

2016


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

3rd Level
Subagency
Report

Department of Defense
NCR MEDICAL DIRECTORATE



Department of Defense
NCR MEDICAL DIRECTORATE
3rd Level Subagency Report

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

Response Summary

	Surveys Completed	Response Rate
Department of Defense	58,630	26.1%
OSD, Agencies and Activities	13,597	37.2%
Defense Health Agency	628	23.0%
NCR MEDICAL DIRECTORATE	404	19.2%

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.

Two new sections – **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.

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Top 10 Positive & Negative Items

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

Highest Percent Positive

95.6%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
92.2%	The work I do is important. (Q.13)
90.6%	I am constantly looking for ways to do my job better. (Q.8)
90.5%	I like the kind of work I do. (Q.5)
85.6%	I know what is expected of me on the job. (Q.6)
81.9%	I know how my work relates to the agency's goals and priorities. (Q.12)
81.3%	My organization has prepared employees for potential security threats. (Q.36)
79.8%	I am held accountable for achieving results. (Q.16)
77.1%	How would you rate the overall quality of work done by your work unit? (Q.28)
75.3%	Employees are protected from health and safety hazards on the job. (Q.35)

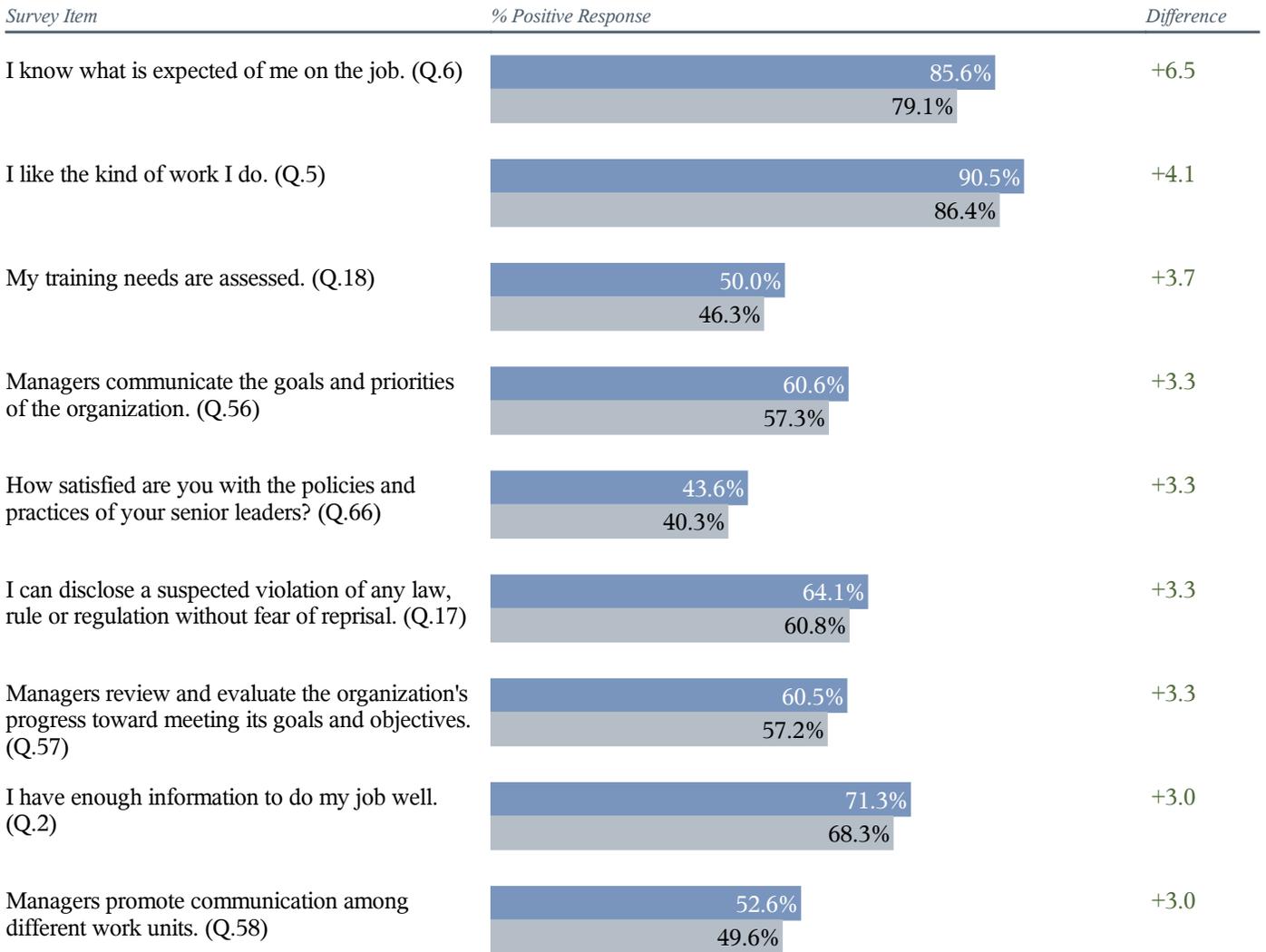
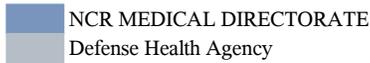
Highest Percent Negative

