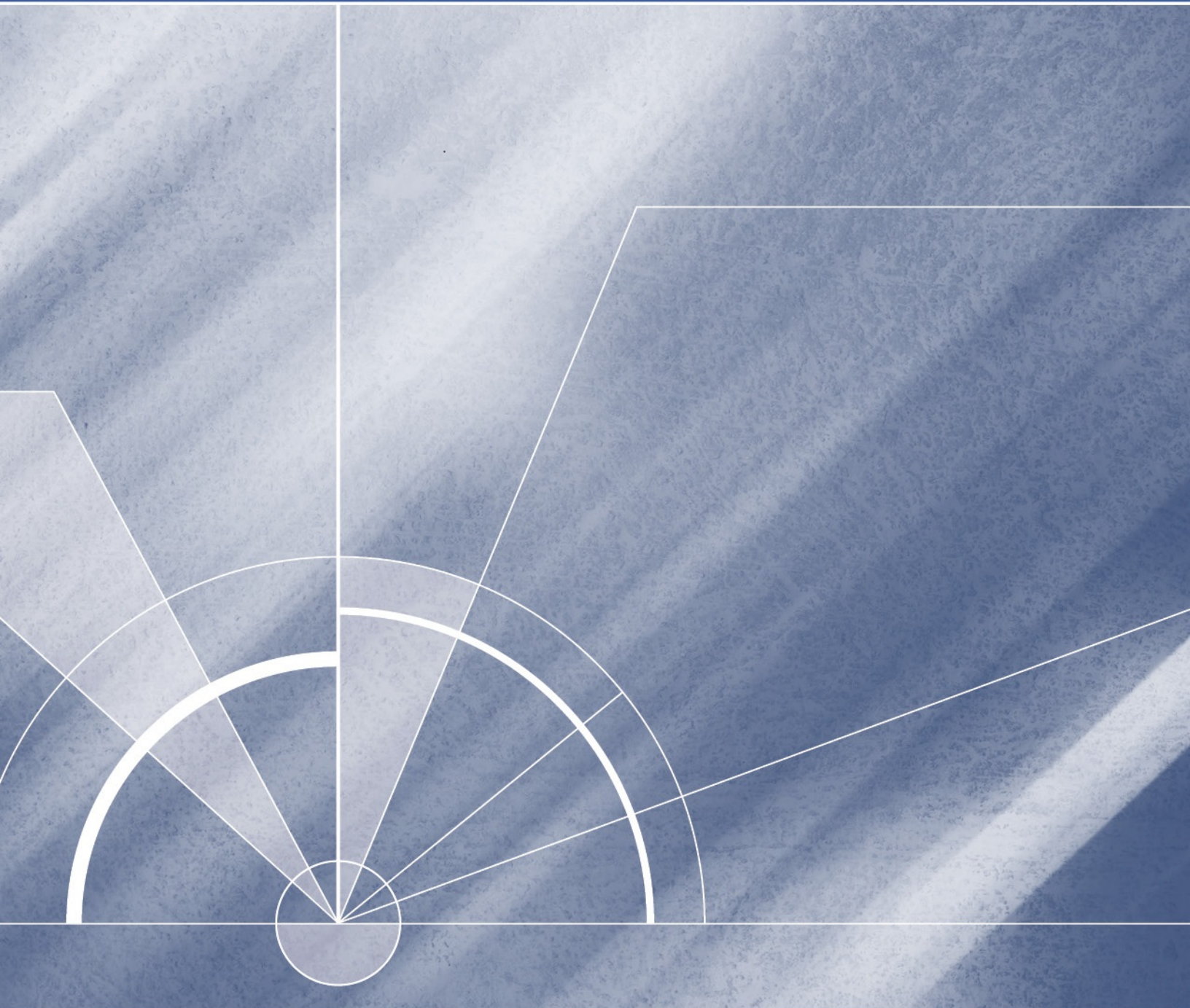


2017

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

2nd Level
Subagency
Report

Department of Health and Human Services
TUCSON AREA INDIAN HEALTH SERVICE



Department of Health and Human Services
TUCSON AREA INDIAN HEALTH SERVICE
2nd Level Subagency Report

This 2017 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	486,105	45.5%
Department of Health and Human Services	43,086	58.5%
INDIAN HEALTH SERVICE	5,079	36.1%
TUCSON AREA INDIAN HEALTH SERVICE	99	26.3%

Your Data

An embedded Microsoft® Excel® file containing your results. 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)* or *No Basis to Judge (NBJ)* responses, where applicable, is listed separately.

Department of Health and Human Services
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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

97.4%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
95.3%	The work I do is important. (Q.13)
92.1%	I am constantly looking for ways to do my job better. (Q.8)
91.0%	I like the kind of work I do. (Q.5)
89.8%	I know what is expected of me on the job. (Q.6)
87.9%	I know how my work relates to the agency's goals and priorities. (Q.12)
84.1%	My work gives me a feeling of personal accomplishment. (Q.4)
82.2%	Employees are protected from health and safety hazards on the job. (Q.35)
79.1%	Physical conditions allow employees to perform their jobs well. (Q.14)
76.7%	How would you rate the overall quality of work done by your work unit? (Q.28)

Highest Percent Negative

36.6%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
34.5%	Pay raises depend on how well employees perform their jobs. (Q.33)
32.5%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
32.3%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
27.8%	Promotions in my work unit are based on merit. (Q.22)
27.8%	Employees are recognized for providing high quality products and services. (Q.31)
27.6%	My work unit is able to recruit people with the right skills. (Q.21)
27.1%	Creativity and innovation are rewarded. (Q.32)
26.5%	Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q.58)
24.9%	Awards in my work unit depend on how well employees perform their jobs. (Q.25)

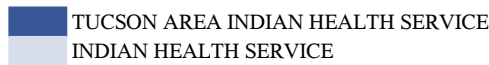
Department of Health and Human Services

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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.



