

2016


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

5th Level
Subagency
Comparison
Report

Department of Defense
FT BELVOIR COMMUNITY HOSPITAL



Department of Defense
FT BELVOIR COMMUNITY HOSPITAL
5th Level Subagency Comparison Report

This 2016 Federal Employee Viewpoint Survey Report provides summary results for your subagencies, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
OSD, Agencies and Activities	13,597	37.2%
NCR MEDICAL DIRECTORATE	404	19.2%
FT BELVOIR COMMUNITY HOSPITAL	110	13.0%
DIRECT FOR HLTHCARE OPS	8	23.5%
DIRECTOR CLINICAL SPT	24	14.5%
DIRECTOR FOR ADMINISTRATION	15	10.1%
DIRECTOR FOR BEHAVIORAL HLTH	7	20.6%
DIRECTOR FOR DETR & DDS	8	28.6%
DIRECTOR FOR MEDICINE	16	14.4%
DIRECTOR FOR NURSING	12	7.9%
DIRECTOR FOR READINESS OPS	7	19.4%
DIRECTOR FOR RESOURCE MGT	4	11.1%
DIRECTOR FOR SURGERY	8	8.9%
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New for 2016

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.

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.

Note: Response rates are not displayed in the Response Summary table when there are fewer than 4 completed surveys. The report tables that follow do not include results for any subagency that had fewer than 10 completed surveys.

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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
OSD, Agencies and Activities	13,565	64.4%	15.2%	20.5%
NCR MEDICAL DIRECTORATE	401	49.8%	19.1%	31.1%
FT BELVOIR COMMUNITY HOSPITAL	110	52.1%	18.8%	29.1%
DIRECTOR CLINICAL SPT	24	54.2%	9.8%	36.1%
DIRECTOR FOR ADMINISTRATION	15	29.6%	12.9%	57.5%
DIRECTOR FOR MEDICINE	16	36.8%	51.3%	11.9%
DIRECTOR FOR NURSING	12	78.0%	16.4%	5.7%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,492	69.9%	14.7%	15.4%
NCR MEDICAL DIRECTORATE	401	71.3%	11.1%	17.6%
FT BELVOIR COMMUNITY HOSPITAL	109	72.5%	14.1%	13.4%
DIRECTOR CLINICAL SPT	24	72.7%	11.3%	16.0%
DIRECTOR FOR ADMINISTRATION	15	58.1%	5.0%	36.9%
DIRECTOR FOR MEDICINE	15	60.9%	27.3%	11.8%
DIRECTOR FOR NURSING	12	88.5%	11.5%	0.0%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,400	58.9%	17.6%	23.6%
NCR MEDICAL DIRECTORATE	393	53.4%	20.7%	25.9%
FT BELVOIR COMMUNITY HOSPITAL	105	54.5%	20.9%	24.5%
DIRECTOR CLINICAL SPT	23	58.8%	20.7%	20.4%
DIRECTOR FOR ADMINISTRATION	14	23.4%	19.8%	56.8%
DIRECTOR FOR MEDICINE	16	39.8%	28.5%	31.7%
DIRECTOR FOR NURSING	11	72.1%	27.9%	0.0%

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,491	69.8%	14.8%	15.4%
NCR MEDICAL DIRECTORATE	397	70.5%	12.5%	17.0%
FT BELVOIR COMMUNITY HOSPITAL	106	65.7%	18.7%	15.6%
DIRECTOR CLINICAL SPT	23	65.2%	21.9%	12.8%
DIRECTOR FOR ADMINISTRATION	15	44.5%	22.9%	32.6%
DIRECTOR FOR MEDICINE	15	65.1%	13.1%	21.8%
DIRECTOR FOR NURSING	12	89.7%	0.0%	10.3%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,400	81.8%	11.5%	6.7%
NCR MEDICAL DIRECTORATE	397	90.5%	5.3%	4.2%
FT BELVOIR COMMUNITY HOSPITAL	109	89.0%	4.3%	6.7%
DIRECTOR CLINICAL SPT	24	88.8%	9.7%	1.5%
DIRECTOR FOR ADMINISTRATION	15	86.1%	5.0%	8.9%
DIRECTOR FOR MEDICINE	16	79.9%	2.4%	17.7%
DIRECTOR FOR NURSING	12	89.7%	0.0%	10.3%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,441	77.7%	11.7%	10.6%
NCR MEDICAL DIRECTORATE	400	85.6%	6.9%	7.5%
FT BELVOIR COMMUNITY HOSPITAL	109	83.3%	10.4%	6.3%
DIRECTOR CLINICAL SPT	24	92.7%	0.0%	7.3%
DIRECTOR FOR ADMINISTRATION	15	79.7%	7.5%	12.8%
DIRECTOR FOR MEDICINE	16	69.5%	28.1%	2.4%
DIRECTOR FOR NURSING	12	100.0%	0.0%	0.0%

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,504	95.9%	2.6%	1.5%
NCR MEDICAL DIRECTORATE	399	95.6%	2.7%	1.7%
FT BELVOIR COMMUNITY HOSPITAL	110	93.6%	6.4%	0.0%
DIRECTOR CLINICAL SPT	24	97.7%	2.3%	0.0%
DIRECTOR FOR ADMINISTRATION	15	100.0%	0.0%	0.0%
DIRECTOR FOR MEDICINE	16	79.9%	20.1%	0.0%
DIRECTOR FOR NURSING	12	100.0%	0.0%	0.0%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,526	91.7%	6.6%	1.7%
NCR MEDICAL DIRECTORATE	400	90.6%	6.8%	2.7%
FT BELVOIR COMMUNITY HOSPITAL	109	91.6%	7.5%	1.0%
DIRECTOR CLINICAL SPT	24	91.1%	8.9%	0.0%
DIRECTOR FOR ADMINISTRATION	15	91.1%	8.9%	0.0%
DIRECTOR FOR MEDICINE	16	97.6%	2.4%	0.0%
DIRECTOR FOR NURSING	11	100.0%	0.0%	0.0%

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,511	52.2%	16.3%	31.5%	40
NCR MEDICAL DIRECTORATE	401	39.1%	15.7%	45.2%	0
FT BELVOIR COMMUNITY HOSPITAL	109	38.1%	19.6%	42.3%	0
DIRECTOR CLINICAL SPT	24	52.7%	27.8%	19.5%	0
DIRECTOR FOR ADMINISTRATION	15	45.6%	7.9%	46.5%	0
DIRECTOR FOR MEDICINE	15	30.8%	21.5%	47.7%	0
DIRECTOR FOR NURSING	12	64.8%	5.7%	29.5%	0

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My Work Experience (continued)

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,498	61.6%	14.9%	23.5%	23
NCR MEDICAL DIRECTORATE	400	59.9%	16.7%	23.4%	0
FT BELVOIR COMMUNITY HOSPITAL	109	61.7%	15.4%	22.8%	0
DIRECTOR CLINICAL SPT	24	76.9%	17.1%	6.0%	0
DIRECTOR FOR ADMINISTRATION	15	52.9%	17.9%	29.2%	0
DIRECTOR FOR MEDICINE	16	66.2%	28.1%	5.7%	0
DIRECTOR FOR NURSING	12	89.2%	5.9%	4.9%	0

