	24.1%
Great Plains Area Office	611	39.4%	28.0%	32.6%
NASHVILLE AREA INDIAN HEALTH SERVICE	107	44.2%	25.8%	30.0%
Navajo Area Office	891	40.7%	31.6%	27.7%
OFC OF INFORMATION TECHNOLOGY	46	56.0%	30.4%	13.6%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	64.3%	24.1%	11.5%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	67.0%	18.4%	14.6%
OFFICE OF FINANCE & ACCOUNTING	26	65.4%	11.5%	23.1%
OFFICE OF HUMAN RESOURCES	174	41.0%	32.2%	26.9%
OFFICE OF MANAGEMENT SERVICES	34	66.5%	11.2%	22.3%
OFFICE OF PUBLIC HEALTH SUPPORT	21	55.8%	21.8%	22.4%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	41.7%	41.6%	16.7%
OFFICE OF THE DIRECTOR	38	58.2%	23.7%	18.1%
Oklahoma Area	471	52.7%	21.3%	26.0%
PHOENIX AREA INDIAN HEALTH SERVICE	723	43.6%	27.9%	28.5%
Portland Area	233	52.3%	19.1%	28.6%
Tucson Area	65	34.0%	42.7%	23.3%

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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	576,502	45.7%	29.0%	25.3%
Department of Health and Human Services	41,774	53.5%	28.2%	18.3%
<b>INDIAN HEALTH SERVICE</b>	<b>4,764</b>	<b>45.6%</b>	<b>32.3%</b>	<b>22.1%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	62.7%	21.4%	15.9%
Albuquerque Area Office	348	45.0%	34.2%	20.8%
Bemidji Area Office	302	48.7%	34.4%	16.8%
BILLINGS AREA INDIAN HEALTH SERVICE	433	46.4%	35.1%	18.5%
California Area	64	49.1%	34.6%	16.3%
Great Plains Area Office	614	37.7%	32.9%	29.4%
NASHVILLE AREA INDIAN HEALTH SERVICE	106	47.7%	26.9%	25.5%
Navajo Area Office	896	43.4%	32.8%	23.7%
OFC OF INFORMATION TECHNOLOGY	47	54.0%	13.3%	32.6%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	62.4%	29.7%	7.8%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	70.1%	27.1%	2.7%
OFFICE OF FINANCE & ACCOUNTING	26	65.3%	15.4%	19.3%
OFFICE OF HUMAN RESOURCES	173	49.4%	31.2%	19.4%
OFFICE OF MANAGEMENT SERVICES	34	52.5%	25.1%	22.4%
OFFICE OF PUBLIC HEALTH SUPPORT	21	44.4%	44.2%	11.4%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	54.6%	36.4%	9.1%
OFFICE OF THE DIRECTOR	39	68.0%	23.2%	8.9%
Oklahoma Area	469	54.5%	27.7%	17.8%
PHOENIX AREA INDIAN HEALTH SERVICE	721	40.4%	34.7%	24.9%
Portland Area	232	48.4%	27.2%	24.4%
Tucson Area	65	38.3%	47.9%	13.8%

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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	576,188	38.4%	27.6%	34.1%
Department of Health and Human Services	41,793	43.3%	29.2%	27.5%
<b>INDIAN HEALTH SERVICE</b>	<b>4,757</b>	<b>41.5%</b>	<b>33.1%</b>	<b>25.5%</b>
ALASKA AREA INDIAN HEALTH SERVICE	61	55.1%	29.8%	15.1%
Albuquerque Area Office	350	39.5%	34.2%	26.3%
Bemidji Area Office	303	42.9%	34.4%	22.7%
BILLINGS AREA INDIAN HEALTH SERVICE	431	41.3%	36.1%	22.6%
California Area	63	41.0%	26.9%	32.1%
Great Plains Area Office	612	36.7%	33.4%	29.9%
NASHVILLE AREA INDIAN HEALTH SERVICE	107	37.5%	30.1%	32.4%
Navajo Area Office	891	42.5%	33.7%	23.9%
OFC OF INFORMATION TECHNOLOGY	47	39.2%	15.7%	45.1%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	57.2%	26.1%	16.7%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	54.2%	34.4%	11.4%
OFFICE OF FINANCE & ACCOUNTING	26	50.0%	23.1%	26.9%
OFFICE OF HUMAN RESOURCES	174	46.6%	32.0%	21.5%
OFFICE OF MANAGEMENT SERVICES	34	41.3%	22.4%	36.3%
OFFICE OF PUBLIC HEALTH SUPPORT	21	32.9%	30.0%	37.1%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	16.7%	16.7%
OFFICE OF THE DIRECTOR	39	50.3%	22.0%	27.7%
Oklahoma Area	470	46.6%	29.5%	24.0%
PHOENIX AREA INDIAN HEALTH SERVICE	719	40.4%	33.6%	26.0%
Portland Area	232	36.2%	34.8%	29.1%
Tucson Area	65	35.0%	40.2%	24.8%

