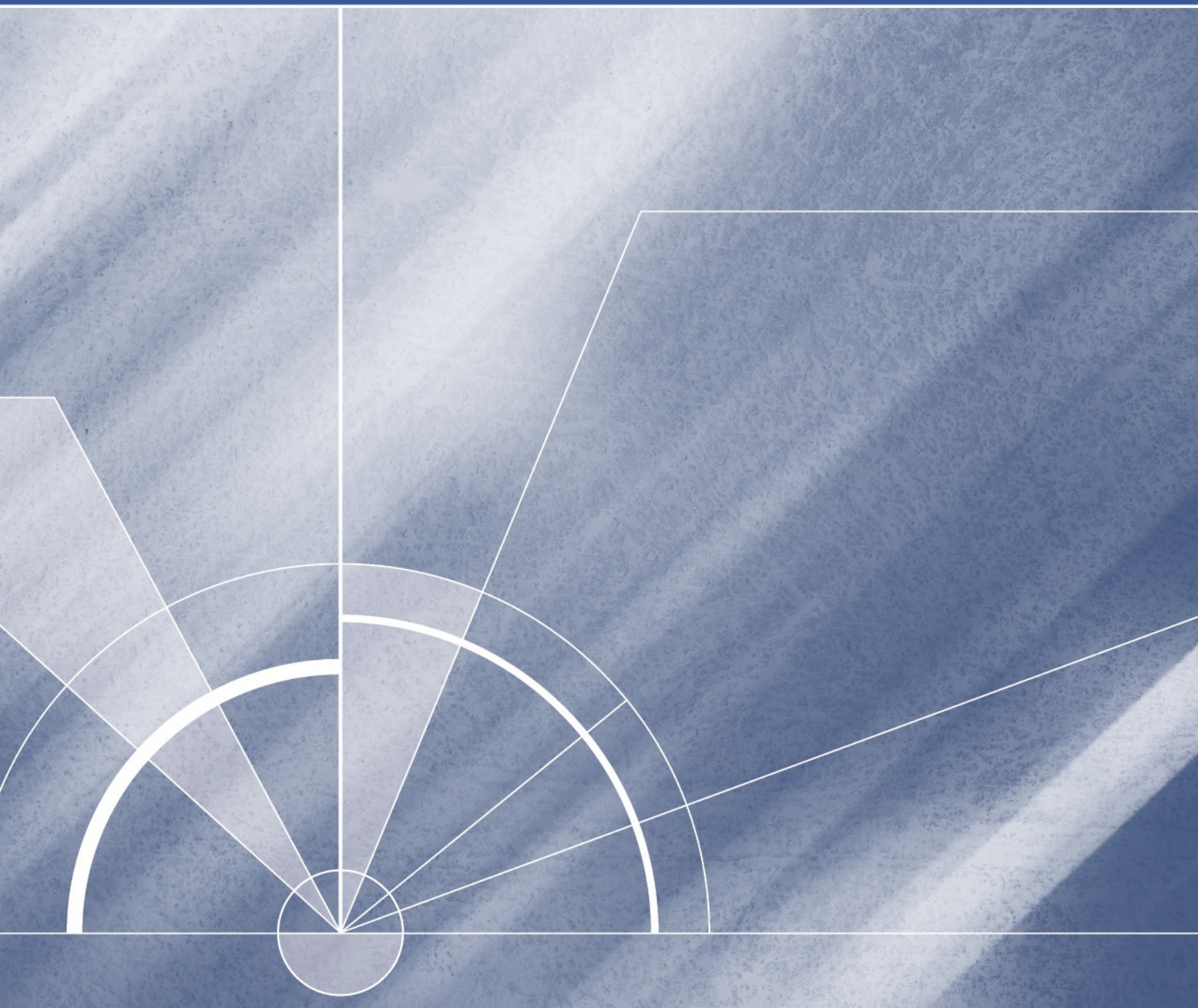


2018


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

3rd Level
Subagency
Comparison
Report

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES



Department of Health and Human Services

OFFICE OF HUMAN RESOURCES

3rd Level Subagency Comparison Report

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

Response Summary

	Surveys Completed	Response Rate
Department of Health and Human Services	43,029	57.2%
INDIAN HEALTH SERVICE	5,001	34.8%
OFFICE OF HUMAN RESOURCES	176	64.7%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	62.5%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	63.6%
DIVISION OF HUMAN RESOURCES	20	71.4%
DIVISION OF PERSONNEL SECURITY AND ETHICS	<10	--
Regional Human Resources Offices	123	64.1%

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.