53.4%	Pay raises depend on how well employees perform their jobs. (Q.33)
49.9%	How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
45.2%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
43.4%	Promotions in my work unit are based on merit. (Q.22)
42.8%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
41.9%	Creativity and innovation are rewarded. (Q.32)
41.0%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
39.2%	My work unit is able to recruit people with the right skills. (Q.21)
38.5%	Employees have a feeling of personal empowerment with respect to work processes. (Q.30)
38.3%	Considering everything, how satisfied are you with your pay? (Q.70)

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Leading Your Comparison Group

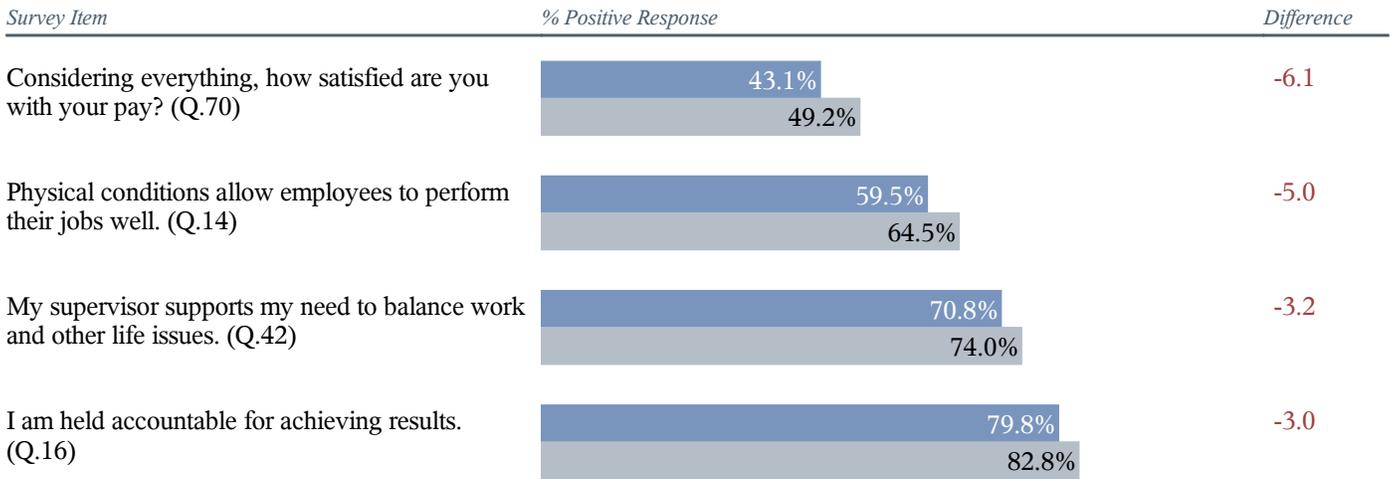
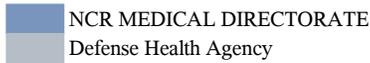
The figure below allows you to see where your subagency results are higher than your comparison group (Defense Health Agency) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown.



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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 (Defense Health Agency) 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.



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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
Department of Defense	58,520	64.0%	15.9%	20.1%
OSD, Agencies and Activities	13,565	64.4%	15.2%	20.5%
Defense Health Agency	625	50.8%	19.7%	29.5%
NCR MEDICAL DIRECTORATE	401	49.8%	19.1%	31.1%

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

	N	Positive	Neutral	Negative
Department of Defense	58,152	70.9%	14.8%	14.3%
OSD, Agencies and Activities	13,492	69.9%	14.7%	15.4%
Defense Health Agency	621	68.3%	13.4%	18.3%
NCR MEDICAL DIRECTORATE	401	71.3%	11.1%	17.6%

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

	N	Positive	Neutral	Negative
Department of Defense	57,717	60.6%	17.5%	21.8%
OSD, Agencies and Activities	13,400	58.9%	17.6%	23.6%
Defense Health Agency	613	54.2%	21.4%	24.4%
NCR MEDICAL DIRECTORATE	393	53.4%	20.7%	25.9%