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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	576,705	55.7%	22.7%	21.6%
Department of Health and Human Services	41,795	62.1%	22.1%	15.8%
<b>INDIAN HEALTH SERVICE</b>	<b>4,761</b>	<b>52.7%</b>	<b>26.1%</b>	<b>21.3%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	65.7%	24.4%	9.9%
Albuquerque Area Office	351	52.3%	29.4%	18.3%
Bemidji Area Office	303	61.1%	21.1%	17.8%
BILLINGS AREA INDIAN HEALTH SERVICE	433	52.1%	25.5%	22.4%
California Area	64	62.0%	18.1%	19.9%
Great Plains Area Office	612	48.2%	23.1%	28.7%
NASHVILLE AREA INDIAN HEALTH SERVICE	107	55.3%	23.5%	21.2%
Navajo Area Office	889	48.8%	29.8%	21.4%
OFC OF INFORMATION TECHNOLOGY	47	46.6%	28.7%	24.8%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	75.9%	17.0%	7.1%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	57	70.5%	28.5%	0.9%
OFFICE OF FINANCE & ACCOUNTING	26	46.2%	34.6%	19.2%
OFFICE OF HUMAN RESOURCES	174	43.3%	30.2%	26.5%
OFFICE OF MANAGEMENT SERVICES	34	41.2%	28.0%	30.7%
OFFICE OF PUBLIC HEALTH SUPPORT	21	59.2%	33.2%	7.7%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	25.0%	58.3%	16.7%
OFFICE OF THE DIRECTOR	39	63.5%	17.7%	18.8%
Oklahoma Area	470	60.7%	21.8%	17.5%
PHOENIX AREA INDIAN HEALTH SERVICE	721	51.6%	26.9%	21.5%
Portland Area	231	53.1%	24.4%	22.6%
Tucson Area	65	44.4%	40.9%	14.8%

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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	576,774	68.3%	16.8%	14.9%
Department of Health and Human Services	41,819	74.1%	14.9%	10.9%
<b>INDIAN HEALTH SERVICE</b>	<b>4,760</b>	<b>70.8%</b>	<b>18.7%</b>	<b>10.5%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	84.3%	12.6%	3.1%
Albuquerque Area Office	349	70.0%	22.3%	7.7%
Bemidji Area Office	303	72.7%	16.7%	10.6%
BILLINGS AREA INDIAN HEALTH SERVICE	433	71.5%	19.3%	9.2%
California Area	63	82.1%	11.3%	6.6%
Great Plains Area Office	614	67.0%	18.6%	14.3%
NASHVILLE AREA INDIAN HEALTH SERVICE	106	69.6%	19.6%	10.8%
Navajo Area Office	891	70.6%	19.4%	10.1%
OFC OF INFORMATION TECHNOLOGY	47	64.5%	18.0%	17.5%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	70.3%	17.1%	12.6%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	91.7%	8.3%	0.0%
OFFICE OF FINANCE & ACCOUNTING	26	69.2%	15.4%	15.4%
OFFICE OF HUMAN RESOURCES	174	66.6%	23.9%	9.5%
OFFICE OF MANAGEMENT SERVICES	34	74.8%	11.2%	14.0%
OFFICE OF PUBLIC HEALTH SUPPORT	21	78.3%	7.6%	14.1%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.6%	16.8%	16.6%
OFFICE OF THE DIRECTOR	39	82.3%	13.3%	4.5%
Oklahoma Area	467	73.5%	16.4%	10.0%
PHOENIX AREA INDIAN HEALTH SERVICE	721	69.5%	19.5%	11.0%
Portland Area	232	68.9%	16.0%	15.1%
Tucson Area	65	73.2%	24.0%	2.8%