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,205	57.8%	16.0%	26.2%	61
NCR MEDICAL DIRECTORATE	391	58.8%	14.3%	26.9%	0
FT BELVOIR COMMUNITY HOSPITAL	107	57.9%	20.4%	21.7%	0
DIRECTOR CLINICAL SPT	23	57.1%	12.6%	30.3%	0
DIRECTOR FOR ADMINISTRATION	15	51.5%	19.0%	29.5%	0
DIRECTOR FOR MEDICINE	15	24.6%	49.4%	26.1%	0
DIRECTOR FOR NURSING	12	79.1%	4.9%	16.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,436	83.4%	9.6%	6.9%	43
NCR MEDICAL DIRECTORATE	399	81.9%	11.4%	6.7%	1
FT BELVOIR COMMUNITY HOSPITAL	109	83.2%	10.8%	5.9%	0
DIRECTOR CLINICAL SPT	24	93.6%	6.4%	0.0%	0
DIRECTOR FOR ADMINISTRATION	15	82.2%	5.1%	12.8%	0
DIRECTOR FOR MEDICINE	15	64.1%	33.3%	2.6%	0
DIRECTOR FOR NURSING	12	100.0%	0.0%	0.0%	0

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My Work Experience (continued)

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,318	88.8%	7.7%	3.5%	45
NCR MEDICAL DIRECTORATE	393	92.2%	6.0%	1.8%	0
FT BELVOIR COMMUNITY HOSPITAL	107	93.6%	5.7%	0.8%	0
DIRECTOR CLINICAL SPT	23	98.4%	0.0%	1.6%	0
DIRECTOR FOR ADMINISTRATION	15	100.0%	0.0%	0.0%	0
DIRECTOR FOR MEDICINE	15	81.9%	18.1%	0.0%	0
DIRECTOR FOR NURSING	11	100.0%	0.0%	0.0%	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
OSD, Agencies and Activities	13,505	71.4%	12.5%	16.0%	37
NCR MEDICAL DIRECTORATE	401	59.5%	14.0%	26.5%	1
FT BELVOIR COMMUNITY HOSPITAL	109	72.7%	15.2%	12.1%	0
DIRECTOR CLINICAL SPT	23	81.5%	13.4%	5.1%	0
DIRECTOR FOR ADMINISTRATION	15	52.0%	12.9%	35.2%	0
DIRECTOR FOR MEDICINE	16	66.3%	26.2%	7.5%	0
DIRECTOR FOR NURSING	12	78.8%	15.2%	6.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,329	72.9%	12.9%	14.2%	206
NCR MEDICAL DIRECTORATE	393	71.2%	13.1%	15.7%	7
FT BELVOIR COMMUNITY HOSPITAL	105	66.0%	20.6%	13.3%	3
DIRECTOR CLINICAL SPT	22	70.0%	16.3%	13.7%	1
DIRECTOR FOR ADMINISTRATION	14	50.1%	17.4%	32.6%	0
DIRECTOR FOR MEDICINE	16	54.4%	37.2%	8.5%	0
DIRECTOR FOR NURSING	12	66.2%	28.9%	4.9%	0

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My Work Experience (continued)

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,426	83.9%	11.0%	5.1%	50
NCR MEDICAL DIRECTORATE	398	79.8%	12.5%	7.7%	3
FT BELVOIR COMMUNITY HOSPITAL	108	77.0%	18.4%	4.5%	1
DIRECTOR CLINICAL SPT	23	83.6%	6.6%	9.8%	1
DIRECTOR FOR ADMINISTRATION	15	68.4%	31.6%	0.0%	0
DIRECTOR FOR MEDICINE	15	73.3%	23.8%	2.9%	0
DIRECTOR FOR NURSING	12	84.8%	15.2%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,999	63.2%	17.6%	19.3%	511
NCR MEDICAL DIRECTORATE	381	64.1%	13.7%	22.2%	15
FT BELVOIR COMMUNITY HOSPITAL	105	63.0%	13.5%	23.4%	3
DIRECTOR CLINICAL SPT	22	66.0%	10.4%	23.5%	1
DIRECTOR FOR ADMINISTRATION	15	62.4%	8.0%	29.5%	0
DIRECTOR FOR MEDICINE	15	42.8%	26.3%	30.8%	1
DIRECTOR FOR NURSING	12	66.4%	28.7%	4.9%	0

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,402	56.2%	21.6%	22.2%	115
NCR MEDICAL DIRECTORATE	398	50.0%	18.7%	31.3%	4
FT BELVOIR COMMUNITY HOSPITAL	110	50.5%	17.4%	32.1%	0
DIRECTOR CLINICAL SPT	24	67.6%	11.3%	21.1%	0
DIRECTOR FOR ADMINISTRATION	15	34.5%	8.9%	56.6%	0
DIRECTOR FOR MEDICINE	16	22.9%	21.5%	55.6%	0
DIRECTOR FOR NURSING	12	83.6%	16.4%	0.0%	0

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	13,282	71.6%	12.1%	16.3%	291
NCR MEDICAL DIRECTORATE	384	72.2%	9.5%	18.3%	19
FT BELVOIR COMMUNITY HOSPITAL	104	72.3%	11.7%	15.9%	6
DIRECTOR CLINICAL SPT	22	63.9%	24.8%	11.3%	2
DIRECTOR FOR ADMINISTRATION	15	57.9%	3.9%	38.2%	0
DIRECTOR FOR MEDICINE	16	71.4%	20.1%	8.5%	0
DIRECTOR FOR NURSING	12	89.2%	5.9%	4.9%	0

My Work Unit

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,570	72.9%	13.5%	13.6%
NCR MEDICAL DIRECTORATE	401	65.2%	15.9%	18.9%
FT BELVOIR COMMUNITY HOSPITAL	107	69.0%	16.8%	14.3%
DIRECTOR CLINICAL SPT	24	62.2%	19.4%	18.4%
DIRECTOR FOR ADMINISTRATION	15	57.4%	16.4%	26.2%
DIRECTOR FOR MEDICINE	15	67.0%	22.5%	10.5%
DIRECTOR FOR NURSING	12	81.4%	18.6%	0.0%

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,088	43.9%	26.2%	29.9%	479
NCR MEDICAL DIRECTORATE	396	41.8%	19.0%	39.2%	6
FT BELVOIR COMMUNITY HOSPITAL	108	48.7%	10.3%	41.0%	2
DIRECTOR CLINICAL SPT	22	55.1%	28.8%	16.1%	2
DIRECTOR FOR ADMINISTRATION	15	46.4%	0.0%	53.6%	0
DIRECTOR FOR MEDICINE	16	33.1%	9.1%	57.8%	0
DIRECTOR FOR NURSING	12	68.6%	13.7%	17.6%	0