Main Report Results

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

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

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

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

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

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

My Work Experience

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,760	72.9%	13.5%	13.6%
INDIAN HEALTH SERVICE	4,949	64.8%	17.8%	17.4%
OFFICE OF HUMAN RESOURCES	173	62.4%	17.8%	19.9%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	55.5%	34.7%	9.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	74.9%	4.8%	20.3%
DIVISION OF HUMAN RESOURCES	20	59.1%	18.2%	22.7%
Regional Human Resources Offices	120	61.8%	17.6%	20.6%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,821	76.0%	12.7%	11.3%
INDIAN HEALTH SERVICE	4,961	70.9%	16.5%	12.6%
OFFICE OF HUMAN RESOURCES	175	61.7%	22.1%	16.3%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	62.9%	27.3%	9.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	74.9%	4.8%	20.3%
DIVISION OF HUMAN RESOURCES	20	62.0%	19.8%	18.2%
Regional Human Resources Offices	122	60.1%	23.5%	16.5%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,703	68.4%	15.7%	15.9%
INDIAN HEALTH SERVICE	4,938	61.4%	19.5%	19.1%
OFFICE OF HUMAN RESOURCES	174	60.2%	21.9%	17.9%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	65.2%	15.5%	19.4%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	95.2%	4.8%	0.0%
DIVISION OF HUMAN RESOURCES	20	73.9%	14.3%	11.8%
Regional Human Resources Offices	121	55.5%	24.7%	19.8%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,865	78.4%	12.2%	9.4%
INDIAN HEALTH SERVICE	4,976	75.3%	14.1%	10.5%
OFFICE OF HUMAN RESOURCES	175	74.8%	16.0%	9.1%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	69.8%	20.4%	9.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	84.5%	15.5%	0.0%
DIVISION OF HUMAN RESOURCES	20	73.3%	7.9%	18.8%
Regional Human Resources Offices	122	74.9%	16.3%	8.8%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,822	86.3%	9.3%	4.4%
INDIAN HEALTH SERVICE	4,961	90.0%	7.6%	2.4%
OFFICE OF HUMAN RESOURCES	174	86.1%	11.3%	2.6%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	90.2%	0.0%	9.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	100.0%	0.0%	0.0%
DIVISION OF HUMAN RESOURCES	20	88.2%	11.8%	0.0%
Regional Human Resources Offices	121	84.8%	12.6%	2.5%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,829	83.2%	9.7%	7.1%
INDIAN HEALTH SERVICE	4,982	85.5%	9.0%	5.6%
OFFICE OF HUMAN RESOURCES	175	80.6%	11.6%	7.8%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	58.8%	23.9%	17.3%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	20.3%	0.0%
DIVISION OF HUMAN RESOURCES	20	89.7%	0.0%	10.3%
Regional Human Resources Offices	122	80.9%	11.4%	7.7%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,887	96.9%	2.2%	0.9%
INDIAN HEALTH SERVICE	4,978	95.7%	3.5%	0.8%
OFFICE OF HUMAN RESOURCES	175	93.3%	6.1%	0.6%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	80.6%	9.6%	9.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	100.0%	0.0%	0.0%
DIVISION OF HUMAN RESOURCES	20	96.1%	3.9%	0.0%
Regional Human Resources Offices	122	93.3%	6.7%	0.0%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,871	92.7%	6.2%	1.1%
INDIAN HEALTH SERVICE	4,971	91.8%	7.3%	0.8%
OFFICE OF HUMAN RESOURCES	174	89.6%	9.8%	0.6%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	90.2%	0.0%	9.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	100.0%	0.0%	0.0%
DIVISION OF HUMAN RESOURCES	20	100.0%	0.0%	0.0%
Regional Human Resources Offices	121	87.9%	12.1%	0.0%

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,579	56.7%	15.7%	27.6%	104
INDIAN HEALTH SERVICE	4,924	49.8%	18.7%	31.5%	21
OFFICE OF HUMAN RESOURCES	172	49.3%	21.9%	28.9%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	51.6%	15.9%	32.6%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	71.6%	17.5%	10.9%	0
DIVISION OF HUMAN RESOURCES	19	39.7%	4.4%	55.9%	0
Regional Human Resources Offices	123	48.1%	24.5%	27.4%	0

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Experience (continued)

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,697	62.4%	16.1%	21.5%	60
INDIAN HEALTH SERVICE	4,956	59.8%	18.5%	21.7%	11
OFFICE OF HUMAN RESOURCES	175	48.4%	18.7%	32.9%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	46.4%	22.6%	30.9%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	0.0%	20.3%	0
DIVISION OF HUMAN RESOURCES	20	62.1%	11.8%	26.0%	0
Regional Human Resources Offices	123	44.9%	20.9%	34.2%	0

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,424	65.4%	15.8%	18.8%	142
INDIAN HEALTH SERVICE	4,920	65.9%	18.5%	15.6%	20
OFFICE OF HUMAN RESOURCES	174	62.8%	25.0%	12.3%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	79.7%	20.3%	0.0%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	58.8%	31.5%	9.7%	0
DIVISION OF HUMAN RESOURCES	20	47.3%	26.6%	26.1%	0
Regional Human Resources Offices	122	62.5%	25.5%	12.1%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,708	88.5%	7.5%	4.0%	89
INDIAN HEALTH SERVICE	4,952	87.2%	9.2%	3.6%	16
OFFICE OF HUMAN RESOURCES	174	88.6%	9.8%	1.6%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	100.0%	0.0%	0.0%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	100.0%	0.0%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	84.2%	11.8%	3.9%	0
Regional Human Resources Offices	123	88.1%	10.5%	1.3%	0

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,700	92.3%	5.7%	2.1%	93
INDIAN HEALTH SERVICE	4,964	95.3%	3.7%	0.9%	5
OFFICE OF HUMAN RESOURCES	175	95.1%	4.1%	0.8%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	100.0%	0.0%	0.0%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	100.0%	0.0%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	92.1%	3.9%	3.9%	0
Regional Human Resources Offices	123	94.9%	4.4%	0.7%	0

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Experience (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,663	73.3%	12.5%	14.2%	196
INDIAN HEALTH SERVICE	4,964	66.9%	14.9%	18.2%	18
OFFICE OF HUMAN RESOURCES	175	76.4%	8.9%	14.7%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	94.9%	0.0%	5.1%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	84.5%	0.0%	15.5%	0
DIVISION OF HUMAN RESOURCES	20	70.0%	14.2%	15.8%	0
Regional Human Resources Offices	123	75.1%	9.6%	15.3%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,514	76.0%	11.9%	12.1%	322
INDIAN HEALTH SERVICE	4,921	70.9%	14.4%	14.8%	49
OFFICE OF HUMAN RESOURCES	174	67.0%	16.3%	16.6%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	50.1%	25.8%	24.1%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	94.9%	5.1%	0.0%	1
DIVISION OF HUMAN RESOURCES	20	63.0%	7.9%	29.1%	0
Regional Human Resources Offices	123	67.0%	17.0%	16.0%	0