Survey Item	% Positive Response		Difference
Physical conditions allow employees to perform their jobs well. (Q.14)	79.1%	68.2%	+10.9
My work gives me a feeling of personal accomplishment. (Q.4)	84.1%	73.3%	+10.8
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q.17)	65.3%	57.2%	+8.1
Employees are protected from health and safety hazards on the job. (Q.35)	82.2%	75.0%	+7.2
My agency is successful at accomplishing its mission. (Q.39)	70.7%	64.0%	+6.7
How satisfied are you with the training you receive for your present job? (Q.68)	58.1%	51.7%	+6.4
My supervisor listens to what I have to say. (Q.48)	73.7%	68.0%	+5.7
I know what is expected of me on the job. (Q.6)	89.8%	84.3%	+5.5
I recommend my organization as a good place to work. (Q.40)	70.2%	64.7%	+5.5
My organization's senior leaders maintain high standards of honesty and integrity. (Q.54)	53.9%	48.6%	+5.3

Department of Health and Human Services

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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.

TUCSON AREA INDIAN HEALTH SERVICE
 INDIAN HEALTH SERVICE

Survey Item	% Positive Response		Difference
My supervisor supports my need to balance work and other life issues. (Q.42)	60.5%	69.3%	-8.8
The skill level in my work unit has improved in the past year. (Q.27)	49.7%	58.3%	-8.6
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q.57)	46.8%	55.2%	-8.4
I feel encouraged to come up with new and better ways of doing things. (Q.3)	52.2%	60.2%	-8.0
Promotions in my work unit are based on merit. (Q.22)	30.9%	38.9%	-8.0
In the last six months, my supervisor has talked with me about my performance. (Q.50)	63.4%	71.0%	-7.6
I am held accountable for achieving results. (Q.16)	75.9%	81.7%	-5.8
How satisfied are you with the recognition you receive for doing a good job? (Q.65)	40.8%	46.2%	-5.4
I have trust and confidence in my supervisor. (Q.51)	56.4%	61.6%	-5.2
Senior leaders demonstrate support for Work/Life programs. (Q.62)	43.8%	48.8%	-5.0

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	485,193	64.1%	16.0%	19.9%
Department of Health and Human Services	43,009	72.1%	13.6%	14.3%
INDIAN HEALTH SERVICE	5,068	62.9%	18.2%	18.8%
TUCSON AREA INDIAN HEALTH SERVICE	99	58.7%	23.6%	17.7%

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

	N	Positive	Neutral	Negative
Governmentwide	483,786	71.1%	14.4%	14.5%
Department of Health and Human Services	42,906	75.8%	12.7%	11.6%
INDIAN HEALTH SERVICE	5,061	70.6%	16.1%	13.3%
TUCSON AREA INDIAN HEALTH SERVICE	99	73.3%	15.5%	11.2%

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

	N	Positive	Neutral	Negative
Governmentwide	481,568	59.5%	17.7%	22.8%
Department of Health and Human Services	42,759	67.9%	15.7%	16.4%
INDIAN HEALTH SERVICE	5,043	60.2%	20.0%	19.8%
TUCSON AREA INDIAN HEALTH SERVICE	99	52.2%	27.0%	20.8%

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

	N	Positive	Neutral	Negative
Governmentwide	483,323	71.9%	14.4%	13.7%
Department of Health and Human Services	42,883	77.8%	12.5%	9.7%
INDIAN HEALTH SERVICE	5,060	73.3%	15.5%	11.2%
TUCSON AREA INDIAN HEALTH SERVICE	98	84.1%	6.2%	9.7%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Governmentwide	481,878	83.4%	10.7%	5.8%
Department of Health and Human Services	42,769	86.3%	9.2%	4.5%
INDIAN HEALTH SERVICE	5,051	89.6%	7.8%	2.5%
TUCSON AREA INDIAN HEALTH SERVICE	99	91.0%	6.1%	2.8%

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	481,399	80.4%	10.6%	9.0%
Department of Health and Human Services	42,677	82.9%	9.7%	7.3%
INDIAN HEALTH SERVICE	5,038	84.3%	9.3%	6.4%
TUCSON AREA INDIAN HEALTH SERVICE	96	89.8%	6.6%	3.6%

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

	N	Positive	Neutral	Negative
Governmentwide	483,257	95.8%	2.7%	1.5%
Department of Health and Human Services	42,844	97.1%	2.0%	0.9%
INDIAN HEALTH SERVICE	5,051	95.6%	3.5%	0.9%
TUCSON AREA INDIAN HEALTH SERVICE	99	97.4%	0.0%	2.6%