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

	N	Positive	Neutral	Negative
Department of Defense	58,170	70.7%	15.1%	14.1%
OSD, Agencies and Activities	13,491	69.8%	14.8%	15.4%
Defense Health Agency	620	69.8%	13.2%	17.0%
NCR MEDICAL DIRECTORATE	397	70.5%	12.5%	17.0%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Department of Defense	57,785	82.6%	11.3%	6.1%
OSD, Agencies and Activities	13,400	81.8%	11.5%	6.7%
Defense Health Agency	620	86.4%	7.9%	5.7%
NCR MEDICAL DIRECTORATE	397	90.5%	5.3%	4.2%

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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	57,980	77.9%	11.8%	10.2%
OSD, Agencies and Activities	13,441	77.7%	11.7%	10.6%
Defense Health Agency	621	79.1%	9.9%	11.0%
NCR MEDICAL DIRECTORATE	400	85.6%	6.9%	7.5%

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

	N	Positive	Neutral	Negative
Department of Defense	58,198	95.8%	2.7%	1.5%
OSD, Agencies and Activities	13,504	95.9%	2.6%	1.5%
Defense Health Agency	621	95.4%	2.6%	2.0%
NCR MEDICAL DIRECTORATE	399	95.6%	2.7%	1.7%

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

	N	Positive	Neutral	Negative
Department of Defense	58,293	91.6%	6.7%	1.7%
OSD, Agencies and Activities	13,526	91.7%	6.6%	1.7%
Defense Health Agency	623	91.3%	7.0%	1.7%
NCR MEDICAL DIRECTORATE	400	90.6%	6.8%	2.7%

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	58,302	46.7%	16.5%	36.8%	141
OSD, Agencies and Activities	13,511	52.2%	16.3%	31.5%	40
Defense Health Agency	622	40.9%	15.4%	43.8%	2
NCR MEDICAL DIRECTORATE	401	39.1%	15.7%	45.2%	0

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Department of Defense	58,023	59.3%	16.2%	24.5%	106
OSD, Agencies and Activities	13,498	61.6%	14.9%	23.5%	23
Defense Health Agency	621	57.4%	17.4%	25.2%	1
NCR MEDICAL DIRECTORATE	400	59.9%	16.7%	23.4%	0

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My Work Experience (continued)

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,794	59.5%	16.2%	24.3%	281
OSD, Agencies and Activities	13,205	57.8%	16.0%	26.2%	61
Defense Health Agency	612	57.3%	13.1%	29.6%	0
NCR MEDICAL DIRECTORATE	391	58.8%	14.3%	26.9%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	57,922	83.0%	10.0%	7.0%	187
OSD, Agencies and Activities	13,436	83.4%	9.6%	6.9%	43
Defense Health Agency	621	80.6%	11.0%	8.4%	1
NCR MEDICAL DIRECTORATE	399	81.9%	11.4%	6.7%	1

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Department of Defense	57,382	89.2%	7.4%	3.3%	164
OSD, Agencies and Activities	13,318	88.8%	7.7%	3.5%	45
Defense Health Agency	614	91.1%	6.2%	2.7%	1
NCR MEDICAL DIRECTORATE	393	92.2%	6.0%	1.8%	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	58,157	65.3%	14.2%	20.5%	167
OSD, Agencies and Activities	13,505	71.4%	12.5%	16.0%	37
Defense Health Agency	623	64.5%	12.1%	23.5%	1
NCR MEDICAL DIRECTORATE	401	59.5%	14.0%	26.5%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	57,074	72.4%	14.6%	13.0%	1,223
OSD, Agencies and Activities	13,329	72.9%	12.9%	14.2%	206
Defense Health Agency	614	71.4%	13.3%	15.3%	10
NCR MEDICAL DIRECTORATE	393	71.2%	13.1%	15.7%	7

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My Work Experience (continued)

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Department of Defense	57,856	81.9%	12.0%	6.1%	251
OSD, Agencies and Activities	13,426	83.9%	11.0%	5.1%	50
Defense Health Agency	619	82.8%	11.6%	5.7%	3
NCR MEDICAL DIRECTORATE	398	79.8%	12.5%	7.7%	3

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	56,312	65.0%	16.9%	18.2%	1,875
OSD, Agencies and Activities	12,999	63.2%	17.6%	19.3%	511
Defense Health Agency	599	60.8%	15.7%	23.5%	20
NCR MEDICAL DIRECTORATE	381	64.1%	13.7%	22.2%	15

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Department of Defense	57,718	53.0%	23.0%	24.0%	544
OSD, Agencies and Activities	13,402	56.2%	21.6%	22.2%	115
Defense Health Agency	620	46.3%	20.6%	33.1%	6
NCR MEDICAL DIRECTORATE	398	50.0%	18.7%	31.3%	4

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	56,565	68.6%	14.5%	16.9%	1,970
OSD, Agencies and Activities	13,282	71.6%	12.1%	16.3%	291
Defense Health Agency	602	70.0%	12.2%	17.9%	25
NCR MEDICAL DIRECTORATE	384	72.2%	9.5%	18.3%	19