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,655	87.3%	9.4%	3.3%	149
INDIAN HEALTH SERVICE	4,956	81.5%	13.6%	4.9%	23
OFFICE OF HUMAN RESOURCES	174	76.7%	17.1%	6.2%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	91.7%	8.3%	0.0%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	95.2%	4.8%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	85.8%	14.2%	0.0%	0
Regional Human Resources Offices	122	73.5%	18.6%	7.8%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,691	67.7%	17.8%	14.5%	2,129
INDIAN HEALTH SERVICE	4,871	59.6%	19.3%	21.1%	102
OFFICE OF HUMAN RESOURCES	171	58.3%	22.5%	19.2%	5
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	48.1%	41.3%	10.6%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	78.6%	16.3%	5.1%	1
DIVISION OF HUMAN RESOURCES	20	62.2%	19.6%	18.2%	0
Regional Human Resources Offices	120	57.0%	21.9%	21.1%	3

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Experience (continued)

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,489	58.5%	21.9%	19.6%	350
INDIAN HEALTH SERVICE	4,937	53.4%	24.2%	22.3%	41
OFFICE OF HUMAN RESOURCES	173	40.0%	34.7%	25.3%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	39.4%	44.8%	15.9%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	53.9%	21.0%	25.1%	0
DIVISION OF HUMAN RESOURCES	20	43.3%	23.6%	33.1%	0
Regional Human Resources Offices	122	37.8%	36.7%	25.6%	1

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

	N	Positive	Neutral	Negative	NBJ
Department of Health and Human Services	42,342	73.9%	12.3%	13.8%	575
INDIAN HEALTH SERVICE	4,910	76.0%	12.4%	11.6%	76
OFFICE OF HUMAN RESOURCES	174	70.4%	15.6%	14.1%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	59.6%	40.4%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	95.2%	4.8%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	74.8%	3.9%	21.2%	0
Regional Human Resources Offices	122	69.2%	15.6%	15.2%	1

My Work Unit

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,866	79.8%	11.2%	9.0%
INDIAN HEALTH SERVICE	4,971	63.8%	18.8%	17.5%
OFFICE OF HUMAN RESOURCES	176	61.9%	23.1%	14.9%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	82.9%	17.1%	0.0%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	74.9%	4.8%	20.3%
DIVISION OF HUMAN RESOURCES	20	70.9%	25.2%	3.9%
Regional Human Resources Offices	123	58.2%	25.4%	16.4%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,473	51.1%	23.5%	25.4%	1,380
INDIAN HEALTH SERVICE	4,891	41.9%	27.9%	30.2%	79
OFFICE OF HUMAN RESOURCES	174	49.9%	34.3%	15.8%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	35.5%	53.7%	10.8%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	61.8%	16.8%	21.4%	1
DIVISION OF HUMAN RESOURCES	20	31.4%	35.6%	33.0%	0
Regional Human Resources Offices	122	51.6%	34.4%	14.1%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,434	47.5%	27.3%	25.3%	3,356
INDIAN HEALTH SERVICE	4,673	40.2%	31.7%	28.2%	298
OFFICE OF HUMAN RESOURCES	167	40.0%	33.9%	26.1%	9
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	39.8%	48.3%	11.9%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	68.5%	10.1%	21.4%	1
DIVISION OF HUMAN RESOURCES	19	42.7%	21.4%	35.9%	1
Regional Human Resources Offices	117	37.2%	35.7%	27.1%	6

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	37,622	39.1%	29.7%	31.3%	5,204
INDIAN HEALTH SERVICE	4,736	32.1%	28.3%	39.5%	226
OFFICE OF HUMAN RESOURCES	167	39.8%	30.3%	30.0%	8
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	30.9%	36.5%	32.6%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	73.6%	5.1%	21.4%	1
DIVISION OF HUMAN RESOURCES	19	38.5%	21.4%	40.1%	1
Regional Human Resources Offices	116	37.6%	32.2%	30.2%	6

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,871	45.6%	27.7%	26.7%	2,940
INDIAN HEALTH SERVICE	4,815	37.8%	29.8%	32.4%	158
OFFICE OF HUMAN RESOURCES	168	36.9%	32.1%	31.0%	8
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	34.9%	42.7%	22.4%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	56.7%	21.9%	21.4%	1
DIVISION OF HUMAN RESOURCES	18	40.2%	22.3%	37.5%	2
Regional Human Resources Offices	119	35.5%	32.5%	32.0%	4

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,934	54.5%	23.8%	21.7%	2,858
INDIAN HEALTH SERVICE	4,769	43.9%	27.6%	28.5%	203
OFFICE OF HUMAN RESOURCES	167	39.9%	24.6%	35.5%	7
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	8	26.1%	48.4%	25.4%	2
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	73.6%	0.0%	26.4%	1
DIVISION OF HUMAN RESOURCES	17	46.7%	27.0%	26.3%	2
Regional Human Resources Offices	120	38.1%	24.4%	37.5%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,613	76.9%	12.5%	10.6%	224
INDIAN HEALTH SERVICE	4,944	61.5%	20.1%	18.4%	33
OFFICE OF HUMAN RESOURCES	175	56.3%	23.5%	20.2%	0
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	79.6%	20.4%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	4.8%	15.5%	0
DIVISION OF HUMAN RESOURCES	20	59.1%	22.7%	18.1%	0
Regional Human Resources Offices	122	51.6%	25.9%	22.5%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,255	62.9%	25.4%	11.7%	1,526
INDIAN HEALTH SERVICE	4,861	59.6%	26.0%	14.4%	104
OFFICE OF HUMAN RESOURCES	173	60.5%	30.8%	8.7%	3
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	57.8%	42.2%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	84.0%	16.0%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	70.9%	11.8%	17.3%	0
Regional Human Resources Offices	120	57.5%	33.7%	8.8%	3