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

	N	Positive	Neutral	Negative
Governmentwide	483,445	91.0%	7.3%	1.7%
Department of Health and Human Services	42,844	92.7%	6.1%	1.2%
INDIAN HEALTH SERVICE	5,058	92.6%	6.3%	1.0%
TUCSON AREA INDIAN HEALTH SERVICE	98	92.1%	6.1%	1.8%

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	483,755	47.4%	16.1%	36.6%	973
Department of Health and Human Services	42,854	56.1%	15.9%	28.1%	96
INDIAN HEALTH SERVICE	5,041	50.3%	18.4%	31.4%	15
TUCSON AREA INDIAN HEALTH SERVICE	98	47.4%	20.4%	32.3%	0

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide	482,533	58.9%	16.0%	25.0%	776
Department of Health and Human Services	42,784	63.4%	15.5%	21.1%	65
INDIAN HEALTH SERVICE	5,046	61.3%	16.8%	21.9%	8
TUCSON AREA INDIAN HEALTH SERVICE	97	65.3%	19.2%	15.4%	0

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My Work Experience (continued)

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide	475,916	59.7%	16.5%	23.8%	1,928
Department of Health and Human Services	42,312	65.2%	15.4%	19.4%	163
INDIAN HEALTH SERVICE	4,981	66.1%	16.8%	17.1%	20
TUCSON AREA INDIAN HEALTH SERVICE	98	67.4%	15.3%	17.3%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	481,130	84.2%	9.5%	6.4%	1,459
Department of Health and Human Services	42,667	87.8%	7.9%	4.3%	115
INDIAN HEALTH SERVICE	5,025	86.3%	10.0%	3.8%	16
TUCSON AREA INDIAN HEALTH SERVICE	96	87.9%	9.3%	2.8%	0

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Governmentwide	479,280	90.7%	6.4%	2.8%	1,120
Department of Health and Human Services	42,506	92.3%	5.6%	2.1%	84
INDIAN HEALTH SERVICE	4,999	94.8%	4.1%	1.0%	9
TUCSON AREA INDIAN HEALTH SERVICE	96	95.3%	2.9%	1.8%	1

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	481,674	66.3%	14.0%	19.7%	2,014
Department of Health and Human Services	42,697	73.0%	12.5%	14.5%	172
INDIAN HEALTH SERVICE	5,030	68.2%	14.1%	17.7%	18
TUCSON AREA INDIAN HEALTH SERVICE	96	79.1%	8.5%	12.5%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	477,285	71.3%	14.1%	14.6%	6,699
Department of Health and Human Services	42,364	74.7%	12.3%	13.0%	503
INDIAN HEALTH SERVICE	4,982	71.4%	13.5%	15.1%	62
TUCSON AREA INDIAN HEALTH SERVICE	97	73.9%	15.4%	10.8%	1

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My Work Experience (continued)

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Governmentwide	480,241	82.7%	11.5%	5.8%	2,029
Department of Health and Human Services	42,547	87.2%	9.4%	3.4%	163
INDIAN HEALTH SERVICE	4,997	81.7%	13.4%	4.9%	29
TUCSON AREA INDIAN HEALTH SERVICE	95	75.9%	16.7%	7.4%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	462,879	64.5%	17.3%	18.2%	19,717
Department of Health and Human Services	40,309	66.1%	18.1%	15.8%	2,460
INDIAN HEALTH SERVICE	4,888	57.2%	19.6%	23.2%	154
TUCSON AREA INDIAN HEALTH SERVICE	91	65.3%	22.8%	11.9%	5

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide	478,928	55.2%	22.4%	22.5%	4,395
Department of Health and Human Services	42,428	57.7%	22.3%	20.0%	388
INDIAN HEALTH SERVICE	4,990	52.1%	24.7%	23.2%	49
TUCSON AREA INDIAN HEALTH SERVICE	96	52.6%	26.7%	20.7%	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	473,585	71.0%	13.4%	15.6%	11,653
Department of Health and Human Services	42,126	72.3%	13.0%	14.6%	887
INDIAN HEALTH SERVICE	4,973	75.0%	12.7%	12.3%	90
TUCSON AREA INDIAN HEALTH SERVICE	98	73.2%	19.4%	7.4%	1

My Work Unit

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

	N	Positive	Neutral	Negative
Governmentwide	484,728	74.6%	12.9%	12.5%
Department of Health and Human Services	42,978	79.1%	11.4%	9.5%
INDIAN HEALTH SERVICE	5,058	63.0%	18.7%	18.3%
TUCSON AREA INDIAN HEALTH SERVICE	98	66.7%	21.3%	12.0%

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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	468,542	42.3%	25.4%	32.3%	16,412
Department of Health and Human Services	41,573	50.7%	22.8%	26.5%	1,381
INDIAN HEALTH SERVICE	4,962	42.8%	26.7%	30.5%	105
TUCSON AREA INDIAN HEALTH SERVICE	94	38.8%	33.6%	27.6%	4

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	449,801	35.8%	28.4%	35.9%	33,402
Department of Health and Human Services	39,185	46.3%	27.3%	26.5%	3,672
INDIAN HEALTH SERVICE	4,666	38.9%	30.8%	30.3%	385
TUCSON AREA INDIAN HEALTH SERVICE	86	30.9%	41.4%	27.8%	11