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My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,600	35.2%	27.7%	37.2%	899
NCR MEDICAL DIRECTORATE	368	26.2%	30.4%	43.4%	30
FT BELVOIR COMMUNITY HOSPITAL	98	29.8%	28.1%	42.1%	10
DIRECTOR CLINICAL SPT	22	29.0%	45.5%	25.5%	2
DIRECTOR FOR ADMINISTRATION	12	16.9%	31.2%	51.9%	3
DIRECTOR FOR MEDICINE	14	31.9%	8.9%	59.2%	2
DIRECTOR FOR NURSING	12	36.8%	52.3%	10.9%	0

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
OSD, Agencies and Activities	12,219	30.3%	28.1%	41.6%	1,295
NCR MEDICAL DIRECTORATE	374	27.3%	29.8%	42.8%	28
FT BELVOIR COMMUNITY HOSPITAL	101	32.1%	28.6%	39.3%	9
DIRECTOR CLINICAL SPT	23	37.3%	20.1%	42.5%	1
DIRECTOR FOR ADMINISTRATION	14	15.4%	29.8%	54.8%	1
DIRECTOR FOR MEDICINE	14	22.8%	32.2%	45.0%	2
DIRECTOR FOR NURSING	11	21.0%	59.3%	19.7%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,768	36.9%	27.7%	35.4%	760
NCR MEDICAL DIRECTORATE	386	30.4%	28.5%	41.0%	16
FT BELVOIR COMMUNITY HOSPITAL	106	37.7%	26.6%	35.8%	4
DIRECTOR CLINICAL SPT	24	36.1%	22.0%	41.8%	0
DIRECTOR FOR ADMINISTRATION	14	13.6%	35.3%	51.1%	1
DIRECTOR FOR MEDICINE	15	30.7%	34.1%	35.2%	1
DIRECTOR FOR NURSING	11	53.5%	26.8%	19.7%	1

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My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,584	44.3%	24.6%	31.0%	912
NCR MEDICAL DIRECTORATE	375	34.6%	29.9%	35.4%	23
FT BELVOIR COMMUNITY HOSPITAL	102	36.4%	28.7%	34.9%	6
DIRECTOR CLINICAL SPT	22	38.3%	23.4%	38.2%	1
DIRECTOR FOR ADMINISTRATION	14	20.1%	29.5%	50.5%	1
DIRECTOR FOR MEDICINE	15	33.3%	34.1%	32.7%	1
DIRECTOR FOR NURSING	10	43.1%	51.1%	5.8%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,478	71.9%	13.9%	14.2%	47
NCR MEDICAL DIRECTORATE	399	65.8%	17.4%	16.8%	3
FT BELVOIR COMMUNITY HOSPITAL	109	64.4%	19.0%	16.6%	1
DIRECTOR CLINICAL SPT	24	72.9%	16.0%	11.1%	0
DIRECTOR FOR ADMINISTRATION	15	42.8%	34.9%	22.3%	0
DIRECTOR FOR MEDICINE	15	42.4%	34.1%	23.5%	1
DIRECTOR FOR NURSING	12	65.2%	29.9%	4.9%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,061	56.2%	26.2%	17.5%	478
NCR MEDICAL DIRECTORATE	394	49.0%	24.4%	26.5%	10
FT BELVOIR COMMUNITY HOSPITAL	109	50.5%	22.0%	27.5%	1
DIRECTOR CLINICAL SPT	24	54.9%	21.4%	23.7%	0
DIRECTOR FOR ADMINISTRATION	15	37.2%	7.0%	55.8%	0
DIRECTOR FOR MEDICINE	15	46.9%	26.0%	27.1%	1
DIRECTOR FOR NURSING	12	58.3%	24.0%	17.6%	0

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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
OSD, Agencies and Activities	13,560	82.4%	14.2%	3.4%
NCR MEDICAL DIRECTORATE	401	77.1%	15.4%	7.5%
FT BELVOIR COMMUNITY HOSPITAL	109	71.3%	25.7%	3.0%
DIRECTOR CLINICAL SPT	24	71.4%	27.1%	1.5%
DIRECTOR FOR ADMINISTRATION	15	64.8%	26.2%	8.9%
DIRECTOR FOR MEDICINE	16	45.0%	47.5%	7.5%
DIRECTOR FOR NURSING	11	84.7%	15.3%	0.0%

My Agency

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,174	69.1%	17.2%	13.7%	178
NCR MEDICAL DIRECTORATE	389	68.6%	14.8%	16.6%	3
FT BELVOIR COMMUNITY HOSPITAL	104	67.9%	18.8%	13.3%	2
DIRECTOR CLINICAL SPT	23	81.1%	6.3%	12.6%	0
DIRECTOR FOR ADMINISTRATION	15	42.8%	20.9%	36.3%	0
DIRECTOR FOR MEDICINE	16	69.6%	28.0%	2.4%	0
DIRECTOR FOR NURSING	9	77.4%	22.6%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,058	45.6%	24.2%	30.2%	272
NCR MEDICAL DIRECTORATE	386	39.4%	22.1%	38.5%	8
FT BELVOIR COMMUNITY HOSPITAL	104	39.5%	23.7%	36.8%	1
DIRECTOR CLINICAL SPT	22	58.1%	14.3%	27.6%	0
DIRECTOR FOR ADMINISTRATION	14	31.8%	9.3%	58.9%	1
DIRECTOR FOR MEDICINE	16	13.2%	46.7%	40.2%	0
DIRECTOR FOR NURSING	9	47.9%	52.1%	0.0%	0

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,035	50.8%	22.3%	26.9%	275
NCR MEDICAL DIRECTORATE	389	43.4%	21.3%	35.3%	6
FT BELVOIR COMMUNITY HOSPITAL	104	41.3%	22.0%	36.7%	1
DIRECTOR CLINICAL SPT	22	33.6%	19.6%	46.8%	1
DIRECTOR FOR ADMINISTRATION	15	14.0%	52.1%	34.0%	0
DIRECTOR FOR MEDICINE	15	27.5%	22.0%	50.5%	0
DIRECTOR FOR NURSING	9	66.1%	12.5%	21.4%	0

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,860	40.7%	27.3%	31.9%	435
NCR MEDICAL DIRECTORATE	383	32.7%	25.4%	41.9%	13
FT BELVOIR COMMUNITY HOSPITAL	104	37.2%	27.4%	35.4%	2
DIRECTOR CLINICAL SPT	22	29.6%	17.6%	52.7%	1
DIRECTOR FOR ADMINISTRATION	15	14.0%	44.5%	41.5%	0
DIRECTOR FOR MEDICINE	16	34.2%	35.6%	30.2%	0
DIRECTOR FOR NURSING	9	49.4%	29.2%	21.4%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,309	21.3%	28.7%	49.9%	961
NCR MEDICAL DIRECTORATE	367	17.5%	29.1%	53.4%	25
FT BELVOIR COMMUNITY HOSPITAL	96	10.7%	36.4%	52.9%	8
DIRECTOR CLINICAL SPT	20	16.7%	17.6%	65.6%	3
DIRECTOR FOR ADMINISTRATION	14	10.5%	31.8%	57.7%	1
DIRECTOR FOR MEDICINE	15	2.0%	54.9%	43.1%	1
DIRECTOR FOR NURSING	7	0.0%	58.7%	41.3%	1

