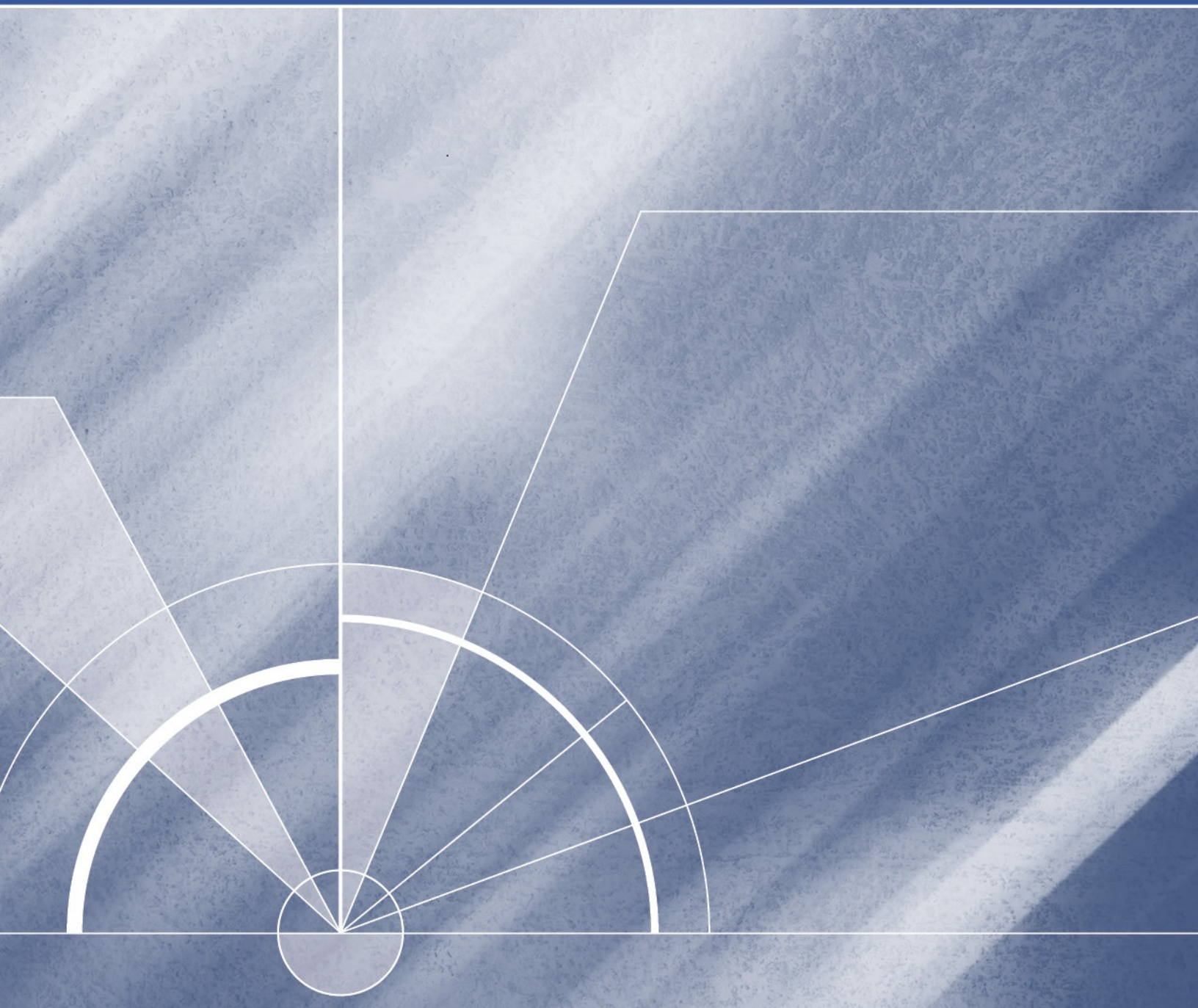


2017


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

4th Level
Subagency
Report

OSD, Agencies and Activities
FT BELVOIR COMMUNITY HOSPITAL



OSD, Agencies and Activities
FT BELVOIR COMMUNITY HOSPITAL
4th Level Subagency Report

This 2017 Federal Employee Viewpoint Survey Report provides summary results for your subagency, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
OSD, Agencies and Activities	15,922	36.7%
Defense Health Agency	662	28.9%
NCR MEDICAL DIRECTORATE	358	21.2%
FT BELVOIR COMMUNITY HOSPITAL	99	16.8%

Your Data

An embedded Microsoft® Excel® file containing your results. To access the workbook from Adobe® Reader®, double click on the 'pin' in the upper left corner of this page. Alternatively, you may access the workbook through the vertical navigation pane on the left side of the Adobe® Reader® window by clicking on the image of the paper clip.

Top 10 Positive & Negative Items and Leading & Trailing Your Comparison Group.