My Work Unit

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

	N	Positive	Neutral	Negative
Department of Defense	58,515	74.3%	13.3%	12.4%
OSD, Agencies and Activities	13,570	72.9%	13.5%	13.6%
Defense Health Agency	624	65.7%	17.0%	17.3%
NCR MEDICAL DIRECTORATE	401	65.2%	15.9%	18.9%

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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
Department of Defense	56,679	41.7%	25.6%	32.7%	1,830
OSD, Agencies and Activities	13,088	43.9%	26.2%	29.9%	479
Defense Health Agency	610	41.5%	20.4%	38.1%	15
NCR MEDICAL DIRECTORATE	396	41.8%	19.0%	39.2%	6

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	54,447	34.4%	28.2%	37.5%	3,711
OSD, Agencies and Activities	12,600	35.2%	27.7%	37.2%	899
Defense Health Agency	567	26.8%	29.4%	43.7%	51
NCR MEDICAL DIRECTORATE	368	26.2%	30.4%	43.4%	30

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	53,537	28.6%	28.1%	43.3%	4,711
OSD, Agencies and Activities	12,219	30.3%	28.1%	41.6%	1,295
Defense Health Agency	577	26.1%	29.5%	44.4%	49
NCR MEDICAL DIRECTORATE	374	27.3%	29.8%	42.8%	28

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	55,384	34.2%	28.6%	37.1%	2,896
OSD, Agencies and Activities	12,768	36.9%	27.7%	35.4%	760
Defense Health Agency	596	30.9%	27.5%	41.6%	28
NCR MEDICAL DIRECTORATE	386	30.4%	28.5%	41.0%	16

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	54,946	41.6%	25.3%	33.2%	3,252
OSD, Agencies and Activities	12,584	44.3%	24.6%	31.0%	912
Defense Health Agency	585	34.4%	29.1%	36.5%	37
NCR MEDICAL DIRECTORATE	375	34.6%	29.9%	35.4%	23

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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
Department of Defense	58,013	71.7%	14.7%	13.6%	256
OSD, Agencies and Activities	13,478	71.9%	13.9%	14.2%	47
Defense Health Agency	621	65.5%	16.3%	18.2%	3
NCR MEDICAL DIRECTORATE	399	65.8%	17.4%	16.8%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,447	53.5%	28.4%	18.1%	1,905
OSD, Agencies and Activities	13,061	56.2%	26.2%	17.5%	478
Defense Health Agency	614	49.3%	25.3%	25.4%	13
NCR MEDICAL DIRECTORATE	394	49.0%	24.4%	26.5%	10

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

	N	Positive	Neutral	Negative
Department of Defense	58,367	82.3%	14.3%	3.3%
OSD, Agencies and Activities	13,560	82.4%	14.2%	3.4%
Defense Health Agency	624	79.2%	14.9%	5.9%
NCR MEDICAL DIRECTORATE	401	77.1%	15.4%	7.5%

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	56,621	69.9%	17.2%	12.9%	711
OSD, Agencies and Activities	13,174	69.1%	17.2%	13.7%	178
Defense Health Agency	609	66.7%	16.1%	17.2%	4
NCR MEDICAL DIRECTORATE	389	68.6%	14.8%	16.6%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,143	47.2%	24.8%	28.1%	1,115
OSD, Agencies and Activities	13,058	45.6%	24.2%	30.2%	272
Defense Health Agency	605	40.0%	21.9%	38.1%	10
NCR MEDICAL DIRECTORATE	386	39.4%	22.1%	38.5%	8

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,096	50.1%	23.3%	26.6%	1,060
OSD, Agencies and Activities	13,035	50.8%	22.3%	26.9%	275
Defense Health Agency	602	42.4%	22.1%	35.5%	14
NCR MEDICAL DIRECTORATE	389	43.4%	21.3%	35.3%	6

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Department of Defense	55,257	40.2%	28.9%	30.9%	1,790
OSD, Agencies and Activities	12,860	40.7%	27.3%	31.9%	435
Defense Health Agency	596	32.8%	27.4%	39.9%	21
NCR MEDICAL DIRECTORATE	383	32.7%	25.4%	41.9%	13

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	53,062	22.3%	28.2%	49.6%	3,933
OSD, Agencies and Activities	12,309	21.3%	28.7%	49.9%	961
Defense Health Agency	562	17.6%	28.8%	53.6%	49
NCR MEDICAL DIRECTORATE	367	17.5%	29.1%	53.4%	25

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	52,827	58.0%	27.8%	14.2%	4,327
OSD, Agencies and Activities	12,337	60.2%	25.5%	14.3%	975
Defense Health Agency	574	49.7%	30.4%	19.9%	37
NCR MEDICAL DIRECTORATE	366	52.0%	30.3%	17.7%	26