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,337	60.2%	25.5%	14.3%	975
NCR MEDICAL DIRECTORATE	366	52.0%	30.3%	17.7%	26
FT BELVOIR COMMUNITY HOSPITAL	100	50.2%	34.6%	15.2%	4
DIRECTOR CLINICAL SPT	23	46.7%	26.7%	26.6%	0
DIRECTOR FOR ADMINISTRATION	14	43.4%	33.4%	23.2%	1
DIRECTOR FOR MEDICINE	15	35.0%	54.3%	10.7%	0
DIRECTOR FOR NURSING	9	63.4%	23.8%	12.8%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,138	82.8%	10.6%	6.6%	176
NCR MEDICAL DIRECTORATE	392	75.3%	14.4%	10.3%	4
FT BELVOIR COMMUNITY HOSPITAL	106	77.9%	15.1%	7.0%	0
DIRECTOR CLINICAL SPT	23	85.7%	0.0%	14.3%	0
DIRECTOR FOR ADMINISTRATION	15	67.1%	20.0%	12.9%	0
DIRECTOR FOR MEDICINE	16	74.2%	25.8%	0.0%	0
DIRECTOR FOR NURSING	9	94.1%	0.0%	5.9%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,171	85.2%	9.3%	5.6%	114
NCR MEDICAL DIRECTORATE	384	81.3%	12.0%	6.7%	7
FT BELVOIR COMMUNITY HOSPITAL	105	78.8%	13.0%	8.2%	1
DIRECTOR CLINICAL SPT	23	78.8%	9.4%	11.9%	0
DIRECTOR FOR ADMINISTRATION	15	78.3%	12.0%	9.7%	0
DIRECTOR FOR MEDICINE	16	72.3%	22.0%	5.7%	0
DIRECTOR FOR NURSING	9	86.9%	7.1%	5.9%	0

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,547	52.9%	22.2%	24.9%	735
NCR MEDICAL DIRECTORATE	378	50.8%	24.3%	24.9%	16
FT BELVOIR COMMUNITY HOSPITAL	102	44.0%	25.8%	30.2%	3
DIRECTOR CLINICAL SPT	23	48.4%	19.9%	31.7%	0
DIRECTOR FOR ADMINISTRATION	14	23.4%	34.4%	42.3%	0
DIRECTOR FOR MEDICINE	16	26.9%	20.1%	53.0%	0
DIRECTOR FOR NURSING	9	80.1%	14.0%	5.9%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,103	67.7%	18.2%	14.2%	1,122
NCR MEDICAL DIRECTORATE	363	67.6%	16.1%	16.3%	30
FT BELVOIR COMMUNITY HOSPITAL	100	58.5%	21.5%	20.1%	6
DIRECTOR CLINICAL SPT	21	65.5%	10.4%	24.2%	2
DIRECTOR FOR ADMINISTRATION	14	32.7%	45.9%	21.4%	1
DIRECTOR FOR MEDICINE	16	44.0%	28.6%	27.4%	0
DIRECTOR FOR NURSING	9	80.1%	14.0%	5.9%	0

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,068	76.6%	16.3%	7.1%	233
NCR MEDICAL DIRECTORATE	386	72.6%	18.8%	8.6%	6
FT BELVOIR COMMUNITY HOSPITAL	103	62.0%	24.8%	13.2%	3
DIRECTOR CLINICAL SPT	22	60.1%	24.3%	15.6%	1
DIRECTOR FOR ADMINISTRATION	15	53.4%	26.0%	20.6%	0
DIRECTOR FOR MEDICINE	16	38.1%	59.5%	2.4%	0
DIRECTOR FOR NURSING	9	77.4%	22.6%	0.0%	0

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My Agency (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,329	64.1%	20.1%	15.8%
NCR MEDICAL DIRECTORATE	393	52.7%	22.0%	25.3%
FT BELVOIR COMMUNITY HOSPITAL	104	47.4%	26.5%	26.2%
DIRECTOR CLINICAL SPT	23	51.6%	26.3%	22.1%
DIRECTOR FOR ADMINISTRATION	14	27.4%	34.6%	37.9%
DIRECTOR FOR MEDICINE	16	36.5%	17.9%	45.6%
DIRECTOR FOR NURSING	9	71.7%	28.3%	0.0%

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
OSD, Agencies and Activities	12,368	47.1%	25.8%	27.1%	972
NCR MEDICAL DIRECTORATE	352	39.1%	24.4%	36.6%	41
FT BELVOIR COMMUNITY HOSPITAL	97	34.4%	20.7%	44.9%	8
DIRECTOR CLINICAL SPT	21	38.2%	18.5%	43.2%	2
DIRECTOR FOR ADMINISTRATION	13	13.3%	39.6%	47.0%	1
DIRECTOR FOR MEDICINE	16	22.7%	8.5%	68.8%	0
DIRECTOR FOR NURSING	9	36.6%	34.9%	28.5%	0

My Supervisor

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,263	78.9%	10.0%	11.1%	65
NCR MEDICAL DIRECTORATE	389	70.8%	14.8%	14.4%	3
FT BELVOIR COMMUNITY HOSPITAL	104	75.7%	13.3%	11.0%	1
DIRECTOR CLINICAL SPT	23	63.2%	15.7%	21.1%	0
DIRECTOR FOR ADMINISTRATION	14	59.8%	22.0%	18.2%	0
DIRECTOR FOR MEDICINE	16	81.5%	18.5%	0.0%	0
DIRECTOR FOR NURSING	9	77.4%	7.1%	15.5%	0

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My Supervisor (continued)

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,214	67.1%	16.4%	16.5%	81
NCR MEDICAL DIRECTORATE	388	62.2%	14.1%	23.7%	3
FT BELVOIR COMMUNITY HOSPITAL	104	76.8%	5.7%	17.5%	1
DIRECTOR CLINICAL SPT	23	68.3%	2.4%	29.3%	0
DIRECTOR FOR ADMINISTRATION	14	49.4%	23.0%	27.6%	0
DIRECTOR FOR MEDICINE	16	87.2%	2.4%	10.4%	0
DIRECTOR FOR NURSING	9	100.0%	0.0%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,042	64.1%	17.8%	18.1%	175
NCR MEDICAL DIRECTORATE	376	58.0%	20.9%	21.1%	7
FT BELVOIR COMMUNITY HOSPITAL	98	57.6%	22.4%	20.1%	3
DIRECTOR CLINICAL SPT	20	59.9%	19.7%	20.4%	2
DIRECTOR FOR ADMINISTRATION	14	52.2%	10.8%	37.0%	0
DIRECTOR FOR MEDICINE	16	46.6%	45.0%	8.5%	0
DIRECTOR FOR NURSING	8	100.0%	0.0%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,173	69.2%	20.5%	10.3%	1,107
NCR MEDICAL DIRECTORATE	360	62.2%	21.6%	16.2%	28
FT BELVOIR COMMUNITY HOSPITAL	96	64.7%	20.2%	15.1%	8
DIRECTOR CLINICAL SPT	21	58.2%	13.5%	28.3%	2
DIRECTOR FOR ADMINISTRATION	13	46.7%	20.9%	32.4%	0
DIRECTOR FOR MEDICINE	14	62.8%	37.2%	0.0%	2
DIRECTOR FOR NURSING	8	93.0%	7.0%	0.0%	1