These sections provide high level information on how your subagency is doing.

Main Report Results

The results include response percentages for each survey item. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *"Strongly Agree and Agree"* or *"Very Satisfied and Satisfied"* or *"Very Good and Good"*

Neutral: *"Neither Agree nor Disagree"* or *"Neither Satisfied nor Dissatisfied"* or *"Fair"*

Negative: *"Disagree and Strongly Disagree"* or *"Dissatisfied and Very Dissatisfied"* or *"Poor and Very Poor"*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK)* or *No Basis to Judge (NBJ)* responses, where applicable, is listed separately.

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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

- 94.1% I am constantly looking for ways to do my job better. (Q.8)
- 93.9% The work I do is important. (Q.13)
- 93.6% When needed I am willing to put in the extra effort to get a job done. (Q.7)
- 86.2% I like the kind of work I do. (Q.5)
- 84.5% I am held accountable for achieving results. (Q.16)
- 81.1% How would you rate the overall quality of work done by your work unit? (Q.28)
- 80.1% My organization has prepared employees for potential security threats. (Q.36)
- 79.7% I know what is expected of me on the job. (Q.6)
- 79.5% My agency is successful at accomplishing its mission. (Q.39)
- 79.1% I know how my work relates to the agency's goals and priorities. (Q.12)

Highest Percent Negative

- 52.6% Pay raises depend on how well employees perform their jobs. (Q.33)
- 50.9% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
- 50.5% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
- 50.1% Creativity and innovation are rewarded. (Q.32)
- 49.0% How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
- 41.6% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)
- 41.2% In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
- 40.9% Promotions in my work unit are based on merit. (Q.22)
- 38.9% How satisfied are you with the recognition you receive for doing a good job? (Q.65)
- 36.5% 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
Physical conditions allow employees to perform their jobs well. (Q.14)	73.6%	63.4%	+10.2
My agency is successful at accomplishing its mission. (Q.39)	79.5%	71.7%	+7.8
How satisfied are you with your involvement in decisions that affect your work? (Q.63)	53.0%	45.9%	+7.1
My work gives me a feeling of personal accomplishment. (Q.4)	75.9%	68.9%	+7.0
I have trust and confidence in my supervisor. (Q.51)	62.9%	57.1%	+5.8
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q.43)	60.1%	54.6%	+5.5
In the last six months, my supervisor has talked with me about my performance. (Q.50)	75.5%	70.1%	+5.4
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q.37)	59.2%	54.2%	+5.0
My supervisor is committed to a workforce representative of all segments of society. (Q.45)	64.8%	59.8%	+5.0
My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)	59.6%	54.8%	+4.8

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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>
Managers communicate the goals and priorities of the organization. (Q.56)	50.9%	55.2%	-4.3
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)	35.6%	39.8%	-4.2
I have sufficient resources to get my job done. (Q.9)	36.4%	40.1%	-3.7
Prohibited Personnel Practices are not tolerated. (Q.38)	58.8%	62.3%	-3.5
My workload is reasonable. (Q.10)	53.1%	56.5%	-3.4
Policies and programs promote diversity in the workplace. (Q.34)	44.7%	48.0%	-3.3
Senior leaders demonstrate support for Work/Life programs. (Q.62)	46.3%	49.3%	-3.0

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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	15,894	65.2%	15.6%	19.2%
Defense Health Agency	658	57.8%	14.0%	28.3%
NCR MEDICAL DIRECTORATE	356	52.5%	15.2%	32.3%
FT BELVOIR COMMUNITY HOSPITAL	99	49.9%	16.8%	33.3%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,855	69.6%	14.8%	15.5%
Defense Health Agency	660	66.5%	14.4%	19.2%
NCR MEDICAL DIRECTORATE	356	64.6%	14.4%	21.0%
FT BELVOIR COMMUNITY HOSPITAL	99	67.1%	8.8%	24.0%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,806	61.8%	16.2%	22.0%
Defense Health Agency	658	55.3%	16.2%	28.5%
NCR MEDICAL DIRECTORATE	357	52.2%	16.9%	30.9%
FT BELVOIR COMMUNITY HOSPITAL	99	56.1%	14.5%	29.4%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,852	69.7%	14.8%	15.5%
Defense Health Agency	658	69.7%	13.5%	16.8%
NCR MEDICAL DIRECTORATE	356	68.9%	12.1%	19.0%
FT BELVOIR COMMUNITY HOSPITAL	99	75.9%	12.7%	11.4%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,795	80.5%	12.1%	7.4%
Defense Health Agency	657	84.2%	10.4%	5.4%
NCR MEDICAL DIRECTORATE	356	86.9%	8.2%	4.9%
FT BELVOIR COMMUNITY HOSPITAL	98	86.2%	11.3%	2.6%