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	435,831	30.9%	27.5%	41.5%	47,551
Department of Health and Human Services	37,330	37.5%	29.5%	33.0%	5,513
INDIAN HEALTH SERVICE	4,704	30.7%	27.1%	42.1%	342
TUCSON AREA INDIAN HEALTH SERVICE	90	29.7%	33.7%	36.6%	7

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	454,415	36.1%	28.2%	35.7%	29,143
Department of Health and Human Services	39,743	43.8%	27.8%	28.3%	3,101
INDIAN HEALTH SERVICE	4,869	36.0%	29.2%	34.8%	180
TUCSON AREA INDIAN HEALTH SERVICE	96	38.0%	29.4%	32.5%	2

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	449,570	43.7%	25.0%	31.3%	32,923
Department of Health and Human Services	39,600	52.9%	23.8%	23.3%	3,152
INDIAN HEALTH SERVICE	4,791	43.1%	26.0%	30.9%	246
TUCSON AREA INDIAN HEALTH SERVICE	92	38.3%	36.8%	24.9%	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	481,370	74.5%	13.4%	12.1%	1,941
Department of Health and Human Services	42,648	76.4%	12.5%	11.1%	209
INDIAN HEALTH SERVICE	5,018	62.2%	18.7%	19.1%	28
TUCSON AREA INDIAN HEALTH SERVICE	95	58.6%	20.6%	20.9%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	465,631	56.1%	27.6%	16.3%	18,337
Department of Health and Human Services	41,060	62.9%	24.9%	12.2%	1,835
INDIAN HEALTH SERVICE	4,939	58.3%	26.0%	15.7%	119
TUCSON AREA INDIAN HEALTH SERVICE	96	49.7%	31.2%	19.2%	2

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

	N	Positive	Neutral	Negative
Governmentwide	484,120	83.4%	13.4%	3.2%
Department of Health and Human Services	42,927	87.4%	10.3%	2.3%
INDIAN HEALTH SERVICE	5,056	76.8%	18.8%	4.4%
TUCSON AREA INDIAN HEALTH SERVICE	98	76.7%	18.4%	4.8%

My Agency

29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
Governmentwide	469,308	70.9%	16.8%	12.4%	7,233
Department of Health and Human Services	41,610	77.6%	14.2%	8.2%	747
INDIAN HEALTH SERVICE	4,875	66.2%	22.2%	11.6%	75
TUCSON AREA INDIAN HEALTH SERVICE	96	70.1%	18.2%	11.8%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	465,394	47.4%	24.4%	28.2%	10,900
Department of Health and Human Services	41,108	55.5%	22.9%	21.6%	1,201
INDIAN HEALTH SERVICE	4,850	44.6%	28.6%	26.8%	89
TUCSON AREA INDIAN HEALTH SERVICE	94	49.5%	27.1%	23.3%	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	465,997	50.8%	22.5%	26.7%	9,657
Department of Health and Human Services	41,326	60.5%	20.4%	19.1%	936
INDIAN HEALTH SERVICE	4,848	44.1%	26.1%	29.8%	83
TUCSON AREA INDIAN HEALTH SERVICE	94	42.8%	29.4%	27.8%	2

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide	459,635	40.9%	28.2%	30.9%	15,232
Department of Health and Human Services	40,741	51.8%	25.8%	22.3%	1,457
INDIAN HEALTH SERVICE	4,795	37.1%	29.9%	33.0%	138
TUCSON AREA INDIAN HEALTH SERVICE	95	33.4%	39.5%	27.1%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	440,033	24.7%	27.8%	47.5%	34,307
Department of Health and Human Services	38,001	36.2%	29.8%	34.0%	4,107
INDIAN HEALTH SERVICE	4,515	32.7%	30.5%	36.9%	412
TUCSON AREA INDIAN HEALTH SERVICE	88	29.4%	36.1%	34.5%	7

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	442,361	58.7%	27.1%	14.2%	33,267
Department of Health and Human Services	39,288	63.6%	23.7%	12.6%	2,969
INDIAN HEALTH SERVICE	4,640	51.2%	30.6%	18.2%	294
TUCSON AREA INDIAN HEALTH SERVICE	91	49.1%	38.0%	12.9%	5

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	469,234	76.9%	13.0%	10.1%	6,752
Department of Health and Human Services	41,398	82.9%	11.5%	5.6%	879
INDIAN HEALTH SERVICE	4,874	75.0%	15.4%	9.6%	44
TUCSON AREA INDIAN HEALTH SERVICE	96	82.2%	14.7%	3.1%	0

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,960	78.3%	13.0%	8.7%	5,276
Department of Health and Human Services	41,335	77.8%	14.3%	7.8%	772
INDIAN HEALTH SERVICE	4,868	72.6%	16.3%	11.0%	48
TUCSON AREA INDIAN HEALTH SERVICE	94	73.0%	19.0%	8.1%	2

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	448,936	54.9%	21.6%	23.5%	25,809
Department of Health and Human Services	39,306	60.0%	20.4%	19.6%	2,864
INDIAN HEALTH SERVICE	4,726	46.2%	23.6%	30.2%	198
TUCSON AREA INDIAN HEALTH SERVICE	92	45.0%	33.6%	21.4%	3

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	435,144	68.7%	18.2%	13.1%	38,233
Department of Health and Human Services	38,051	71.9%	17.1%	11.0%	4,081
INDIAN HEALTH SERVICE	4,571	58.4%	22.9%	18.7%	342
TUCSON AREA INDIAN HEALTH SERVICE	93	59.0%	28.4%	12.7%	2