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,587	80.5%	11.5%	7.9%	574
OSD, Agencies and Activities	13,138	82.8%	10.6%	6.6%	176
Defense Health Agency	607	76.6%	13.6%	9.8%	8
NCR MEDICAL DIRECTORATE	392	75.3%	14.4%	10.3%	4

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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,619	84.2%	10.4%	5.5%	402
OSD, Agencies and Activities	13,171	85.2%	9.3%	5.6%	114
Defense Health Agency	604	83.2%	10.4%	6.4%	8
NCR MEDICAL DIRECTORATE	384	81.3%	12.0%	6.7%	7

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	54,214	54.4%	22.0%	23.6%	2,873
OSD, Agencies and Activities	12,547	52.9%	22.2%	24.9%	735
Defense Health Agency	584	50.4%	24.0%	25.6%	26
NCR MEDICAL DIRECTORATE	378	50.8%	24.3%	24.9%	16

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	52,379	68.0%	18.2%	13.8%	4,368
OSD, Agencies and Activities	12,103	67.7%	18.2%	14.2%	1,122
Defense Health Agency	566	65.7%	16.3%	18.0%	45
NCR MEDICAL DIRECTORATE	363	67.6%	16.1%	16.3%	30

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,377	79.2%	14.8%	6.0%	788
OSD, Agencies and Activities	13,068	76.6%	16.3%	7.1%	233
Defense Health Agency	603	70.9%	21.0%	8.0%	9
NCR MEDICAL DIRECTORATE	386	72.6%	18.8%	8.6%	6

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

	N	Positive	Neutral	Negative
Department of Defense	57,190	63.5%	21.1%	15.3%
OSD, Agencies and Activities	13,329	64.1%	20.1%	15.8%
Defense Health Agency	614	51.3%	23.0%	25.7%
NCR MEDICAL DIRECTORATE	393	52.7%	22.0%	25.3%

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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
Department of Defense	52,201	36.4%	29.4%	34.2%	5,071
OSD, Agencies and Activities	12,368	47.1%	25.8%	27.1%	972
Defense Health Agency	551	39.1%	25.1%	35.8%	63
NCR MEDICAL DIRECTORATE	352	39.1%	24.4%	36.6%	41

My Supervisor

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,796	79.9%	10.8%	9.4%	323
OSD, Agencies and Activities	13,263	78.9%	10.0%	11.1%	65
Defense Health Agency	609	74.0%	13.6%	12.4%	3
NCR MEDICAL DIRECTORATE	389	70.8%	14.8%	14.4%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,642	67.0%	16.8%	16.2%	300
OSD, Agencies and Activities	13,214	67.1%	16.4%	16.5%	81
Defense Health Agency	607	63.0%	14.5%	22.5%	4
NCR MEDICAL DIRECTORATE	388	62.2%	14.1%	23.7%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	55,784	62.3%	19.4%	18.3%	831
OSD, Agencies and Activities	13,042	64.1%	17.8%	18.1%	175
Defense Health Agency	590	57.0%	22.9%	20.0%	10
NCR MEDICAL DIRECTORATE	376	58.0%	20.9%	21.1%	7

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	52,496	67.7%	22.3%	9.9%	4,376
OSD, Agencies and Activities	12,173	69.2%	20.5%	10.3%	1,107
Defense Health Agency	568	64.0%	21.6%	14.4%	41
NCR MEDICAL DIRECTORATE	360	62.2%	21.6%	16.2%	28

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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
Department of Defense	56,507	61.3%	19.9%	18.7%	376
OSD, Agencies and Activities	13,180	62.8%	18.1%	19.0%	88
Defense Health Agency	606	56.0%	21.1%	22.9%	6
NCR MEDICAL DIRECTORATE	387	55.3%	21.1%	23.6%	4

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Department of Defense	56,131	65.7%	18.3%	16.1%	817
OSD, Agencies and Activities	13,074	66.9%	17.2%	15.9%	209
Defense Health Agency	600	58.0%	17.9%	24.1%	11
NCR MEDICAL DIRECTORATE	386	56.2%	17.7%	26.2%	5

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

	N	Positive	Neutral	Negative
Department of Defense	56,932	76.4%	12.4%	11.3%
OSD, Agencies and Activities	13,290	75.0%	12.3%	12.7%
Defense Health Agency	609	72.0%	14.1%	13.9%
NCR MEDICAL DIRECTORATE	390	72.4%	13.3%	14.4%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Department of Defense	56,802	81.3%	10.2%	8.5%
OSD, Agencies and Activities	13,255	79.8%	10.8%	9.4%
Defense Health Agency	608	76.3%	12.5%	11.2%
NCR MEDICAL DIRECTORATE	388	75.1%	13.4%	11.5%