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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	15,771	78.6%	11.6%	9.8%
Defense Health Agency	656	74.9%	13.4%	11.7%
NCR MEDICAL DIRECTORATE	354	75.5%	13.3%	11.2%
FT BELVOIR COMMUNITY HOSPITAL	97	79.7%	13.3%	7.1%

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	15,835	95.6%	2.8%	1.6%
Defense Health Agency	659	94.4%	3.2%	2.4%
NCR MEDICAL DIRECTORATE	355	93.3%	4.3%	2.4%
FT BELVOIR COMMUNITY HOSPITAL	97	93.6%	5.1%	1.3%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,838	91.5%	6.7%	1.8%
Defense Health Agency	661	92.4%	5.6%	2.0%
NCR MEDICAL DIRECTORATE	357	91.7%	6.1%	2.3%
FT BELVOIR COMMUNITY HOSPITAL	99	94.1%	4.4%	1.6%

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,863	53.1%	15.9%	30.9%	28
Defense Health Agency	659	42.3%	12.4%	45.2%	2
NCR MEDICAL DIRECTORATE	355	40.1%	12.0%	47.9%	2
FT BELVOIR COMMUNITY HOSPITAL	99	36.4%	12.7%	50.9%	0

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,828	62.9%	14.8%	22.3%	29
Defense Health Agency	659	56.7%	17.4%	25.9%	1
NCR MEDICAL DIRECTORATE	355	56.5%	16.8%	26.7%	1
FT BELVOIR COMMUNITY HOSPITAL	98	53.1%	17.1%	29.8%	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	15,623	58.7%	16.2%	25.1%	67
Defense Health Agency	652	56.2%	14.9%	28.9%	2
NCR MEDICAL DIRECTORATE	353	56.2%	13.9%	30.0%	2
FT BELVOIR COMMUNITY HOSPITAL	97	57.3%	17.0%	25.6%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,801	84.5%	8.6%	6.9%	42
Defense Health Agency	660	80.5%	9.5%	10.0%	0
NCR MEDICAL DIRECTORATE	356	80.2%	8.7%	11.1%	0
FT BELVOIR COMMUNITY HOSPITAL	99	79.1%	11.6%	9.3%	0

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,718	88.5%	7.9%	3.7%	47
Defense Health Agency	658	90.8%	6.9%	2.3%	0
NCR MEDICAL DIRECTORATE	357	90.8%	7.2%	2.1%	0
FT BELVOIR COMMUNITY HOSPITAL	99	93.9%	4.3%	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
OSD, Agencies and Activities	15,808	71.9%	11.7%	16.4%	42
Defense Health Agency	657	63.5%	12.1%	24.5%	3
NCR MEDICAL DIRECTORATE	355	63.4%	11.1%	25.5%	2
FT BELVOIR COMMUNITY HOSPITAL	98	73.6%	11.4%	15.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,626	71.7%	14.5%	13.8%	249
Defense Health Agency	645	72.4%	16.6%	11.0%	14
NCR MEDICAL DIRECTORATE	343	68.2%	19.0%	12.8%	12
FT BELVOIR COMMUNITY HOSPITAL	96	68.1%	18.1%	13.8%	3

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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	15,767	84.8%	10.2%	5.0%	55
Defense Health Agency	656	83.4%	11.0%	5.6%	3
NCR MEDICAL DIRECTORATE	352	82.0%	11.7%	6.3%	3
FT BELVOIR COMMUNITY HOSPITAL	98	84.5%	7.5%	8.0%	1

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	15,277	65.7%	16.4%	17.9%	557
Defense Health Agency	632	61.6%	18.5%	19.9%	27
NCR MEDICAL DIRECTORATE	337	58.7%	18.8%	22.6%	19
FT BELVOIR COMMUNITY HOSPITAL	93	60.3%	18.6%	21.1%	6

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,746	55.6%	22.1%	22.3%	117
Defense Health Agency	653	45.6%	22.5%	31.8%	6
NCR MEDICAL DIRECTORATE	351	44.7%	25.1%	30.1%	4
FT BELVOIR COMMUNITY HOSPITAL	97	45.2%	26.0%	28.8%	1

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	15,547	73.7%	11.7%	14.6%	356
Defense Health Agency	632	74.5%	11.0%	14.5%	30
NCR MEDICAL DIRECTORATE	335	72.7%	10.6%	16.7%	23
FT BELVOIR COMMUNITY HOSPITAL	90	75.2%	7.2%	17.6%	9

My Work Unit

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,894	73.5%	12.6%	13.9%
Defense Health Agency	660	68.4%	14.2%	17.4%
NCR MEDICAL DIRECTORATE	357	64.8%	15.4%	19.8%
FT BELVOIR COMMUNITY HOSPITAL	99	64.7%	22.7%	12.6%

