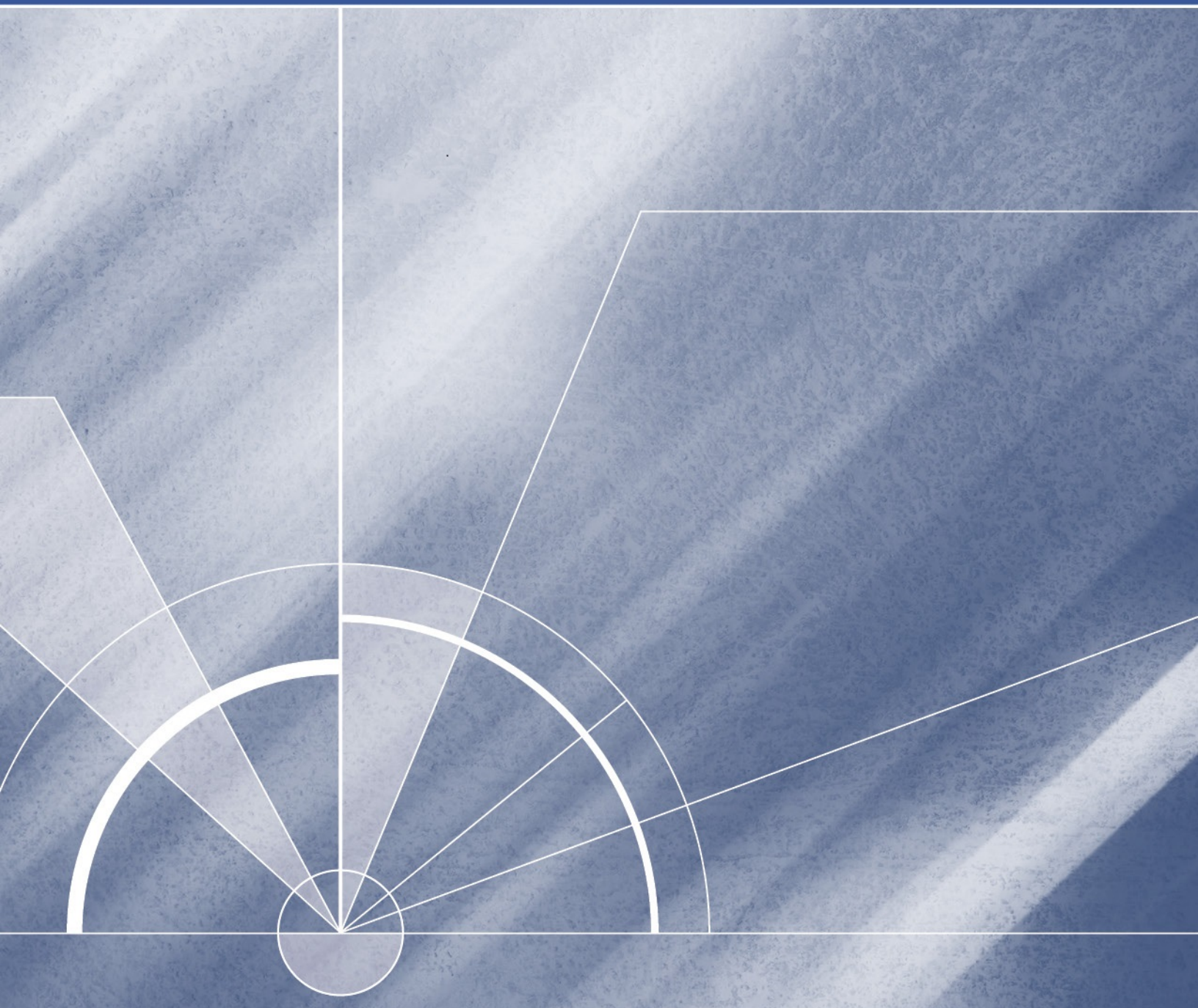


2017


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

5th Level
Subagency
Report

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION



OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
5th 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%
NCR MEDICAL DIRECTORATE	358	21.2%
WR NATIONAL MILITARY MEDICAL CENTER	225	22.1%
DIRECTOR FOR ADMINISTRATION	30	19.0%

