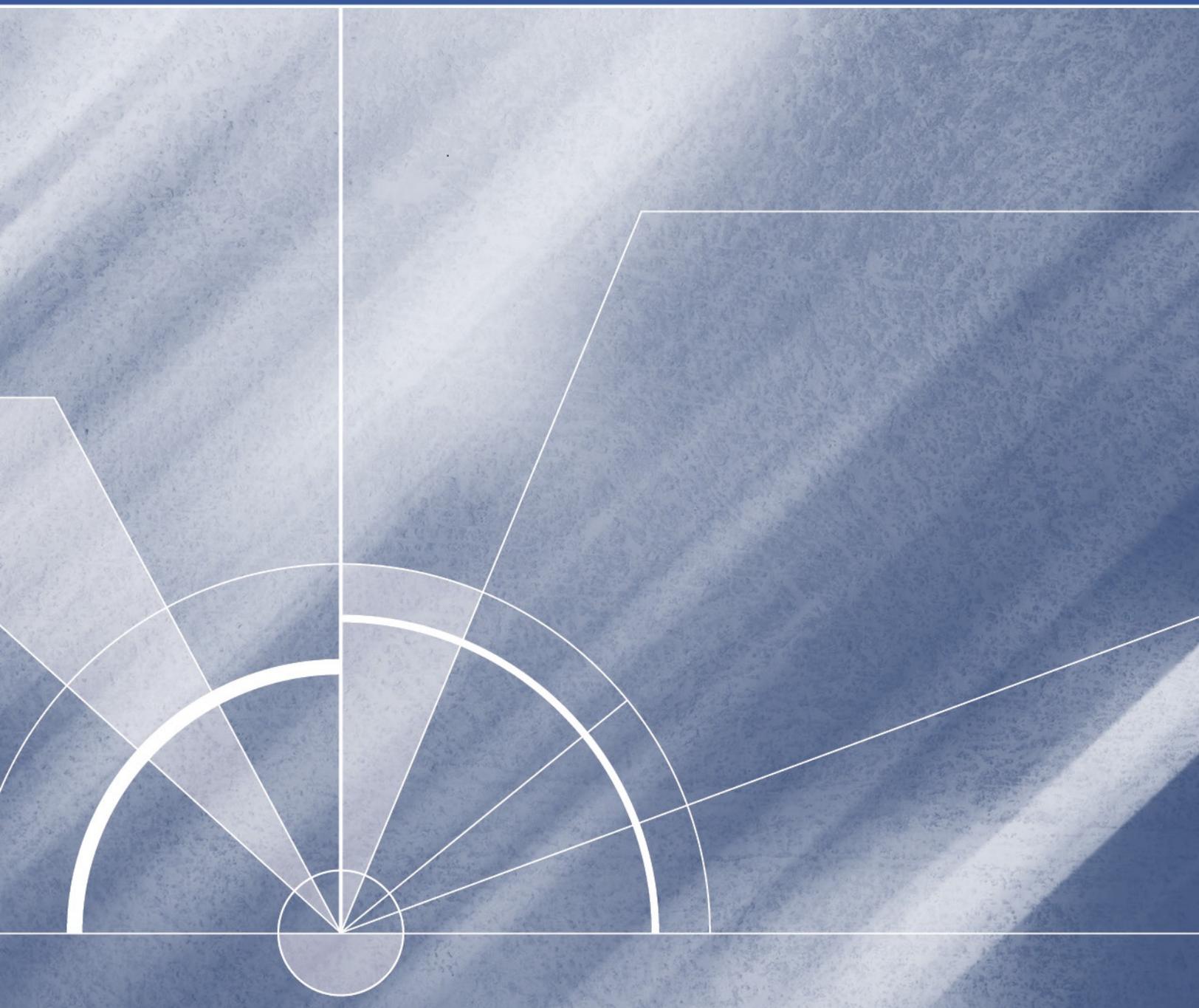


2017


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

4th Level
Subagency
Report

OSD, Agencies and Activities
WR NATIONAL MILITARY MEDICAL CENTER



OSD, Agencies and Activities

WR NATIONAL MILITARY MEDICAL CENTER

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%
WR NATIONAL MILITARY MEDICAL CENTER	225	22.1%

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.