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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	15,333	44.5%	25.8%	29.7%	557
Defense Health Agency	642	37.2%	23.1%	39.7%	17
NCR MEDICAL DIRECTORATE	345	38.0%	21.0%	40.9%	11
FT BELVOIR COMMUNITY HOSPITAL	97	38.6%	26.0%	35.4%	2

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,784	36.9%	27.7%	35.4%	1,058
Defense Health Agency	600	25.6%	30.6%	43.8%	56
NCR MEDICAL DIRECTORATE	324	25.7%	27.0%	47.3%	29
FT BELVOIR COMMUNITY HOSPITAL	93	28.0%	31.1%	40.9%	5

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	14,331	31.1%	27.9%	41.0%	1,519
Defense Health Agency	605	28.8%	26.4%	44.8%	52
NCR MEDICAL DIRECTORATE	332	29.1%	23.1%	47.9%	22
FT BELVOIR COMMUNITY HOSPITAL	90	30.7%	18.8%	50.5%	8

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,954	39.1%	27.1%	33.8%	898
Defense Health Agency	627	29.4%	29.4%	41.2%	32
NCR MEDICAL DIRECTORATE	341	29.3%	25.0%	45.7%	15
FT BELVOIR COMMUNITY HOSPITAL	94	30.8%	28.0%	41.2%	4

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,794	47.8%	23.3%	28.9%	1,026
Defense Health Agency	603	36.8%	28.8%	34.4%	55
NCR MEDICAL DIRECTORATE	326	34.2%	27.1%	38.7%	29
FT BELVOIR COMMUNITY HOSPITAL	91	32.7%	32.3%	34.9%	7

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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	15,800	72.1%	13.6%	14.3%	38
Defense Health Agency	658	65.9%	14.2%	19.9%	0
NCR MEDICAL DIRECTORATE	355	64.1%	14.4%	21.5%	0
FT BELVOIR COMMUNITY HOSPITAL	99	67.5%	16.7%	15.7%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,325	57.4%	26.2%	16.3%	539
Defense Health Agency	640	45.3%	32.8%	21.9%	21
NCR MEDICAL DIRECTORATE	343	43.1%	32.0%	24.9%	15
FT BELVOIR COMMUNITY HOSPITAL	97	46.8%	35.3%	17.9%	2

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,860	81.4%	15.0%	3.6%
Defense Health Agency	659	79.5%	14.6%	5.9%
NCR MEDICAL DIRECTORATE	357	78.7%	15.5%	5.7%
FT BELVOIR COMMUNITY HOSPITAL	99	81.1%	15.4%	3.4%

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	15,415	70.2%	16.7%	13.1%	202
Defense Health Agency	641	63.3%	17.5%	19.2%	4
NCR MEDICAL DIRECTORATE	345	60.9%	18.4%	20.7%	1
FT BELVOIR COMMUNITY HOSPITAL	93	61.8%	26.7%	11.5%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,303	49.0%	23.1%	27.8%	293
Defense Health Agency	633	40.2%	23.9%	35.9%	14
NCR MEDICAL DIRECTORATE	340	39.1%	20.2%	40.7%	7
FT BELVOIR COMMUNITY HOSPITAL	93	37.5%	26.1%	36.3%	2

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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	15,292	54.0%	21.7%	24.3%	285
Defense Health Agency	631	42.4%	23.6%	34.0%	15
NCR MEDICAL DIRECTORATE	338	36.5%	22.7%	40.8%	9
FT BELVOIR COMMUNITY HOSPITAL	93	38.3%	30.5%	31.2%	1

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,072	44.2%	27.3%	28.5%	501
Defense Health Agency	625	30.5%	29.6%	39.9%	21
NCR MEDICAL DIRECTORATE	339	29.2%	22.9%	47.9%	8
FT BELVOIR COMMUNITY HOSPITAL	92	27.5%	22.3%	50.1%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,426	25.1%	28.8%	46.0%	1,121
Defense Health Agency	572	20.4%	29.0%	50.6%	70
NCR MEDICAL DIRECTORATE	304	16.4%	23.5%	60.1%	39
FT BELVOIR COMMUNITY HOSPITAL	86	18.1%	29.4%	52.6%	7

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,605	61.3%	24.3%	14.4%	963
Defense Health Agency	599	47.0%	31.2%	21.8%	46
NCR MEDICAL DIRECTORATE	326	48.0%	29.3%	22.7%	21
FT BELVOIR COMMUNITY HOSPITAL	90	44.7%	26.4%	28.8%	4

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,395	83.1%	9.8%	7.1%	192
Defense Health Agency	636	80.7%	11.2%	8.1%	11
NCR MEDICAL DIRECTORATE	342	78.0%	12.5%	9.6%	4
FT BELVOIR COMMUNITY HOSPITAL	92	76.7%	15.7%	7.6%	2

