

2016


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

4th Level
Subagency
Report

Department of Defense
WR NATIONAL MILITARY MEDICAL CENTER



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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
OSD, Agencies and Activities	13,597	37.2%
Defense Health Agency	628	23.0%
NCR MEDICAL DIRECTORATE	404	19.2%
WR NATIONAL MILITARY MEDICAL CENTER	261	22.0%

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

96.5%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
92.8%	I like the kind of work I do. (Q.5)
92.6%	The work I do is important. (Q.13)
89.6%	I am constantly looking for ways to do my job better. (Q.8)
86.5%	I know what is expected of me on the job. (Q.6)
83.3%	I am held accountable for achieving results. (Q.16)
82.9%	I know how my work relates to the agency's goals and priorities. (Q.12)
82.2%	My organization has prepared employees for potential security threats. (Q.36)
79.9%	How would you rate the overall quality of work done by your work unit? (Q.28)
77.6%	Employees are protected from health and safety hazards on the job. (Q.35)

Highest Percent Negative

52.4%	Pay raises depend on how well employees perform their jobs. (Q.33)
46.3%	How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
45.8%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
42.9%	Promotions in my work unit are based on merit. (Q.22)
42.2%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
41.4%	Creativity and innovation are rewarded. (Q.32)
40.8%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
36.0%	Employees have a feeling of personal empowerment with respect to work processes. (Q.30)
36.0%	Considering everything, how satisfied are you with your pay? (Q.70)
35.4%	I believe the results of this survey will be used to make my agency a better place to work. (Q.41)

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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 (NCR MEDICAL DIRECTORATE) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown.



Survey Item	% Positive Response		Difference
Prohibited Personnel Practices are not tolerated. (Q.38)	73.4%	67.6%	+5.8
Considering everything, how satisfied are you with your job? (Q.69)	63.9%	58.7%	+5.2
My agency is successful at accomplishing its mission. (Q.39)	77.5%	72.6%	+4.9
Supervisors work well with employees of different backgrounds. (Q.55)	62.2%	57.3%	+4.9
How satisfied are you with the training you receive for your present job? (Q.68)	47.2%	42.3%	+4.9
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q.37)	55.6%	50.8%	+4.8
Employees are recognized for providing high quality products and services. (Q.31)	47.8%	43.4%	+4.4
Pay raises depend on how well employees perform their jobs. (Q.33)	21.7%	17.5%	+4.2
How satisfied are you with the recognition you receive for doing a good job? (Q.65)	42.5%	38.5%	+4.0
I recommend my organization as a good place to work. (Q.40)	56.5%	52.7%	+3.8

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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 (NCR MEDICAL DIRECTORATE) 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.



<i>Survey Item</i>	<i>% Positive Response</i>		<i>Difference</i>
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q.43)	58.5%	62.2%	-3.7

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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%
Defense Health Agency	625	50.8%	19.7%	29.5%
NCR MEDICAL DIRECTORATE	401	49.8%	19.1%	31.1%
WR NATIONAL MILITARY MEDICAL CENTER	258	50.1%	18.2%	31.7%

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%
Defense Health Agency	621	68.3%	13.4%	18.3%
NCR MEDICAL DIRECTORATE	401	71.3%	11.1%	17.6%
WR NATIONAL MILITARY MEDICAL CENTER	259	71.1%	10.4%	18.5%

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%
Defense Health Agency	613	54.2%	21.4%	24.4%
NCR MEDICAL DIRECTORATE	393	53.4%	20.7%	25.9%
WR NATIONAL MILITARY MEDICAL CENTER	256	53.6%	21.1%	25.3%

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%
Defense Health Agency	620	69.8%	13.2%	17.0%
NCR MEDICAL DIRECTORATE	397	70.5%	12.5%	17.0%
WR NATIONAL MILITARY MEDICAL CENTER	259	73.1%	11.3%	15.6%

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%
Defense Health Agency	620	86.4%	7.9%	5.7%
NCR MEDICAL DIRECTORATE	397	90.5%	5.3%	4.2%
WR NATIONAL MILITARY MEDICAL CENTER	256	92.8%	4.3%	2.9%

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My Work Experience (continued)

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%
Defense Health Agency	621	79.1%	9.9%	11.0%
NCR MEDICAL DIRECTORATE	400	85.6%	6.9%	7.5%
WR NATIONAL MILITARY MEDICAL CENTER	258	86.5%	6.2%	7.2%