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

- 91.2% When needed I am willing to put in the extra effort to get a job done. (Q.7)
- 84.6% I know how my work relates to the agency's goals and priorities. (Q.12)
- 84.0% I am constantly looking for ways to do my job better. (Q.8)
- 83.1% I know what is expected of me on the job. (Q.6)
- 81.4% The work I do is important. (Q.13)
- 80.0% I am held accountable for achieving results. (Q.16)
- 76.9% My organization has prepared employees for potential security threats. (Q.36)
- 74.8% How would you rate the overall quality of work done by your work unit? (Q.28)
- 73.4% My performance appraisal is a fair reflection of my performance. (Q.15)
- 72.1% I like the kind of work I do. (Q.5)

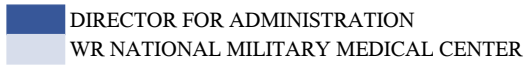
Highest Percent Negative

- 50.0% Pay raises depend on how well employees perform their jobs. (Q.33)
- 48.0% Promotions in my work unit are based on merit. (Q.22)
- 47.2% In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
- 45.4% My work unit is able to recruit people with the right skills. (Q.21)
- 41.8% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
- 39.9% Awards in my work unit depend on how well employees perform their jobs. (Q.25)
- 36.4% Employees are recognized for providing high quality products and services. (Q.31)
- 35.4% My supervisor is committed to a workforce representative of all segments of society. (Q.45)
- 35.1% How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
- 35.1% Considering everything, how satisfied are you with your pay? (Q.70)

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Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (WR NATIONAL MILITARY MEDICAL CENTER) 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.

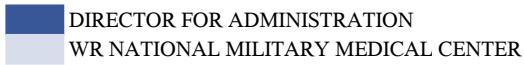


<i>Survey Item</i>	<i>% Positive Response</i>		<i>Difference</i>
How satisfied are you with the recognition you receive for doing a good job? (Q.65)	55.1%	36.0%	+19.1
My talents are used well in the workplace. (Q.11)	72.0%	53.7%	+18.3
I have sufficient resources to get my job done. (Q.9)	59.9%	41.7%	+18.2
My training needs are assessed. (Q.18)	58.9%	44.7%	+14.2
Senior leaders demonstrate support for Work/Life programs. (Q.62)	61.8%	48.6%	+13.2
I am given a real opportunity to improve my skills in my organization. (Q.1)	62.0%	51.3%	+10.7
Managers support collaboration across work units to accomplish work objectives. (Q.59)	57.3%	46.7%	+10.6
I know what is expected of me on the job. (Q.6)	83.1%	72.9%	+10.2
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q.29)	69.4%	59.6%	+9.8
My workload is reasonable. (Q.10)	66.9%	57.4%	+9.5

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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 (WR NATIONAL MILITARY MEDICAL CENTER) 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
I like the kind of work I do. (Q.5)	72.1%	89.1%	-17.0
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q.37)	36.9%	51.4%	-14.5
My supervisor listens to what I have to say. (Q.48)	52.7%	65.3%	-12.6
My supervisor treats me with respect. (Q.49)	54.4%	66.5%	-12.1
My work unit is able to recruit people with the right skills. (Q.21)	25.2%	37.0%	-11.8
My supervisor is committed to a workforce representative of all segments of society. (Q.45)	44.8%	55.9%	-11.1
Supervisors work well with employees of different backgrounds. (Q.55)	43.8%	54.4%	-10.6
Employees are protected from health and safety hazards on the job. (Q.35)	68.8%	78.5%	-9.7
My supervisor supports my need to balance work and other life issues. (Q.42)	57.8%	65.4%	-7.6
The work I do is important. (Q.13)	81.4%	88.9%	-7.5

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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%
NCR MEDICAL DIRECTORATE	356	52.5%	15.2%	32.3%
WR NATIONAL MILITARY MEDICAL CENTER	224	51.3%	14.5%	34.2%
DIRECTOR FOR ADMINISTRATION	30	62.0%	20.3%	17.7%