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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	15,421	84.8%	9.5%	5.8%	104
Defense Health Agency	639	80.3%	10.7%	8.9%	5
NCR MEDICAL DIRECTORATE	342	79.8%	11.4%	8.8%	2
FT BELVOIR COMMUNITY HOSPITAL	93	80.1%	14.6%	5.3%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,785	55.2%	21.4%	23.4%	768
Defense Health Agency	615	51.5%	23.3%	25.1%	30
NCR MEDICAL DIRECTORATE	331	54.2%	20.2%	25.6%	15
FT BELVOIR COMMUNITY HOSPITAL	90	59.2%	17.8%	23.0%	2

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	14,317	68.6%	18.3%	13.1%	1,198
Defense Health Agency	587	65.5%	19.1%	15.3%	58
NCR MEDICAL DIRECTORATE	316	62.3%	18.0%	19.7%	29
FT BELVOIR COMMUNITY HOSPITAL	86	58.8%	22.5%	18.6%	7

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,338	78.3%	14.5%	7.2%	243
Defense Health Agency	636	69.8%	18.1%	12.0%	9
NCR MEDICAL DIRECTORATE	339	71.7%	13.9%	14.3%	7
FT BELVOIR COMMUNITY HOSPITAL	92	79.5%	12.0%	8.5%	1

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,568	65.2%	19.3%	15.5%
Defense Health Agency	648	54.4%	23.0%	22.5%
NCR MEDICAL DIRECTORATE	346	52.2%	24.4%	23.4%
FT BELVOIR COMMUNITY HOSPITAL	93	51.0%	31.4%	17.6%

OSD, Agencies and Activities
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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	14,475	45.4%	25.7%	28.9%	1,108
Defense Health Agency	597	38.3%	25.6%	36.1%	51
NCR MEDICAL DIRECTORATE	323	34.2%	30.0%	35.8%	23
FT BELVOIR COMMUNITY HOSPITAL	84	36.1%	27.4%	36.5%	9

My Supervisor

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,488	81.2%	9.2%	9.6%	63
Defense Health Agency	642	76.8%	11.0%	12.3%	2
NCR MEDICAL DIRECTORATE	341	66.0%	15.5%	18.5%	1
FT BELVOIR COMMUNITY HOSPITAL	92	67.4%	17.5%	15.1%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,468	67.2%	15.8%	16.9%	52
Defense Health Agency	643	64.0%	13.1%	22.9%	1
NCR MEDICAL DIRECTORATE	341	54.6%	15.5%	29.9%	1
FT BELVOIR COMMUNITY HOSPITAL	91	60.1%	11.8%	28.1%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,297	65.0%	17.1%	17.9%	179
Defense Health Agency	632	58.2%	20.8%	20.9%	10
NCR MEDICAL DIRECTORATE	337	51.2%	21.7%	27.2%	5
FT BELVOIR COMMUNITY HOSPITAL	91	53.6%	17.8%	28.6%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,407	70.2%	19.2%	10.6%	1,087
Defense Health Agency	603	64.7%	21.8%	13.5%	41
NCR MEDICAL DIRECTORATE	323	59.8%	21.1%	19.1%	20
FT BELVOIR COMMUNITY HOSPITAL	90	64.8%	17.5%	17.7%	2

OSD, Agencies and Activities
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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	15,416	63.9%	17.8%	18.3%	78
Defense Health Agency	639	60.7%	18.0%	21.4%	4
NCR MEDICAL DIRECTORATE	339	54.8%	21.2%	24.0%	2
FT BELVOIR COMMUNITY HOSPITAL	92	59.6%	20.3%	20.1%	0

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,310	67.6%	16.6%	15.9%	209
Defense Health Agency	636	60.0%	18.8%	21.2%	8
NCR MEDICAL DIRECTORATE	341	53.1%	17.8%	29.1%	2
FT BELVOIR COMMUNITY HOSPITAL	92	56.1%	16.5%	27.4%	0

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,520	76.8%	11.5%	11.8%
Defense Health Agency	644	73.1%	12.1%	14.8%
NCR MEDICAL DIRECTORATE	343	68.5%	11.3%	20.2%
FT BELVOIR COMMUNITY HOSPITAL	92	72.7%	10.1%	17.1%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,488	81.4%	9.3%	9.3%
Defense Health Agency	644	75.9%	11.1%	13.0%
NCR MEDICAL DIRECTORATE	343	68.8%	13.4%	17.8%
FT BELVOIR COMMUNITY HOSPITAL	92	73.4%	11.5%	15.1%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,483	77.9%	9.2%	12.9%
Defense Health Agency	643	71.7%	8.9%	19.5%
NCR MEDICAL DIRECTORATE	342	70.1%	7.5%	22.4%
FT BELVOIR COMMUNITY HOSPITAL	91	75.5%	5.6%	18.8%