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Governmentwide	467,844	76.3%	16.3%	7.5%	7,610
Department of Health and Human Services	41,578	81.6%	13.6%	4.8%	665
INDIAN HEALTH SERVICE	4,857	64.0%	25.6%	10.5%	73
TUCSON AREA INDIAN HEALTH SERVICE	95	70.7%	17.4%	11.9%	0

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

	N	Positive	Neutral	Negative
Governmentwide	475,463	66.3%	19.4%	14.3%
Department of Health and Human Services	42,268	74.8%	15.9%	9.2%
INDIAN HEALTH SERVICE	4,916	64.7%	23.2%	12.0%
TUCSON AREA INDIAN HEALTH SERVICE	94	70.2%	21.4%	8.5%

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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	440,039	41.8%	27.0%	31.2%	36,315
Department of Health and Human Services	39,260	54.4%	24.8%	20.8%	3,108
INDIAN HEALTH SERVICE	4,503	49.4%	27.5%	23.1%	430
TUCSON AREA INDIAN HEALTH SERVICE	90	49.2%	31.5%	19.2%	5

My Supervisor

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	472,921	79.9%	10.0%	10.1%	2,324
Department of Health and Human Services	42,101	83.4%	8.3%	8.3%	190
INDIAN HEALTH SERVICE	4,898	69.3%	13.8%	16.9%	28
TUCSON AREA INDIAN HEALTH SERVICE	93	60.5%	24.5%	15.0%	2

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	472,151	67.5%	16.5%	16.0%	2,221
Department of Health and Human Services	42,073	72.7%	14.2%	13.1%	155
INDIAN HEALTH SERVICE	4,903	61.3%	19.9%	18.8%	19
TUCSON AREA INDIAN HEALTH SERVICE	95	58.8%	23.8%	17.4%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,047	65.5%	17.4%	17.1%	4,670
Department of Health and Human Services	41,711	69.9%	15.5%	14.6%	384
INDIAN HEALTH SERVICE	4,859	60.7%	18.9%	20.4%	45
TUCSON AREA INDIAN HEALTH SERVICE	95	59.8%	22.6%	17.5%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	438,339	69.6%	20.7%	9.8%	34,846
Department of Health and Human Services	39,110	74.4%	17.1%	8.4%	3,000
INDIAN HEALTH SERVICE	4,661	60.5%	23.6%	15.9%	238
TUCSON AREA INDIAN HEALTH SERVICE	90	56.3%	25.6%	18.2%	3

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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	470,605	64.3%	18.5%	17.2%	2,367
Department of Health and Human Services	41,863	68.7%	16.6%	14.6%	196
INDIAN HEALTH SERVICE	4,872	59.0%	21.2%	19.7%	23
TUCSON AREA INDIAN HEALTH SERVICE	95	58.6%	22.6%	18.8%	0

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Governmentwide	467,336	67.7%	16.9%	15.4%	6,537
Department of Health and Human Services	41,562	73.5%	14.5%	12.0%	607
INDIAN HEALTH SERVICE	4,834	58.7%	21.0%	20.3%	74
TUCSON AREA INDIAN HEALTH SERVICE	92	54.6%	30.1%	15.3%	1

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

	N	Positive	Neutral	Negative
Governmentwide	474,257	77.6%	11.4%	11.1%
Department of Health and Human Services	42,224	80.3%	10.2%	9.4%
INDIAN HEALTH SERVICE	4,912	68.0%	16.2%	15.8%
TUCSON AREA INDIAN HEALTH SERVICE	95	73.7%	13.3%	13.0%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Governmentwide	472,973	82.5%	9.3%	8.2%
Department of Health and Human Services	42,112	83.6%	8.7%	7.7%
INDIAN HEALTH SERVICE	4,894	72.9%	14.4%	12.7%
TUCSON AREA INDIAN HEALTH SERVICE	93	75.0%	13.2%	11.9%

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

	N	Positive	Neutral	Negative
Governmentwide	472,997	79.4%	9.3%	11.3%
Department of Health and Human Services	42,111	81.8%	9.1%	9.1%
INDIAN HEALTH SERVICE	4,903	71.0%	13.8%	15.2%
TUCSON AREA INDIAN HEALTH SERVICE	95	63.4%	18.3%	18.3%

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My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Governmentwide	473,365	69.4%	15.3%	15.4%
Department of Health and Human Services	42,110	73.1%	13.8%	13.1%
INDIAN HEALTH SERVICE	4,896	61.6%	18.6%	19.8%
TUCSON AREA INDIAN HEALTH SERVICE	95	56.4%	22.3%	21.3%

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

	N	Positive	Neutral	Negative
Governmentwide	473,735	71.9%	16.8%	11.3%
Department of Health and Human Services	42,158	75.8%	14.7%	9.4%
INDIAN HEALTH SERVICE	4,903	63.3%	20.2%	16.5%
TUCSON AREA INDIAN HEALTH SERVICE	95	62.6%	21.0%	16.4%

Leadership

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	458,664	43.1%	24.5%	32.3%	12,542
Department of Health and Human Services	40,770	53.1%	23.8%	23.2%	1,183
INDIAN HEALTH SERVICE	4,729	42.3%	27.9%	29.8%	123
TUCSON AREA INDIAN HEALTH SERVICE	90	42.5%	33.2%	24.3%	4