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%
NCR MEDICAL DIRECTORATE	356	64.6%	14.4%	21.0%
WR NATIONAL MILITARY MEDICAL CENTER	224	62.7%	16.9%	20.3%
DIRECTOR FOR ADMINISTRATION	30	65.8%	14.8%	19.4%

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%
NCR MEDICAL DIRECTORATE	357	52.2%	16.9%	30.9%
WR NATIONAL MILITARY MEDICAL CENTER	224	48.2%	18.3%	33.5%
DIRECTOR FOR ADMINISTRATION	30	50.3%	26.2%	23.6%

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%
NCR MEDICAL DIRECTORATE	356	68.9%	12.1%	19.0%
WR NATIONAL MILITARY MEDICAL CENTER	223	65.1%	12.8%	22.1%
DIRECTOR FOR ADMINISTRATION	30	61.4%	13.6%	25.0%

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%
NCR MEDICAL DIRECTORATE	356	86.9%	8.2%	4.9%
WR NATIONAL MILITARY MEDICAL CENTER	225	89.1%	6.1%	4.8%
DIRECTOR FOR ADMINISTRATION	30	72.1%	23.5%	4.4%

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%
NCR MEDICAL DIRECTORATE	354	75.5%	13.3%	11.2%
WR NATIONAL MILITARY MEDICAL CENTER	223	72.9%	14.1%	13.0%
DIRECTOR FOR ADMINISTRATION	29	83.1%	15.1%	1.8%

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%
NCR MEDICAL DIRECTORATE	355	93.3%	4.3%	2.4%
WR NATIONAL MILITARY MEDICAL CENTER	224	92.7%	4.4%	2.9%
DIRECTOR FOR ADMINISTRATION	30	91.2%	8.8%	0.0%

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%
NCR MEDICAL DIRECTORATE	357	91.7%	6.1%	2.3%
WR NATIONAL MILITARY MEDICAL CENTER	225	90.8%	6.7%	2.5%
DIRECTOR FOR ADMINISTRATION	30	84.0%	16.0%	0.0%

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,863	53.1%	15.9%	30.9%	28
NCR MEDICAL DIRECTORATE	355	40.1%	12.0%	47.9%	2
WR NATIONAL MILITARY MEDICAL CENTER	222	41.7%	11.5%	46.8%	2
DIRECTOR FOR ADMINISTRATION	29	59.9%	9.7%	30.4%	1

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,828	62.9%	14.8%	22.3%	29
NCR MEDICAL DIRECTORATE	355	56.5%	16.8%	26.7%	1
WR NATIONAL MILITARY MEDICAL CENTER	223	57.4%	17.0%	25.6%	1
DIRECTOR FOR ADMINISTRATION	28	66.9%	19.0%	14.1%	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
NCR MEDICAL DIRECTORATE	353	56.2%	13.9%	30.0%	2
WR NATIONAL MILITARY MEDICAL CENTER	222	53.7%	13.2%	33.1%	1
DIRECTOR FOR ADMINISTRATION	29	72.0%	15.6%	12.4%	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
NCR MEDICAL DIRECTORATE	356	80.2%	8.7%	11.1%	0
WR NATIONAL MILITARY MEDICAL CENTER	223	80.0%	8.0%	12.0%	0
DIRECTOR FOR ADMINISTRATION	29	84.6%	9.2%	6.3%	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
NCR MEDICAL DIRECTORATE	357	90.8%	7.2%	2.1%	0
WR NATIONAL MILITARY MEDICAL CENTER	224	88.9%	8.8%	2.3%	0
DIRECTOR FOR ADMINISTRATION	29	81.4%	18.6%	0.0%	0

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,808	71.9%	11.7%	16.4%	42
NCR MEDICAL DIRECTORATE	355	63.4%	11.1%	25.5%	2
WR NATIONAL MILITARY MEDICAL CENTER	223	61.4%	9.2%	29.5%	2
DIRECTOR FOR ADMINISTRATION	29	62.4%	17.0%	20.5%	1

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
NCR MEDICAL DIRECTORATE	343	68.2%	19.0%	12.8%	12
WR NATIONAL MILITARY MEDICAL CENTER	215	67.0%	20.5%	12.5%	8
DIRECTOR FOR ADMINISTRATION	30	73.4%	22.0%	4.6%	0

