

2014

Federal Employee Viewpoint Survey Results

Employees Influencing Change

NCR MEDICAL DIRECTORATE

3rd Level Subagency Report

United States Office of
Personnel Management

Department of Defense NCR MEDICAL DIRECTORATE *3rd Level Subagency Report*

Response Summary

	Surveys Completed
Department of Defense	75,025
OSD, Agencies and Activities	13,982
Defense Health Agency (DD60)	1,341
NCR MEDICAL DIRECTORATE	1,040

This 2014 Federal Employee Viewpoint Survey Report provides summary results for subagencies within your department or agency. 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* / *Very Satisfied* and *Satisfied* / *Very Good* and *Good*

Neutral: *Neither Agree nor Disagree* / *Neither Satisfied nor Dissatisfied* / *Fair*

Negative: *Disagree* and *Strongly Disagree* / *Dissatisfied* and *Very Dissatisfied* / *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.

Note: The report tables that follow do not include results for any subagency listed in the Response Summary table (above) 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 Defense	74,895	59.8%	17.7%	22.4%
OSD, Agencies and Activities	13,954	61.8%	16.3%	21.9%
Defense Health Agency (DD60)	1,333	47.1%	19.4%	33.5%
NCR MEDICAL DIRECTORATE	1,033	44.5%	19.1%	36.4%

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

	N	Positive	Neutral	Negative
Department of Defense	74,136	70.0%	15.4%	14.6%
OSD, Agencies and Activities	13,827	68.1%	15.6%	16.2%
Defense Health Agency (DD60)	1,314	66.3%	16.3%	17.4%
NCR MEDICAL DIRECTORATE	1,020	67.6%	15.6%	16.8%

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	73,565	58.2%	19.0%	22.7%
OSD, Agencies and Activities	13,768	56.6%	19.2%	24.3%
Defense Health Agency (DD60)	1,316	50.8%	20.1%	29.1%
NCR MEDICAL DIRECTORATE	1,019	48.0%	21.0%	31.1%

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

	N	Positive	Neutral	Negative
Department of Defense	74,400	68.5%	16.0%	15.5%
OSD, Agencies and Activities	13,878	68.3%	15.3%	16.4%
Defense Health Agency (DD60)	1,329	69.4%	13.4%	17.1%
NCR MEDICAL DIRECTORATE	1,031	70.7%	12.7%	16.7%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Department of Defense	73,362	81.5%	11.6%	6.9%
OSD, Agencies and Activities	13,691	79.9%	12.0%	8.0%
Defense Health Agency (DD60)	1,312	85.1%	9.4%	5.6%
NCR MEDICAL DIRECTORATE	1,014	86.3%	8.5%	5.2%

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

	N	Positive	Neutral	Negative
Department of Defense	74,174	78.2%	12.1%	9.8%
OSD, Agencies and Activities	13,833	78.3%	11.6%	10.1%
Defense Health Agency (DD60)	1,327	78.0%	10.9%	11.1%
NCR MEDICAL DIRECTORATE	1,029	79.3%	10.5%	10.1%

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

	N	Positive	Neutral	Negative
Department of Defense	74,388	95.4%	2.9%	1.7%
OSD, Agencies and Activities	13,868	95.5%	2.9%	1.6%
Defense Health Agency (DD60)	1,329	94.1%	3.7%	2.2%
NCR MEDICAL DIRECTORATE	1,030	93.7%	4.2%	2.1%

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	74,706	90.6%	7.6%	1.8%
OSD, Agencies and Activities	13,921	90.4%	7.7%	1.9%
Defense Health Agency (DD60)	1,330	90.8%	7.2%	2.0%
NCR MEDICAL DIRECTORATE	1,034	90.2%	7.6%	2.2%

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	74,694	44.4%	17.1%	38.4%	163
OSD, Agencies and Activities	13,903	49.9%	17.2%	32.9%	37
Defense Health Agency (DD60)	1,324	40.2%	18.0%	41.8%	6
NCR MEDICAL DIRECTORATE	1,024	41.7%	17.5%	40.8%	6