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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	576,483	62.6%	16.5%	20.9%
Department of Health and Human Services	41,785	65.6%	16.6%	17.8%
<b>INDIAN HEALTH SERVICE</b>	<b>4,749</b>	<b>59.0%</b>	<b>19.6%</b>	<b>21.4%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	72.9%	9.8%	17.3%
Albuquerque Area Office	348	54.2%	20.8%	25.1%
Bemidji Area Office	303	54.7%	23.7%	21.7%
BILLINGS AREA INDIAN HEALTH SERVICE	431	58.0%	20.2%	21.9%
California Area	64	52.3%	17.1%	30.7%
Great Plains Area Office	613	58.8%	19.4%	21.8%
NASHVILLE AREA INDIAN HEALTH SERVICE	106	63.5%	11.9%	24.6%
Navajo Area Office	888	58.7%	22.5%	18.8%
OFC OF INFORMATION TECHNOLOGY	47	69.2%	19.8%	10.9%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	77.9%	13.3%	8.8%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	91.4%	7.0%	1.6%
OFFICE OF FINANCE & ACCOUNTING	26	61.5%	23.1%	15.4%
OFFICE OF HUMAN RESOURCES	174	70.3%	15.0%	14.7%
OFFICE OF MANAGEMENT SERVICES	34	69.2%	11.2%	19.6%
OFFICE OF PUBLIC HEALTH SUPPORT	21	61.8%	26.7%	11.5%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	41.7%	25.0%	33.3%
OFFICE OF THE DIRECTOR	39	77.8%	6.6%	15.5%
Oklahoma Area	465	60.6%	18.2%	21.2%
PHOENIX AREA INDIAN HEALTH SERVICE	721	55.4%	21.0%	23.7%
Portland Area	230	57.7%	14.8%	27.6%
Tucson Area	65	64.4%	17.9%	17.8%

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**My Satisfaction** (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	574,352	60.4%	20.6%	19.1%
Department of Health and Human Services	41,703	70.0%	17.9%	12.1%
<b>INDIAN HEALTH SERVICE</b>	<b>4,728</b>	<b>59.4%</b>	<b>24.6%</b>	<b>16.0%</b>
ALASKA AREA INDIAN HEALTH SERVICE	63	71.5%	21.7%	6.9%
Albuquerque Area Office	348	57.8%	28.3%	13.9%
Bemidji Area Office	302	64.0%	22.3%	13.8%
BILLINGS AREA INDIAN HEALTH SERVICE	430	58.6%	27.4%	14.0%
California Area	63	73.8%	14.2%	12.0%
Great Plains Area Office	608	51.7%	25.3%	23.0%
NASHVILLE AREA INDIAN HEALTH SERVICE	107	57.5%	22.0%	20.6%
Navajo Area Office	881	57.9%	26.3%	15.8%
OFC OF INFORMATION TECHNOLOGY	47	60.4%	20.5%	19.1%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	64.0%	24.1%	11.9%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	58	78.6%	17.8%	3.6%
OFFICE OF FINANCE & ACCOUNTING	26	69.1%	15.4%	15.4%
OFFICE OF HUMAN RESOURCES	173	67.3%	22.4%	10.3%
OFFICE OF MANAGEMENT SERVICES	34	66.4%	25.2%	8.4%
OFFICE OF PUBLIC HEALTH SUPPORT	20	65.5%	22.6%	11.9%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	66.5%	25.1%	8.4%
OFFICE OF THE DIRECTOR	38	77.4%	15.8%	6.8%
Oklahoma Area	464	65.5%	21.3%	13.2%
PHOENIX AREA INDIAN HEALTH SERVICE	714	56.4%	25.7%	17.9%
Portland Area	233	61.0%	21.0%	18.0%
Tucson Area	65	57.8%	28.1%	14.1%