OSD, Agencies and Activities
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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

- 92.7% When needed I am willing to put in the extra effort to get a job done. (Q.7)
- 90.8% I am constantly looking for ways to do my job better. (Q.8)
- 89.1% I like the kind of work I do. (Q.5)
- 88.9% The work I do is important. (Q.13)
- 81.2% My organization has prepared employees for potential security threats. (Q.36)
- 80.7% I am held accountable for achieving results. (Q.16)
- 80.0% I know how my work relates to the agency's goals and priorities. (Q.12)
- 78.5% Employees are protected from health and safety hazards on the job. (Q.35)
- 77.3% How would you rate the overall quality of work done by your work unit? (Q.28)
- 72.9% I know what is expected of me on the job. (Q.6)

Highest Percent Negative

- 62.9% Pay raises depend on how well employees perform their jobs. (Q.33)
- 52.4% Promotions in my work unit are based on merit. (Q.22)
- 49.0% Creativity and innovation are rewarded. (Q.32)
- 48.7% In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
- 48.7% How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
- 48.1% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
- 46.8% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
- 45.7% Employees are recognized for providing high quality products and services. (Q.31)
- 42.8% My work unit is able to recruit people with the right skills. (Q.21)
- 42.7% Employees have a feeling of personal empowerment with respect to work processes. (Q.30)

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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.



<i>Survey Item</i>	<i>% Positive Response</i>	<i>Difference</i>
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You have no items in this category

OSD, Agencies and Activities

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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.



Survey Item	% Positive Response		Difference
My agency is successful at accomplishing its mission. (Q.39)	66.5%	71.7%	-5.2
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q.43)	50.1%	54.6%	-4.5
Discussions with my supervisor about my performance are worthwhile. (Q.44)	46.9%	51.2%	-4.3
In the last six months, my supervisor has talked with me about my performance. (Q.50)	65.8%	70.1%	-4.3
How satisfied are you with your involvement in decisions that affect your work? (Q.63)	41.6%	45.9%	-4.3
I feel encouraged to come up with new and better ways of doing things. (Q.3)	48.2%	52.2%	-4.0
My supervisor is committed to a workforce representative of all segments of society. (Q.45)	55.9%	59.8%	-3.9
My work gives me a feeling of personal accomplishment. (Q.4)	65.1%	68.9%	-3.8
My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)	51.4%	54.8%	-3.4
My supervisor listens to what I have to say. (Q.48)	65.3%	68.5%	-3.2

OSD, Agencies and Activities
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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%
WR NATIONAL MILITARY MEDICAL CENTER	224	51.3%	14.5%	34.2%

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%
WR NATIONAL MILITARY MEDICAL CENTER	224	62.7%	16.9%	20.3%

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%
WR NATIONAL MILITARY MEDICAL CENTER	224	48.2%	18.3%	33.5%

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%
WR NATIONAL MILITARY MEDICAL CENTER	223	65.1%	12.8%	22.1%

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%
WR NATIONAL MILITARY MEDICAL CENTER	225	89.1%	6.1%	4.8%

OSD, Agencies and Activities
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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%
WR NATIONAL MILITARY MEDICAL CENTER	223	72.9%	14.1%	13.0%

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%
WR NATIONAL MILITARY MEDICAL CENTER	224	92.7%	4.4%	2.9%

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%
WR NATIONAL MILITARY MEDICAL CENTER	225	90.8%	6.7%	2.5%

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
WR NATIONAL MILITARY MEDICAL CENTER	222	41.7%	11.5%	46.8%	2

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
WR NATIONAL MILITARY MEDICAL CENTER	223	57.4%	17.0%	25.6%	1