OSD, Agencies and Activities
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My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,506	68.1%	15.5%	16.4%
Defense Health Agency	643	64.9%	12.6%	22.5%
NCR MEDICAL DIRECTORATE	343	57.1%	14.4%	28.6%
FT BELVOIR COMMUNITY HOSPITAL	92	62.9%	9.5%	27.7%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,500	70.7%	17.0%	12.2%
Defense Health Agency	642	65.8%	18.7%	15.4%
NCR MEDICAL DIRECTORATE	343	57.1%	21.9%	21.0%
FT BELVOIR COMMUNITY HOSPITAL	92	57.5%	21.3%	21.2%

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	15,164	46.3%	22.2%	31.6%	276
Defense Health Agency	630	41.1%	22.1%	36.8%	9
NCR MEDICAL DIRECTORATE	333	39.8%	21.2%	39.0%	6
FT BELVOIR COMMUNITY HOSPITAL	89	35.6%	22.8%	41.6%	2

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,527	57.1%	22.9%	20.1%	889
Defense Health Agency	600	53.6%	23.8%	22.6%	38
NCR MEDICAL DIRECTORATE	314	52.2%	24.6%	23.2%	24
FT BELVOIR COMMUNITY HOSPITAL	84	51.3%	22.2%	26.5%	6

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,725	68.2%	19.5%	12.3%	611
Defense Health Agency	605	60.8%	23.8%	15.4%	25
NCR MEDICAL DIRECTORATE	322	55.1%	23.0%	21.9%	12
FT BELVOIR COMMUNITY HOSPITAL	87	57.2%	20.3%	22.5%	1

OSD, Agencies and Activities
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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	15,161	63.5%	18.1%	18.4%	174
Defense Health Agency	630	57.5%	19.8%	22.7%	5
NCR MEDICAL DIRECTORATE	335	55.2%	19.9%	24.8%	2
FT BELVOIR COMMUNITY HOSPITAL	89	50.9%	24.5%	24.6%	2

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,496	64.1%	21.0%	15.0%	854
Defense Health Agency	605	55.0%	22.6%	22.3%	28
NCR MEDICAL DIRECTORATE	324	55.3%	21.3%	23.4%	14
FT BELVOIR COMMUNITY HOSPITAL	86	56.1%	23.5%	20.4%	5

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,955	55.9%	19.8%	24.3%	423
Defense Health Agency	618	47.9%	22.1%	30.0%	16
NCR MEDICAL DIRECTORATE	325	45.7%	21.6%	32.7%	11
FT BELVOIR COMMUNITY HOSPITAL	88	45.9%	23.0%	31.1%	3

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,957	59.3%	19.8%	20.9%	420
Defense Health Agency	620	51.8%	21.9%	26.3%	14
NCR MEDICAL DIRECTORATE	326	48.6%	21.7%	29.7%	10
FT BELVOIR COMMUNITY HOSPITAL	87	48.5%	23.7%	27.9%	3

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,726	60.5%	21.6%	17.9%	672
Defense Health Agency	589	51.9%	24.7%	23.4%	46
NCR MEDICAL DIRECTORATE	310	50.3%	24.8%	24.9%	27
FT BELVOIR COMMUNITY HOSPITAL	80	48.1%	30.5%	21.4%	11

OSD, Agencies and Activities
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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	15,216	58.4%	22.8%	18.8%	169
Defense Health Agency	624	54.7%	23.8%	21.5%	9
NCR MEDICAL DIRECTORATE	330	54.9%	24.5%	20.7%	4
FT BELVOIR COMMUNITY HOSPITAL	91	54.6%	33.6%	11.7%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,528	63.4%	21.4%	15.2%	873
Defense Health Agency	581	54.8%	25.2%	20.0%	55
NCR MEDICAL DIRECTORATE	298	49.3%	25.9%	24.8%	38
FT BELVOIR COMMUNITY HOSPITAL	80	46.3%	35.1%	18.6%	10

My Satisfaction

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,343	54.5%	21.8%	23.6%
Defense Health Agency	636	48.3%	20.7%	31.0%
NCR MEDICAL DIRECTORATE	337	45.9%	20.8%	33.3%
FT BELVOIR COMMUNITY HOSPITAL	91	53.0%	11.8%	35.1%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,341	53.3%	21.5%	25.2%
Defense Health Agency	636	44.9%	23.7%	31.4%
NCR MEDICAL DIRECTORATE	337	41.4%	25.8%	32.8%
FT BELVOIR COMMUNITY HOSPITAL	91	39.9%	26.5%	33.6%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,295	51.9%	22.6%	25.5%
Defense Health Agency	635	41.8%	24.8%	33.5%
NCR MEDICAL DIRECTORATE	337	37.5%	23.3%	39.1%
FT BELVOIR COMMUNITY HOSPITAL	91	40.8%	20.2%	38.9%