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Department of Defense	74,143	58.4%	16.9%	24.7%	121
OSD, Agencies and Activities	13,817	59.3%	16.7%	24.0%	27
Defense Health Agency (DD60)	1,314	57.0%	16.3%	26.6%	4
NCR MEDICAL DIRECTORATE	1,019	59.2%	16.7%	24.1%	4

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,004	58.2%	17.4%	24.4%	316
OSD, Agencies and Activities	13,467	56.8%	17.3%	25.9%	69
Defense Health Agency (DD60)	1,286	57.2%	15.0%	27.8%	9
NCR MEDICAL DIRECTORATE	995	58.2%	14.0%	27.8%	7

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	74,214	81.7%	11.0%	7.3%	281
OSD, Agencies and Activities	13,833	82.0%	10.7%	7.3%	53
Defense Health Agency (DD60)	1,320	81.5%	10.9%	7.6%	5
NCR MEDICAL DIRECTORATE	1,024	82.5%	10.1%	7.4%	5

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My Work Experience (continued)

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Department of Defense	73,414	88.8%	7.8%	3.3%	217
OSD, Agencies and Activities	13,651	88.5%	7.8%	3.8%	43
Defense Health Agency (DD60)	1,298	91.6%	6.1%	2.2%	2
NCR MEDICAL DIRECTORATE	1,002	92.6%	5.4%	2.0%	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
Department of Defense	74,501	64.3%	14.7%	20.9%	250
OSD, Agencies and Activities	13,882	71.1%	12.3%	16.5%	47
Defense Health Agency (DD60)	1,322	64.5%	14.2%	21.3%	6
NCR MEDICAL DIRECTORATE	1,024	63.6%	14.9%	21.5%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	73,512	71.7%	14.8%	13.5%	1,101
OSD, Agencies and Activities	13,736	70.7%	14.6%	14.7%	164
Defense Health Agency (DD60)	1,305	65.7%	17.6%	16.7%	18
NCR MEDICAL DIRECTORATE	1,007	63.6%	17.2%	19.1%	16

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Department of Defense	74,243	81.5%	12.4%	6.1%	290
OSD, Agencies and Activities	13,816	83.5%	11.4%	5.1%	64
Defense Health Agency (DD60)	1,319	81.6%	13.6%	4.8%	6
NCR MEDICAL DIRECTORATE	1,020	79.7%	14.6%	5.7%	6

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,069	63.0%	18.6%	18.5%	2,501
OSD, Agencies and Activities	13,360	62.0%	18.9%	19.1%	529
Defense Health Agency (DD60)	1,279	56.2%	19.6%	24.2%	46
NCR MEDICAL DIRECTORATE	993	54.4%	21.9%	23.8%	34

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My Work Experience (continued)

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Department of Defense	73,842	49.8%	23.9%	26.3%	743
OSD, Agencies and Activities	13,803	55.1%	22.2%	22.7%	105
Defense Health Agency (DD60)	1,313	45.7%	21.9%	32.4%	9
NCR MEDICAL DIRECTORATE	1,020	46.8%	21.5%	31.7%	7

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 Defense	72,716	67.7%	15.3%	17.0%	2,182
OSD, Agencies and Activities	13,752	71.0%	12.9%	16.1%	214
Defense Health Agency (DD60)	1,315	67.7%	13.7%	18.6%	25
NCR MEDICAL DIRECTORATE	1,015	65.1%	15.0%	20.0%	24

My Work Unit

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

	N	Positive	Neutral	Negative
Department of Defense	74,798	73.3%	14.1%	12.6%
OSD, Agencies and Activities	13,936	72.8%	13.6%	13.6%
Defense Health Agency (DD60)	1,331	66.5%	16.5%	17.0%
NCR MEDICAL DIRECTORATE	1,031	64.6%	17.4%	18.0%

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,363	38.9%	27.2%	33.9%	2,492
OSD, Agencies and Activities	13,387	42.5%	26.8%	30.7%	550
Defense Health Agency (DD60)	1,297	35.7%	26.7%	37.5%	38
NCR MEDICAL DIRECTORATE	1,005	37.0%	26.4%	36.6%	31