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**Work/Life**

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

	N	Very Infrequently	Telework			
			Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Governmentwide	574,372	14.9%	5.9%	15.2%	4.6%	2.0%
Department of Health and Human Services	41,700	14.6%	7.3%	37.1%	7.6%	3.2%
<b>INDIAN HEALTH SERVICE</b>	<b>4,673</b>	<b>5.1%</b>	<b>1.4%</b>	<b>3.3%</b>	<b>1.6%</b>	<b>4.4%</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	15.2%	1.3%	6.3%	1.5%	0.0%
Albuquerque Area Office	344	3.7%	0.7%	1.9%	0.0%	2.6%
Bemidji Area Office	301	2.5%	1.2%	1.0%	0.9%	1.5%
BILLINGS AREA INDIAN HEALTH SERVICE	423	5.4%	1.4%	1.6%	0.5%	2.8%
California Area	64	9.7%	0.0%	18.5%	0.0%	8.9%
Great Plains Area Office	601	2.8%	0.9%	0.4%	0.6%	3.3%
NASHVILLE AREA INDIAN HEALTH SERVICE	105	20.9%	6.9%	16.6%	0.0%	3.4%
Navajo Area Office	866	3.8%	1.3%	1.1%	3.2%	7.4%
OFC OF INFORMATION TECHNOLOGY	47	6.6%	2.3%	9.6%	30.8%	47.0%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	16.0%	4.6%	23.0%	4.5%	44.3%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	57	6.2%	0.0%	29.5%	3.5%	3.6%
OFFICE OF FINANCE & ACCOUNTING	25	4.0%	0.0%	44.0%	4.0%	8.0%
OFFICE OF HUMAN RESOURCES	172	4.8%	3.5%	3.3%	2.0%	6.3%
OFFICE OF MANAGEMENT SERVICES	34	11.2%	11.2%	33.5%	16.8%	10.5%
OFFICE OF PUBLIC HEALTH SUPPORT	21	11.5%	0.0%	48.0%	0.0%	11.5%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	33.3%	8.4%	24.9%	0.0%	0.0%
OFFICE OF THE DIRECTOR	38	28.1%	4.5%	21.5%	2.2%	0.0%
Oklahoma Area	455	4.1%	0.4%	1.4%	0.7%	2.4%
PHOENIX AREA INDIAN HEALTH SERVICE	711	4.6%	1.7%	2.9%	0.9%	3.1%
Portland Area	231	6.9%	0.6%	5.3%	2.2%	0.8%
Tucson Area	62	6.2%	0.0%	1.8%	0.0%	8.0%

*(continued)*

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**Work/Life (continued)**

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

	N	Must Be Physically Present	Technical Issues	Do Not Telework	
				Not Approved To Telework	Choose Not To Telework
Governmentwide	574,372	28.6%	3.9%	13.2%	11.6%
Department of Health and Human Services	41,700	14.0%	1.9%	6.0%	8.3%
<b>INDIAN HEALTH SERVICE</b>	<b>4,673</b>	<b>45.7%</b>	<b>5.0%</b>	<b>17.8%</b>	<b>15.7%</b>
ALASKA AREA INDIAN HEALTH SERVICE	62	36.9%	4.5%	24.6%	9.7%
Albuquerque Area Office	344	46.4%	3.7%	18.0%	23.2%
Bemidji Area Office	301	51.6%	4.1%	20.8%	16.4%
BILLINGS AREA INDIAN HEALTH SERVICE	423	47.0%	7.7%	18.1%	15.5%
California Area	64	27.4%	2.9%	18.1%	14.6%
Great Plains Area Office	601	54.1%	4.8%	15.8%	17.4%
NASHVILLE AREA INDIAN HEALTH SERVICE	105	31.2%	0.0%	8.9%	12.0%
Navajo Area Office	866	47.4%	5.6%	13.2%	17.1%
OFC OF INFORMATION TECHNOLOGY	47	0.0%	0.0%	0.0%	3.6%
OFFICE OF CLINICAL & PREVENTIVE SERVICES	42	0.0%	1.5%	3.1%	3.0%
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	57	0.0%	0.0%	12.3%	44.9%
OFFICE OF FINANCE & ACCOUNTING	25	0.0%	0.0%	4.0%	36.0%
OFFICE OF HUMAN RESOURCES	172	20.2%	8.6%	31.9%	19.4%
OFFICE OF MANAGEMENT SERVICES	34	2.8%	0.0%	0.0%	14.0%
OFFICE OF PUBLIC HEALTH SUPPORT	21	10.0%	0.0%	3.8%	15.3%
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	0.0%	0.0%	8.3%	25.1%
OFFICE OF THE DIRECTOR	38	13.6%	0.0%	11.3%	18.8%
Oklahoma Area	455	53.2%	3.7%	23.6%	10.6%
PHOENIX AREA INDIAN HEALTH SERVICE	711	48.9%	5.8%	20.6%	11.5%
Portland Area	231	46.2%	4.7%	17.7%	15.6%
Tucson Area	62	45.5%	7.4%	17.5%	13.5%