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
NCR MEDICAL DIRECTORATE	352	82.0%	11.7%	6.3%	3
WR NATIONAL MILITARY MEDICAL CENTER	220	80.7%	13.4%	5.8%	2
DIRECTOR FOR ADMINISTRATION	29	80.0%	20.0%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,277	65.7%	16.4%	17.9%	557
NCR MEDICAL DIRECTORATE	337	58.7%	18.8%	22.6%	19
WR NATIONAL MILITARY MEDICAL CENTER	212	57.9%	17.4%	24.7%	11
DIRECTOR FOR ADMINISTRATION	29	53.7%	32.4%	13.9%	1

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,746	55.6%	22.1%	22.3%	117
NCR MEDICAL DIRECTORATE	351	44.7%	25.1%	30.1%	4
WR NATIONAL MILITARY MEDICAL CENTER	220	44.7%	22.5%	32.8%	3
DIRECTOR FOR ADMINISTRATION	28	58.9%	16.1%	25.0%	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
NCR MEDICAL DIRECTORATE	335	72.7%	10.6%	16.7%	23
WR NATIONAL MILITARY MEDICAL CENTER	213	69.6%	13.1%	17.3%	12
DIRECTOR FOR ADMINISTRATION	29	69.4%	18.3%	12.3%	1

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%
NCR MEDICAL DIRECTORATE	357	64.8%	15.4%	19.8%
WR NATIONAL MILITARY MEDICAL CENTER	224	62.6%	11.9%	25.5%
DIRECTOR FOR ADMINISTRATION	30	66.0%	13.6%	20.4%

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
NCR MEDICAL DIRECTORATE	345	38.0%	21.0%	40.9%	11
WR NATIONAL MILITARY MEDICAL CENTER	215	37.0%	20.1%	42.8%	8
DIRECTOR FOR ADMINISTRATION	26	25.2%	29.4%	45.4%	4

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
NCR MEDICAL DIRECTORATE	324	25.7%	27.0%	47.3%	29
WR NATIONAL MILITARY MEDICAL CENTER	201	22.8%	24.8%	52.4%	21
DIRECTOR FOR ADMINISTRATION	25	20.5%	31.5%	48.0%	4

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
NCR MEDICAL DIRECTORATE	332	29.1%	23.1%	47.9%	22
WR NATIONAL MILITARY MEDICAL CENTER	210	29.2%	22.7%	48.1%	12
DIRECTOR FOR ADMINISTRATION	25	24.4%	33.9%	41.8%	4

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
NCR MEDICAL DIRECTORATE	341	29.3%	25.0%	45.7%	15
WR NATIONAL MILITARY MEDICAL CENTER	215	28.6%	22.7%	48.7%	9
DIRECTOR FOR ADMINISTRATION	28	29.2%	23.6%	47.2%	2

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
NCR MEDICAL DIRECTORATE	326	34.2%	27.1%	38.7%	29
WR NATIONAL MILITARY MEDICAL CENTER	204	34.4%	24.1%	41.5%	19
DIRECTOR FOR ADMINISTRATION	28	36.7%	23.4%	39.9%	2

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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
NCR MEDICAL DIRECTORATE	355	64.1%	14.4%	21.5%	0
WR NATIONAL MILITARY MEDICAL CENTER	222	62.1%	12.5%	25.4%	0
DIRECTOR FOR ADMINISTRATION	29	59.9%	9.2%	30.9%	0

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	15,325	57.4%	26.2%	16.3%	539
NCR MEDICAL DIRECTORATE	343	43.1%	32.0%	24.9%	15
WR NATIONAL MILITARY MEDICAL CENTER	215	40.7%	28.3%	31.0%	10
DIRECTOR FOR ADMINISTRATION	29	37.0%	37.1%	25.9%	1

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%
NCR MEDICAL DIRECTORATE	357	78.7%	15.5%	5.7%
WR NATIONAL MILITARY MEDICAL CENTER	224	77.3%	15.5%	7.3%
DIRECTOR FOR ADMINISTRATION	30	74.8%	11.8%	13.4%