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%
Defense Health Agency	621	95.4%	2.6%	2.0%
NCR MEDICAL DIRECTORATE	399	95.6%	2.7%	1.7%
WR NATIONAL MILITARY MEDICAL CENTER	256	96.5%	1.6%	1.9%

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%
Defense Health Agency	623	91.3%	7.0%	1.7%
NCR MEDICAL DIRECTORATE	400	90.6%	6.8%	2.7%
WR NATIONAL MILITARY MEDICAL CENTER	258	89.6%	7.0%	3.4%

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
Defense Health Agency	622	40.9%	15.4%	43.8%	2
NCR MEDICAL DIRECTORATE	401	39.1%	15.7%	45.2%	0
WR NATIONAL MILITARY MEDICAL CENTER	259	39.1%	15.1%	45.8%	0

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
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
WR NATIONAL MILITARY MEDICAL CENTER	259	62.8%	14.8%	22.4%	0

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My Work Experience (continued)

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
Defense Health Agency	612	57.3%	13.1%	29.6%	0
NCR MEDICAL DIRECTORATE	391	58.8%	14.3%	26.9%	0
WR NATIONAL MILITARY MEDICAL CENTER	251	60.6%	12.2%	27.2%	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
Defense Health Agency	621	80.6%	11.0%	8.4%	1
NCR MEDICAL DIRECTORATE	399	81.9%	11.4%	6.7%	1
WR NATIONAL MILITARY MEDICAL CENTER	257	82.9%	10.9%	6.2%	1

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
Defense Health Agency	614	91.1%	6.2%	2.7%	1
NCR MEDICAL DIRECTORATE	393	92.2%	6.0%	1.8%	0
WR NATIONAL MILITARY MEDICAL CENTER	254	92.6%	5.4%	2.1%	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
Defense Health Agency	623	64.5%	12.1%	23.5%	1
NCR MEDICAL DIRECTORATE	401	59.5%	14.0%	26.5%	1
WR NATIONAL MILITARY MEDICAL CENTER	260	59.5%	12.3%	28.1%	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
Defense Health Agency	614	71.4%	13.3%	15.3%	10
NCR MEDICAL DIRECTORATE	393	71.2%	13.1%	15.7%	7
WR NATIONAL MILITARY MEDICAL CENTER	256	74.4%	10.6%	15.0%	4

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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
Defense Health Agency	619	82.8%	11.6%	5.7%	3
NCR MEDICAL DIRECTORATE	398	79.8%	12.5%	7.7%	3
WR NATIONAL MILITARY MEDICAL CENTER	257	83.3%	10.1%	6.6%	2

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
Defense Health Agency	599	60.8%	15.7%	23.5%	20
NCR MEDICAL DIRECTORATE	381	64.1%	13.7%	22.2%	15
WR NATIONAL MILITARY MEDICAL CENTER	244	64.7%	14.7%	20.6%	11

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
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
WR NATIONAL MILITARY MEDICAL CENTER	257	52.4%	17.8%	29.8%	3

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
Defense Health Agency	602	70.0%	12.2%	17.9%	25
NCR MEDICAL DIRECTORATE	384	72.2%	9.5%	18.3%	19
WR NATIONAL MILITARY MEDICAL CENTER	249	72.7%	9.5%	17.8%	11

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%
Defense Health Agency	624	65.7%	17.0%	17.3%
NCR MEDICAL DIRECTORATE	401	65.2%	15.9%	18.9%
WR NATIONAL MILITARY MEDICAL CENTER	261	67.1%	14.0%	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
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
WR NATIONAL MILITARY MEDICAL CENTER	255	42.6%	22.3%	35.1%	4

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
Defense Health Agency	567	26.8%	29.4%	43.7%	51
NCR MEDICAL DIRECTORATE	368	26.2%	30.4%	43.4%	30
WR NATIONAL MILITARY MEDICAL CENTER	240	26.5%	30.7%	42.9%	17

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
Defense Health Agency	577	26.1%	29.5%	44.4%	49
NCR MEDICAL DIRECTORATE	374	27.3%	29.8%	42.8%	28
WR NATIONAL MILITARY MEDICAL CENTER	243	26.5%	31.3%	42.2%	16

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
Defense Health Agency	596	30.9%	27.5%	41.6%	28
NCR MEDICAL DIRECTORATE	386	30.4%	28.5%	41.0%	16
WR NATIONAL MILITARY MEDICAL CENTER	248	29.9%	29.3%	40.8%	11