OSD, Agencies and Activities
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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
WR NATIONAL MILITARY MEDICAL CENTER	222	53.7%	13.2%	33.1%	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
WR NATIONAL MILITARY MEDICAL CENTER	223	80.0%	8.0%	12.0%	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
WR NATIONAL MILITARY MEDICAL CENTER	224	88.9%	8.8%	2.3%	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
WR NATIONAL MILITARY MEDICAL CENTER	223	61.4%	9.2%	29.5%	2

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
WR NATIONAL MILITARY MEDICAL CENTER	215	67.0%	20.5%	12.5%	8

OSD, Agencies and Activities
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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
WR NATIONAL MILITARY MEDICAL CENTER	220	80.7%	13.4%	5.8%	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	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
WR NATIONAL MILITARY MEDICAL CENTER	212	57.9%	17.4%	24.7%	11

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
WR NATIONAL MILITARY MEDICAL CENTER	220	44.7%	22.5%	32.8%	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	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
WR NATIONAL MILITARY MEDICAL CENTER	213	69.6%	13.1%	17.3%	12

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%
WR NATIONAL MILITARY MEDICAL CENTER	224	62.6%	11.9%	25.5%

OSD, Agencies and Activities
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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
WR NATIONAL MILITARY MEDICAL CENTER	215	37.0%	20.1%	42.8%	8

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
WR NATIONAL MILITARY MEDICAL CENTER	201	22.8%	24.8%	52.4%	21

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
WR NATIONAL MILITARY MEDICAL CENTER	210	29.2%	22.7%	48.1%	12

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
WR NATIONAL MILITARY MEDICAL CENTER	215	28.6%	22.7%	48.7%	9

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
WR NATIONAL MILITARY MEDICAL CENTER	204	34.4%	24.1%	41.5%	19

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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
WR NATIONAL MILITARY MEDICAL CENTER	222	62.1%	12.5%	25.4%	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
WR NATIONAL MILITARY MEDICAL CENTER	215	40.7%	28.3%	31.0%	10

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%
WR NATIONAL MILITARY MEDICAL CENTER	224	77.3%	15.5%	7.3%

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
WR NATIONAL MILITARY MEDICAL CENTER	218	59.6%	15.1%	25.3%	1

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
WR NATIONAL MILITARY MEDICAL CENTER	214	40.0%	17.4%	42.7%	4

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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
WR NATIONAL MILITARY MEDICAL CENTER	214	34.7%	19.6%	45.7%	6

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
WR NATIONAL MILITARY MEDICAL CENTER	214	28.2%	22.7%	49.0%	6

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
WR NATIONAL MILITARY MEDICAL CENTER	188	16.9%	20.1%	62.9%	28

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
WR NATIONAL MILITARY MEDICAL CENTER	203	48.9%	31.9%	19.1%	16

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
WR NATIONAL MILITARY MEDICAL CENTER	217	78.5%	12.1%	9.4%	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
WR NATIONAL MILITARY MEDICAL CENTER	215	81.2%	10.0%	8.9%	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
WR NATIONAL MILITARY MEDICAL CENTER	207	51.4%	21.7%	26.9%	13

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
WR NATIONAL MILITARY MEDICAL CENTER	201	62.7%	15.5%	21.8%	18

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
WR NATIONAL MILITARY MEDICAL CENTER	213	66.5%	15.9%	17.6%	6

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%
WR NATIONAL MILITARY MEDICAL CENTER	219	52.3%	22.4%	25.3%

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
WR NATIONAL MILITARY MEDICAL CENTER	208	34.3%	30.5%	35.2%	11

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
WR NATIONAL MILITARY MEDICAL CENTER	215	65.4%	13.7%	20.8%	1

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
WR NATIONAL MILITARY MEDICAL CENTER	217	50.1%	17.8%	32.1%	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
WR NATIONAL MILITARY MEDICAL CENTER	212	46.9%	24.3%	28.8%	5

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
WR NATIONAL MILITARY MEDICAL CENTER	201	55.9%	23.4%	20.7%	16