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**Work/Life (continued)**

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	369,986	62.0%	22.6%	15.4%	37,643	143,877	14,641
Department of Health and Human Services	33,959	78.7%	13.8%	7.5%	1,867	4,679	609
<b>INDIAN HEALTH SERVICE</b>	<b>1,660</b>	<b>35.8%</b>	<b>47.3%</b>	<b>16.8%</b>	<b>263</b>	<b>2,232</b>	<b>476</b>
ALASKA AREA INDIAN HEALTH SERVICE	27	46.0%	43.8%	10.2%	2	27	5
Albuquerque Area Office	71	25.2%	54.8%	20.0%	26	192	53
Bemidji Area Office	91	29.9%	44.9%	25.2%	16	160	29
BILLINGS AREA INDIAN HEALTH SERVICE	144	31.5%	47.0%	21.5%	22	201	53
California Area	39	43.2%	34.8%	22.0%	4	19	2
Great Plains Area Office	190	19.2%	62.2%	18.6%	33	306	62
NASHVILLE AREA INDIAN HEALTH SERVICE	65	50.9%	25.4%	23.6%	10	25	3
Navajo Area Office	269	30.5%	58.5%	10.9%	47	427	121
OFC OF INFORMATION TECHNOLOGY	46	91.8%	6.8%	1.4%	1	0	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	41	86.7%	3.1%	10.2%	1	0	0
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	38	68.9%	28.3%	2.8%	13	7	0
OFFICE OF FINANCE & ACCOUNTING	21	80.9%	14.3%	4.8%	4	1	0
OFFICE OF HUMAN RESOURCES	95	40.0%	38.7%	21.3%	11	56	7
OFFICE OF MANAGEMENT SERVICES	31	72.5%	15.3%	12.2%	1	0	0
OFFICE OF PUBLIC HEALTH SUPPORT	16	90.6%	9.4%	0.0%	5	0	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	11	54.4%	27.5%	18.1%	1	0	0
OFFICE OF THE DIRECTOR	30	63.2%	28.5%	8.2%	3	5	0
Oklahoma Area	124	28.3%	57.0%	14.7%	14	256	56
PHOENIX AREA INDIAN HEALTH SERVICE	214	31.4%	51.4%	17.2%	32	385	72
Portland Area	79	40.9%	36.9%	22.2%	11	130	11
Tucson Area	18	25.1%	51.0%	23.9%	6	35	2

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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
Governmentwide	415,309	76.6%	15.1%	8.3%	59,915	78,301	14,950
Department of Health and Human Services	27,464	76.3%	17.0%	6.7%	7,207	5,300	1,253
<b>INDIAN HEALTH SERVICE</b>	<b>2,781</b>	<b>59.5%</b>	<b>26.2%</b>	<b>14.3%</b>	<b>271</b>	<b>1,274</b>	<b>318</b>
ALASKA AREA INDIAN HEALTH SERVICE	41	68.7%	24.4%	6.9%	3	13	3
Albuquerque Area Office	168	55.3%	24.8%	19.9%	16	121	35
Bemidji Area Office	192	61.3%	25.1%	13.6%	11	78	15
BILLINGS AREA INDIAN HEALTH SERVICE	279	63.9%	23.0%	13.1%	22	88	39
California Area	48	76.4%	14.4%	9.2%	4	7	4
Great Plains Area Office	363	52.0%	32.7%	15.3%	29	168	33
NASHVILLE AREA INDIAN HEALTH SERVICE	80	59.9%	25.8%	14.3%	4	18	3
Navajo Area Office	519	58.1%	27.4%	14.5%	35	251	60
OFC OF INFORMATION TECHNOLOGY	23	56.5%	40.5%	2.9%	7	15	0
OFFICE OF CLINICAL & PREVENTIVE SERVICES	23	67.0%	26.7%	6.2%	7	7	4
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	36	82.9%	11.2%	5.9%	11	9	1
OFFICE OF FINANCE & ACCOUNTING	12	74.9%	25.1%	0.0%	8	6	0
OFFICE OF HUMAN RESOURCES	139	77.5%	11.5%	11.1%	12	18	3
OFFICE OF MANAGEMENT SERVICES	25	76.0%	12.0%	12.0%	9	0	0
OFFICE OF PUBLIC HEALTH SUPPORT	13	82.9%	17.1%	0.0%	7	0	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	49.9%	41.8%	8.3%	0	0	0
OFFICE OF THE DIRECTOR	24	60.6%	28.9%	10.5%	9	4	0
Oklahoma Area	216	58.6%	27.7%	13.7%	15	168	53
PHOENIX AREA INDIAN HEALTH SERVICE	404	54.4%	28.7%	16.9%	39	211	53
Portland Area	125	61.4%	21.4%	17.2%	17	76	9
Tucson Area	39	58.6%	39.0%	2.3%	6	16	3