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	438,606	54.4%	24.1%	21.5%	31,681
Department of Health and Human Services	39,055	61.9%	22.0%	16.1%	2,813
INDIAN HEALTH SERVICE	4,597	48.6%	26.9%	24.6%	242
TUCSON AREA INDIAN HEALTH SERVICE	89	53.9%	29.8%	16.3%	5

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Governmentwide	445,624	68.5%	19.4%	12.1%	22,578
Department of Health and Human Services	39,767	72.1%	17.5%	10.4%	1,940
INDIAN HEALTH SERVICE	4,660	57.9%	24.9%	17.2%	156
TUCSON AREA INDIAN HEALTH SERVICE	93	54.7%	29.9%	15.4%	1

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Leadership (continued)

56. Managers communicate the goals and priorities of the organization.

	N	Positive	Neutral	Negative	DNK
Governmentwide	461,098	62.4%	19.4%	18.2%	7,338
Department of Health and Human Services	40,961	68.3%	17.9%	13.8%	756
INDIAN HEALTH SERVICE	4,689	54.5%	25.5%	19.9%	127
TUCSON AREA INDIAN HEALTH SERVICE	92	52.6%	30.0%	17.4%	2

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	437,863	62.5%	22.4%	15.1%	30,108
Department of Health and Human Services	39,098	68.2%	20.3%	11.6%	2,592
INDIAN HEALTH SERVICE	4,558	55.2%	27.5%	17.3%	253
TUCSON AREA INDIAN HEALTH SERVICE	90	46.8%	33.9%	19.3%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	452,145	55.3%	21.4%	23.2%	16,506
Department of Health and Human Services	40,391	62.0%	20.1%	17.9%	1,353
INDIAN HEALTH SERVICE	4,628	49.3%	26.5%	24.2%	182
TUCSON AREA INDIAN HEALTH SERVICE	90	48.6%	24.8%	26.5%	3

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	452,092	58.6%	21.4%	19.9%	17,020
Department of Health and Human Services	40,449	65.9%	19.1%	15.1%	1,321
INDIAN HEALTH SERVICE	4,615	50.7%	28.2%	21.1%	194
TUCSON AREA INDIAN HEALTH SERVICE	90	54.0%	26.7%	19.2%	3

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	442,275	60.2%	22.5%	17.4%	27,324
Department of Health and Human Services	39,518	67.3%	19.5%	13.2%	2,318
INDIAN HEALTH SERVICE	4,497	52.4%	27.4%	20.2%	323
TUCSON AREA INDIAN HEALTH SERVICE	88	49.5%	30.7%	19.8%	6

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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	460,935	55.6%	23.4%	21.0%	8,657
Department of Health and Human Services	41,068	64.4%	20.7%	14.9%	768
INDIAN HEALTH SERVICE	4,715	54.4%	26.2%	19.3%	102
TUCSON AREA INDIAN HEALTH SERVICE	91	52.8%	29.0%	18.2%	3

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	425,880	56.8%	25.3%	17.9%	43,909
Department of Health and Human Services	38,351	66.4%	21.4%	12.3%	3,499
INDIAN HEALTH SERVICE	4,367	48.8%	30.5%	20.7%	453
TUCSON AREA INDIAN HEALTH SERVICE	84	43.8%	39.6%	16.6%	10

My Satisfaction

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

	N	Positive	Neutral	Negative
Governmentwide	468,305	52.7%	22.3%	24.9%
Department of Health and Human Services	41,740	59.6%	21.0%	19.3%
INDIAN HEALTH SERVICE	4,795	52.4%	26.1%	21.4%
TUCSON AREA INDIAN HEALTH SERVICE	94	54.8%	26.2%	18.9%

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	467,501	50.3%	23.0%	26.8%
Department of Health and Human Services	41,670	57.6%	22.0%	20.4%
INDIAN HEALTH SERVICE	4,774	46.6%	28.1%	25.3%
TUCSON AREA INDIAN HEALTH SERVICE	94	43.5%	33.0%	23.5%

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

	N	Positive	Neutral	Negative
Governmentwide	466,707	50.1%	23.5%	26.4%
Department of Health and Human Services	41,622	59.2%	20.7%	20.2%
INDIAN HEALTH SERVICE	4,777	46.2%	25.9%	27.9%
TUCSON AREA INDIAN HEALTH SERVICE	94	40.8%	41.8%	17.5%

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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	466,287	44.9%	29.5%	25.6%
Department of Health and Human Services	41,548	52.3%	28.8%	18.9%
INDIAN HEALTH SERVICE	4,760	43.3%	33.1%	23.6%
TUCSON AREA INDIAN HEALTH SERVICE	93	42.4%	42.0%	15.6%

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

	N	Positive	Neutral	Negative
Governmentwide	466,843	37.1%	27.7%	35.3%
Department of Health and Human Services	41,605	41.5%	29.8%	28.7%
INDIAN HEALTH SERVICE	4,775	40.0%	32.8%	27.2%
TUCSON AREA INDIAN HEALTH SERVICE	94	41.6%	36.5%	21.9%

