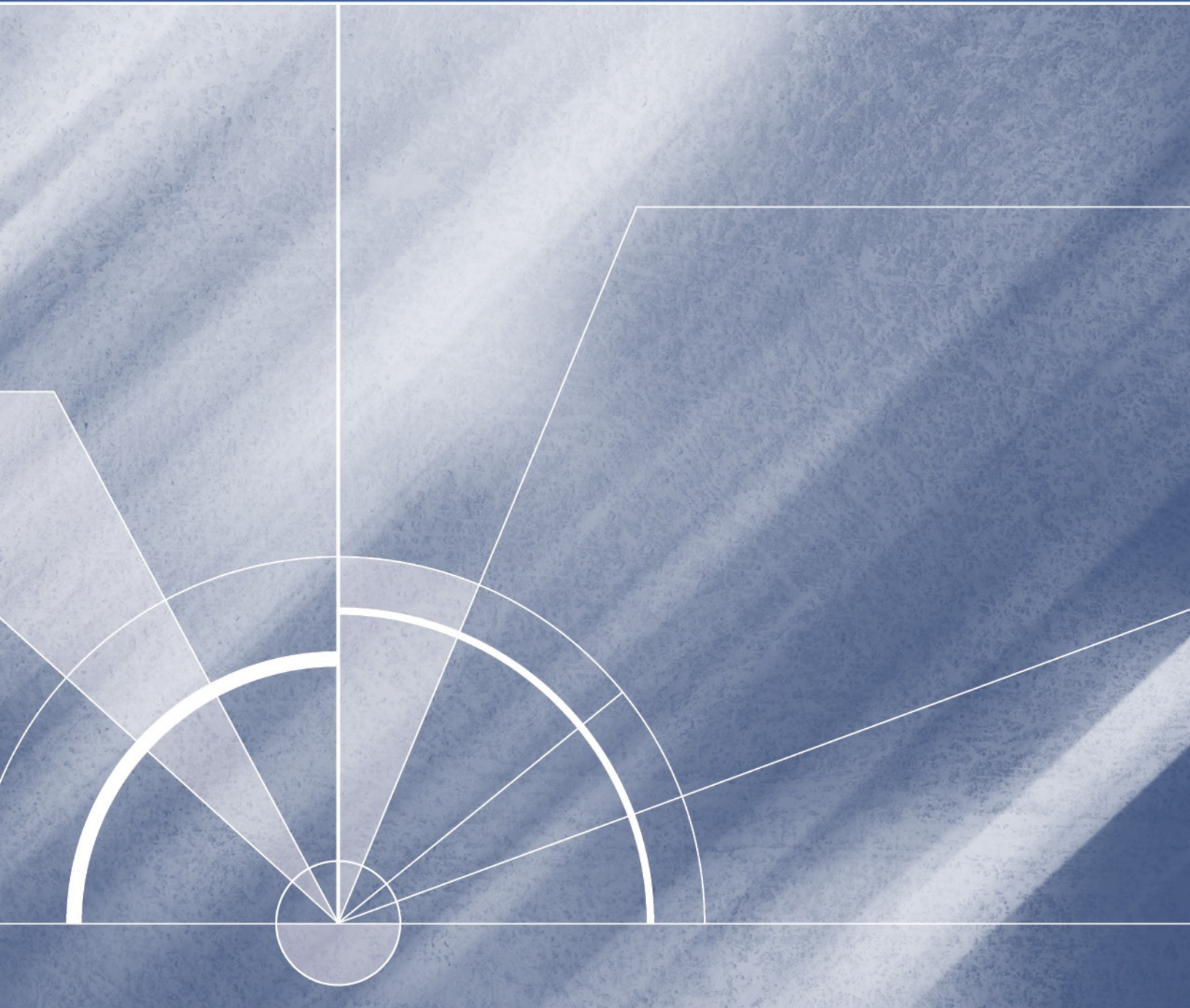


2018

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

2nd Level
Subagency
Report

Department of Health and Human Services
OFFICE OF THE DIRECTOR



Department of Health and Human Services
OFFICE OF THE DIRECTOR
2nd Level Subagency Report

This 2018 Federal Employee Viewpoint Survey Report provides summary results for your subagency, 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%
INDIAN HEALTH SERVICE	5,001	34.8%
OFFICE OF THE DIRECTOR	40	74.1%

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.