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**Work/Life (continued)**

**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
Governmentwide	456,532	65.3%	24.4%	10.3%	43,322	42,843	31,923
Department of Health and Human Services	35,973	77.5%	17.4%	5.2%	3,203	1,406	1,050
<b>INDIAN HEALTH SERVICE</b>	<b>4,038</b>	<b>64.8%</b>	<b>24.9%</b>	<b>10.2%</b>	<b>114</b>	<b>347</b>	<b>216</b>
ALASKA AREA INDIAN HEALTH SERVICE	57	77.3%	22.7%	0.0%	0	2	3
Albuquerque Area Office	290	58.2%	29.0%	12.8%	9	26	20
Bemidji Area Office	263	61.7%	28.3%	10.0%	6	18	14
BILLINGS AREA INDIAN HEALTH SERVICE	367	61.3%	25.0%	13.7%	4	33	27
California Area	54	50.0%	38.8%	11.1%	0	5	4
Great Plains Area Office	502	61.6%	26.2%	12.3%	10	57	37
NASHVILLE AREA INDIAN HEALTH SERVICE	93	65.1%	23.5%	11.4%	1	9	3
Navajo Area Office	763	63.4%	25.4%	11.1%	17	69	32
OFC OF INFORMATION TECHNOLOGY	31	71.8%	23.6%	4.6%	8	6	2
OFFICE OF CLINICAL & PREVENTIVE SERVICES	30	90.7%	7.0%	2.3%	3	6	2
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	52	82.6%	12.6%	4.8%	6	0	0
OFFICE OF FINANCE & ACCOUNTING	23	82.6%	17.4%	0.0%	2	0	1
OFFICE OF HUMAN RESOURCES	150	57.5%	31.7%	10.8%	6	12	6
OFFICE OF MANAGEMENT SERVICES	28	93.3%	3.4%	3.3%	5	0	0
OFFICE OF PUBLIC HEALTH SUPPORT	18	91.0%	9.0%	0.0%	2	0	0
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	12	83.2%	16.8%	0.0%	0	0	0
OFFICE OF THE DIRECTOR	37	83.2%	16.8%	0.0%	2	0	0
Oklahoma Area	387	72.3%	19.8%	7.9%	6	44	25
PHOENIX AREA INDIAN HEALTH SERVICE	619	65.4%	26.1%	8.5%	24	45	29
Portland Area	211	74.1%	17.3%	8.5%	0	7	9
Tucson Area	51	63.6%	27.6%	8.8%	3	8	2

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**Work/Life (continued)**

**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
Governmentwide	383,295	52.7%	41.2%	6.1%	130,354	12,016	49,569
Department of Health and Human Services	25,148	56.8%	38.3%	4.9%	11,779	696	4,023
<b>INDIAN HEALTH SERVICE</b>	<b>3,322</b>	<b>47.1%</b>	<b>45.2%</b>	<b>7.7%</b>	<b>624</b>	<b>219</b>	<b>569</b>
ALASKA AREA INDIAN HEALTH SERVICE	51	57.2%	40.3%	2.5%	7	1	3
Albuquerque Area Office	240	43.0%	47.6%	9.4%	47	11	51
Bemidji Area Office	215	50.1%	42.6%	7.3%	45	9	33
BILLINGS AREA INDIAN HEALTH SERVICE	301	43.0%	47.5%	9.5%	36	26	70
California Area	43	46.5%	49.7%	3.8%	8	2	11
Great Plains Area Office	437	43.0%	48.1%	8.8%	58	40	70
NASHVILLE AREA INDIAN HEALTH SERVICE	72	41.2%	48.9%	9.9%	15	5	14
Navajo Area Office	616	45.5%	44.1%	10.4%	103	44	120
OFC OF INFORMATION TECHNOLOGY	30	55.8%	42.1%	2.1%	14	0	3
OFFICE OF CLINICAL & PREVENTIVE SERVICES	29	63.0%	34.8%	2.1%	12	0	1
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	35	50.5%	47.0%	2.4%	17	2	4
OFFICE OF FINANCE & ACCOUNTING	19	73.5%	21.2%	5.2%	7	0	0
OFFICE OF HUMAN RESOURCES	137	56.4%	35.5%	8.1%	25	5	7
OFFICE OF MANAGEMENT SERVICES	24	62.5%	37.5%	0.0%	9	0	1
OFFICE OF PUBLIC HEALTH SUPPORT	11	54.4%	45.6%	0.0%	8	0	2
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	10	29.9%	60.2%	10.0%	2	0	0
OFFICE OF THE DIRECTOR	28	47.0%	53.0%	0.0%	11	0	0
Oklahoma Area	315	48.4%	46.6%	4.9%	43	32	74
PHOENIX AREA INDIAN HEALTH SERVICE	512	50.2%	43.1%	6.6%	103	27	75
Portland Area	151	48.6%	48.5%	2.9%	46	12	23
Tucson Area	46	47.2%	48.2%	4.6%	8	3	7