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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
OSD, Agencies and Activities	13,180	62.8%	18.1%	19.0%	88
NCR MEDICAL DIRECTORATE	387	55.3%	21.1%	23.6%	4
FT BELVOIR COMMUNITY HOSPITAL	104	55.8%	18.3%	25.9%	1
DIRECTOR CLINICAL SPT	23	59.0%	12.5%	28.5%	0
DIRECTOR FOR ADMINISTRATION	14	49.8%	9.7%	40.5%	0
DIRECTOR FOR MEDICINE	16	40.9%	29.2%	29.9%	0
DIRECTOR FOR NURSING	9	72.0%	12.5%	15.5%	0

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,074	66.9%	17.2%	15.9%	209
NCR MEDICAL DIRECTORATE	386	56.2%	17.7%	26.2%	5
FT BELVOIR COMMUNITY HOSPITAL	103	59.5%	15.3%	25.2%	2
DIRECTOR CLINICAL SPT	22	54.2%	6.0%	39.9%	1
DIRECTOR FOR ADMINISTRATION	14	27.7%	35.9%	36.4%	0
DIRECTOR FOR MEDICINE	16	53.6%	23.3%	23.1%	0
DIRECTOR FOR NURSING	9	100.0%	0.0%	0.0%	0

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,290	75.0%	12.3%	12.7%
NCR MEDICAL DIRECTORATE	390	72.4%	13.3%	14.4%
FT BELVOIR COMMUNITY HOSPITAL	105	73.0%	13.6%	13.4%
DIRECTOR CLINICAL SPT	23	73.0%	13.6%	13.4%
DIRECTOR FOR ADMINISTRATION	14	50.4%	30.0%	19.7%
DIRECTOR FOR MEDICINE	16	63.8%	27.7%	8.5%
DIRECTOR FOR NURSING	9	100.0%	0.0%	0.0%

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My Supervisor (continued)

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,255	79.8%	10.8%	9.4%
NCR MEDICAL DIRECTORATE	388	75.1%	13.4%	11.5%
FT BELVOIR COMMUNITY HOSPITAL	105	75.1%	16.3%	8.5%
DIRECTOR CLINICAL SPT	23	73.0%	13.6%	13.4%
DIRECTOR FOR ADMINISTRATION	14	51.0%	24.0%	24.9%
DIRECTOR FOR MEDICINE	16	69.5%	22.0%	8.5%
DIRECTOR FOR NURSING	9	100.0%	0.0%	0.0%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,262	75.6%	10.9%	13.4%
NCR MEDICAL DIRECTORATE	387	70.6%	11.1%	18.3%
FT BELVOIR COMMUNITY HOSPITAL	105	70.8%	10.9%	18.3%
DIRECTOR CLINICAL SPT	23	72.9%	2.9%	24.2%
DIRECTOR FOR ADMINISTRATION	14	42.4%	30.3%	27.3%
DIRECTOR FOR MEDICINE	16	64.4%	16.6%	19.0%
DIRECTOR FOR NURSING	9	100.0%	0.0%	0.0%

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,269	67.6%	15.4%	17.0%
NCR MEDICAL DIRECTORATE	388	60.3%	17.8%	21.9%
FT BELVOIR COMMUNITY HOSPITAL	103	59.8%	18.5%	21.8%
DIRECTOR CLINICAL SPT	23	64.9%	2.9%	32.1%
DIRECTOR FOR ADMINISTRATION	14	46.9%	7.3%	45.8%
DIRECTOR FOR MEDICINE	16	46.7%	44.8%	8.5%
DIRECTOR FOR NURSING	8	92.4%	7.6%	0.0%

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My Supervisor (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,274	70.4%	16.8%	12.8%
NCR MEDICAL DIRECTORATE	388	63.8%	16.8%	19.4%
FT BELVOIR COMMUNITY HOSPITAL	104	67.3%	15.7%	17.0%
DIRECTOR CLINICAL SPT	23	64.9%	9.7%	25.4%
DIRECTOR FOR ADMINISTRATION	14	50.4%	12.6%	37.0%
DIRECTOR FOR MEDICINE	15	77.5%	12.2%	10.3%
DIRECTOR FOR NURSING	9	100.0%	0.0%	0.0%

Leadership

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,016	43.9%	24.1%	32.0%	199
NCR MEDICAL DIRECTORATE	382	43.0%	19.3%	37.7%	4
FT BELVOIR COMMUNITY HOSPITAL	103	38.5%	19.2%	42.3%	1
DIRECTOR CLINICAL SPT	23	43.7%	21.2%	35.1%	0
DIRECTOR FOR ADMINISTRATION	14	23.0%	9.4%	67.6%	0
DIRECTOR FOR MEDICINE	16	25.1%	34.7%	40.2%	0
DIRECTOR FOR NURSING	8	69.5%	0.0%	30.5%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,441	55.0%	23.1%	21.8%	746
NCR MEDICAL DIRECTORATE	365	55.8%	21.0%	23.3%	19
FT BELVOIR COMMUNITY HOSPITAL	101	46.3%	25.2%	28.5%	2
DIRECTOR CLINICAL SPT	22	57.2%	16.9%	25.9%	1
DIRECTOR FOR ADMINISTRATION	13	33.0%	18.6%	48.4%	1
DIRECTOR FOR MEDICINE	16	24.5%	50.7%	24.7%	0
DIRECTOR FOR NURSING	9	87.2%	0.0%	12.8%	0

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Leadership (continued)

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,473	64.5%	21.7%	13.9%	630
NCR MEDICAL DIRECTORATE	368	57.3%	22.6%	20.1%	17
FT BELVOIR COMMUNITY HOSPITAL	100	47.8%	26.0%	26.2%	3
DIRECTOR CLINICAL SPT	23	58.6%	18.5%	22.9%	0
DIRECTOR FOR ADMINISTRATION	12	34.3%	36.5%	29.1%	2
DIRECTOR FOR MEDICINE	14	17.3%	49.9%	32.8%	1
DIRECTOR FOR NURSING	9	87.2%	6.9%	5.9%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	13,035	62.9%	19.0%	18.1%	134
NCR MEDICAL DIRECTORATE	382	60.6%	16.4%	22.9%	4
FT BELVOIR COMMUNITY HOSPITAL	105	53.5%	25.0%	21.6%	0
DIRECTOR CLINICAL SPT	23	55.2%	30.3%	14.5%	0
DIRECTOR FOR ADMINISTRATION	14	45.0%	28.2%	26.7%	0
DIRECTOR FOR MEDICINE	16	36.6%	50.7%	12.8%	0
DIRECTOR FOR NURSING	9	94.1%	0.0%	5.9%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,412	63.9%	21.3%	14.8%	726
NCR MEDICAL DIRECTORATE	358	60.5%	22.9%	16.6%	24
FT BELVOIR COMMUNITY HOSPITAL	95	54.4%	27.4%	18.1%	9
DIRECTOR CLINICAL SPT	19	53.8%	27.8%	18.3%	3
DIRECTOR FOR ADMINISTRATION	14	45.6%	27.7%	26.7%	0
DIRECTOR FOR MEDICINE	14	43.0%	54.3%	2.7%	2
DIRECTOR FOR NURSING	8	93.0%	0.0%	7.0%	1