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

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

Main Report Results

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

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

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

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

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

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Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment (only items 1 to 71 are included). Use this snapshot as a quick reference or overview of your FEVS results.

Highest Percent Positive

95.6%	My supervisor supports my need to balance work and other life issues. (Q.42)
93.5%	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q.29)
93.4%	Employees are protected from health and safety hazards on the job. (Q.35)
91.4%	How would you rate the overall quality of work done by your work unit? (Q.28)
91.3%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
91.3%	I know how my work relates to the agency's goals. (Q.12)
91.3%	I am held accountable for achieving results. (Q.16)
91.2%	I am constantly looking for ways to do my job better. (Q.8)
89.2%	I like the kind of work I do. (Q.5)
88.9%	My organization has prepared employees for potential security threats. (Q.36)

Highest Percent Negative

28.2%	My work unit is able to recruit people with the right skills. (Q.21)
27.7%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
27.7%	How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
26.0%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
24.3%	Pay raises depend on how well employees perform their jobs. (Q.33)
23.9%	My training needs are assessed. (Q.18)
23.7%	My workload is reasonable. (Q.10)
23.2%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
20.6%	Employees are recognized for providing high quality products and services. (Q.31)
19.5%	Creativity and innovation are rewarded. (Q.32)

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Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (INDIAN HEALTH SERVICE) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 8.

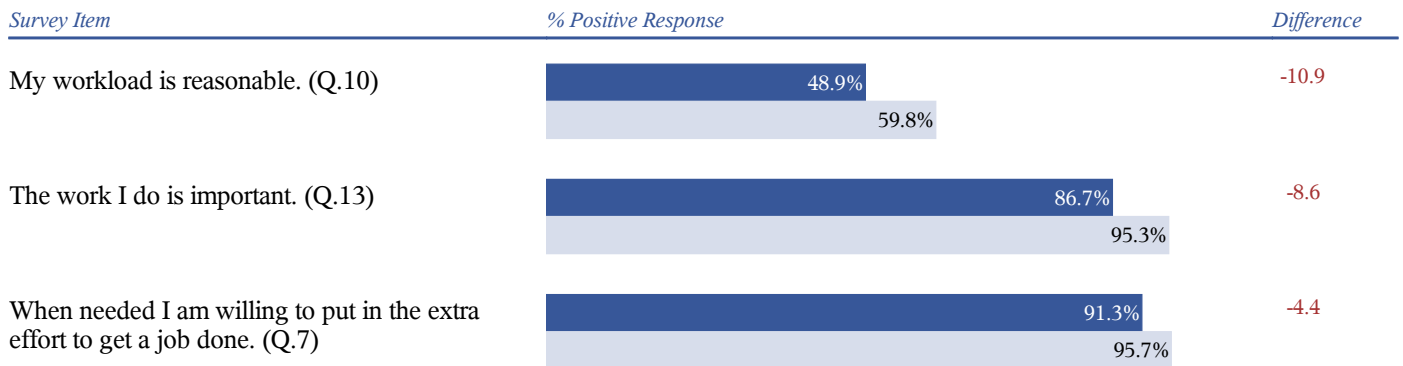
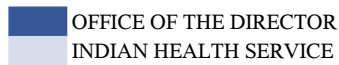
OFFICE OF THE DIRECTOR
INDIAN HEALTH SERVICE

Survey Item	% Positive Response	Difference
Senior leaders demonstrate support for Work/Life programs. (Q.62)	78.4% 48.1%	+30.3
How satisfied are you with the information you receive from management on what's going on in your organization? (Q.64)	75.7% 47.0%	+28.7
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q.60)	79.9% 52.9%	+27.0
My supervisor supports my need to balance work and other life issues. (Q.42)	95.6% 71.1%	+24.5
My organization's senior leaders maintain high standards of honesty and integrity. (Q.54)	72.7% 48.2%	+24.5
I have a high level of respect for my organization's senior leaders. (Q.61)	81.2% 56.8%	+24.4
Managers support collaboration across work units to accomplish work objectives. (Q.59)	75.1% 51.3%	+23.8
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)	65.6% 43.0%	+22.6
How satisfied are you with your involvement in decisions that affect your work? (Q.63)	75.7% 53.3%	+22.4
How satisfied are you with the policies and practices of your senior leaders? (Q.66)	68.0% 45.6%	+22.4

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Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (INDIAN HEALTH SERVICE) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are lower than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 8.