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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
Governmentwide	238,481	34.3%	57.5%	8.2%	184,554	75,622	76,697
Department of Health and Human Services	17,227	41.0%	51.2%	7.9%	16,540	3,800	4,102
<b>INDIAN HEALTH SERVICE</b>	<b>1,855</b>	<b>23.6%</b>	<b>62.0%</b>	<b>14.3%</b>	<b>640</b>	<b>1,210</b>	<b>1,027</b>
ALASKA AREA INDIAN HEALTH SERVICE	32	40.7%	55.4%	3.8%	10	10	9
Albuquerque Area Office	120	22.1%	60.5%	17.4%	50	91	88
Bemidji Area Office	105	14.7%	69.0%	16.3%	46	79	71
BILLINGS AREA INDIAN HEALTH SERVICE	187	20.8%	60.3%	18.9%	46	117	82
California Area	24	24.2%	71.5%	4.3%	11	11	18
Great Plains Area Office	257	22.1%	60.0%	17.9%	57	162	131
NASHVILLE AREA INDIAN HEALTH SERVICE	33	20.8%	64.8%	14.4%	13	33	27
Navajo Area Office	367	25.5%	55.4%	19.1%	89	245	184
OFC OF INFORMATION TECHNOLOGY	13	27.3%	61.6%	11.2%	17	8	9
OFFICE OF CLINICAL & PREVENTIVE SERVICES	13	37.1%	52.5%	10.4%	17	7	5
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	23	15.9%	74.1%	9.9%	17	11	7
OFFICE OF FINANCE & ACCOUNTING	13	30.6%	61.7%	7.7%	8	3	2
OFFICE OF HUMAN RESOURCES	78	12.5%	72.2%	15.4%	23	47	25
OFFICE OF MANAGEMENT SERVICES	15	53.3%	46.7%	0.0%	10	2	7
OFFICE OF PUBLIC HEALTH SUPPORT	5	0.0%	83.0%	17.0%	7	5	4
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	6	33.2%	50.2%	16.6%	2	0	3
OFFICE OF THE DIRECTOR	11	28.5%	64.6%	7.0%	16	5	7
Oklahoma Area	202	33.4%	61.1%	5.5%	51	123	88
PHOENIX AREA INDIAN HEALTH SERVICE	263	23.4%	65.7%	10.9%	107	165	184
Portland Area	59	17.1%	77.5%	5.4%	37	68	65
Tucson Area	29	24.0%	63.1%	12.9%	6	18	11