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
NCR MEDICAL DIRECTORATE	345	60.9%	18.4%	20.7%	1
WR NATIONAL MILITARY MEDICAL CENTER	218	59.6%	15.1%	25.3%	1
DIRECTOR FOR ADMINISTRATION	28	69.4%	15.8%	14.9%	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
NCR MEDICAL DIRECTORATE	340	39.1%	20.2%	40.7%	7
WR NATIONAL MILITARY MEDICAL CENTER	214	40.0%	17.4%	42.7%	4
DIRECTOR FOR ADMINISTRATION	27	46.7%	20.9%	32.4%	1

OSD, Agencies and Activities
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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
NCR MEDICAL DIRECTORATE	338	36.5%	22.7%	40.8%	9
WR NATIONAL MILITARY MEDICAL CENTER	214	34.7%	19.6%	45.7%	6
DIRECTOR FOR ADMINISTRATION	27	39.7%	24.0%	36.4%	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
NCR MEDICAL DIRECTORATE	339	29.2%	22.9%	47.9%	8
WR NATIONAL MILITARY MEDICAL CENTER	214	28.2%	22.7%	49.0%	6
DIRECTOR FOR ADMINISTRATION	26	36.0%	32.7%	31.2%	2

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
NCR MEDICAL DIRECTORATE	304	16.4%	23.5%	60.1%	39
WR NATIONAL MILITARY MEDICAL CENTER	188	16.9%	20.1%	62.9%	28
DIRECTOR FOR ADMINISTRATION	23	21.6%	28.4%	50.0%	4

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
NCR MEDICAL DIRECTORATE	326	48.0%	29.3%	22.7%	21
WR NATIONAL MILITARY MEDICAL CENTER	203	48.9%	31.9%	19.1%	16
DIRECTOR FOR ADMINISTRATION	26	47.6%	39.1%	13.3%	2

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
NCR MEDICAL DIRECTORATE	342	78.0%	12.5%	9.6%	4
WR NATIONAL MILITARY MEDICAL CENTER	217	78.5%	12.1%	9.4%	2
DIRECTOR FOR ADMINISTRATION	28	68.8%	21.6%	9.6%	0

OSD, Agencies and Activities
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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
NCR MEDICAL DIRECTORATE	342	79.8%	11.4%	8.8%	2
WR NATIONAL MILITARY MEDICAL CENTER	215	81.2%	10.0%	8.9%	1
DIRECTOR FOR ADMINISTRATION	25	76.9%	23.1%	0.0%	0

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
NCR MEDICAL DIRECTORATE	331	54.2%	20.2%	25.6%	15
WR NATIONAL MILITARY MEDICAL CENTER	207	51.4%	21.7%	26.9%	13
DIRECTOR FOR ADMINISTRATION	27	36.9%	45.1%	18.0%	1

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
NCR MEDICAL DIRECTORATE	316	62.3%	18.0%	19.7%	29
WR NATIONAL MILITARY MEDICAL CENTER	201	62.7%	15.5%	21.8%	18
DIRECTOR FOR ADMINISTRATION	27	55.6%	21.3%	23.1%	1

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
NCR MEDICAL DIRECTORATE	339	71.7%	13.9%	14.3%	7
WR NATIONAL MILITARY MEDICAL CENTER	213	66.5%	15.9%	17.6%	6
DIRECTOR FOR ADMINISTRATION	26	62.4%	27.3%	10.3%	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%
NCR MEDICAL DIRECTORATE	346	52.2%	24.4%	23.4%
WR NATIONAL MILITARY MEDICAL CENTER	219	52.3%	22.4%	25.3%
DIRECTOR FOR ADMINISTRATION	27	52.8%	30.7%	16.5%

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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
NCR MEDICAL DIRECTORATE	323	34.2%	30.0%	35.8%	23
WR NATIONAL MILITARY MEDICAL CENTER	208	34.3%	30.5%	35.2%	11
DIRECTOR FOR ADMINISTRATION	26	32.7%	46.2%	21.1%	1