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	69,821	31.1%	30.1%	38.8%	4,488
OSD, Agencies and Activities	12,951	33.0%	28.7%	38.4%	887
Defense Health Agency (DD60)	1,210	25.3%	31.9%	42.8%	106
NCR MEDICAL DIRECTORATE	932	22.5%	32.3%	45.1%	88

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My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	69,307	27.2%	28.1%	44.7%	5,129
OSD, Agencies and Activities	12,737	29.8%	28.3%	41.9%	1,136
Defense Health Agency (DD60)	1,260	28.4%	28.2%	43.5%	69
NCR MEDICAL DIRECTORATE	977	29.0%	27.3%	43.6%	53

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	71,374	31.4%	29.4%	39.3%	3,245
OSD, Agencies and Activities	13,204	33.8%	28.3%	37.9%	684
Defense Health Agency (DD60)	1,284	28.6%	28.5%	43.0%	41
NCR MEDICAL DIRECTORATE	995	28.4%	28.2%	43.4%	30

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	70,709	37.4%	26.5%	36.0%	3,812
OSD, Agencies and Activities	12,978	40.1%	25.4%	34.5%	909
Defense Health Agency (DD60)	1,262	29.3%	28.8%	41.9%	69
NCR MEDICAL DIRECTORATE	981	28.2%	28.2%	43.7%	53

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	74,346	70.7%	15.4%	13.9%	296
OSD, Agencies and Activities	13,866	71.2%	14.1%	14.7%	41
Defense Health Agency (DD60)	1,324	65.6%	17.2%	17.2%	5
NCR MEDICAL DIRECTORATE	1,026	64.4%	17.1%	18.5%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,620	49.9%	30.6%	19.5%	2,093
OSD, Agencies and Activities	13,509	54.1%	28.1%	17.8%	408
Defense Health Agency (DD60)	1,308	42.4%	34.3%	23.3%	26
NCR MEDICAL DIRECTORATE	1,011	42.5%	32.4%	25.1%	22

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My Work Unit (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	74,608	82.0%	14.6%	3.4%
OSD, Agencies and Activities	13,904	82.1%	14.5%	3.4%
Defense Health Agency (DD60)	1,330	78.5%	16.1%	5.4%
NCR MEDICAL DIRECTORATE	1,031	76.9%	17.5%	5.6%

My Agency

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,312	69.2%	18.4%	12.4%	1,004
OSD, Agencies and Activities	13,479	68.7%	17.8%	13.5%	213
Defense Health Agency (DD60)	1,279	65.5%	19.8%	14.7%	15
NCR MEDICAL DIRECTORATE	988	67.2%	19.7%	13.0%	12

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	71,891	44.2%	26.2%	29.6%	1,355
OSD, Agencies and Activities	13,408	43.6%	25.1%	31.2%	280
Defense Health Agency (DD60)	1,284	39.1%	25.2%	35.6%	10
NCR MEDICAL DIRECTORATE	994	38.8%	25.8%	35.4%	6

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	71,871	46.1%	25.2%	28.7%	1,127
OSD, Agencies and Activities	13,404	47.1%	24.5%	28.4%	243
Defense Health Agency (DD60)	1,270	37.8%	23.7%	38.5%	15
NCR MEDICAL DIRECTORATE	979	36.9%	24.9%	38.1%	12

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Department of Defense	70,938	35.9%	30.8%	33.4%	2,013
OSD, Agencies and Activities	13,189	36.9%	29.8%	33.3%	435
Defense Health Agency (DD60)	1,261	29.7%	30.3%	40.0%	28
NCR MEDICAL DIRECTORATE	970	28.2%	29.6%	42.2%	26

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	68,492	18.4%	27.2%	54.4%	4,253
OSD, Agencies and Activities	12,741	18.8%	27.9%	53.3%	835
Defense Health Agency (DD60)	1,200	17.3%	26.5%	56.3%	77
NCR MEDICAL DIRECTORATE	928	15.0%	27.9%	57.1%	58

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 Defense	67,413	53.6%	31.5%	14.9%	5,710
OSD, Agencies and Activities	12,701	56.8%	28.2%	15.0%	953
Defense Health Agency (DD60)	1,190	46.2%	32.1%	21.7%	96
NCR MEDICAL DIRECTORATE	915	42.9%	33.6%	23.5%	77