OSD, Agencies and Activities
WR NATIONAL MILITARY MEDICAL CENTER
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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
WR NATIONAL MILITARY MEDICAL CENTER	213	51.4%	22.3%	26.3%	2

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
WR NATIONAL MILITARY MEDICAL CENTER	216	50.6%	19.2%	30.3%	1

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%
WR NATIONAL MILITARY MEDICAL CENTER	217	65.3%	12.4%	22.3%

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%
WR NATIONAL MILITARY MEDICAL CENTER	217	66.5%	12.8%	20.7%

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%
WR NATIONAL MILITARY MEDICAL CENTER	217	65.8%	8.3%	25.9%

OSD, Agencies and Activities
WR NATIONAL MILITARY MEDICAL CENTER
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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%
WR NATIONAL MILITARY MEDICAL CENTER	217	54.5%	16.4%	29.1%

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%
WR NATIONAL MILITARY MEDICAL CENTER	217	56.4%	21.7%	21.9%

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
WR NATIONAL MILITARY MEDICAL CENTER	210	40.5%	20.7%	38.8%	4

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
WR NATIONAL MILITARY MEDICAL CENTER	196	51.2%	27.6%	21.2%	18

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
WR NATIONAL MILITARY MEDICAL CENTER	202	54.4%	23.6%	22.0%	11

OSD, Agencies and Activities
WR NATIONAL MILITARY MEDICAL CENTER
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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
WR NATIONAL MILITARY MEDICAL CENTER	212	55.5%	18.9%	25.6%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	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
WR NATIONAL MILITARY MEDICAL CENTER	206	53.8%	21.2%	25.1%	7

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
WR NATIONAL MILITARY MEDICAL CENTER	203	43.8%	21.4%	34.8%	8

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
WR NATIONAL MILITARY MEDICAL CENTER	205	46.7%	20.8%	32.6%	7

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
WR NATIONAL MILITARY MEDICAL CENTER	198	50.6%	24.1%	25.3%	14

OSD, Agencies and Activities
WR NATIONAL MILITARY MEDICAL CENTER
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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
WR NATIONAL MILITARY MEDICAL CENTER	205	54.1%	21.7%	24.2%	4

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
WR NATIONAL MILITARY MEDICAL CENTER	184	48.6%	22.7%	28.8%	28

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%
WR NATIONAL MILITARY MEDICAL CENTER	212	41.6%	24.5%	33.9%

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

	N	Positive	Neutral	Negative
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%
WR NATIONAL MILITARY MEDICAL CENTER	212	41.2%	24.5%	34.3%

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%
WR NATIONAL MILITARY MEDICAL CENTER	212	36.0%	24.0%	40.0%

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%
WR NATIONAL MILITARY MEDICAL CENTER	209	37.4%	35.2%	27.4%

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%
WR NATIONAL MILITARY MEDICAL CENTER	211	21.6%	29.7%	48.7%

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%
WR NATIONAL MILITARY MEDICAL CENTER	211	42.8%	20.0%	37.2%

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%
WR NATIONAL MILITARY MEDICAL CENTER	211	55.0%	16.0%	29.0%

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%
WR NATIONAL MILITARY MEDICAL CENTER	212	36.8%	21.4%	41.8%

OSD, Agencies and Activities
WR NATIONAL MILITARY MEDICAL CENTER
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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%
WR NATIONAL MILITARY MEDICAL CENTER	211	44.5%	20.1%	35.3%

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%
WR NATIONAL MILITARY MEDICAL CENTER	210	24.8%	30.1%	34.5%	10.5%

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

	N	Telework			
		3+ Days Per Week	1-2 Days Per Week	No More Than 1-2 Days Per Month	Infrequently
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%
WR NATIONAL MILITARY MEDICAL CENTER	209	1.4%	7.3%	3.0%	7.9%

(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%
WR NATIONAL MILITARY MEDICAL CENTER	209	42.4%	2.4%	26.9%	8.7%

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%
WR NATIONAL MILITARY MEDICAL CENTER	210	34.8%	40.6%	24.6%