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,824	87.8%	10.1%	2.1%
INDIAN HEALTH SERVICE	4,972	76.7%	19.2%	4.1%
OFFICE OF HUMAN RESOURCES	176	70.6%	26.8%	2.5%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	89.2%	10.8%	0.0%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	90.4%	9.6%	0.0%
DIVISION OF HUMAN RESOURCES	20	81.2%	18.8%	0.0%
Regional Human Resources Offices	123	66.3%	30.5%	3.2%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,509	84.1%	10.2%	5.7%	340
INDIAN HEALTH SERVICE	4,929	75.4%	16.7%	7.9%	44
OFFICE OF HUMAN RESOURCES	176	68.8%	24.6%	6.6%	0
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	74.9%	25.1%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	90.4%	9.6%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	77.3%	3.9%	18.8%	0
Regional Human Resources Offices	123	65.8%	27.8%	6.4%	0

My Agency

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,289	56.1%	22.5%	21.4%	1,150
INDIAN HEALTH SERVICE	4,799	47.4%	28.1%	24.6%	91
OFFICE OF HUMAN RESOURCES	173	52.3%	27.8%	19.9%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	57.8%	31.4%	10.8%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	70.0%	25.2%	4.8%	0
DIVISION OF HUMAN RESOURCES	19	50.3%	32.6%	17.1%	1
Regional Human Resources Offices	121	50.2%	27.9%	21.9%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,638	61.9%	19.6%	18.6%	799
INDIAN HEALTH SERVICE	4,807	45.8%	25.3%	28.9%	86
OFFICE OF HUMAN RESOURCES	169	41.0%	30.9%	28.0%	5
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	57.8%	27.9%	14.3%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	68.5%	26.4%	5.1%	1
DIVISION OF HUMAN RESOURCES	19	38.5%	34.2%	27.3%	1
Regional Human Resources Offices	118	37.1%	31.8%	31.0%	3

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Agency (continued)

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,006	52.5%	25.9%	21.6%	1,303
INDIAN HEALTH SERVICE	4,726	36.5%	32.2%	31.3%	137
OFFICE OF HUMAN RESOURCES	170	34.5%	33.8%	31.7%	5
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	57.8%	18.3%	23.9%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	63.4%	10.2%	26.4%	1
DIVISION OF HUMAN RESOURCES	20	47.3%	27.5%	25.2%	0
Regional Human Resources Offices	118	29.4%	38.0%	32.5%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	38,364	38.2%	30.0%	31.8%	4,036
INDIAN HEALTH SERVICE	4,594	34.5%	30.1%	35.4%	291
OFFICE OF HUMAN RESOURCES	166	33.6%	29.9%	36.4%	9
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	7	0.0%	86.2%	13.8%	3
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	59.5%	19.1%	21.4%	1
DIVISION OF HUMAN RESOURCES	19	29.9%	34.1%	35.9%	1
Regional Human Resources Offices	119	33.4%	27.8%	38.7%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,295	62.7%	24.5%	12.8%	3,126
INDIAN HEALTH SERVICE	4,629	50.3%	32.7%	17.0%	260
OFFICE OF HUMAN RESOURCES	166	52.6%	35.8%	11.6%	9
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	36.1%	63.9%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	11	59.5%	29.3%	11.2%	3
DIVISION OF HUMAN RESOURCES	19	42.8%	21.4%	35.9%	1
Regional Human Resources Offices	120	54.3%	35.3%	10.3%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,551	83.1%	11.3%	5.6%	925
INDIAN HEALTH SERVICE	4,862	75.9%	15.0%	9.1%	28
OFFICE OF HUMAN RESOURCES	174	75.2%	19.1%	5.7%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	69.8%	30.2%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	72.9%	11.6%	15.5%	0
DIVISION OF HUMAN RESOURCES	20	80.3%	11.8%	7.8%	0
Regional Human Resources Offices	121	75.2%	19.4%	5.4%	1

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,625	78.7%	14.0%	7.4%	736
INDIAN HEALTH SERVICE	4,840	72.3%	16.8%	10.8%	40
OFFICE OF HUMAN RESOURCES	170	68.5%	19.8%	11.7%	4
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	81.7%	18.3%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	83.6%	16.4%	0.0%	0
DIVISION OF HUMAN RESOURCES	19	65.6%	8.2%	26.2%	1
Regional Human Resources Offices	118	66.7%	21.1%	12.3%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,540	61.4%	20.4%	18.3%	2,870
INDIAN HEALTH SERVICE	4,724	48.9%	24.5%	26.6%	156
OFFICE OF HUMAN RESOURCES	174	51.6%	25.6%	22.8%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	59.7%	21.8%	18.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	58.4%	21.3%	20.3%	0
DIVISION OF HUMAN RESOURCES	20	66.1%	15.7%	18.1%	0
Regional Human Resources Offices	121	49.1%	27.5%	23.4%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	38,275	72.0%	17.5%	10.6%	4,081
INDIAN HEALTH SERVICE	4,594	58.9%	24.1%	17.1%	278
OFFICE OF HUMAN RESOURCES	169	64.3%	24.4%	11.3%	4
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	49.2%	50.8%	0.0%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	12	54.0%	35.4%	10.6%	1
DIVISION OF HUMAN RESOURCES	20	47.3%	23.6%	29.1%	0
Regional Human Resources Offices	119	67.9%	21.6%	10.5%	2

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,781	81.8%	13.5%	4.7%	664
INDIAN HEALTH SERVICE	4,806	64.8%	24.8%	10.4%	78
OFFICE OF HUMAN RESOURCES	174	64.7%	31.2%	4.1%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	80.2%	19.8%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	68.1%	27.1%	4.8%	0
DIVISION OF HUMAN RESOURCES	20	59.1%	26.1%	14.9%	0
Regional Human Resources Offices	121	64.4%	32.1%	3.5%	1