OSD, Agencies and Activities
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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	15,289	48.5%	26.6%	24.8%
Defense Health Agency	631	39.3%	32.0%	28.7%
NCR MEDICAL DIRECTORATE	333	38.1%	35.3%	26.6%
FT BELVOIR COMMUNITY HOSPITAL	90	38.4%	35.4%	26.2%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,310	37.7%	25.9%	36.4%
Defense Health Agency	634	22.1%	32.2%	45.6%
NCR MEDICAL DIRECTORATE	336	22.4%	29.0%	48.6%
FT BELVOIR COMMUNITY HOSPITAL	91	20.2%	30.8%	49.0%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,312	54.8%	22.0%	23.2%
Defense Health Agency	634	43.4%	27.2%	29.5%
NCR MEDICAL DIRECTORATE	335	42.6%	22.2%	35.2%
FT BELVOIR COMMUNITY HOSPITAL	91	40.3%	26.0%	33.7%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,309	66.6%	17.1%	16.3%
Defense Health Agency	635	61.3%	16.3%	22.3%
NCR MEDICAL DIRECTORATE	336	56.6%	15.3%	28.1%
FT BELVOIR COMMUNITY HOSPITAL	91	55.9%	17.2%	26.9%

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

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,328	66.5%	15.8%	17.7%
Defense Health Agency	635	52.2%	18.8%	29.0%
NCR MEDICAL DIRECTORATE	337	39.9%	20.4%	39.7%
FT BELVOIR COMMUNITY HOSPITAL	91	44.0%	20.7%	35.3%

OSD, Agencies and Activities
FT BELVOIR COMMUNITY HOSPITAL
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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	15,336	60.4%	20.0%	19.6%
Defense Health Agency	633	47.4%	23.7%	29.0%
NCR MEDICAL DIRECTORATE	336	46.8%	20.3%	33.0%
FT BELVOIR COMMUNITY HOSPITAL	91	50.6%	20.6%	28.8%

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	15,240	68.5%	12.4%	14.3%	4.8%
Defense Health Agency	634	52.5%	19.5%	22.5%	5.5%
NCR MEDICAL DIRECTORATE	335	23.1%	31.3%	37.4%	8.2%
FT BELVOIR COMMUNITY HOSPITAL	91	8.8%	38.4%	47.2%	5.7%

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
OSD, Agencies and Activities	15,276	10.2%	25.5%	6.1%	17.8%
Defense Health Agency	633	4.8%	20.0%	9.0%	15.3%
NCR MEDICAL DIRECTORATE	333	0.8%	6.9%	2.2%	9.0%
FT BELVOIR COMMUNITY HOSPITAL	90	0.0%	4.6%	1.4%	0.3%

(continued)

OSD, Agencies and Activities
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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	15,276	15.8%	2.7%	10.0%	11.9%
Defense Health Agency	633	22.3%	2.4%	16.7%	9.6%
NCR MEDICAL DIRECTORATE	333	41.2%	2.6%	28.4%	8.9%
FT BELVOIR COMMUNITY HOSPITAL	90	44.7%	3.6%	35.1%	10.4%

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	15,253	41.3%	44.8%	13.9%
Defense Health Agency	634	45.0%	39.3%	15.8%
NCR MEDICAL DIRECTORATE	335	38.1%	35.5%	26.3%
FT BELVOIR COMMUNITY HOSPITAL	91	39.9%	23.8%	36.2%

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	15,251	45.2%	47.6%	7.3%
Defense Health Agency	634	30.3%	62.7%	7.1%
NCR MEDICAL DIRECTORATE	334	21.5%	67.1%	11.3%
FT BELVOIR COMMUNITY HOSPITAL	91	22.2%	62.4%	15.4%

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	15,181	13.2%	82.5%	4.3%
Defense Health Agency	625	10.4%	85.4%	4.2%
NCR MEDICAL DIRECTORATE	330	14.0%	81.2%	4.9%
FT BELVOIR COMMUNITY HOSPITAL	90	15.7%	79.2%	5.0%

OSD, Agencies and Activities
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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	15,223	3.5%	82.8%	13.7%
Defense Health Agency	628	3.1%	84.0%	12.9%
NCR MEDICAL DIRECTORATE	330	5.0%	79.0%	16.0%
FT BELVOIR COMMUNITY HOSPITAL	90	5.9%	76.3%	17.8%

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
OSD, Agencies and Activities	15,226	2.0%	83.8%	14.2%
Defense Health Agency	631	1.5%	84.7%	13.8%
NCR MEDICAL DIRECTORATE	332	2.4%	81.3%	16.3%
FT BELVOIR COMMUNITY HOSPITAL	89	1.4%	77.4%	21.2%