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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%
INDIAN HEALTH SERVICE	4,949	64.8%	17.8%	17.4%
OFFICE OF THE DIRECTOR	40	66.5%	18.4%	15.1%

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%
INDIAN HEALTH SERVICE	4,961	70.9%	16.5%	12.6%
OFFICE OF THE DIRECTOR	40	82.7%	13.0%	4.3%

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%
INDIAN HEALTH SERVICE	4,938	61.4%	19.5%	19.1%
OFFICE OF THE DIRECTOR	40	80.5%	8.7%	10.8%

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%
INDIAN HEALTH SERVICE	4,976	75.3%	14.1%	10.5%
OFFICE OF THE DIRECTOR	40	81.6%	14.0%	4.4%

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%
INDIAN HEALTH SERVICE	4,961	90.0%	7.6%	2.4%
OFFICE OF THE DIRECTOR	40	89.2%	4.3%	6.5%

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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%
INDIAN HEALTH SERVICE	4,982	85.5%	9.0%	5.6%
OFFICE OF THE DIRECTOR	40	84.8%	8.7%	6.5%

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%
INDIAN HEALTH SERVICE	4,978	95.7%	3.5%	0.8%
OFFICE OF THE DIRECTOR	40	91.3%	4.3%	4.3%

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%
INDIAN HEALTH SERVICE	4,971	91.8%	7.3%	0.8%
OFFICE OF THE DIRECTOR	39	91.2%	4.4%	4.4%

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
INDIAN HEALTH SERVICE	4,924	49.8%	18.7%	31.5%	21
OFFICE OF THE DIRECTOR	40	48.9%	25.2%	26.0%	0

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
INDIAN HEALTH SERVICE	4,956	59.8%	18.5%	21.7%	11
OFFICE OF THE DIRECTOR	40	48.9%	27.4%	23.7%	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
INDIAN HEALTH SERVICE	4,920	65.9%	18.5%	15.6%	20
OFFICE OF THE DIRECTOR	39	80.1%	6.6%	13.3%	0

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
INDIAN HEALTH SERVICE	4,952	87.2%	9.2%	3.6%	16
OFFICE OF THE DIRECTOR	40	91.3%	4.3%	4.3%	0

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
INDIAN HEALTH SERVICE	4,964	95.3%	3.7%	0.9%	5
OFFICE OF THE DIRECTOR	39	86.7%	8.9%	4.4%	0

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
INDIAN HEALTH SERVICE	4,964	66.9%	14.9%	18.2%	18
OFFICE OF THE DIRECTOR	40	73.0%	11.9%	15.1%	0

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
INDIAN HEALTH SERVICE	4,921	70.9%	14.4%	14.8%	49
OFFICE OF THE DIRECTOR	40	87.0%	4.3%	8.6%	0

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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
INDIAN HEALTH SERVICE	4,956	81.5%	13.6%	4.9%	23
OFFICE OF THE DIRECTOR	40	91.3%	4.3%	4.3%	0

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
INDIAN HEALTH SERVICE	4,871	59.6%	19.3%	21.1%	102
OFFICE OF THE DIRECTOR	40	81.6%	4.3%	14.1%	0

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
INDIAN HEALTH SERVICE	4,937	53.4%	24.2%	22.3%	41
OFFICE OF THE DIRECTOR	40	51.3%	24.9%	23.9%	0

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
INDIAN HEALTH SERVICE	4,910	76.0%	12.4%	11.6%	76
OFFICE OF THE DIRECTOR	40	80.5%	8.7%	10.8%	0

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%
INDIAN HEALTH SERVICE	4,971	63.8%	18.8%	17.5%
OFFICE OF THE DIRECTOR	40	76.2%	19.4%	4.4%

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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
INDIAN HEALTH SERVICE	4,891	41.9%	27.9%	30.2%	79
OFFICE OF THE DIRECTOR	38	39.3%	32.5%	28.2%	1

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
INDIAN HEALTH SERVICE	4,673	40.2%	31.7%	28.2%	298
OFFICE OF THE DIRECTOR	36	56.2%	28.4%	15.4%	3

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
INDIAN HEALTH SERVICE	4,736	32.1%	28.3%	39.5%	226
OFFICE OF THE DIRECTOR	39	36.9%	39.9%	23.2%	1