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Agency (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,415	75.1%	15.8%	9.1%
INDIAN HEALTH SERVICE	4,867	64.3%	24.0%	11.7%
OFFICE OF HUMAN RESOURCES	175	70.1%	19.6%	10.3%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	72.1%	27.9%	0.0%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	20.3%	0.0%
DIVISION OF HUMAN RESOURCES	20	59.2%	18.1%	22.7%
Regional Human Resources Offices	122	70.7%	18.2%	11.1%

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,657	54.8%	25.3%	19.9%	2,791
INDIAN HEALTH SERVICE	4,477	48.4%	28.2%	23.4%	393
OFFICE OF HUMAN RESOURCES	165	51.6%	29.2%	19.2%	10
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	50.1%	41.6%	8.3%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	73.6%	21.4%	5.1%	1
DIVISION OF HUMAN RESOURCES	18	49.1%	22.3%	28.6%	2
Regional Human Resources Offices	117	51.5%	28.5%	20.1%	5

My Supervisor

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,174	83.9%	8.3%	7.7%	184
INDIAN HEALTH SERVICE	4,821	71.1%	14.0%	15.0%	30
OFFICE OF HUMAN RESOURCES	175	72.1%	14.0%	13.8%	0
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	90.4%	0.0%	9.6%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	100.0%	0.0%	0.0%	0
DIVISION OF HUMAN RESOURCES	20	70.9%	11.8%	17.3%	0
Regional Human Resources Offices	122	68.3%	16.4%	15.3%	0

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Supervisor (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,140	73.8%	13.6%	12.5%	191
INDIAN HEALTH SERVICE	4,819	63.7%	19.1%	17.2%	32
OFFICE OF HUMAN RESOURCES	174	60.5%	20.7%	18.7%	0
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	60.7%	29.7%	9.6%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	0.0%	20.3%	0
DIVISION OF HUMAN RESOURCES	20	59.1%	15.7%	25.2%	0
Regional Human Resources Offices	121	58.7%	22.7%	18.6%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,972	71.0%	15.2%	13.7%	339
INDIAN HEALTH SERVICE	4,798	62.2%	19.7%	18.1%	45
OFFICE OF HUMAN RESOURCES	172	58.7%	21.1%	20.2%	1
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	36.4%	46.6%	17.1%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	0.0%	20.3%	0
DIVISION OF HUMAN RESOURCES	19	69.7%	8.2%	22.1%	0
Regional Human Resources Offices	120	57.2%	22.2%	20.6%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,337	75.1%	17.1%	7.8%	2,951
INDIAN HEALTH SERVICE	4,621	61.5%	23.7%	14.8%	226
OFFICE OF HUMAN RESOURCES	168	58.6%	28.5%	12.9%	7
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	45.3%	30.8%	23.9%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	78.6%	21.4%	0.0%	1
DIVISION OF HUMAN RESOURCES	20	67.0%	11.8%	21.2%	0
Regional Human Resources Offices	117	57.0%	30.5%	12.5%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	42,097	69.6%	16.5%	14.0%	218
INDIAN HEALTH SERVICE	4,816	60.2%	20.7%	19.1%	30
OFFICE OF HUMAN RESOURCES	175	57.9%	20.3%	21.8%	0
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	36.4%	23.3%	40.3%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	74.9%	4.8%	20.3%	0
DIVISION OF HUMAN RESOURCES	20	63.0%	15.8%	21.2%	0
Regional Human Resources Offices	122	57.2%	22.3%	20.5%	0

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Supervisor (continued)

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,714	74.6%	14.2%	11.2%	601
INDIAN HEALTH SERVICE	4,783	61.3%	20.1%	18.7%	67
OFFICE OF HUMAN RESOURCES	173	55.0%	25.2%	19.8%	2
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	36.4%	28.9%	34.7%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	4.8%	15.5%	0
DIVISION OF HUMAN RESOURCES	20	67.0%	7.9%	25.2%	0
Regional Human Resources Offices	120	52.8%	28.1%	19.1%	2

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,258	80.9%	10.2%	9.0%
INDIAN HEALTH SERVICE	4,826	69.2%	16.5%	14.4%
OFFICE OF HUMAN RESOURCES	175	68.3%	19.1%	12.6%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	63.1%	19.8%	17.1%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	4.8%	15.5%
DIVISION OF HUMAN RESOURCES	20	70.9%	7.8%	21.2%
Regional Human Resources Offices	122	66.9%	21.7%	11.4%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,230	84.3%	8.4%	7.3%
INDIAN HEALTH SERVICE	4,829	74.2%	13.7%	12.1%
OFFICE OF HUMAN RESOURCES	175	74.4%	13.3%	12.2%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	68.6%	14.3%	17.1%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	100.0%	0.0%	0.0%
DIVISION OF HUMAN RESOURCES	20	74.8%	7.8%	17.3%
Regional Human Resources Offices	122	72.9%	14.8%	12.4%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,245	82.2%	9.2%	8.6%
INDIAN HEALTH SERVICE	4,825	69.7%	16.1%	14.2%
OFFICE OF HUMAN RESOURCES	174	66.9%	13.6%	19.5%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	58.4%	25.1%	16.5%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	58.9%	25.6%	15.5%
DIVISION OF HUMAN RESOURCES	20	74.8%	14.2%	10.9%
Regional Human Resources Offices	121	67.1%	11.9%	21.0%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,222	73.7%	13.6%	12.6%
INDIAN HEALTH SERVICE	4,832	62.8%	18.6%	18.7%
OFFICE OF HUMAN RESOURCES	175	60.5%	20.1%	19.4%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	45.3%	10.8%	43.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	4.8%	15.5%
DIVISION OF HUMAN RESOURCES	20	67.0%	11.8%	21.2%
Regional Human Resources Offices	122	59.2%	22.9%	17.9%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	42,203	76.2%	14.6%	9.2%
INDIAN HEALTH SERVICE	4,835	63.5%	21.1%	15.4%
OFFICE OF HUMAN RESOURCES	175	63.4%	18.9%	17.7%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	45.3%	23.3%	31.4%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	4.8%	15.5%
DIVISION OF HUMAN RESOURCES	20	70.9%	7.8%	21.2%
Regional Human Resources Offices	122	62.4%	20.8%	16.7%