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

	N	Positive	Neutral	Negative
Department of Defense	56,803	74.0%	11.3%	14.8%
OSD, Agencies and Activities	13,262	75.6%	10.9%	13.4%
Defense Health Agency	604	69.6%	12.4%	18.1%
NCR MEDICAL DIRECTORATE	387	70.6%	11.1%	18.3%

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My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Department of Defense	56,829	67.7%	16.0%	16.3%
OSD, Agencies and Activities	13,269	67.6%	15.4%	17.0%
Defense Health Agency	608	61.8%	17.4%	20.8%
NCR MEDICAL DIRECTORATE	388	60.3%	17.8%	21.9%

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

	N	Positive	Neutral	Negative
Department of Defense	56,883	70.3%	17.4%	12.3%
OSD, Agencies and Activities	13,274	70.4%	16.8%	12.8%
Defense Health Agency	608	66.2%	17.2%	16.5%
NCR MEDICAL DIRECTORATE	388	63.8%	16.8%	19.4%

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	55,638	43.5%	24.4%	32.1%	922
OSD, Agencies and Activities	13,016	43.9%	24.1%	32.0%	199
Defense Health Agency	601	42.0%	20.5%	37.5%	5
NCR MEDICAL DIRECTORATE	382	43.0%	19.3%	37.7%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	53,871	55.6%	22.8%	21.5%	2,600
OSD, Agencies and Activities	12,441	55.0%	23.1%	21.8%	746
Defense Health Agency	572	53.6%	23.3%	23.1%	29
NCR MEDICAL DIRECTORATE	365	55.8%	21.0%	23.3%	19

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Department of Defense	53,462	66.1%	21.1%	12.8%	2,635
OSD, Agencies and Activities	12,473	64.5%	21.7%	13.9%	630
Defense Health Agency	576	56.4%	25.7%	18.0%	26
NCR MEDICAL DIRECTORATE	368	57.3%	22.6%	20.1%	17

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Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	55,460	59.6%	20.7%	19.7%	771
OSD, Agencies and Activities	13,035	62.9%	19.0%	18.1%	134
Defense Health Agency	600	57.3%	19.8%	22.9%	5
NCR MEDICAL DIRECTORATE	382	60.6%	16.4%	22.9%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	52,704	60.3%	23.9%	15.8%	3,476
OSD, Agencies and Activities	12,412	63.9%	21.3%	14.8%	726
Defense Health Agency	567	57.2%	26.8%	15.9%	35
NCR MEDICAL DIRECTORATE	358	60.5%	22.9%	16.6%	24

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	54,569	53.7%	22.6%	23.8%	1,740
OSD, Agencies and Activities	12,827	54.0%	21.7%	24.3%	348
Defense Health Agency	587	49.6%	21.4%	29.0%	17
NCR MEDICAL DIRECTORATE	375	52.6%	20.3%	27.2%	11

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	54,502	57.8%	22.5%	19.7%	1,833
OSD, Agencies and Activities	12,768	57.6%	21.8%	20.6%	406
Defense Health Agency	578	50.7%	25.3%	23.9%	25
NCR MEDICAL DIRECTORATE	366	51.5%	24.2%	24.3%	18

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	53,685	59.3%	23.2%	17.5%	2,734
OSD, Agencies and Activities	12,629	59.3%	22.9%	17.8%	569
Defense Health Agency	572	53.0%	23.4%	23.6%	32
NCR MEDICAL DIRECTORATE	364	54.0%	22.4%	23.6%	20

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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
Department of Defense	55,804	56.0%	23.1%	20.9%	572
OSD, Agencies and Activities	13,052	56.6%	23.2%	20.2%	140
Defense Health Agency	601	49.5%	27.5%	23.0%	3
NCR MEDICAL DIRECTORATE	382	50.7%	24.3%	25.1%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Defense	52,612	58.4%	24.9%	16.7%	3,822
OSD, Agencies and Activities	12,540	61.5%	23.0%	15.5%	662
Defense Health Agency	567	47.0%	30.4%	22.6%	33
NCR MEDICAL DIRECTORATE	361	46.4%	27.4%	26.2%	20

My Satisfaction

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

	N	Positive	Neutral	Negative
Department of Defense	56,191	53.3%	22.7%	24.0%
OSD, Agencies and Activities	13,121	52.7%	22.4%	24.9%
Defense Health Agency	599	47.0%	22.8%	30.3%
NCR MEDICAL DIRECTORATE	381	45.8%	23.3%	30.9%

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

	N	Positive	Neutral	Negative
Department of Defense	56,038	48.5%	23.9%	27.7%
OSD, Agencies and Activities	13,100	50.9%	23.1%	26.0%
Defense Health Agency	601	43.3%	22.9%	33.8%
NCR MEDICAL DIRECTORATE	382	45.2%	22.1%	32.6%