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

	N	Positive	Neutral	Negative
Governmentwide	466,512	54.5%	22.8%	22.7%
Department of Health and Human Services	41,559	61.2%	22.2%	16.6%
INDIAN HEALTH SERVICE	4,769	51.7%	25.1%	23.2%
TUCSON AREA INDIAN HEALTH SERVICE	94	58.1%	26.9%	15.0%

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

	N	Positive	Neutral	Negative
Governmentwide	466,948	68.1%	16.7%	15.2%
Department of Health and Human Services	41,630	74.2%	14.8%	11.0%
INDIAN HEALTH SERVICE	4,771	70.5%	17.6%	11.9%
TUCSON AREA INDIAN HEALTH SERVICE	94	73.0%	15.9%	11.1%

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

	N	Positive	Neutral	Negative
Governmentwide	467,270	60.6%	16.7%	22.7%
Department of Health and Human Services	41,668	65.3%	16.4%	18.3%
INDIAN HEALTH SERVICE	4,784	58.3%	19.8%	21.9%
TUCSON AREA INDIAN HEALTH SERVICE	94	62.2%	21.1%	16.8%

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TUCSON AREA INDIAN HEALTH SERVICE
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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
Governmentwide	467,295	59.9%	20.7%	19.4%
Department of Health and Human Services	41,650	69.5%	18.1%	12.3%
INDIAN HEALTH SERVICE	4,780	58.3%	25.0%	16.8%
TUCSON AREA INDIAN HEALTH SERVICE	94	59.7%	22.9%	17.4%

Work/Life

72. Have you been notified whether or not you are eligible to telework?

	N	Notified eligible	Notified not eligible	Not notified	Not sure notified
Governmentwide	465,495	42.6%	21.9%	26.7%	8.7%
Department of Health and Human Services	41,520	70.9%	8.8%	14.2%	6.1%
INDIAN HEALTH SERVICE	4,747	17.7%	12.6%	52.2%	17.5%
TUCSON AREA INDIAN HEALTH SERVICE	93	21.7%	15.0%	48.8%	14.4%

73. Please select the response below that BEST describes your current teleworking situation.

	N	3+ Days Per Week	1-2 Days Per Week	Telework No More Than 1-2 Days Per Month	Infrequently
Governmentwide	463,482	6.5%	13.2%	4.7%	11.7%
Department of Health and Human Services	41,505	9.5%	37.3%	7.0%	13.7%
INDIAN HEALTH SERVICE	4,647	4.2%	8.5%	2.0%	4.1%
TUCSON AREA INDIAN HEALTH SERVICE	91	1.1%	14.1%	3.2%	5.5%

(continued)

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Work/Life (continued)

73. Please select the response below that BEST describes your current teleworking situation. (continued)

	N	Must Be Physically Present	Do Not Telework		
			Technical Issues	Not Allowed To Telework	Choose Not To Telework
Governmentwide	463,482	30.1%	3.8%	17.9%	12.2%
Department of Health and Human Services	41,505	12.8%	1.9%	8.3%	9.6%
INDIAN HEALTH SERVICE	4,647	37.8%	5.1%	22.5%	15.9%
TUCSON AREA INDIAN HEALTH SERVICE	91	32.4%	4.2%	15.3%	24.3%

74. Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)

	N	Yes	No	Not Available To Me
Governmentwide	465,405	33.7%	47.0%	19.3%
Department of Health and Human Services	41,552	31.0%	55.3%	13.6%
INDIAN HEALTH SERVICE	4,752	23.7%	47.3%	29.0%
TUCSON AREA INDIAN HEALTH SERVICE	92	21.9%	56.5%	21.6%

75. Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

	N	Yes	No	Not Available To Me
Governmentwide	464,589	26.4%	61.9%	11.7%
Department of Health and Human Services	41,491	27.0%	65.1%	7.9%
INDIAN HEALTH SERVICE	4,750	28.5%	54.1%	17.5%
TUCSON AREA INDIAN HEALTH SERVICE	92	24.4%	61.7%	13.8%

76. Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)

	N	Yes	No	Not Available To Me
Governmentwide	462,760	13.4%	81.5%	5.1%
Department of Health and Human Services	41,256	12.7%	83.1%	4.2%
INDIAN HEALTH SERVICE	4,713	16.8%	73.8%	9.4%
TUCSON AREA INDIAN HEALTH SERVICE	94	8.2%	78.9%	12.9%

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Work/Life (continued)

77. Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)

	N	Yes	No	Not Available To Me
Governmentwide	464,201	3.4%	79.8%	16.8%
Department of Health and Human Services	41,389	4.0%	83.3%	12.7%
INDIAN HEALTH SERVICE	4,733	2.5%	68.3%	29.3%
TUCSON AREA INDIAN HEALTH SERVICE	91	0.8%	75.2%	24.0%

78. Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)

	N	Yes	No	Not Available To Me
Governmentwide	464,386	2.2%	81.1%	16.7%
Department of Health and Human Services	41,370	2.8%	84.7%	12.5%
INDIAN HEALTH SERVICE	4,735	2.8%	69.2%	28.0%
TUCSON AREA INDIAN HEALTH SERVICE	93	2.0%	73.3%	24.7%