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,334	79.8%	12.3%	7.9%	653
OSD, Agencies and Activities	13,480	82.3%	10.9%	6.9%	165
Defense Health Agency (DD60)	1,274	75.2%	14.6%	10.2%	17
NCR MEDICAL DIRECTORATE	984	73.4%	14.9%	11.6%	12

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,507	83.0%	11.3%	5.8%	507
OSD, Agencies and Activities	13,549	85.5%	9.5%	5.0%	98
Defense Health Agency (DD60)	1,271	82.5%	12.0%	5.5%	16
NCR MEDICAL DIRECTORATE	982	81.3%	12.4%	6.3%	10

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	69,589	51.9%	23.8%	24.2%	3,405
OSD, Agencies and Activities	12,913	50.8%	23.4%	25.8%	738
Defense Health Agency (DD60)	1,219	45.9%	27.0%	27.1%	62
NCR MEDICAL DIRECTORATE	941	45.7%	26.6%	27.6%	45

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	66,992	66.4%	20.0%	13.6%	5,565
OSD, Agencies and Activities	12,396	65.0%	20.8%	14.2%	1,172
Defense Health Agency (DD60)	1,171	58.3%	25.1%	16.6%	106
NCR MEDICAL DIRECTORATE	906	58.7%	24.6%	16.7%	79

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,028	78.1%	16.0%	5.9%	951
OSD, Agencies and Activities	13,433	75.3%	17.6%	7.2%	210
Defense Health Agency (DD60)	1,260	68.2%	21.7%	10.1%	20
NCR MEDICAL DIRECTORATE	977	68.3%	21.9%	9.8%	13

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

	N	Positive	Neutral	Negative
Department of Defense	73,019	61.4%	22.6%	15.9%
OSD, Agencies and Activities	13,642	62.3%	22.0%	15.7%
Defense Health Agency (DD60)	1,285	52.3%	24.8%	22.9%
NCR MEDICAL DIRECTORATE	991	52.5%	24.4%	23.1%

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 Defense	66,159	33.5%	31.0%	35.5%	6,928
OSD, Agencies and Activities	12,486	44.1%	28.3%	27.6%	1,169
Defense Health Agency (DD60)	1,153	37.2%	28.6%	34.2%	135
NCR MEDICAL DIRECTORATE	890	39.9%	26.2%	33.9%	104

My Supervisor

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,360	79.4%	11.3%	9.3%	419
OSD, Agencies and Activities	13,548	79.0%	10.8%	10.2%	70
Defense Health Agency (DD60)	1,276	69.8%	15.8%	14.5%	8
NCR MEDICAL DIRECTORATE	985	65.7%	16.5%	17.8%	7

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My Supervisor (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,278	65.3%	18.3%	16.4%	319
OSD, Agencies and Activities	13,513	64.5%	18.1%	17.4%	70
Defense Health Agency (DD60)	1,278	59.0%	19.6%	21.4%	4
NCR MEDICAL DIRECTORATE	985	56.6%	18.4%	25.0%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	71,096	61.6%	20.4%	18.0%	965
OSD, Agencies and Activities	13,305	63.4%	19.0%	17.6%	179
Defense Health Agency (DD60)	1,258	53.6%	24.4%	22.1%	12
NCR MEDICAL DIRECTORATE	972	51.5%	24.1%	24.5%	9

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	67,034	66.3%	23.8%	9.9%	5,498
OSD, Agencies and Activities	12,514	68.2%	21.3%	10.4%	1,057
Defense Health Agency (DD60)	1,199	60.0%	26.1%	13.9%	81
NCR MEDICAL DIRECTORATE	927	56.9%	26.4%	16.7%	60

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	72,075	59.8%	21.7%	18.5%	421
OSD, Agencies and Activities	13,479	62.2%	19.8%	18.0%	75
Defense Health Agency (DD60)	1,266	54.7%	23.1%	22.2%	9
NCR MEDICAL DIRECTORATE	977	52.1%	23.1%	24.8%	7