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

	N	Positive	Neutral	Negative
Department of Defense	55,919	47.5%	25.2%	27.3%
OSD, Agencies and Activities	13,068	48.4%	23.9%	27.6%
Defense Health Agency	599	38.3%	25.2%	36.5%
NCR MEDICAL DIRECTORATE	383	38.5%	26.8%	34.6%

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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
Department of Defense	55,946	45.0%	29.1%	25.9%
OSD, Agencies and Activities	13,065	45.5%	28.1%	26.5%
Defense Health Agency	602	40.3%	28.4%	31.3%
NCR MEDICAL DIRECTORATE	383	43.6%	24.2%	32.2%

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

	N	Positive	Neutral	Negative
Department of Defense	56,035	34.6%	27.6%	37.8%
OSD, Agencies and Activities	13,077	36.6%	25.9%	37.5%
Defense Health Agency	598	23.0%	26.7%	50.3%
NCR MEDICAL DIRECTORATE	380	24.6%	25.5%	49.9%

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

	N	Positive	Neutral	Negative
Department of Defense	55,963	51.5%	24.3%	24.2%
OSD, Agencies and Activities	13,084	55.3%	21.7%	22.9%
Defense Health Agency	600	42.1%	25.5%	32.4%
NCR MEDICAL DIRECTORATE	384	42.3%	26.8%	30.9%

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

	N	Positive	Neutral	Negative
Department of Defense	56,002	66.3%	17.5%	16.2%
OSD, Agencies and Activities	13,089	66.6%	16.8%	16.6%
Defense Health Agency	600	57.3%	22.6%	20.2%
NCR MEDICAL DIRECTORATE	383	58.7%	20.6%	20.7%

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

	N	Positive	Neutral	Negative
Department of Defense	56,057	60.1%	17.4%	22.5%
OSD, Agencies and Activities	13,094	63.0%	17.1%	19.8%
Defense Health Agency	598	49.2%	17.6%	33.2%
NCR MEDICAL DIRECTORATE	382	43.1%	18.6%	38.3%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
Department of Defense	56,097	56.9%	22.0%	21.1%
OSD, Agencies and Activities	13,106	58.4%	20.4%	21.2%
Defense Health Agency	599	47.4%	22.0%	30.6%
NCR MEDICAL DIRECTORATE	383	48.3%	21.0%	30.7%

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
Department of Defense	55,979	35.1%	21.7%	34.6%	8.6%
OSD, Agencies and Activities	13,082	65.8%	13.0%	16.1%	5.1%
Defense Health Agency	598	41.4%	21.2%	30.1%	7.3%
NCR MEDICAL DIRECTORATE	381	20.4%	30.3%	40.6%	8.7%

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	55,473	2.0%	7.7%	4.0%	14.1%
OSD, Agencies and Activities	13,054	9.1%	23.6%	6.1%	18.1%
Defense Health Agency	591	2.2%	14.0%	5.2%	17.2%
NCR MEDICAL DIRECTORATE	375	0.0%	4.6%	2.4%	8.7%

(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
Department of Defense	55,473	26.6%	6.2%	24.7%	14.7%
OSD, Agencies and Activities	13,054	15.8%	3.2%	11.9%	12.2%
Defense Health Agency	591	26.3%	4.7%	22.6%	7.9%
NCR MEDICAL DIRECTORATE	375	41.2%	6.9%	28.6%	7.7%

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

	N	Yes	No	Not Available To Me
Department of Defense	55,827	38.1%	42.1%	19.8%
OSD, Agencies and Activities	13,059	41.9%	43.2%	15.0%
Defense Health Agency	597	41.1%	42.6%	16.3%
NCR MEDICAL DIRECTORATE	380	34.8%	42.6%	22.6%

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
Department of Defense	55,713	32.0%	56.1%	11.9%
OSD, Agencies and Activities	13,033	44.4%	48.1%	7.5%
Defense Health Agency	597	25.0%	65.0%	10.0%
NCR MEDICAL DIRECTORATE	381	20.9%	66.5%	12.5%

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

	N	Yes	No	Not Available To Me
Department of Defense	55,203	11.0%	82.2%	6.8%
OSD, Agencies and Activities	12,919	14.4%	80.9%	4.6%
Defense Health Agency	588	9.9%	84.4%	5.7%
NCR MEDICAL DIRECTORATE	378	12.3%	82.5%	5.1%

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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
Department of Defense	55,757	5.3%	80.8%	13.9%
OSD, Agencies and Activities	13,061	4.3%	80.9%	14.7%
Defense Health Agency	598	3.9%	80.5%	15.7%
NCR MEDICAL DIRECTORATE	380	5.7%	79.5%	14.8%