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

	N	Positive	Neutral	Negative	NBJ
Governmentwide	236,481	80.8%	10.9%	8.3%	6,455
Department of Health and Human Services	29,789	85.4%	8.0%	6.5%	533
INDIAN HEALTH SERVICE	920	77.4%	15.6%	7.0%	128
TUCSON AREA INDIAN HEALTH SERVICE	22	76.5%	19.6%	3.9%	2

**The results for this item only include employees who indicated that they participated in this program.*

80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	172,594	90.3%	6.7%	3.0%	3,366
Department of Health and Human Services	12,900	90.9%	6.1%	3.0%	368
INDIAN HEALTH SERVICE	1,089	82.1%	12.1%	5.7%	54
TUCSON AREA INDIAN HEALTH SERVICE	17	94.7%	5.3%	0.0%	3

**The results for this item only include employees who indicated that they participated in this program.*

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Work/Life (continued)

81. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	119,164	81.3%	15.1%	3.7%	7,694
Department of Health and Human Services	10,836	85.3%	11.9%	2.8%	623
INDIAN HEALTH SERVICE	1,268	73.9%	21.1%	4.9%	99
TUCSON AREA INDIAN HEALTH SERVICE	21	68.7%	31.3%	0.0%	3

**The results for this item only include employees who indicated that they participated in this program.*

82. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	60,783	77.6%	18.3%	4.2%	7,854
Department of Health and Human Services	4,813	80.7%	15.4%	3.9%	673
INDIAN HEALTH SERVICE	753	72.1%	22.8%	5.1%	106
TUCSON AREA INDIAN HEALTH SERVICE	4	100.0%	0.0%	0.0%	3

**The results for this item only include employees who indicated that they participated in this program.*

83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	12,057	73.0%	22.2%	4.7%	4,915
Department of Health and Human Services	1,565	75.1%	19.6%	5.4%	430
INDIAN HEALTH SERVICE	120	65.3%	23.8%	10.9%	37
TUCSON AREA INDIAN HEALTH SERVICE	2	100.0%	0.0%	0.0%	1

**The results for this item only include employees who indicated that they participated in this program.*

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

	N	Positive	Neutral	Negative	NBJ
Governmentwide	8,738	67.9%	29.3%	2.7%	4,560
Department of Health and Human Services	1,012	72.0%	25.4%	2.5%	463
INDIAN HEALTH SERVICE	135	63.0%	32.2%	4.7%	34
TUCSON AREA INDIAN HEALTH SERVICE	2	100.0%	0.0%	0.0%	1

**The results for this item only include employees who indicated that they participated in this program.*

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Demographic Questions

Where do you work?

	N	%
Headquarters	25	27.5%
Field	66	72.5%

What is your supervisory status?

	N	%
Non-Supervisor	53	57.6%
Team Leader	16	17.4%
Supervisor	18	19.6%
Manager	3	3.3%
Senior Leader	2	2.2%

Are you:

	N	%
Male	34	37.4%
Female	57	62.6%

Are you Hispanic or Latino?

	N	%
Yes	9	9.7%
No	84	90.3%

Race

	N	%
American Indian or Alaska Native	46	50.0%
Asian	2	2.2%
Black or African American	6	6.5%
Native Hawaiian or Other Pacific Islander	1	1.1%
White	31	33.7%
Two or more races	6	6.5%

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?

	N	%
Less than High School	4	4.3%
High School Diploma/GED or equivalent	8	8.6%
Trade or Technical Certificate	8	8.6%
Some College (no degree)	14	15.1%
Associate's Degree (e.g., AA, AS)	4	4.3%
Bachelor's Degree (e.g., BA, BS)	20	21.5%
Master's Degree (e.g., MA, MS, MBA)	18	19.4%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	17	18.3%

What is your pay category/grade?

	N	%
Federal Wage System	6	6.5%
GS 1-6	27	29.0%
GS 7-12	25	26.9%
GS 13-15	16	17.2%
Senior Executive Service	1	1.1%
Senior Level (SL) or Scientific or Professional (ST)	0	0.0%
Other	18	19.4%

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

	N	%
Less than 1 year	2	2.2%
1 to 3 years	9	9.7%
4 to 5 years	7	7.5%
6 to 10 years	18	19.4%
11 to 14 years	18	19.4%
15 to 20 years	15	16.1%
More than 20 years	24	25.8%

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
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Demographic Questions (continued)

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

	N	%
Less than 1 year	4	4.3%
1 to 3 years	13	14.1%
4 to 5 years	4	4.3%
6 to 10 years	26	28.3%
11 to 20 years	25	27.2%
More than 20 years	20	21.7%

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

	N	%
No	61	64.9%
Yes, to retire	8	8.5%
Yes, to take another job within the Federal Government	17	18.1%
Yes, to take another job outside the Federal Government	3	3.2%
Yes, other	5	5.3%

I am planning to retire:

	N	%
Within one year	5	5.4%
Between one and three years	12	12.9%
Between three and five years	12	12.9%
Five or more years	64	68.8%

What is your US military service status?

	N	%
No Prior Military Service	67	74.4%
Currently in National Guard or Reserves	2	2.2%
Retired	3	3.3%
Separated or Discharged	18	20.0%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	8	8.7%
No	84	91.3%

What is your age group?

	N	%
25 and under	0	0.0%
26-29	3	3.0%
30-39	9	9.1%
40-49	34	34.3%
50-59	32	32.3%
60 or older	21	21.2%

Note: Percentages for demographic questions are unweighted.