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Department of Defense	71,550	63.3%	20.1%	16.6%	996
OSD, Agencies and Activities	13,395	65.0%	19.1%	15.9%	179
Defense Health Agency (DD60)	1,262	54.5%	21.6%	23.9%	16
NCR MEDICAL DIRECTORATE	974	51.0%	21.9%	27.1%	12

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My Supervisor (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	72,513	76.1%	12.9%	11.0%
OSD, Agencies and Activities	13,574	74.8%	13.1%	12.1%
Defense Health Agency (DD60)	1,276	69.6%	16.0%	14.3%
NCR MEDICAL DIRECTORATE	985	67.1%	16.8%	16.0%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Department of Defense	72,325	81.2%	10.5%	8.3%
OSD, Agencies and Activities	13,536	80.1%	10.6%	9.3%
Defense Health Agency (DD60)	1,270	75.3%	13.7%	11.0%
NCR MEDICAL DIRECTORATE	978	73.9%	13.4%	12.7%

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

	N	Positive	Neutral	Negative
Department of Defense	72,337	73.5%	11.8%	14.7%
OSD, Agencies and Activities	13,540	75.9%	10.9%	13.1%
Defense Health Agency (DD60)	1,269	67.3%	14.5%	18.2%
NCR MEDICAL DIRECTORATE	978	66.0%	14.3%	19.7%

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Department of Defense	72,384	66.4%	17.5%	16.1%
OSD, Agencies and Activities	13,550	65.6%	17.4%	17.0%
Defense Health Agency (DD60)	1,272	56.4%	23.7%	19.9%
NCR MEDICAL DIRECTORATE	979	53.9%	22.7%	23.4%

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

	N	Positive	Neutral	Negative
Department of Defense	72,407	69.5%	18.5%	11.9%
OSD, Agencies and Activities	13,560	70.1%	17.7%	12.2%
Defense Health Agency (DD60)	1,277	62.2%	22.5%	15.3%
NCR MEDICAL DIRECTORATE	984	60.6%	21.2%	18.2%

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Leadership

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	70,933	39.6%	26.1%	34.3%	1,044
OSD, Agencies and Activities	13,292	41.0%	25.4%	33.7%	186
Defense Health Agency (DD60)	1,250	36.8%	25.3%	37.9%	16
NCR MEDICAL DIRECTORATE	960	36.1%	26.5%	37.4%	13

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	68,774	52.7%	24.7%	22.5%	3,110
OSD, Agencies and Activities	12,792	52.5%	25.2%	22.3%	680
Defense Health Agency (DD60)	1,214	49.0%	25.6%	25.4%	51
NCR MEDICAL DIRECTORATE	939	48.3%	27.2%	24.6%	33

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	68,319	65.3%	22.5%	12.2%	3,017
OSD, Agencies and Activities	12,831	64.7%	21.8%	13.6%	541
Defense Health Agency (DD60)	1,213	58.1%	24.9%	17.0%	42
NCR MEDICAL DIRECTORATE	938	56.5%	25.8%	17.7%	27

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	70,685	57.2%	22.9%	19.8%	981
OSD, Agencies and Activities	13,294	60.4%	21.5%	18.1%	134
Defense Health Agency (DD60)	1,234	54.7%	22.9%	22.4%	22
NCR MEDICAL DIRECTORATE	948	55.5%	23.2%	21.3%	18

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	67,092	57.9%	26.2%	15.9%	4,603
OSD, Agencies and Activities	12,660	61.4%	23.8%	14.8%	762
Defense Health Agency (DD60)	1,194	52.1%	28.9%	19.0%	65
NCR MEDICAL DIRECTORATE	918	52.1%	28.6%	19.3%	51

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Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	69,305	51.4%	24.7%	23.9%	2,418
OSD, Agencies and Activities	13,020	52.0%	23.6%	24.4%	417
Defense Health Agency (DD60)	1,216	44.7%	25.7%	29.6%	43
NCR MEDICAL DIRECTORATE	930	45.1%	26.6%	28.3%	37

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	69,304	55.3%	24.6%	20.1%	2,415
OSD, Agencies and Activities	13,035	55.1%	23.6%	21.3%	411
Defense Health Agency (DD60)	1,209	45.6%	28.3%	26.1%	50
NCR MEDICAL DIRECTORATE	925	45.9%	28.0%	26.1%	44