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
NCR MEDICAL DIRECTORATE	341	66.0%	15.5%	18.5%	1
WR NATIONAL MILITARY MEDICAL CENTER	215	65.4%	13.7%	20.8%	1
DIRECTOR FOR ADMINISTRATION	27	57.8%	19.5%	22.7%	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
NCR MEDICAL DIRECTORATE	341	54.6%	15.5%	29.9%	1
WR NATIONAL MILITARY MEDICAL CENTER	217	50.1%	17.8%	32.1%	0
DIRECTOR FOR ADMINISTRATION	27	47.9%	19.7%	32.4%	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
NCR MEDICAL DIRECTORATE	337	51.2%	21.7%	27.2%	5
WR NATIONAL MILITARY MEDICAL CENTER	212	46.9%	24.3%	28.8%	5
DIRECTOR FOR ADMINISTRATION	27	49.5%	26.0%	24.5%	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
NCR MEDICAL DIRECTORATE	323	59.8%	21.1%	19.1%	20
WR NATIONAL MILITARY MEDICAL CENTER	201	55.9%	23.4%	20.7%	16
DIRECTOR FOR ADMINISTRATION	26	44.8%	19.8%	35.4%	1

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
5th Level Subagency Report

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
NCR MEDICAL DIRECTORATE	339	54.8%	21.2%	24.0%	2
WR NATIONAL MILITARY MEDICAL CENTER	213	51.4%	22.3%	26.3%	2
DIRECTOR FOR ADMINISTRATION	26	53.4%	16.1%	30.4%	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
NCR MEDICAL DIRECTORATE	341	53.1%	17.8%	29.1%	2
WR NATIONAL MILITARY MEDICAL CENTER	216	50.6%	19.2%	30.3%	1
DIRECTOR FOR ADMINISTRATION	27	46.5%	24.2%	29.3%	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%
NCR MEDICAL DIRECTORATE	343	68.5%	11.3%	20.2%
WR NATIONAL MILITARY MEDICAL CENTER	217	65.3%	12.4%	22.3%
DIRECTOR FOR ADMINISTRATION	27	52.7%	30.8%	16.5%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
OSD, Agencies and Activities	15,488	81.4%	9.3%	9.3%
NCR MEDICAL DIRECTORATE	343	68.8%	13.4%	17.8%
WR NATIONAL MILITARY MEDICAL CENTER	217	66.5%	12.8%	20.7%
DIRECTOR FOR ADMINISTRATION	27	54.4%	24.3%	21.3%

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%
NCR MEDICAL DIRECTORATE	342	70.1%	7.5%	22.4%
WR NATIONAL MILITARY MEDICAL CENTER	217	65.8%	8.3%	25.9%
DIRECTOR FOR ADMINISTRATION	27	59.6%	8.0%	32.4%

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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%
NCR MEDICAL DIRECTORATE	343	57.1%	14.4%	28.6%
WR NATIONAL MILITARY MEDICAL CENTER	217	54.5%	16.4%	29.1%
DIRECTOR FOR ADMINISTRATION	27	51.7%	22.1%	26.2%

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%
NCR MEDICAL DIRECTORATE	343	57.1%	21.9%	21.0%
WR NATIONAL MILITARY MEDICAL CENTER	217	56.4%	21.7%	21.9%
DIRECTOR FOR ADMINISTRATION	27	54.4%	24.3%	21.3%

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
NCR MEDICAL DIRECTORATE	333	39.8%	21.2%	39.0%	6
WR NATIONAL MILITARY MEDICAL CENTER	210	40.5%	20.7%	38.8%	4
DIRECTOR FOR ADMINISTRATION	26	42.3%	44.2%	13.5%	1

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
NCR MEDICAL DIRECTORATE	314	52.2%	24.6%	23.2%	24
WR NATIONAL MILITARY MEDICAL CENTER	196	51.2%	27.6%	21.2%	18
DIRECTOR FOR ADMINISTRATION	26	44.0%	39.1%	16.8%	1

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
NCR MEDICAL DIRECTORATE	322	55.1%	23.0%	21.9%	12
WR NATIONAL MILITARY MEDICAL CENTER	202	54.4%	23.6%	22.0%	11
DIRECTOR FOR ADMINISTRATION	27	43.8%	35.4%	20.8%	0