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	55,768	2.3%	82.0%	15.7%
OSD, Agencies and Activities	13,060	2.8%	82.0%	15.2%
Defense Health Agency	599	1.5%	82.1%	16.5%
NCR MEDICAL DIRECTORATE	382	2.2%	81.8%	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	17,747	72.9%	15.0%	12.1%	974
OSD, Agencies and Activities	8,715	78.9%	10.4%	10.7%	149
Defense Health Agency	228	66.6%	15.0%	18.4%	12
NCR MEDICAL DIRECTORATE	76	58.9%	20.4%	20.7%	8

**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	21,157	90.2%	6.5%	3.3%	419
OSD, Agencies and Activities	5,708	92.6%	5.0%	2.4%	84
Defense Health Agency	246	92.2%	3.8%	4.0%	2
NCR MEDICAL DIRECTORATE	134	92.5%	5.6%	1.9%	2

**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
Department of Defense	18,007	83.5%	13.1%	3.4%	1,103
OSD, Agencies and Activities	4,871	89.8%	8.4%	1.9%	224
Defense Health Agency	139	75.4%	23.0%	1.6%	11
NCR MEDICAL DIRECTORATE	79	73.6%	23.4%	3.1%	4

**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
Department of Defense	5,319	73.7%	22.5%	3.8%	1,335
OSD, Agencies and Activities	1,472	80.8%	16.9%	2.3%	308
Defense Health Agency	63	61.7%	26.1%	12.2%	15
NCR MEDICAL DIRECTORATE	47	72.1%	20.8%	7.1%	7

**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	2,140	75.2%	21.0%	3.8%	729
OSD, Agencies and Activities	297	79.9%	17.2%	3.0%	130
Defense Health Agency	24	50.4%	27.2%	22.3%	7
NCR MEDICAL DIRECTORATE	21	46.1%	29.6%	24.3%	6

**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	892	64.6%	33.8%	1.7%	602
OSD, Agencies and Activities	188	72.1%	26.1%	1.8%	121
Defense Health Agency	7	31.1%	68.9%	0.0%	5
NCR MEDICAL DIRECTORATE	6	36.6%	63.4%	0.0%	5

**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	194	52.9%
Field	173	47.1%

What is your supervisory status?

	N	%
Non-Supervisor	188	49.6%
Team Leader	83	21.9%
Supervisor	80	21.1%
Manager	24	6.3%
Senior Leader	4	1.1%

Are you:

	N	%
Male	145	38.6%
Female	231	61.4%

Are you Hispanic or Latino?

	N	%
Yes	24	6.5%
No	346	93.5%

Race

	N	%
American Indian or Alaska Native	4	1.1%
Asian	31	8.5%
Black or African American	116	32.0%
Native Hawaiian or Other Pacific Islander	5	1.4%
White	197	54.3%
Two or more races	10	2.8%

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	7	1.9%
Trade or Technical Certificate	8	2.1%
Some College (no degree)	54	14.3%
Associate's Degree (e.g., AA, AS)	34	9.0%
Bachelor's Degree (e.g., BA, BS)	97	25.7%
Master's Degree (e.g., MA, MS, MBA)	129	34.1%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	49	13.0%

What is your pay category/grade?

	N	%
Federal Wage System	3	0.8%
GS 1-6	32	8.4%
GS 7-12	241	63.6%
GS 13-15	101	26.6%
Senior Executive Service	0	0.0%
Senior Level (SL) or Scientific or Professional (ST)	0	0.0%
Other	2	0.5%

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

	N	%
Less than 1 year	21	5.5%
1 to 3 years	42	11.1%
4 to 5 years	35	9.2%
6 to 10 years	118	31.1%
11 to 14 years	53	13.9%
15 to 20 years	38	10.0%
More than 20 years	73	19.2%

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	27	7.1%
1 to 3 years	68	17.8%
4 to 5 years	69	18.1%
6 to 10 years	113	29.7%
11 to 20 years	69	18.1%
More than 20 years	35	9.2%

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

	N	%
No	186	49.3%
Yes, to retire	25	6.6%
Yes, to take another job within the Federal Government	130	34.5%
Yes, to take another job outside the Federal Government	13	3.4%
Yes, other	23	6.1%

I am planning to retire:

	N	%
Within one year	12	3.2%
Between one and three years	31	8.3%
Between three and five years	37	9.9%
Five or more years	293	78.6%

What is your US military service status?

	N	%
No Prior Military Service	196	52.3%
Currently in National Guard or Reserves	8	2.1%
Retired	93	24.8%
Separated or Discharged	78	20.8%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	72	19.2%
No	303	80.8%

What is your age group?

	N	%
25 and under	1	0.2%
26-29	2	0.5%
30-39	60	14.9%
40-49	121	30.0%
50-59	150	37.1%
60 or older	70	17.3%

Note: Percentages for demographic questions are unweighted.