Leadership

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,991	54.0%	23.6%	22.5%	1,035
INDIAN HEALTH SERVICE	4,676	43.0%	28.9%	28.2%	111
OFFICE OF HUMAN RESOURCES	168	43.1%	34.8%	22.1%	6
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	69.2%	23.3%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	58.4%	15.2%	26.5%	1
DIVISION OF HUMAN RESOURCES	18	22.3%	17.9%	59.8%	2
Regional Human Resources Offices	118	41.7%	38.9%	19.4%	3

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,371	61.8%	22.5%	15.7%	2,659
INDIAN HEALTH SERVICE	4,588	48.2%	28.7%	23.1%	213
OFFICE OF HUMAN RESOURCES	168	45.8%	35.0%	19.2%	7
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	80.0%	12.5%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	58.3%	20.3%	21.4%	1
DIVISION OF HUMAN RESOURCES	17	18.7%	32.7%	48.6%	3
Regional Human Resources Offices	119	44.4%	38.0%	17.6%	3

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,867	72.0%	17.8%	10.2%	2,051
INDIAN HEALTH SERVICE	4,587	58.6%	25.3%	16.1%	185
OFFICE OF HUMAN RESOURCES	166	52.8%	33.1%	14.1%	9
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	47.0%	45.5%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	68.5%	15.2%	16.3%	1
DIVISION OF HUMAN RESOURCES	19	53.3%	31.9%	14.8%	1
Regional Human Resources Offices	116	51.8%	33.8%	14.4%	6

56. Managers communicate the goals of the organization.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,299	68.8%	17.7%	13.4%	676
INDIAN HEALTH SERVICE	4,674	54.9%	25.7%	19.4%	113
OFFICE OF HUMAN RESOURCES	170	54.4%	26.9%	18.7%	5
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	78.2%	14.3%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	74.9%	4.8%	20.3%	0
DIVISION OF HUMAN RESOURCES	20	51.3%	15.7%	33.1%	0
Regional Human Resources Offices	117	50.8%	31.6%	17.6%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,561	68.5%	19.9%	11.7%	2,439
INDIAN HEALTH SERVICE	4,571	55.6%	26.8%	17.6%	216
OFFICE OF HUMAN RESOURCES	167	51.1%	30.6%	18.3%	8
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	78.2%	14.3%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	68.5%	10.1%	21.4%	1
DIVISION OF HUMAN RESOURCES	19	32.9%	43.5%	23.7%	1
Regional Human Resources Offices	116	48.8%	33.2%	18.0%	6

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,756	63.0%	19.5%	17.6%	1,298
INDIAN HEALTH SERVICE	4,631	49.4%	26.5%	24.1%	162
OFFICE OF HUMAN RESOURCES	169	48.8%	30.4%	20.8%	6
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	81.7%	10.8%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	56.7%	21.9%	21.4%	1
DIVISION OF HUMAN RESOURCES	20	39.4%	27.5%	33.1%	0
Regional Human Resources Offices	117	46.3%	32.8%	20.9%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	40,629	66.7%	18.7%	14.6%	1,189
INDIAN HEALTH SERVICE	4,593	51.3%	27.3%	21.4%	156
OFFICE OF HUMAN RESOURCES	169	50.2%	31.5%	18.4%	6
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	81.7%	10.8%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	56.7%	16.8%	26.4%	1
DIVISION OF HUMAN RESOURCES	20	35.5%	37.8%	26.7%	0
Regional Human Resources Offices	117	48.4%	33.5%	18.1%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	39,793	67.8%	19.7%	12.5%	2,181
INDIAN HEALTH SERVICE	4,421	52.9%	27.5%	19.6%	366
OFFICE OF HUMAN RESOURCES	160	54.1%	33.4%	12.6%	14
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	49.5%	43.0%	7.5%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	12	59.3%	40.7%	0.0%	2
DIVISION OF HUMAN RESOURCES	17	42.0%	31.0%	27.0%	3
Regional Human Resources Offices	112	55.0%	32.6%	12.4%	9

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	41,284	65.7%	20.4%	14.0%	645
INDIAN HEALTH SERVICE	4,658	56.8%	25.3%	18.0%	122
OFFICE OF HUMAN RESOURCES	169	63.6%	23.4%	13.0%	5
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	88.3%	11.7%	0.0%	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	12	79.3%	14.6%	6.1%	2
DIVISION OF HUMAN RESOURCES	20	27.6%	38.4%	34.0%	0
Regional Human Resources Offices	119	63.7%	23.8%	12.5%	2

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	38,629	66.9%	21.6%	11.5%	3,323
INDIAN HEALTH SERVICE	4,312	48.1%	32.8%	19.2%	463
OFFICE OF HUMAN RESOURCES	164	49.4%	35.4%	15.2%	11
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	74.9%	25.1%	0.0%	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	12	72.1%	5.3%	22.6%	2
DIVISION OF HUMAN RESOURCES	18	51.2%	15.5%	33.3%	2
Regional Human Resources Offices	116	45.7%	39.9%	14.4%	6