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 Defense	68,160	57.6%	24.6%	17.7%	3,536
OSD, Agencies and Activities	12,821	58.9%	23.8%	17.3%	614
Defense Health Agency (DD60)	1,175	49.5%	27.5%	23.1%	80
NCR MEDICAL DIRECTORATE	895	48.9%	27.5%	23.6%	70

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	71,012	53.0%	24.8%	22.3%	669
OSD, Agencies and Activities	13,304	53.6%	24.9%	21.5%	134
Defense Health Agency (DD60)	1,234	49.5%	25.6%	24.9%	20
NCR MEDICAL DIRECTORATE	948	50.9%	24.6%	24.5%	16

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	66,142	55.7%	27.3%	17.0%	5,507
OSD, Agencies and Activities	12,593	60.5%	24.2%	15.2%	844
Defense Health Agency (DD60)	1,147	48.8%	28.0%	23.2%	108
NCR MEDICAL DIRECTORATE	879	46.5%	28.9%	24.6%	87

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My Satisfaction

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

	N	Positive	Neutral	Negative
Department of Defense	71,271	50.8%	24.5%	24.7%
OSD, Agencies and Activities	13,374	49.6%	24.6%	25.8%
Defense Health Agency (DD60)	1,242	39.8%	27.8%	32.4%
NCR MEDICAL DIRECTORATE	953	38.2%	26.7%	35.1%

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 Defense	71,093	46.3%	24.9%	28.9%
OSD, Agencies and Activities	13,343	48.5%	24.3%	27.2%
Defense Health Agency (DD60)	1,240	41.8%	24.9%	33.2%
NCR MEDICAL DIRECTORATE	952	41.8%	26.9%	31.3%

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

	N	Positive	Neutral	Negative
Department of Defense	70,870	44.1%	26.4%	29.6%
OSD, Agencies and Activities	13,310	45.3%	24.8%	29.8%
Defense Health Agency (DD60)	1,237	34.4%	27.3%	38.3%
NCR MEDICAL DIRECTORATE	948	33.7%	26.2%	40.1%

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

	N	Positive	Neutral	Negative
Department of Defense	71,013	42.0%	30.5%	27.5%
OSD, Agencies and Activities	13,324	42.3%	29.6%	28.1%
Defense Health Agency (DD60)	1,238	36.1%	32.0%	31.9%
NCR MEDICAL DIRECTORATE	949	36.2%	32.7%	31.1%

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

	N	Positive	Neutral	Negative
Department of Defense	70,958	31.5%	29.2%	39.3%
OSD, Agencies and Activities	13,315	33.8%	27.9%	38.3%
Defense Health Agency (DD60)	1,232	24.8%	29.6%	45.6%
NCR MEDICAL DIRECTORATE	947	24.8%	28.6%	46.6%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	70,997	48.4%	25.3%	26.3%
OSD, Agencies and Activities	13,317	52.5%	23.1%	24.4%
Defense Health Agency (DD60)	1,241	41.4%	26.1%	32.5%
NCR MEDICAL DIRECTORATE	953	41.4%	24.9%	33.8%

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

	N	Positive	Neutral	Negative
Department of Defense	70,945	63.7%	19.2%	17.1%
OSD, Agencies and Activities	13,313	64.0%	18.9%	17.1%
Defense Health Agency (DD60)	1,239	55.6%	22.3%	22.1%
NCR MEDICAL DIRECTORATE	952	55.4%	23.1%	21.5%

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

	N	Positive	Neutral	Negative
Department of Defense	71,069	55.4%	19.1%	25.5%
OSD, Agencies and Activities	13,326	59.1%	18.3%	22.5%
Defense Health Agency (DD60)	1,231	43.4%	20.7%	35.9%
NCR MEDICAL DIRECTORATE	945	38.3%	21.3%	40.4%

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

	N	Positive	Neutral	Negative
Department of Defense	71,115	54.2%	23.8%	22.1%
OSD, Agencies and Activities	13,337	55.5%	23.1%	21.4%
Defense Health Agency (DD60)	1,238	45.7%	26.7%	27.5%
NCR MEDICAL DIRECTORATE	950	45.2%	26.7%	28.2%