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
Defense Health Agency	585	34.4%	29.1%	36.5%	37
NCR MEDICAL DIRECTORATE	375	34.6%	29.9%	35.4%	23
WR NATIONAL MILITARY MEDICAL CENTER	242	36.8%	30.3%	32.9%	15

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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
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
WR NATIONAL MILITARY MEDICAL CENTER	257	68.7%	17.4%	13.9%	2

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
Defense Health Agency	614	49.3%	25.3%	25.4%	13
NCR MEDICAL DIRECTORATE	394	49.0%	24.4%	26.5%	10
WR NATIONAL MILITARY MEDICAL CENTER	253	50.4%	23.5%	26.0%	8

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%
Defense Health Agency	624	79.2%	14.9%	5.9%
NCR MEDICAL DIRECTORATE	401	77.1%	15.4%	7.5%
WR NATIONAL MILITARY MEDICAL CENTER	259	79.9%	10.9%	9.2%

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
Defense Health Agency	609	66.7%	16.1%	17.2%	4
NCR MEDICAL DIRECTORATE	389	68.6%	14.8%	16.6%	3
WR NATIONAL MILITARY MEDICAL CENTER	253	70.7%	12.5%	16.8%	1

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
Defense Health Agency	605	40.0%	21.9%	38.1%	10
NCR MEDICAL DIRECTORATE	386	39.4%	22.1%	38.5%	8
WR NATIONAL MILITARY MEDICAL CENTER	250	42.5%	21.5%	36.0%	6

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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
Defense Health Agency	602	42.4%	22.1%	35.5%	14
NCR MEDICAL DIRECTORATE	389	43.4%	21.3%	35.3%	6
WR NATIONAL MILITARY MEDICAL CENTER	253	47.8%	20.9%	31.2%	4

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
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
WR NATIONAL MILITARY MEDICAL CENTER	246	33.3%	25.2%	41.4%	11

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
Defense Health Agency	562	17.6%	28.8%	53.6%	49
NCR MEDICAL DIRECTORATE	367	17.5%	29.1%	53.4%	25
WR NATIONAL MILITARY MEDICAL CENTER	238	21.7%	25.9%	52.4%	17

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
Defense Health Agency	574	49.7%	30.4%	19.9%	37
NCR MEDICAL DIRECTORATE	366	52.0%	30.3%	17.7%	26
WR NATIONAL MILITARY MEDICAL CENTER	235	54.1%	28.7%	17.2%	21

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
Defense Health Agency	607	76.6%	13.6%	9.8%	8
NCR MEDICAL DIRECTORATE	392	75.3%	14.4%	10.3%	4
WR NATIONAL MILITARY MEDICAL CENTER	254	77.6%	14.2%	8.2%	3

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My Agency (continued)

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
Defense Health Agency	604	83.2%	10.4%	6.4%	8
NCR MEDICAL DIRECTORATE	384	81.3%	12.0%	6.7%	7
WR NATIONAL MILITARY MEDICAL CENTER	248	82.2%	11.0%	6.8%	5

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
Defense Health Agency	584	50.4%	24.0%	25.6%	26
NCR MEDICAL DIRECTORATE	378	50.8%	24.3%	24.9%	16
WR NATIONAL MILITARY MEDICAL CENTER	245	55.6%	22.0%	22.4%	11

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
Defense Health Agency	566	65.7%	16.3%	18.0%	45
NCR MEDICAL DIRECTORATE	363	67.6%	16.1%	16.3%	30
WR NATIONAL MILITARY MEDICAL CENTER	235	73.4%	13.1%	13.6%	19

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
Defense Health Agency	603	70.9%	21.0%	8.0%	9
NCR MEDICAL DIRECTORATE	386	72.6%	18.8%	8.6%	6
WR NATIONAL MILITARY MEDICAL CENTER	251	77.5%	15.6%	6.9%	3

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%
Defense Health Agency	614	51.3%	23.0%	25.7%
NCR MEDICAL DIRECTORATE	393	52.7%	22.0%	25.3%
WR NATIONAL MILITARY MEDICAL CENTER	256	56.5%	20.4%	23.1%

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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
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
WR NATIONAL MILITARY MEDICAL CENTER	227	39.9%	24.6%	35.4%	28

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
Defense Health Agency	609	74.0%	13.6%	12.4%	3
NCR MEDICAL DIRECTORATE	389	70.8%	14.8%	14.4%	3
WR NATIONAL MILITARY MEDICAL CENTER	252	70.6%	15.9%	13.4%	2