My Satisfaction

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,867	60.4%	20.6%	19.0%
INDIAN HEALTH SERVICE	4,772	53.3%	26.7%	20.0%
OFFICE OF HUMAN RESOURCES	174	57.8%	28.8%	13.3%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	67.5%	25.0%	7.5%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	74.8%	9.7%	15.5%
DIVISION OF HUMAN RESOURCES	20	61.5%	15.7%	22.7%
Regional Human Resources Offices	121	55.6%	31.9%	12.5%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,871	57.8%	21.7%	20.5%
INDIAN HEALTH SERVICE	4,763	47.0%	27.2%	25.8%
OFFICE OF HUMAN RESOURCES	173	48.6%	29.1%	22.4%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	63.1%	36.9%	0.0%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	49.1%	20.8%	30.1%
DIVISION OF HUMAN RESOURCES	20	55.2%	7.9%	37.0%
Regional Human Resources Offices	121	46.7%	31.9%	21.4%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,832	59.9%	20.6%	19.5%
INDIAN HEALTH SERVICE	4,767	45.5%	27.2%	27.2%
OFFICE OF HUMAN RESOURCES	174	41.0%	32.2%	26.9%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	49.9%	35.8%	14.3%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	60.3%	24.2%	15.5%
DIVISION OF HUMAN RESOURCES	20	55.1%	11.9%	33.1%
Regional Human Resources Offices	121	37.5%	34.6%	27.9%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,774	53.5%	28.2%	18.3%
INDIAN HEALTH SERVICE	4,764	45.6%	32.3%	22.1%
OFFICE OF HUMAN RESOURCES	173	49.4%	31.2%	19.4%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	67.4%	25.1%	7.5%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	65.1%	9.7%	25.2%
DIVISION OF HUMAN RESOURCES	20	27.6%	33.9%	38.5%
Regional Human Resources Offices	120	48.3%	34.1%	17.7%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,793	43.3%	29.2%	27.5%
INDIAN HEALTH SERVICE	4,757	41.5%	33.1%	25.5%
OFFICE OF HUMAN RESOURCES	174	46.6%	32.0%	21.5%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	48.8%	9.6%	41.6%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	58.8%	9.7%	31.5%
DIVISION OF HUMAN RESOURCES	20	35.4%	18.1%	46.5%
Regional Human Resources Offices	121	45.9%	36.8%	17.3%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,795	62.1%	22.1%	15.8%
INDIAN HEALTH SERVICE	4,761	52.7%	26.1%	21.3%
OFFICE OF HUMAN RESOURCES	174	43.3%	30.2%	26.5%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	57.8%	20.4%	21.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	53.9%	25.8%	20.3%
DIVISION OF HUMAN RESOURCES	20	51.1%	15.7%	33.2%
Regional Human Resources Offices	121	39.3%	33.2%	27.5%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,819	74.1%	14.9%	10.9%
INDIAN HEALTH SERVICE	4,760	70.8%	18.7%	10.5%
OFFICE OF HUMAN RESOURCES	174	66.6%	23.9%	9.5%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	65.3%	34.7%	0.0%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	79.7%	4.8%	15.5%
DIVISION OF HUMAN RESOURCES	20	65.4%	15.8%	18.8%
Regional Human Resources Offices	121	65.5%	25.6%	8.9%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,785	65.6%	16.6%	17.8%
INDIAN HEALTH SERVICE	4,749	59.0%	19.6%	21.4%
OFFICE OF HUMAN RESOURCES	174	70.3%	15.0%	14.7%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	81.7%	7.5%	10.8%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	84.5%	0.0%	15.5%
DIVISION OF HUMAN RESOURCES	20	69.4%	4.0%	26.6%
Regional Human Resources Offices	121	68.6%	17.8%	13.7%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	41,703	70.0%	17.9%	12.1%
INDIAN HEALTH SERVICE	4,728	59.4%	24.6%	16.0%
OFFICE OF HUMAN RESOURCES	173	67.3%	22.4%	10.3%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	89.2%	10.8%	0.0%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	68.5%	16.0%	15.5%
DIVISION OF HUMAN RESOURCES	20	55.1%	22.1%	22.7%
Regional Human Resources Offices	120	66.7%	24.2%	9.2%

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Work/Life

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

	Telework					
	N	Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Department of Health and Human Services	41,700	14.6%	7.3%	37.1%	7.6%	3.2%
INDIAN HEALTH SERVICE	4,673	5.1%	1.4%	3.3%	1.6%	4.4%
OFFICE OF HUMAN RESOURCES	172	4.8%	3.5%	3.3%	2.0%	6.3%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	23.4%	0.0%	9.7%	0.0%	10.6%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	4.8%	0.0%	0.0%	4.8%	25.0%
DIVISION OF HUMAN RESOURCES	20	11.9%	3.9%	31.4%	7.9%	18.8%
Regional Human Resources Offices	120	2.0%	3.0%	0.0%	1.4%	3.4%

(continued)

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

	Do Not Telework				
	N	Must Be Physically Present	Technical Issues	Not Approved To Telework	Choose Not To Telework
Department of Health and Human Services	41,700	14.0%	1.9%	6.0%	8.3%
INDIAN HEALTH SERVICE	4,673	45.7%	5.0%	17.8%	15.7%
OFFICE OF HUMAN RESOURCES	172	20.2%	8.6%	31.9%	19.4%
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	9	10.3%	0.0%	18.5%	27.5%
DIVISION OF HEALTH PROFESSIONS SUPPORT	14	30.0%	4.9%	9.7%	20.8%
DIVISION OF HUMAN RESOURCES	20	0.0%	0.0%	7.8%	18.2%
Regional Human Resources Offices	120	22.6%	10.5%	37.7%	19.4%

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
INDIAN HEALTH SERVICE	1,660	35.8%	47.3%	16.8%	263	2,232	476
OFFICE OF HUMAN RESOURCES	95	40.0%	38.7%	21.3%	11	56	7
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	6	70.3%	29.7%	0.0%	1	3	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	10	58.6%	20.8%	20.7%	2	2	0
DIVISION OF HUMAN RESOURCES	17	86.6%	13.4%	0.0%	2	1	0
Regional Human Resources Offices	54	24.7%	46.4%	28.8%	6	50	7