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
INDIAN HEALTH SERVICE	4,815	37.8%	29.8%	32.4%	158
OFFICE OF THE DIRECTOR	39	45.8%	26.6%	27.7%	1

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
INDIAN HEALTH SERVICE	4,769	43.9%	27.6%	28.5%	203
OFFICE OF THE DIRECTOR	39	48.0%	38.7%	13.3%	1

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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
INDIAN HEALTH SERVICE	4,944	61.5%	20.1%	18.4%	33
OFFICE OF THE DIRECTOR	39	77.8%	15.5%	6.7%	0

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
INDIAN HEALTH SERVICE	4,861	59.6%	26.0%	14.4%	104
OFFICE OF THE DIRECTOR	38	64.9%	23.7%	11.3%	2

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%
INDIAN HEALTH SERVICE	4,972	76.7%	19.2%	4.1%
OFFICE OF THE DIRECTOR	40	91.4%	8.6%	0.0%

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
INDIAN HEALTH SERVICE	4,929	75.4%	16.7%	7.9%	44
OFFICE OF THE DIRECTOR	40	93.5%	2.2%	4.3%	0

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
INDIAN HEALTH SERVICE	4,799	47.4%	28.1%	24.6%	91
OFFICE OF THE DIRECTOR	39	59.1%	23.2%	17.7%	1

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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
INDIAN HEALTH SERVICE	4,807	45.8%	25.3%	28.9%	86
OFFICE OF THE DIRECTOR	40	62.1%	17.3%	20.6%	0

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
INDIAN HEALTH SERVICE	4,726	36.5%	32.2%	31.3%	137
OFFICE OF THE DIRECTOR	40	51.3%	29.2%	19.5%	0

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
INDIAN HEALTH SERVICE	4,594	34.5%	30.1%	35.4%	291
OFFICE OF THE DIRECTOR	39	43.6%	32.0%	24.3%	1

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
INDIAN HEALTH SERVICE	4,629	50.3%	32.7%	17.0%	260
OFFICE OF THE DIRECTOR	40	51.3%	35.7%	13.0%	0

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
INDIAN HEALTH SERVICE	4,862	75.9%	15.0%	9.1%	28
OFFICE OF THE DIRECTOR	39	93.4%	6.6%	0.0%	0

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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
INDIAN HEALTH SERVICE	4,840	72.3%	16.8%	10.8%	40
OFFICE OF THE DIRECTOR	39	88.9%	8.9%	2.2%	0

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
INDIAN HEALTH SERVICE	4,724	48.9%	24.5%	26.6%	156
OFFICE OF THE DIRECTOR	38	58.2%	22.6%	19.2%	0

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
INDIAN HEALTH SERVICE	4,594	58.9%	24.1%	17.1%	278
OFFICE OF THE DIRECTOR	38	60.5%	30.5%	9.0%	0

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
INDIAN HEALTH SERVICE	4,806	64.8%	24.8%	10.4%	78
OFFICE OF THE DIRECTOR	39	65.7%	25.5%	8.9%	0

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%
INDIAN HEALTH SERVICE	4,867	64.3%	24.0%	11.7%
OFFICE OF THE DIRECTOR	39	65.7%	25.4%	8.9%

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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
INDIAN HEALTH SERVICE	4,477	48.4%	28.2%	23.4%	393
OFFICE OF THE DIRECTOR	33	65.5%	18.6%	15.9%	6

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
INDIAN HEALTH SERVICE	4,821	71.1%	14.0%	15.0%	30
OFFICE OF THE DIRECTOR	39	95.6%	4.4%	0.0%	0

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
INDIAN HEALTH SERVICE	4,819	63.7%	19.1%	17.2%	32
OFFICE OF THE DIRECTOR	39	77.9%	15.5%	6.6%	0

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
INDIAN HEALTH SERVICE	4,798	62.2%	19.7%	18.1%	45
OFFICE OF THE DIRECTOR	39	70.1%	21.0%	8.9%	0

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
INDIAN HEALTH SERVICE	4,621	61.5%	23.7%	14.8%	226
OFFICE OF THE DIRECTOR	37	73.6%	21.6%	4.8%	2

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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
INDIAN HEALTH SERVICE	4,816	60.2%	20.7%	19.1%	30
OFFICE OF THE DIRECTOR	39	70.1%	21.0%	8.9%	0