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	10,292	81.1%	10.1%	8.8%	143
Defense Health Agency	299	77.0%	9.1%	13.9%	6
NCR MEDICAL DIRECTORATE	76	67.0%	18.5%	14.5%	5
FT BELVOIR COMMUNITY HOSPITAL	6	100.0%	0.0%	0.0%	1

**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	7,038	92.5%	5.1%	2.4%	81
Defense Health Agency	287	91.8%	4.7%	3.5%	3
NCR MEDICAL DIRECTORATE	134	87.4%	7.3%	5.3%	2
FT BELVOIR COMMUNITY HOSPITAL	38	89.7%	5.7%	4.7%	0

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

OSD, Agencies and Activities
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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	6,006	90.0%	8.0%	2.0%	241
Defense Health Agency	177	85.6%	13.9%	0.6%	7
NCR MEDICAL DIRECTORATE	66	86.5%	13.5%	0.0%	5
FT BELVOIR COMMUNITY HOSPITAL	14	92.3%	7.7%	0.0%	3

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

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	1,612	80.0%	16.0%	4.0%	261
Defense Health Agency	59	70.8%	26.0%	3.2%	11
NCR MEDICAL DIRECTORATE	35	62.7%	35.6%	1.7%	8
FT BELVOIR COMMUNITY HOSPITAL	8	47.8%	52.2%	0.0%	3

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

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	316	71.3%	21.8%	6.9%	136
Defense Health Agency	15	72.8%	23.0%	4.2%	8
NCR MEDICAL DIRECTORATE	12	65.8%	28.2%	5.9%	6
FT BELVOIR COMMUNITY HOSPITAL	3	69.9%	30.1%	0.0%	1

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

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

	N	Positive	Neutral	Negative	NBJ
OSD, Agencies and Activities	222	61.6%	36.7%	1.7%	120
Defense Health Agency	11	31.6%	68.4%	0.0%	4
NCR MEDICAL DIRECTORATE	8	49.9%	50.1%	0.0%	4
FT BELVOIR COMMUNITY HOSPITAL	1	0.0%	100.0%	0.0%	1

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

OSD, Agencies and Activities
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Demographic Questions

Where do you work?

	N	%
Headquarters	29	34.1%
Field	56	65.9%

What is your supervisory status?

	N	%
Non-Supervisor	50	55.6%
Team Leader	19	21.1%
Supervisor	15	16.7%
Manager	4	4.4%
Senior Leader	2	2.2%

Are you:

	N	%
Male	34	37.4%
Female	57	62.6%

Are you Hispanic or Latino?

	N	%
Yes	10	11.0%
No	81	89.0%

Race

	N	%
American Indian or Alaska Native	1	1.2%
Asian	6	7.0%
Black or African American	30	34.9%
Native Hawaiian or Other Pacific Islander	4	4.7%
White	39	45.3%
Two or more races	6	7.0%

Note: Percentages for demographic questions are unweighted.

OSD, Agencies and Activities
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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	3	3.4%
Trade or Technical Certificate	1	1.1%
Some College (no degree)	13	14.8%
Associate's Degree (e.g., AA, AS)	7	8.0%
Bachelor's Degree (e.g., BA, BS)	22	25.0%
Master's Degree (e.g., MA, MS, MBA)	30	34.1%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	12	13.6%

What is your pay category/grade?

	N	%
Federal Wage System	0	0.0%
GS 1-6	9	10.0%
GS 7-12	58	64.4%
GS 13-15	23	25.6%
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	9	9.9%
1 to 3 years	16	17.6%
4 to 5 years	7	7.7%
6 to 10 years	23	25.3%
11 to 14 years	13	14.3%
15 to 20 years	8	8.8%
More than 20 years	15	16.5%

Note: Percentages for demographic questions are unweighted.

OSD, Agencies and Activities
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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	8	8.9%
1 to 3 years	22	24.4%
4 to 5 years	16	17.8%
6 to 10 years	28	31.1%
11 to 20 years	11	12.2%
More than 20 years	5	5.6%

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

	N	%
No	50	54.9%
Yes, to retire	4	4.4%
Yes, to take another job within the Federal Government	24	26.4%
Yes, to take another job outside the Federal Government	4	4.4%
Yes, other	9	9.9%

I am planning to retire:

	N	%
Within one year	2	2.3%
Between one and three years	9	10.2%
Between three and five years	12	13.6%
Five or more years	65	73.9%

What is your US military service status?

	N	%
No Prior Military Service	47	52.8%
Currently in National Guard or Reserves	1	1.1%
Retired	24	27.0%
Separated or Discharged	17	19.1%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	31	34.4%
No	59	65.6%

What is your age group?

	N	%
25 and under	0	0.0%
26-29	2	2.0%
30-39	18	18.2%
40-49	29	29.3%
50-59	37	37.4%
60 or older	13	13.1%

Note: Percentages for demographic questions are unweighted.