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
Defense Health Agency	607	63.0%	14.5%	22.5%	4
NCR MEDICAL DIRECTORATE	388	62.2%	14.1%	23.7%	3
WR NATIONAL MILITARY MEDICAL CENTER	251	58.5%	17.5%	24.0%	2

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
Defense Health Agency	590	57.0%	22.9%	20.0%	10
NCR MEDICAL DIRECTORATE	376	58.0%	20.9%	21.1%	7
WR NATIONAL MILITARY MEDICAL CENTER	246	60.1%	21.0%	18.9%	3

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
Defense Health Agency	568	64.0%	21.6%	14.4%	41
NCR MEDICAL DIRECTORATE	360	62.2%	21.6%	16.2%	28
WR NATIONAL MILITARY MEDICAL CENTER	233	63.5%	23.2%	13.3%	18

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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
Defense Health Agency	606	56.0%	21.1%	22.9%	6
NCR MEDICAL DIRECTORATE	387	55.3%	21.1%	23.6%	4
WR NATIONAL MILITARY MEDICAL CENTER	250	56.1%	22.3%	21.7%	3

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
Defense Health Agency	600	58.0%	17.9%	24.1%	11
NCR MEDICAL DIRECTORATE	386	56.2%	17.7%	26.2%	5
WR NATIONAL MILITARY MEDICAL CENTER	250	58.0%	18.2%	23.8%	3

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%
Defense Health Agency	609	72.0%	14.1%	13.9%
NCR MEDICAL DIRECTORATE	390	72.4%	13.3%	14.4%
WR NATIONAL MILITARY MEDICAL CENTER	252	74.4%	13.8%	11.9%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
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%
WR NATIONAL MILITARY MEDICAL CENTER	250	77.3%	11.1%	11.5%

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%
Defense Health Agency	604	69.6%	12.4%	18.1%
NCR MEDICAL DIRECTORATE	387	70.6%	11.1%	18.3%
WR NATIONAL MILITARY MEDICAL CENTER	249	72.9%	10.1%	17.0%

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My Supervisor (continued)

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%
Defense Health Agency	608	61.8%	17.4%	20.8%
NCR MEDICAL DIRECTORATE	388	60.3%	17.8%	21.9%
WR NATIONAL MILITARY MEDICAL CENTER	252	62.1%	17.5%	20.4%

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%
Defense Health Agency	608	66.2%	17.2%	16.5%
NCR MEDICAL DIRECTORATE	388	63.8%	16.8%	19.4%
WR NATIONAL MILITARY MEDICAL CENTER	252	63.8%	18.7%	17.5%

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
Defense Health Agency	601	42.0%	20.5%	37.5%	5
NCR MEDICAL DIRECTORATE	382	43.0%	19.3%	37.7%	4
WR NATIONAL MILITARY MEDICAL CENTER	247	43.8%	21.1%	35.0%	3

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
Defense Health Agency	572	53.6%	23.3%	23.1%	29
NCR MEDICAL DIRECTORATE	365	55.8%	21.0%	23.3%	19
WR NATIONAL MILITARY MEDICAL CENTER	235	59.3%	20.5%	20.3%	14

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
Defense Health Agency	576	56.4%	25.7%	18.0%	26
NCR MEDICAL DIRECTORATE	368	57.3%	22.6%	20.1%	17
WR NATIONAL MILITARY MEDICAL CENTER	239	62.2%	21.1%	16.8%	11

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Leadership (continued)

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
Defense Health Agency	600	57.3%	19.8%	22.9%	5
NCR MEDICAL DIRECTORATE	382	60.6%	16.4%	22.9%	4
WR NATIONAL MILITARY MEDICAL CENTER	245	63.8%	14.1%	22.1%	4

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
Defense Health Agency	567	57.2%	26.8%	15.9%	35
NCR MEDICAL DIRECTORATE	358	60.5%	22.9%	16.6%	24
WR NATIONAL MILITARY MEDICAL CENTER	232	62.0%	24.4%	13.5%	15

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
Defense Health Agency	587	49.6%	21.4%	29.0%	17
NCR MEDICAL DIRECTORATE	375	52.6%	20.3%	27.2%	11
WR NATIONAL MILITARY MEDICAL CENTER	244	55.8%	18.8%	25.4%	6