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
INDIAN HEALTH SERVICE	4,783	61.3%	20.1%	18.7%	67
OFFICE OF THE DIRECTOR	39	65.7%	23.2%	11.1%	0

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%
INDIAN HEALTH SERVICE	4,826	69.2%	16.5%	14.4%
OFFICE OF THE DIRECTOR	39	84.5%	8.9%	6.7%

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%
INDIAN HEALTH SERVICE	4,829	74.2%	13.7%	12.1%
OFFICE OF THE DIRECTOR	39	86.7%	8.8%	4.4%

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%
INDIAN HEALTH SERVICE	4,825	69.7%	16.1%	14.2%
OFFICE OF THE DIRECTOR	39	72.3%	18.8%	8.9%

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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%
INDIAN HEALTH SERVICE	4,832	62.8%	18.6%	18.7%
OFFICE OF THE DIRECTOR	39	74.5%	21.0%	4.4%

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%
INDIAN HEALTH SERVICE	4,835	63.5%	21.1%	15.4%
OFFICE OF THE DIRECTOR	39	82.3%	15.5%	2.2%

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
INDIAN HEALTH SERVICE	4,676	43.0%	28.9%	28.2%	111
OFFICE OF THE DIRECTOR	36	65.6%	20.2%	14.2%	3

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
INDIAN HEALTH SERVICE	4,588	48.2%	28.7%	23.1%	213
OFFICE OF THE DIRECTOR	36	72.7%	16.6%	10.6%	3

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
INDIAN HEALTH SERVICE	4,587	58.6%	25.3%	16.1%	185
OFFICE OF THE DIRECTOR	36	80.4%	14.7%	4.9%	2

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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
INDIAN HEALTH SERVICE	4,674	54.9%	25.7%	19.4%	113
OFFICE OF THE DIRECTOR	37	73.7%	24.0%	2.4%	2

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
INDIAN HEALTH SERVICE	4,571	55.6%	26.8%	17.6%	216
OFFICE OF THE DIRECTOR	38	64.8%	30.5%	4.7%	1

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
INDIAN HEALTH SERVICE	4,631	49.4%	26.5%	24.1%	162
OFFICE OF THE DIRECTOR	39	63.5%	25.4%	11.0%	0

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
INDIAN HEALTH SERVICE	4,593	51.3%	27.3%	21.4%	156
OFFICE OF THE DIRECTOR	38	75.1%	18.1%	6.8%	1

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
INDIAN HEALTH SERVICE	4,421	52.9%	27.5%	19.6%	366
OFFICE OF THE DIRECTOR	36	79.9%	15.4%	4.7%	3

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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
INDIAN HEALTH SERVICE	4,658	56.8%	25.3%	18.0%	122
OFFICE OF THE DIRECTOR	39	81.2%	12.2%	6.7%	0

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
INDIAN HEALTH SERVICE	4,312	48.1%	32.8%	19.2%	463
OFFICE OF THE DIRECTOR	37	78.4%	14.4%	7.2%	2

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%
INDIAN HEALTH SERVICE	4,772	53.3%	26.7%	20.0%
OFFICE OF THE DIRECTOR	39	75.7%	17.7%	6.6%

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%
INDIAN HEALTH SERVICE	4,763	47.0%	27.2%	25.8%
OFFICE OF THE DIRECTOR	39	75.7%	15.5%	8.8%

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%
INDIAN HEALTH SERVICE	4,767	45.5%	27.2%	27.2%
OFFICE OF THE DIRECTOR	38	58.2%	23.7%	18.1%

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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%
INDIAN HEALTH SERVICE	4,764	45.6%	32.3%	22.1%
OFFICE OF THE DIRECTOR	39	68.0%	23.2%	8.9%

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%
INDIAN HEALTH SERVICE	4,757	41.5%	33.1%	25.5%
OFFICE OF THE DIRECTOR	39	50.3%	22.0%	27.7%

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%
INDIAN HEALTH SERVICE	4,761	52.7%	26.1%	21.3%
OFFICE OF THE DIRECTOR	39	63.5%	17.7%	18.8%

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%
INDIAN HEALTH SERVICE	4,760	70.8%	18.7%	10.5%
OFFICE OF THE DIRECTOR	39	82.3%	13.3%	4.5%