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Work/Life

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

	N	Yes, Notified Eligible	Yes, Notified Not Eligible	No, Not Notified	Not Sure Notified
Department of Defense	70,924	27.5%	21.9%	39.9%	10.7%
OSD, Agencies and Activities	13,309	60.4%	13.4%	19.7%	6.5%
Defense Health Agency (DD60)	1,225	32.4%	19.7%	39.9%	8.0%
NCR MEDICAL DIRECTORATE	937	13.4%	23.4%	52.6%	10.5%

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

	N	Telework			
		3+ Days Per Week	1-2 Days Per Week	No More Than 1-2 Days Per Month	Infrequently
Department of Defense	69,714	1.6%	5.9%	3.2%	10.8%
OSD, Agencies and Activities	13,187	7.3%	20.5%	6.0%	18.3%
Defense Health Agency (DD60)	1,217	1.5%	10.3%	4.7%	12.6%
NCR MEDICAL DIRECTORATE	929	0.9%	4.5%	1.5%	5.4%

(continued)

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

	N	Do Not Telework			
		Must Be Physically Present	Technical Issues	Not Allowed To Telework	Choose Not To Telework
Department of Defense	69,714	30.4%	7.3%	25.9%	14.8%
OSD, Agencies and Activities	13,187	17.3%	3.6%	13.6%	13.4%
Defense Health Agency (DD60)	1,217	35.7%	2.9%	21.6%	10.7%
NCR MEDICAL DIRECTORATE	929	49.7%	4.1%	25.3%	8.6%

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Work/Life (continued)

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

	N	Yes	No	Not Available To Me
Department of Defense	70,699	36.8%	41.6%	21.6%
OSD, Agencies and Activities	13,279	41.7%	43.1%	15.3%
Defense Health Agency (DD60)	1,228	36.5%	43.8%	19.7%
NCR MEDICAL DIRECTORATE	942	31.0%	43.2%	25.8%

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
Department of Defense	70,544	33.2%	55.1%	11.7%
OSD, Agencies and Activities	13,234	41.7%	50.6%	7.7%
Defense Health Agency (DD60)	1,212	27.0%	61.0%	12.0%
NCR MEDICAL DIRECTORATE	925	24.0%	61.0%	15.1%

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

	N	Yes	No	Not Available To Me
Department of Defense	69,762	10.8%	82.0%	7.2%
OSD, Agencies and Activities	13,107	14.3%	81.0%	4.6%
Defense Health Agency (DD60)	1,205	13.4%	79.5%	7.1%
NCR MEDICAL DIRECTORATE	922	15.8%	76.0%	8.3%

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
Department of Defense	70,714	5.3%	80.3%	14.4%
OSD, Agencies and Activities	13,272	4.2%	81.4%	14.4%
Defense Health Agency (DD60)	1,218	5.2%	79.4%	15.4%
NCR MEDICAL DIRECTORATE	931	6.9%	78.6%	14.5%

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Work/Life (continued)

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
Department of Defense	70,804	2.4%	81.2%	16.4%
OSD, Agencies and Activities	13,292	2.9%	81.8%	15.4%
Defense Health Agency (DD60)	1,229	3.0%	80.3%	16.7%
NCR MEDICAL DIRECTORATE	941	3.7%	80.3%	16.0%

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

	N	Positive	Neutral	Negative	NBJ
Department of Defense	16,480	71.4%	17.0%	11.6%	1,570
OSD, Agencies and Activities	8,088	79.1%	12.2%	8.7%	215
Defense Health Agency (DD60)	320	71.6%	16.1%	12.3%	24
NCR MEDICAL DIRECTORATE	113	65.3%	23.3%	11.4%	21

*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
Department of Defense	25,438	89.6%	7.3%	3.1%	621
OSD, Agencies and Activities	5,396	92.0%	5.8%	2.2%	108
Defense Health Agency (DD60)	427	88.3%	7.8%	3.9%	19
NCR MEDICAL DIRECTORATE	278	87.8%	8.4%	3.8%	16