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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
OSD, Agencies and Activities	12,827	54.0%	21.7%	24.3%	348
NCR MEDICAL DIRECTORATE	375	52.6%	20.3%	27.2%	11
FT BELVOIR COMMUNITY HOSPITAL	99	47.0%	23.6%	29.3%	5
DIRECTOR CLINICAL SPT	21	58.4%	23.7%	18.0%	2
DIRECTOR FOR ADMINISTRATION	14	45.0%	18.8%	36.1%	0
DIRECTOR FOR MEDICINE	15	21.2%	42.7%	36.1%	1
DIRECTOR FOR NURSING	7	92.3%	0.0%	7.7%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,768	57.6%	21.8%	20.6%	406
NCR MEDICAL DIRECTORATE	366	51.5%	24.2%	24.3%	18
FT BELVOIR COMMUNITY HOSPITAL	98	46.4%	28.5%	25.1%	6
DIRECTOR CLINICAL SPT	20	60.6%	21.1%	18.3%	2
DIRECTOR FOR ADMINISTRATION	14	41.0%	18.8%	40.2%	0
DIRECTOR FOR MEDICINE	15	20.4%	57.9%	21.6%	1
DIRECTOR FOR NURSING	8	84.8%	8.1%	7.0%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,629	59.3%	22.9%	17.8%	569
NCR MEDICAL DIRECTORATE	364	54.0%	22.4%	23.6%	20
FT BELVOIR COMMUNITY HOSPITAL	95	46.9%	32.8%	20.3%	8
DIRECTOR CLINICAL SPT	22	53.1%	23.2%	23.6%	1
DIRECTOR FOR ADMINISTRATION	12	39.4%	44.0%	16.6%	2
DIRECTOR FOR MEDICINE	13	19.7%	58.0%	22.3%	2
DIRECTOR FOR NURSING	9	59.2%	34.9%	5.9%	0

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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
OSD, Agencies and Activities	13,052	56.6%	23.2%	20.2%	140
NCR MEDICAL DIRECTORATE	382	50.7%	24.3%	25.1%	2
FT BELVOIR COMMUNITY HOSPITAL	103	46.3%	28.7%	25.0%	1
DIRECTOR CLINICAL SPT	23	55.9%	18.7%	25.4%	0
DIRECTOR FOR ADMINISTRATION	14	45.7%	25.8%	28.5%	0
DIRECTOR FOR MEDICINE	14	29.7%	33.7%	36.6%	1
DIRECTOR FOR NURSING	9	59.2%	12.5%	28.3%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	12,540	61.5%	23.0%	15.5%	662
NCR MEDICAL DIRECTORATE	361	46.4%	27.4%	26.2%	20
FT BELVOIR COMMUNITY HOSPITAL	100	43.0%	27.9%	29.1%	2
DIRECTOR CLINICAL SPT	23	52.8%	30.3%	16.9%	0
DIRECTOR FOR ADMINISTRATION	13	29.4%	38.7%	31.9%	1
DIRECTOR FOR MEDICINE	14	29.9%	29.0%	41.0%	1
DIRECTOR FOR NURSING	7	63.9%	17.2%	19.0%	0

My Satisfaction

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,121	52.7%	22.4%	24.9%
NCR MEDICAL DIRECTORATE	381	45.8%	23.3%	30.9%
FT BELVOIR COMMUNITY HOSPITAL	103	45.7%	20.8%	33.5%
DIRECTOR CLINICAL SPT	23	52.9%	19.3%	27.8%
DIRECTOR FOR ADMINISTRATION	14	22.5%	41.2%	36.4%
DIRECTOR FOR MEDICINE	15	20.7%	27.7%	51.7%
DIRECTOR FOR NURSING	9	77.6%	6.9%	15.5%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,100	50.9%	23.1%	26.0%
NCR MEDICAL DIRECTORATE	382	45.2%	22.1%	32.6%
FT BELVOIR COMMUNITY HOSPITAL	103	45.2%	24.6%	30.2%
DIRECTOR CLINICAL SPT	23	50.5%	17.8%	31.7%
DIRECTOR FOR ADMINISTRATION	14	35.3%	33.9%	30.8%
DIRECTOR FOR MEDICINE	15	20.5%	51.0%	28.6%
DIRECTOR FOR NURSING	9	74.7%	0.0%	25.3%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,068	48.4%	23.9%	27.6%
NCR MEDICAL DIRECTORATE	383	38.5%	26.8%	34.6%
FT BELVOIR COMMUNITY HOSPITAL	103	32.4%	27.4%	40.1%
DIRECTOR CLINICAL SPT	23	45.5%	19.3%	35.1%
DIRECTOR FOR ADMINISTRATION	14	22.5%	24.1%	53.4%
DIRECTOR FOR MEDICINE	15	16.4%	27.7%	55.9%
DIRECTOR FOR NURSING	9	71.7%	6.9%	21.4%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,065	45.5%	28.1%	26.5%
NCR MEDICAL DIRECTORATE	383	43.6%	24.2%	32.2%
FT BELVOIR COMMUNITY HOSPITAL	103	36.9%	27.7%	35.4%
DIRECTOR CLINICAL SPT	23	50.0%	21.2%	28.8%
DIRECTOR FOR ADMINISTRATION	14	32.8%	36.4%	30.8%
DIRECTOR FOR MEDICINE	15	16.5%	38.0%	45.5%
DIRECTOR FOR NURSING	9	71.7%	6.9%	21.4%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,077	36.6%	25.9%	37.5%
NCR MEDICAL DIRECTORATE	380	24.6%	25.5%	49.9%
FT BELVOIR COMMUNITY HOSPITAL	103	17.7%	27.6%	54.7%
DIRECTOR CLINICAL SPT	23	28.9%	38.6%	32.5%
DIRECTOR FOR ADMINISTRATION	14	4.1%	22.1%	73.8%
DIRECTOR FOR MEDICINE	15	7.5%	20.1%	72.4%
DIRECTOR FOR NURSING	9	64.6%	7.1%	28.3%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,084	55.3%	21.7%	22.9%
NCR MEDICAL DIRECTORATE	384	42.3%	26.8%	30.9%
FT BELVOIR COMMUNITY HOSPITAL	102	37.0%	35.2%	27.8%
DIRECTOR CLINICAL SPT	22	51.3%	28.1%	20.6%
DIRECTOR FOR ADMINISTRATION	14	27.4%	8.8%	63.7%
DIRECTOR FOR MEDICINE	15	16.9%	63.7%	19.4%
DIRECTOR FOR NURSING	9	42.3%	42.2%	15.5%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,089	66.6%	16.8%	16.6%
NCR MEDICAL DIRECTORATE	383	58.7%	20.6%	20.7%
FT BELVOIR COMMUNITY HOSPITAL	102	51.8%	23.6%	24.6%
DIRECTOR CLINICAL SPT	23	56.8%	22.3%	20.9%
DIRECTOR FOR ADMINISTRATION	14	37.2%	19.1%	43.7%
DIRECTOR FOR MEDICINE	14	45.6%	21.5%	32.9%
DIRECTOR FOR NURSING	9	93.1%	0.0%	6.9%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,094	63.0%	17.1%	19.8%
NCR MEDICAL DIRECTORATE	382	43.1%	18.6%	38.3%
FT BELVOIR COMMUNITY HOSPITAL	101	43.5%	18.2%	38.4%
DIRECTOR CLINICAL SPT	23	51.0%	0.0%	49.0%
DIRECTOR FOR ADMINISTRATION	14	27.7%	26.4%	45.9%
DIRECTOR FOR MEDICINE	15	42.6%	23.7%	33.7%
DIRECTOR FOR NURSING	9	70.3%	0.0%	29.7%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	13,106	58.4%	20.4%	21.2%
NCR MEDICAL DIRECTORATE	383	48.3%	21.0%	30.7%
FT BELVOIR COMMUNITY HOSPITAL	103	46.4%	20.0%	33.6%
DIRECTOR CLINICAL SPT	23	50.0%	18.7%	31.3%
DIRECTOR FOR ADMINISTRATION	14	27.4%	38.3%	34.3%
DIRECTOR FOR MEDICINE	15	41.4%	5.3%	53.3%
DIRECTOR FOR NURSING	9	80.1%	7.1%	12.8%