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
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%
WR NATIONAL MILITARY MEDICAL CENTER	209	22.3%	68.0%	9.6%

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%
WR NATIONAL MILITARY MEDICAL CENTER	207	12.9%	81.6%	5.4%

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%
WR NATIONAL MILITARY MEDICAL CENTER	206	4.9%	78.6%	16.5%

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

	N	Yes	No	Not Available To Me
OSD, Agencies and Activities	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%
WR NATIONAL MILITARY MEDICAL CENTER	209	2.7%	81.9%	15.4%

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
WR NATIONAL MILITARY MEDICAL CENTER	47	61.8%	26.7%	11.5%	4

**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
WR NATIONAL MILITARY MEDICAL CENTER	77	84.6%	8.5%	6.9%	2

**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
WR NATIONAL MILITARY MEDICAL CENTER	46	83.3%	16.7%	0.0%	2

**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
WR NATIONAL MILITARY MEDICAL CENTER	22	72.0%	28.0%	0.0%	4

**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
WR NATIONAL MILITARY MEDICAL CENTER	9	63.6%	27.2%	9.1%	4

**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
WR NATIONAL MILITARY MEDICAL CENTER	6	58.8%	41.2%	0.0%	2

**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	117	56.8%
Field	89	43.2%

What is your supervisory status?

	N	%
Non-Supervisor	125	59.5%
Team Leader	36	17.1%
Supervisor	36	17.1%
Manager	11	5.2%
Senior Leader	2	1.0%

Are you:

	N	%
Male	70	33.5%
Female	139	66.5%

Are you Hispanic or Latino?

	N	%
Yes	15	7.4%
No	189	92.6%

Race

	N	%
American Indian or Alaska Native	1	0.5%
Asian	18	8.9%
Black or African American	61	30.0%
Native Hawaiian or Other Pacific Islander	6	3.0%
White	108	53.2%
Two or more races	9	4.4%

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	4	1.9%
Trade or Technical Certificate	4	1.9%
Some College (no degree)	29	13.9%
Associate's Degree (e.g., AA, AS)	16	7.7%
Bachelor's Degree (e.g., BA, BS)	60	28.7%
Master's Degree (e.g., MA, MS, MBA)	60	28.7%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	36	17.2%

What is your pay category/grade?

	N	%
Federal Wage System	4	1.9%
GS 1-6	18	8.7%
GS 7-12	135	64.9%
GS 13-15	49	23.6%
Senior Executive Service	0	0.0%
Senior Level (SL) or Scientific or Professional (ST)	1	0.5%
Other	1	0.5%

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

	N	%
Less than 1 year	8	3.8%
1 to 3 years	42	20.2%
4 to 5 years	14	6.7%
6 to 10 years	54	26.0%
11 to 14 years	35	16.8%
15 to 20 years	27	13.0%
More than 20 years	28	13.5%

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	17	8.1%
1 to 3 years	53	25.4%
4 to 5 years	14	6.7%
6 to 10 years	52	24.9%
11 to 20 years	51	24.4%
More than 20 years	22	10.5%

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

	N	%
No	90	43.3%
Yes, to retire	10	4.8%
Yes, to take another job within the Federal Government	75	36.1%
Yes, to take another job outside the Federal Government	10	4.8%
Yes, other	23	11.1%

I am planning to retire:

	N	%
Within one year	8	3.8%
Between one and three years	23	11.1%
Between three and five years	22	10.6%
Five or more years	155	74.5%

What is your US military service status?

	N	%
No Prior Military Service	119	57.5%
Currently in National Guard or Reserves	2	1.0%
Retired	44	21.3%
Separated or Discharged	42	20.3%

Note: Percentages for demographic questions are unweighted.

OSD, Agencies and Activities
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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	36	17.2%
No	173	82.8%

What is your age group?

	N	%
25 and under	0	0.0%
26-29	7	3.1%
30-39	26	11.6%
40-49	71	31.6%
50-59	63	28.0%
60 or older	58	25.8%

Note: Percentages for demographic questions are unweighted.