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
Defense Health Agency	578	50.7%	25.3%	23.9%	25
NCR MEDICAL DIRECTORATE	366	51.5%	24.2%	24.3%	18
WR NATIONAL MILITARY MEDICAL CENTER	236	54.6%	22.9%	22.4%	12

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
Defense Health Agency	572	53.0%	23.4%	23.6%	32
NCR MEDICAL DIRECTORATE	364	54.0%	22.4%	23.6%	20
WR NATIONAL MILITARY MEDICAL CENTER	239	57.1%	21.8%	21.1%	10

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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
Defense Health Agency	601	49.5%	27.5%	23.0%	3
NCR MEDICAL DIRECTORATE	382	50.7%	24.3%	25.1%	2
WR NATIONAL MILITARY MEDICAL CENTER	247	51.8%	24.2%	23.9%	1

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
Defense Health Agency	567	47.0%	30.4%	22.6%	33
NCR MEDICAL DIRECTORATE	361	46.4%	27.4%	26.2%	20
WR NATIONAL MILITARY MEDICAL CENTER	230	47.8%	28.8%	23.4%	17

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%
Defense Health Agency	599	47.0%	22.8%	30.3%
NCR MEDICAL DIRECTORATE	381	45.8%	23.3%	30.9%
WR NATIONAL MILITARY MEDICAL CENTER	247	45.6%	24.5%	30.0%

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%
Defense Health Agency	601	43.3%	22.9%	33.8%
NCR MEDICAL DIRECTORATE	382	45.2%	22.1%	32.6%
WR NATIONAL MILITARY MEDICAL CENTER	248	45.7%	22.7%	31.6%

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%
Defense Health Agency	599	38.3%	25.2%	36.5%
NCR MEDICAL DIRECTORATE	383	38.5%	26.8%	34.6%
WR NATIONAL MILITARY MEDICAL CENTER	249	42.5%	28.0%	29.5%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
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%
WR NATIONAL MILITARY MEDICAL CENTER	248	47.3%	22.5%	30.2%

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%
Defense Health Agency	598	23.0%	26.7%	50.3%
NCR MEDICAL DIRECTORATE	380	24.6%	25.5%	49.9%
WR NATIONAL MILITARY MEDICAL CENTER	245	27.6%	26.1%	46.3%

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%
Defense Health Agency	600	42.1%	25.5%	32.4%
NCR MEDICAL DIRECTORATE	384	42.3%	26.8%	30.9%
WR NATIONAL MILITARY MEDICAL CENTER	250	47.2%	22.6%	30.1%

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%
Defense Health Agency	600	57.3%	22.6%	20.2%
NCR MEDICAL DIRECTORATE	383	58.7%	20.6%	20.7%
WR NATIONAL MILITARY MEDICAL CENTER	249	63.9%	18.0%	18.1%

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%
Defense Health Agency	598	49.2%	17.6%	33.2%
NCR MEDICAL DIRECTORATE	382	43.1%	18.6%	38.3%
WR NATIONAL MILITARY MEDICAL CENTER	249	44.5%	19.4%	36.0%

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My Satisfaction (continued)

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%
Defense Health Agency	599	47.4%	22.0%	30.6%
NCR MEDICAL DIRECTORATE	383	48.3%	21.0%	30.7%
WR NATIONAL MILITARY MEDICAL CENTER	248	50.1%	22.0%	27.9%

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%
Defense Health Agency	598	41.4%	21.2%	30.1%	7.3%
NCR MEDICAL DIRECTORATE	381	20.4%	30.3%	40.6%	8.7%
WR NATIONAL MILITARY MEDICAL CENTER	249	21.8%	30.6%	39.4%	8.2%

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
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%
WR NATIONAL MILITARY MEDICAL CENTER	245	0.0%	5.4%	2.9%	6.9%

(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
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%
WR NATIONAL MILITARY MEDICAL CENTER	245	43.7%	7.6%	25.2%	8.4%

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%
Defense Health Agency	597	41.1%	42.6%	16.3%
NCR MEDICAL DIRECTORATE	380	34.8%	42.6%	22.6%
WR NATIONAL MILITARY MEDICAL CENTER	248	32.2%	45.4%	22.4%

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%
Defense Health Agency	597	25.0%	65.0%	10.0%
NCR MEDICAL DIRECTORATE	381	20.9%	66.5%	12.5%
WR NATIONAL MILITARY MEDICAL CENTER	247	18.9%	67.4%	13.8%