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Work/Life (continued)

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	27,464	76.3%	17.0%	6.7%	7,207	5,300	1,253
INDIAN HEALTH SERVICE	2,781	59.5%	26.2%	14.3%	271	1,274	318
OFFICE OF HUMAN RESOURCES	139	77.5%	11.5%	11.1%	12	18	3
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	8	100.0%	0.0%	0.0%	1	1	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	12	73.3%	20.6%	6.1%	1	1	0
DIVISION OF HUMAN RESOURCES	14	94.0%	6.0%	0.0%	5	1	0
Regional Human Resources Offices	98	75.1%	12.0%	13.0%	3	15	3

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	35,973	77.5%	17.4%	5.2%	3,203	1,406	1,050
INDIAN HEALTH SERVICE	4,038	64.8%	24.9%	10.2%	114	347	216
OFFICE OF HUMAN RESOURCES	150	57.5%	31.7%	10.8%	6	12	6
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	10	54.1%	31.6%	14.3%	0	0	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	13	45.6%	54.4%	0.0%	1	0	0
DIVISION OF HUMAN RESOURCES	16	65.5%	21.5%	13.0%	3	1	0
Regional Human Resources Offices	103	57.0%	31.4%	11.6%	1	11	6

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	25,148	56.8%	38.3%	4.9%	11,779	696	4,023
INDIAN HEALTH SERVICE	3,322	47.1%	45.2%	7.7%	624	219	569
OFFICE OF HUMAN RESOURCES	137	56.4%	35.5%	8.1%	25	5	7
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	8	69.2%	30.8%	0.0%	2	0	0
DIVISION OF HEALTH PROFESSIONS SUPPORT	10	41.4%	58.6%	0.0%	3	1	0
DIVISION OF HUMAN RESOURCES	14	71.1%	23.7%	5.2%	5	1	0
Regional Human Resources Offices	100	54.6%	35.8%	9.6%	12	3	6

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Work/Life (continued)

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	17,227	41.0%	51.2%	7.9%	16,540	3,800	4,102
INDIAN HEALTH SERVICE	1,855	23.6%	62.0%	14.3%	640	1,210	1,027
OFFICE OF HUMAN RESOURCES	78	12.5%	72.2%	15.4%	23	47	25
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	2	61.9%	38.1%	0.0%	3	4	1
DIVISION OF HEALTH PROFESSIONS SUPPORT	8	16.0%	84.0%	0.0%	3	2	1
DIVISION OF HUMAN RESOURCES	9	25.9%	74.1%	0.0%	5	2	3
Regional Human Resources Offices	56	10.2%	70.9%	18.9%	9	38	18

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

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	14,131	34.1%	60.5%	5.5%	16,603	3,316	7,576
INDIAN HEALTH SERVICE	1,772	24.4%	62.8%	12.8%	584	1,121	1,246
OFFICE OF HUMAN RESOURCES	65	7.1%	75.5%	17.4%	21	45	42
DIVISION OF COMMISSIONED PERSONNEL SUPPORT	1	0.0%	100.0%	0.0%	3	4	2
DIVISION OF HEALTH PROFESSIONS SUPPORT	7	17.4%	82.6%	0.0%	2	2	3
DIVISION OF HUMAN RESOURCES	7	9.6%	63.7%	26.7%	6	3	4
Regional Human Resources Offices	47	6.0%	75.0%	19.0%	7	35	31

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Demographic Questions

Where do you work?

	%
Headquarters	26.2%
Field	73.8%

What is your supervisory status?

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

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

Are you:

	%
Male	20.6%
Female	79.4%

Are you Hispanic or Latino?

	%
Yes	6.4%
No	93.6%

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

	%
American Indian or Alaska Native	80.6%
Asian	--
Black or African American	4.1%
Native Hawaiian or Other Pacific Islander	--
White	7.1%
Two or more races	6.5%

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

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Demographic Questions (continued)

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

	%
Less than High School	0.0%
High School Diploma/GED or equivalent	9.9%
Trade or Technical Certificate	4.7%
Some College (no degree)	30.4%
Associate's Degree (e.g., AA, AS)	11.7%
Bachelor's Degree (e.g., BA, BS)	24.6%
Master's Degree (e.g., MA, MS, MBA)	14.6%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	4.1%

What is your pay category/grade?

	%
Federal Wage System	0.0%
GS 1-6	5.8%
GS 7-12	66.3%
GS 13-15	26.2%
Senior Executive Service	--
Senior Level (SL) or Scientific or Professional (ST)	0.0%
Other	--

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

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

	%
Less than 1 year	--
1 to 3 years	--
4 to 5 years	--
6 to 10 years	--
11 to 14 years	--
15 to 20 years	--
More than 20 years	--

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

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Demographic Questions (continued)

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

	%
Less than 1 year	5.8%
1 to 3 years	17.5%
4 to 5 years	12.9%
6 to 10 years	18.7%
11 to 20 years	24.0%
More than 20 years	21.1%

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

	%
No	63.4%
Yes, to retire	5.2%
Yes, to take another job within the Federal Government	22.1%
Yes, to take another job outside the Federal Government	4.1%
Yes, other	5.2%

I am planning to retire:

	%
Within one year	4.1%
Between one and three years	8.3%
Between three and five years	8.3%
Five or more years	79.3%

What is your US military service status?

	%
No Prior Military Service	--
Currently in National Guard or Reserves	--
Retired	--
Separated or Discharged	--

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

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
OFFICE OF HUMAN RESOURCES
3rd Level Subagency Comparison Report

Demographic Questions (continued)

Are you an individual with a disability?

	%
Yes	12.2%
No	87.8%

What is your age group?

	%
25 and under	--
26-29	--
30-39	22.9%
40-49	26.5%
50-59	32.9%
60 or older	14.1%

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