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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
NCR MEDICAL DIRECTORATE	335	55.2%	19.9%	24.8%	2
WR NATIONAL MILITARY MEDICAL CENTER	212	55.5%	18.9%	25.6%	0
DIRECTOR FOR ADMINISTRATION	26	62.5%	24.2%	13.4%	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
NCR MEDICAL DIRECTORATE	324	55.3%	21.3%	23.4%	14
WR NATIONAL MILITARY MEDICAL CENTER	206	53.8%	21.2%	25.1%	7
DIRECTOR FOR ADMINISTRATION	27	56.7%	25.6%	17.7%	0

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
NCR MEDICAL DIRECTORATE	325	45.7%	21.6%	32.7%	11
WR NATIONAL MILITARY MEDICAL CENTER	203	43.8%	21.4%	34.8%	8
DIRECTOR FOR ADMINISTRATION	26	41.6%	42.0%	16.4%	0

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
NCR MEDICAL DIRECTORATE	326	48.6%	21.7%	29.7%	10
WR NATIONAL MILITARY MEDICAL CENTER	205	46.7%	20.8%	32.6%	7
DIRECTOR FOR ADMINISTRATION	26	57.3%	26.0%	16.7%	1

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

	N	Positive	Neutral	Negative	DNK
OSD, Agencies and Activities	14,726	60.5%	21.6%	17.9%	672
NCR MEDICAL DIRECTORATE	310	50.3%	24.8%	24.9%	27
WR NATIONAL MILITARY MEDICAL CENTER	198	50.6%	24.1%	25.3%	14
DIRECTOR FOR ADMINISTRATION	24	48.6%	37.2%	14.2%	3

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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
NCR MEDICAL DIRECTORATE	330	54.9%	24.5%	20.7%	4
WR NATIONAL MILITARY MEDICAL CENTER	205	54.1%	21.7%	24.2%	4
DIRECTOR FOR ADMINISTRATION	25	47.6%	33.2%	19.2%	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
NCR MEDICAL DIRECTORATE	298	49.3%	25.9%	24.8%	38
WR NATIONAL MILITARY MEDICAL CENTER	184	48.6%	22.7%	28.8%	28
DIRECTOR FOR ADMINISTRATION	24	61.8%	24.3%	13.8%	3

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%
NCR MEDICAL DIRECTORATE	337	45.9%	20.8%	33.3%
WR NATIONAL MILITARY MEDICAL CENTER	212	41.6%	24.5%	33.9%
DIRECTOR FOR ADMINISTRATION	27	46.9%	32.7%	20.4%

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%
NCR MEDICAL DIRECTORATE	337	41.4%	25.8%	32.8%
WR NATIONAL MILITARY MEDICAL CENTER	212	41.2%	24.5%	34.3%
DIRECTOR FOR ADMINISTRATION	27	49.9%	29.3%	20.8%

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%
NCR MEDICAL DIRECTORATE	337	37.5%	23.3%	39.1%
WR NATIONAL MILITARY MEDICAL CENTER	212	36.0%	24.0%	40.0%
DIRECTOR FOR ADMINISTRATION	27	55.1%	20.4%	24.5%

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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%
NCR MEDICAL DIRECTORATE	333	38.1%	35.3%	26.6%
WR NATIONAL MILITARY MEDICAL CENTER	209	37.4%	35.2%	27.4%
DIRECTOR FOR ADMINISTRATION	27	45.4%	33.8%	20.8%

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%
NCR MEDICAL DIRECTORATE	336	22.4%	29.0%	48.6%
WR NATIONAL MILITARY MEDICAL CENTER	211	21.6%	29.7%	48.7%
DIRECTOR FOR ADMINISTRATION	27	27.1%	37.8%	35.1%

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%
NCR MEDICAL DIRECTORATE	335	42.6%	22.2%	35.2%
WR NATIONAL MILITARY MEDICAL CENTER	211	42.8%	20.0%	37.2%
DIRECTOR FOR ADMINISTRATION	26	44.9%	29.0%	26.1%