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

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
Department of Defense	22,261	81.7%	14.8%	3.5%	1,538
OSD, Agencies and Activities	4,461	88.1%	9.6%	2.3%	232
Defense Health Agency (DD60)	308	77.1%	18.2%	4.7%	31
NCR MEDICAL DIRECTORATE	211	75.4%	18.1%	6.5%	26

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

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Work/Life (continued)

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

	N	Positive	Neutral	Negative	NBJ
Department of Defense	6,580	69.4%	26.4%	4.2%	1,830
OSD, Agencies and Activities	1,559	73.9%	22.2%	4.0%	332
Defense Health Agency (DD60)	139	69.0%	25.3%	5.7%	55
NCR MEDICAL DIRECTORATE	118	70.4%	22.6%	7.0%	47

*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
Department of Defense	2,721	75.8%	20.5%	3.7%	968
OSD, Agencies and Activities	370	74.1%	23.0%	2.9%	148
Defense Health Agency (DD60)	46	64.1%	31.4%	4.5%	35
NCR MEDICAL DIRECTORATE	42	64.1%	31.0%	4.9%	32

*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
Department of Defense	1,247	65.1%	32.2%	2.7%	653
OSD, Agencies and Activities	246	74.5%	22.9%	2.6%	108
Defense Health Agency (DD60)	28	51.3%	45.6%	3.1%	15
NCR MEDICAL DIRECTORATE	26	60.3%	36.1%	3.6%	13

*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	482	53.2%
Field	424	46.8%

What is your supervisory status?

	N	%
Non-Supervisor	555	59.6%
Team Leader	190	20.4%
Supervisor	129	13.9%
Manager	44	4.7%
Senior Leader	13	1.4%

Are you:

	N	%
Male	297	32.0%
Female	630	68.0%

Are you Hispanic or Latino?

	N	%
Yes	67	7.3%
No	845	92.7%

Race

	N	%
American Indian or Alaska Native	3	0.3%
Asian	81	9.1%
Black or African American	375	42.0%
Native Hawaiian or Other Pacific Islander	9	1.0%
White	387	43.4%
Two or more races (Not Hispanic or Latino)	37	4.1%

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Demographic Questions (continued)

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

	N	%
Less than High School	1	0.1%
High School Diploma/GED or equivalent	55	5.9%
Trade or Technical Certificate	39	4.2%
Some College (no degree)	161	17.4%
Associate's Degree (e.g., AA, AS)	119	12.9%
Bachelor's Degree (e.g., BA, BS)	261	28.2%
Master's Degree (e.g., MA, MS, MBA)	188	20.3%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	102	11.0%

What is your pay category/grade?

	N	%
Federal Wage System	22	2.4%
GS 1-6	152	16.4%
GS 7-12	577	62.2%
GS 13-15	160	17.2%
Senior Executive Service	2	0.2%
Senior Level (SL) or Scientific or Professional (ST)	0	0.0%
Other	15	1.6%

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

	N	%
Less than 1 year	3	0.3%
1 to 3 years	101	10.8%
4 to 5 years	146	15.7%
6 to 10 years	236	25.3%
11 to 14 years	127	13.6%
15 to 20 years	88	9.4%
More than 20 years	231	24.8%

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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	10	1.1%
1 to 3 years	214	23.1%
4 to 5 years	172	18.6%
6 to 10 years	239	25.8%
11 to 20 years	167	18.1%
More than 20 years	123	13.3%

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

	N	%
No	467	50.1%
Yes, to retire	71	7.6%
Yes, to take another job within the Federal Government	241	25.9%
Yes, to take another job outside the Federal Government	52	5.6%
Yes, other	101	10.8%

I am planning to retire:

	N	%
Within one year	43	4.7%
Between one and three years	105	11.6%
Between three and five years	90	9.9%
Five or more years	671	73.8%

What is your US military service status?

	N	%
No Prior Military Service	524	57.5%
Currently in National Guard or Reserves	11	1.2%
Retired	166	18.2%
Separated or Discharged	211	23.1%

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	166	18.0%
No	755	82.0%

What is your age group?

	N	%
25 and under	1	0.1%
26-29	26	2.5%
30-39	148	14.2%
40-49	271	26.1%
50-59	379	36.4%
60 or older	215	20.7%