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%
Defense Health Agency	588	9.9%	84.4%	5.7%
NCR MEDICAL DIRECTORATE	378	12.3%	82.5%	5.1%
WR NATIONAL MILITARY MEDICAL CENTER	248	13.8%	81.1%	5.0%

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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%
Defense Health Agency	598	3.9%	80.5%	15.7%
NCR MEDICAL DIRECTORATE	380	5.7%	79.5%	14.8%
WR NATIONAL MILITARY MEDICAL CENTER	247	6.0%	78.1%	16.0%

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

	N	Yes	No	Not Available To Me
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%
WR NATIONAL MILITARY MEDICAL CENTER	249	2.9%	80.6%	16.5%

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
Defense Health Agency	228	66.6%	15.0%	18.4%	12
NCR MEDICAL DIRECTORATE	76	58.9%	20.4%	20.7%	8
WR NATIONAL MILITARY MEDICAL CENTER	54	66.7%	14.0%	19.3%	5

**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
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
WR NATIONAL MILITARY MEDICAL CENTER	78	93.1%	5.2%	1.7%	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
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
WR NATIONAL MILITARY MEDICAL CENTER	44	79.0%	21.0%	0.0%	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
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
WR NATIONAL MILITARY MEDICAL CENTER	30	74.8%	21.3%	3.9%	3

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

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

	N	Positive	Neutral	Negative	NBJ
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
WR NATIONAL MILITARY MEDICAL CENTER	15	37.1%	33.4%	29.5%	2

**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
Defense Health Agency	7	31.1%	68.9%	0.0%	5
NCR MEDICAL DIRECTORATE	6	36.6%	63.4%	0.0%	5
WR NATIONAL MILITARY MEDICAL CENTER	5	31.6%	68.4%	0.0%	2

**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	128	53.6%
Field	111	46.4%

What is your supervisory status?

	N	%
Non-Supervisor	127	51.6%
Team Leader	50	20.3%
Supervisor	54	22.0%
Manager	13	5.3%
Senior Leader	2	0.8%

Are you:

	N	%
Male	96	39.5%
Female	147	60.5%

Are you Hispanic or Latino?

	N	%
Yes	15	6.3%
No	225	93.8%

Race

	N	%
American Indian or Alaska Native	2	0.8%
Asian	20	8.4%
Black or African American	69	29.0%
Native Hawaiian or Other Pacific Islander	4	1.7%
White	137	57.6%
Two or more races	6	2.5%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

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

	N	%
Less than High School	0	0.0%
High School Diploma/GED or equivalent	7	2.8%
Trade or Technical Certificate	5	2.0%
Some College (no degree)	36	14.6%
Associate's Degree (e.g., AA, AS)	17	6.9%
Bachelor's Degree (e.g., BA, BS)	61	24.8%
Master's Degree (e.g., MA, MS, MBA)	83	33.7%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	37	15.0%

What is your pay category/grade?

	N	%
Federal Wage System	3	1.2%
GS 1-6	24	9.8%
GS 7-12	154	62.6%
GS 13-15	64	26.0%
Senior Executive Service	0	0.0%
Senior Level (SL) or Scientific or Professional (ST)	0	0.0%
Other	1	0.4%

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

	N	%
Less than 1 year	17	6.9%
1 to 3 years	24	9.7%
4 to 5 years	19	7.7%
6 to 10 years	78	31.5%
11 to 14 years	36	14.5%
15 to 20 years	26	10.5%
More than 20 years	48	19.4%

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	21	8.5%
1 to 3 years	39	15.7%
4 to 5 years	30	12.1%
6 to 10 years	77	31.0%
11 to 20 years	51	20.6%
More than 20 years	30	12.1%

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

	N	%
No	126	51.4%
Yes, to retire	15	6.1%
Yes, to take another job within the Federal Government	83	33.9%
Yes, to take another job outside the Federal Government	7	2.9%
Yes, other	14	5.7%

I am planning to retire:

	N	%
Within one year	7	2.9%
Between one and three years	20	8.2%
Between three and five years	24	9.8%
Five or more years	194	79.2%

What is your US military service status?

	N	%
No Prior Military Service	134	54.9%
Currently in National Guard or Reserves	5	2.0%
Retired	59	24.2%
Separated or Discharged	46	18.9%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	41	16.8%
No	203	83.2%

What is your age group?

	N	%
25 and under	0	0.0%
26-29	2	0.8%
30-39	35	13.4%
40-49	79	30.3%
50-59	96	36.8%
60 or older	49	18.8%

Note: Percentages for demographic questions are unweighted.