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
OSD, Agencies and Activities	13,082	65.8%	13.0%	16.1%	5.1%
NCR MEDICAL DIRECTORATE	381	20.4%	30.3%	40.6%	8.7%
FT BELVOIR COMMUNITY HOSPITAL	101	9.1%	33.2%	43.8%	13.9%
DIRECTOR CLINICAL SPT	23	2.2%	17.1%	59.2%	21.6%
DIRECTOR FOR ADMINISTRATION	14	4.1%	54.9%	26.2%	14.8%
DIRECTOR FOR MEDICINE	14	6.7%	19.7%	50.8%	22.8%
DIRECTOR FOR NURSING	9	0.0%	22.4%	77.6%	0.0%

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Work/Life (continued)

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

	Telework				
	N	3+ Days Per Week	1-2 Days Per Week	No More Than 1-2 Days Per Month	Infrequently
OSD, Agencies and Activities	13,054	9.1%	23.6%	6.1%	18.1%
NCR MEDICAL DIRECTORATE	375	0.0%	4.6%	2.4%	8.7%
FT BELVOIR COMMUNITY HOSPITAL	99	0.0%	2.7%	1.9%	2.6%
DIRECTOR CLINICAL SPT	21	0.0%	0.0%	2.4%	0.0%
DIRECTOR FOR ADMINISTRATION	14	0.0%	4.1%	0.0%	0.0%
DIRECTOR FOR MEDICINE	14	0.0%	0.0%	0.0%	5.2%
DIRECTOR FOR NURSING	9	0.0%	0.0%	0.0%	0.0%

(continued)

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

	Do Not Telework				
	N	Must Be Physically Present	Technical Issues	Not Allowed To Telework	Choose Not To Telework
OSD, Agencies and Activities	13,054	15.8%	3.2%	11.9%	12.2%
NCR MEDICAL DIRECTORATE	375	41.2%	6.9%	28.6%	7.7%
FT BELVOIR COMMUNITY HOSPITAL	99	43.5%	3.4%	38.0%	7.8%
DIRECTOR CLINICAL SPT	21	74.4%	0.0%	14.6%	8.6%
DIRECTOR FOR ADMINISTRATION	14	29.5%	0.0%	66.4%	0.0%
DIRECTOR FOR MEDICINE	14	31.3%	0.0%	34.9%	28.7%
DIRECTOR FOR NURSING	9	70.3%	0.0%	29.7%	0.0%

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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
OSD, Agencies and Activities	13,059	41.9%	43.2%	15.0%
NCR MEDICAL DIRECTORATE	380	34.8%	42.6%	22.6%
FT BELVOIR COMMUNITY HOSPITAL	100	36.6%	37.7%	25.7%
DIRECTOR CLINICAL SPT	23	26.4%	45.7%	27.8%
DIRECTOR FOR ADMINISTRATION	14	40.9%	17.6%	41.5%
DIRECTOR FOR MEDICINE	14	9.8%	49.1%	41.1%
DIRECTOR FOR NURSING	9	19.9%	43.2%	36.9%

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
OSD, Agencies and Activities	13,033	44.4%	48.1%	7.5%
NCR MEDICAL DIRECTORATE	381	20.9%	66.5%	12.5%
FT BELVOIR COMMUNITY HOSPITAL	102	31.8%	61.9%	6.3%
DIRECTOR CLINICAL SPT	23	31.7%	68.3%	0.0%
DIRECTOR FOR ADMINISTRATION	14	18.8%	71.8%	9.4%
DIRECTOR FOR MEDICINE	15	27.8%	56.1%	16.0%
DIRECTOR FOR NURSING	9	41.7%	58.3%	0.0%

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

	N	Yes	No	Not Available To Me
OSD, Agencies and Activities	12,919	14.4%	80.9%	4.6%
NCR MEDICAL DIRECTORATE	378	12.3%	82.5%	5.1%
FT BELVOIR COMMUNITY HOSPITAL	98	8.9%	85.5%	5.5%
DIRECTOR CLINICAL SPT	22	7.1%	85.7%	7.2%
DIRECTOR FOR ADMINISTRATION	14	28.1%	71.9%	0.0%
DIRECTOR FOR MEDICINE	15	2.9%	77.7%	19.4%
DIRECTOR FOR NURSING	9	0.0%	100.0%	0.0%

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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
OSD, Agencies and Activities	13,061	4.3%	80.9%	14.7%
NCR MEDICAL DIRECTORATE	380	5.7%	79.5%	14.8%
FT BELVOIR COMMUNITY HOSPITAL	101	7.4%	80.5%	12.1%
DIRECTOR CLINICAL SPT	23	11.9%	79.7%	8.5%
DIRECTOR FOR ADMINISTRATION	14	23.0%	67.6%	9.4%
DIRECTOR FOR MEDICINE	15	0.0%	76.5%	23.5%
DIRECTOR FOR NURSING	9	0.0%	84.5%	15.5%