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%
INDIAN HEALTH SERVICE	4,749	59.0%	19.6%	21.4%
OFFICE OF THE DIRECTOR	39	77.8%	6.6%	15.5%

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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%
INDIAN HEALTH SERVICE	4,728	59.4%	24.6%	16.0%
OFFICE OF THE DIRECTOR	38	77.4%	15.8%	6.8%

Work/Life

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

	Telework					
	N	Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
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%
INDIAN HEALTH SERVICE	4,673	5.1%	1.4%	3.3%	1.6%	4.4%
OFFICE OF THE DIRECTOR	38	28.1%	4.5%	21.5%	2.2%	0.0%

(continued)

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

	Do Not Telework				
	N	Must Be Physically Present	Technical Issues	Not Approved To Telework	Choose Not To Telework
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%
INDIAN HEALTH SERVICE	4,673	45.7%	5.0%	17.8%	15.7%
OFFICE OF THE DIRECTOR	38	13.6%	0.0%	11.3%	18.8%

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
INDIAN HEALTH SERVICE	1,660	35.8%	47.3%	16.8%	263	2,232	476
OFFICE OF THE DIRECTOR	30	63.2%	28.5%	8.2%	3	5	0

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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
INDIAN HEALTH SERVICE	2,781	59.5%	26.2%	14.3%	271	1,274	318
OFFICE OF THE DIRECTOR	24	60.6%	28.9%	10.5%	9	4	0

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
INDIAN HEALTH SERVICE	4,038	64.8%	24.9%	10.2%	114	347	216
OFFICE OF THE DIRECTOR	37	83.2%	16.8%	0.0%	2	0	0

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
INDIAN HEALTH SERVICE	3,322	47.1%	45.2%	7.7%	624	219	569
OFFICE OF THE DIRECTOR	28	47.0%	53.0%	0.0%	11	0	0

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
INDIAN HEALTH SERVICE	1,855	23.6%	62.0%	14.3%	640	1,210	1,027
OFFICE OF THE DIRECTOR	11	28.5%	64.6%	7.0%	16	5	7

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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
INDIAN HEALTH SERVICE	1,772	24.4%	62.8%	12.8%	584	1,121	1,246
OFFICE OF THE DIRECTOR	11	21.5%	78.5%	0.0%	14	2	12

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Demographic Questions

Where do you work?

	%
Headquarters	100.0%
Field	0.0%

What is your supervisory status?

	%
Non-Supervisor	61.5%
Team Leader	--
Supervisor	12.8%
Manager	--
Senior Leader	17.9%

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

Are you:

	%
Male	42.1%
Female	57.9%

Are you Hispanic or Latino?

	%
Yes	0.0%
No	100.0%

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

	%
American Indian or Alaska Native	66.7%
Asian	0.0%
Black or African American	11.1%
Native Hawaiian or Other Pacific Islander	0.0%
White	11.1%
Two or more races	11.1%

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	--
High School Diploma/GED or equivalent	--
Trade or Technical Certificate	--
Some College (no degree)	--
Associate's Degree (e.g., AA, AS)	--
Bachelor's Degree (e.g., BA, BS)	--
Master's Degree (e.g., MA, MS, MBA)	--
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	--

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

What is your pay category/grade?

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

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

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

	%
Less than 1 year	0.0%
1 to 3 years	--
4 to 5 years	15.8%
6 to 10 years	--
11 to 14 years	13.2%
15 to 20 years	18.4%
More than 20 years	36.8%

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

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

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

	%
Less than 1 year	0.0%
1 to 3 years	21.1%
4 to 5 years	18.4%
6 to 10 years	15.8%
11 to 20 years	26.3%
More than 20 years	18.4%

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

	%
No	64.1%
Yes, to retire	--
Yes, to take another job within the Federal Government	17.9%
Yes, to take another job outside the Federal Government	--
Yes, other	--

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

I am planning to retire:

	%
Within one year	--
Between one and three years	--
Between three and five years	10.3%
Five or more years	82.1%

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

What is your US military service status?

	%
No Prior Military Service	79.5%
Currently in National Guard or Reserves	0.0%
Retired	0.0%
Separated or Discharged	20.5%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	%
Yes	--
No	--

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

What is your age group?

	%
25 and under	--
26-29	--
30-39	--
40-49	--
50-59	--
60 or older	--

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

Note: Percentages for demographic questions are unweighted.