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**Work/Life (continued)**

**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
Governmentwide	199,899	25.3%	68.2%	6.5%	175,184	69,762	130,111
Department of Health and Human Services	14,131	34.1%	60.5%	5.5%	16,603	3,316	7,576
<b>INDIAN HEALTH SERVICE</b>	<b>1,772</b>	<b>24.4%</b>	<b>62.8%</b>	<b>12.8%</b>	<b>584</b>	<b>1,121</b>	<b>1,246</b>
ALASKA AREA INDIAN HEALTH SERVICE	29	48.9%	48.0%	3.1%	9	9	15
Albuquerque Area Office	114	26.7%	60.7%	12.6%	48	90	96
Bemidji Area Office	98	14.1%	74.7%	11.2%	44	83	74
BILLINGS AREA INDIAN HEALTH SERVICE	181	24.3%	60.8%	14.9%	38	106	107
California Area	20	14.7%	85.3%	0.0%	10	11	23
Great Plains Area Office	244	21.9%	62.4%	15.7%	51	153	157
NASHVILLE AREA INDIAN HEALTH SERVICE	35	27.8%	59.4%	12.8%	11	31	29
Navajo Area Office	358	28.4%	52.7%	18.9%	76	220	225
OFC OF INFORMATION TECHNOLOGY	12	33.4%	66.6%	0.0%	16	6	13
OFFICE OF CLINICAL & PREVENTIVE SERVICES	12	29.0%	59.5%	11.5%	15	7	7
OFFICE OF ENVIRONMENTAL HEALTH & ENGINEERING	20	18.6%	72.2%	9.2%	17	9	12
OFFICE OF FINANCE & ACCOUNTING	11	9.0%	91.0%	0.0%	8	3	4
OFFICE OF HUMAN RESOURCES	65	7.1%	75.5%	17.4%	21	45	42
OFFICE OF MANAGEMENT SERVICES	11	36.3%	63.7%	0.0%	12	2	9
OFFICE OF PUBLIC HEALTH SUPPORT	4	0.0%	100.0%	0.0%	6	5	6
OFFICE OF RESOURCE ACCESS & PARTNERSHIPS	4	0.0%	75.2%	24.8%	3	0	5
OFFICE OF THE DIRECTOR	11	21.5%	78.5%	0.0%	14	2	12
Oklahoma Area	190	26.9%	66.8%	6.3%	46	113	113
PHOENIX AREA INDIAN HEALTH SERVICE	258	23.9%	64.6%	11.5%	102	156	204
Portland Area	65	22.4%	76.3%	1.2%	31	56	79
Tucson Area	30	32.8%	57.6%	9.6%	6	14	14

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**Demographic Questions**

***Where do you work?***

	%
Headquarters	13.4%
Field	86.6%

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

	%
Non-Supervisor	66.9%
Team Leader	11.2%
Supervisor	15.1%
Manager	5.2%
Senior Leader	1.7%

***Are you:***

	%
Male	28.9%
Female	71.1%

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

	%
Yes	4.5%
No	95.5%

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

	%
American Indian or Alaska Native	64.2%
Asian	1.4%
Black or African American	1.6%
Native Hawaiian or Other Pacific Islander	0.7%
White	24.9%
Two or more races	7.2%

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	0.4%
High School Diploma/GED or equivalent	7.6%
Trade or Technical Certificate	7.9%
Some College (no degree)	19.3%
Associate's Degree (e.g., AA, AS)	16.5%
Bachelor's Degree (e.g., BA, BS)	21.1%
Master's Degree (e.g., MA, MS, MBA)	15.9%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	11.2%

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

	%
Federal Wage System	4.0%
GS 1-6	25.2%
GS 7-12	47.7%
GS 13-15	14.8%
Senior Executive Service	0.4%
Senior Level (SL) or Scientific or Professional (ST)	0.2%
Other	7.7%

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

	%
Less than 1 year	2.7%
1 to 3 years	16.4%
4 to 5 years	9.0%
6 to 10 years	18.4%
11 to 14 years	12.7%
15 to 20 years	15.3%
More than 20 years	25.5%

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	4.7%
1 to 3 years	22.0%
4 to 5 years	10.3%
6 to 10 years	19.0%
11 to 20 years	24.3%
More than 20 years	19.8%

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

	%
No	67.6%
Yes, to retire	6.6%
Yes, to take another job within the Federal Government	14.2%
Yes, to take another job outside the Federal Government	4.5%
Yes, other	7.1%

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

	%
Within one year	4.0%
Between one and three years	10.5%
Between three and five years	10.4%
Five or more years	75.2%

***Are you transgender?***

	%
Yes	0.3%
No	99.7%

Note: Percentages for demographic questions are unweighted.

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**Demographic Questions (continued)**

***Which one of the following do you consider yourself to be?***

	%
Straight, that is not gay or lesbian	94.9%
Gay or Lesbian	2.0%
Bisexual	1.1%
Something else	2.1%

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

	%
No Prior Military Service	86.4%
Currently in National Guard or Reserves	1.3%
Retired	1.9%
Separated or Discharged	10.3%

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

	%
Yes	8.2%
No	91.8%

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

	%
25 and under	1.4%
26-29	3.3%
30-39	17.4%
40-49	27.0%
50-59	33.4%
60 or older	17.5%

Note: Percentages for demographic questions are unweighted.