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
OSD, Agencies and Activities	13,060	2.8%	82.0%	15.2%
NCR MEDICAL DIRECTORATE	382	2.2%	81.8%	16.0%
FT BELVOIR COMMUNITY HOSPITAL	101	1.1%	83.8%	15.0%
DIRECTOR CLINICAL SPT	23	0.0%	91.5%	8.5%
DIRECTOR FOR ADMINISTRATION	14	0.0%	80.3%	19.7%
DIRECTOR FOR MEDICINE	15	0.0%	76.5%	23.5%
DIRECTOR FOR NURSING	9	6.9%	77.6%	15.5%

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	8,715	78.9%	10.4%	10.7%	149
NCR MEDICAL DIRECTORATE	76	58.9%	20.4%	20.7%	8
FT BELVOIR COMMUNITY HOSPITAL	8	53.3%	27.5%	19.2%	2
DIRECTOR CLINICAL SPT	1	100.0%	0.0%	0.0%	1
DIRECTOR FOR ADMINISTRATION	1	100.0%	0.0%	0.0%	0
DIRECTOR FOR MEDICINE	1	0.0%	100.0%	0.0%	1
DIRECTOR FOR NURSING	0	--	--	--	0

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

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Work/Life (continued)

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	5,708	92.6%	5.0%	2.4%	84
NCR MEDICAL DIRECTORATE	134	92.5%	5.6%	1.9%	2
FT BELVOIR COMMUNITY HOSPITAL	40	89.9%	6.8%	3.3%	0
DIRECTOR CLINICAL SPT	6	90.8%	9.2%	0.0%	0
DIRECTOR FOR ADMINISTRATION	6	77.0%	23.0%	0.0%	0
DIRECTOR FOR MEDICINE	5	100.0%	0.0%	0.0%	0
DIRECTOR FOR NURSING	2	100.0%	0.0%	0.0%	0

**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
OSD, Agencies and Activities	4,871	89.8%	8.4%	1.9%	224
NCR MEDICAL DIRECTORATE	79	73.6%	23.4%	3.1%	4
FT BELVOIR COMMUNITY HOSPITAL	30	70.9%	24.6%	4.5%	0
DIRECTOR CLINICAL SPT	8	86.6%	5.1%	8.3%	0
DIRECTOR FOR ADMINISTRATION	2	50.0%	50.0%	0.0%	0
DIRECTOR FOR MEDICINE	2	25.5%	74.5%	0.0%	0
DIRECTOR FOR NURSING	3	100.0%	0.0%	0.0%	0

**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
OSD, Agencies and Activities	1,472	80.8%	16.9%	2.3%	308
NCR MEDICAL DIRECTORATE	47	72.1%	20.8%	7.1%	7
FT BELVOIR COMMUNITY HOSPITAL	12	77.1%	22.9%	0.0%	4
DIRECTOR CLINICAL SPT	3	86.3%	13.7%	0.0%	0
DIRECTOR FOR ADMINISTRATION	3	86.1%	13.9%	0.0%	1
DIRECTOR FOR MEDICINE	1	100.0%	0.0%	0.0%	0
DIRECTOR FOR NURSING	0	--	--	--	0

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

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Work/Life (continued)

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
OSD, Agencies and Activities	297	79.9%	17.2%	3.0%	130
NCR MEDICAL DIRECTORATE	21	46.1%	29.6%	24.3%	6
FT BELVOIR COMMUNITY HOSPITAL	6	74.7%	17.6%	7.7%	4
DIRECTOR CLINICAL SPT	2	100.0%	0.0%	0.0%	0
DIRECTOR FOR ADMINISTRATION	3	41.0%	41.0%	18.0%	0
DIRECTOR FOR MEDICINE	0	--	--	--	0
DIRECTOR FOR NURSING	0	--	--	--	0

**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
OSD, Agencies and Activities	188	72.1%	26.1%	1.8%	121
NCR MEDICAL DIRECTORATE	6	36.6%	63.4%	0.0%	5
FT BELVOIR COMMUNITY HOSPITAL	1	100.0%	0.0%	0.0%	3
DIRECTOR CLINICAL SPT	0	--	--	--	0
DIRECTOR FOR ADMINISTRATION	0	--	--	--	0
DIRECTOR FOR MEDICINE	0	--	--	--	0
DIRECTOR FOR NURSING	1	100.0%	0.0%	0.0%	0

**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	47	49.0%
Field	49	51.0%

What is your supervisory status?

	N	%
Non-Supervisor	47	46.5%
Team Leader	26	25.7%
Supervisor	19	18.8%
Manager	8	7.9%
Senior Leader	1	1.0%

Are you:

	N	%
Male	37	36.6%
Female	64	63.4%

Are you Hispanic or Latino?

	N	%
Yes	8	8.1%
No	91	91.9%

Race

	N	%
American Indian or Alaska Native	1	1.1%
Asian	9	9.5%
Black or African American	35	36.8%
Native Hawaiian or Other Pacific Islander	1	1.1%
White	46	48.4%
Two or more races	3	3.2%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

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

	N	%
Less than High School	0	0.0%
High School Diploma/GED or equivalent	0	0.0%
Trade or Technical Certificate	2	2.0%
Some College (no degree)	13	13.0%
Associate's Degree (e.g., AA, AS)	12	12.0%
Bachelor's Degree (e.g., BA, BS)	29	29.0%
Master's Degree (e.g., MA, MS, MBA)	36	36.0%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	8	8.0%

What is your pay category/grade?

	N	%
Federal Wage System	0	0.0%
GS 1-6	8	7.9%
GS 7-12	71	70.3%
GS 13-15	22	21.8%
Senior Executive Service	0	0.0%
Senior Level (SL) or Scientific or Professional (ST)	0	0.0%
Other	0	0.0%

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

	N	%
Less than 1 year	4	4.0%
1 to 3 years	16	16.0%
4 to 5 years	14	14.0%
6 to 10 years	29	29.0%
11 to 14 years	13	13.0%
15 to 20 years	10	10.0%
More than 20 years	14	14.0%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

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

	N	%
Less than 1 year	6	5.9%
1 to 3 years	23	22.8%
4 to 5 years	27	26.7%
6 to 10 years	26	25.7%
11 to 20 years	15	14.9%
More than 20 years	4	4.0%

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

	N	%
No	45	44.6%
Yes, to retire	8	7.9%
Yes, to take another job within the Federal Government	36	35.6%
Yes, to take another job outside the Federal Government	6	5.9%
Yes, other	6	5.9%

I am planning to retire:

	N	%
Within one year	5	5.1%
Between one and three years	7	7.1%
Between three and five years	9	9.2%
Five or more years	77	78.6%

What is your US military service status?

	N	%
No Prior Military Service	49	49.0%
Currently in National Guard or Reserves	2	2.0%
Retired	24	24.0%
Separated or Discharged	25	25.0%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	25	24.8%
No	76	75.2%

What is your age group?

	N	%
25 and under	1	0.9%
26-29	0	0.0%
30-39	23	20.9%
40-49	33	30.0%
50-59	35	31.8%
60 or older	18	16.4%

Note: Percentages for demographic questions are unweighted.