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%
NCR MEDICAL DIRECTORATE	336	56.6%	15.3%	28.1%
WR NATIONAL MILITARY MEDICAL CENTER	211	55.0%	16.0%	29.0%
DIRECTOR FOR ADMINISTRATION	27	54.5%	24.1%	21.3%

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%
NCR MEDICAL DIRECTORATE	337	39.9%	20.4%	39.7%
WR NATIONAL MILITARY MEDICAL CENTER	212	36.8%	21.4%	41.8%
DIRECTOR FOR ADMINISTRATION	27	37.5%	27.4%	35.1%

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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%
NCR MEDICAL DIRECTORATE	336	46.8%	20.3%	33.0%
WR NATIONAL MILITARY MEDICAL CENTER	211	44.5%	20.1%	35.3%
DIRECTOR FOR ADMINISTRATION	26	46.4%	28.2%	25.4%

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%
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%
DIRECTOR FOR ADMINISTRATION	27	28.0%	33.0%	30.9%	8.1%

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%
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%
DIRECTOR FOR ADMINISTRATION	27	0.0%	18.8%	3.2%	0.0%

(continued)

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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%
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%
DIRECTOR FOR ADMINISTRATION	27	22.4%	1.8%	41.9%	11.8%

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%
NCR MEDICAL DIRECTORATE	335	38.1%	35.5%	26.3%
WR NATIONAL MILITARY MEDICAL CENTER	210	34.8%	40.6%	24.6%
DIRECTOR FOR ADMINISTRATION	26	40.9%	35.0%	24.2%

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%
NCR MEDICAL DIRECTORATE	334	21.5%	67.1%	11.3%
WR NATIONAL MILITARY MEDICAL CENTER	209	22.3%	68.0%	9.6%
DIRECTOR FOR ADMINISTRATION	25	19.1%	75.7%	5.2%

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%
NCR MEDICAL DIRECTORATE	330	14.0%	81.2%	4.9%
WR NATIONAL MILITARY MEDICAL CENTER	207	12.9%	81.6%	5.4%
DIRECTOR FOR ADMINISTRATION	25	31.0%	69.0%	0.0%

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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%
NCR MEDICAL DIRECTORATE	330	5.0%	79.0%	16.0%
WR NATIONAL MILITARY MEDICAL CENTER	206	4.9%	78.6%	16.5%
DIRECTOR FOR ADMINISTRATION	25	12.0%	79.4%	8.6%

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%
NCR MEDICAL DIRECTORATE	332	2.4%	81.3%	16.3%
WR NATIONAL MILITARY MEDICAL CENTER	209	2.7%	81.9%	15.4%
DIRECTOR FOR ADMINISTRATION	25	6.8%	84.6%	8.6%

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
NCR MEDICAL DIRECTORATE	76	67.0%	18.5%	14.5%	5
WR NATIONAL MILITARY MEDICAL CENTER	47	61.8%	26.7%	11.5%	4
DIRECTOR FOR ADMINISTRATION	6	51.4%	26.8%	21.9%	0

**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
NCR MEDICAL DIRECTORATE	134	87.4%	7.3%	5.3%	2
WR NATIONAL MILITARY MEDICAL CENTER	77	84.6%	8.5%	6.9%	2
DIRECTOR FOR ADMINISTRATION	11	81.5%	11.4%	7.1%	0

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

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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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
NCR MEDICAL DIRECTORATE	66	86.5%	13.5%	0.0%	5
WR NATIONAL MILITARY MEDICAL CENTER	46	83.3%	16.7%	0.0%	2
DIRECTOR FOR ADMINISTRATION	6	100.0%	0.0%	0.0%	1

**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
NCR MEDICAL DIRECTORATE	35	62.7%	35.6%	1.7%	8
WR NATIONAL MILITARY MEDICAL CENTER	22	72.0%	28.0%	0.0%	4
DIRECTOR FOR ADMINISTRATION	6	53.4%	46.6%	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
NCR MEDICAL DIRECTORATE	12	65.8%	28.2%	5.9%	6
WR NATIONAL MILITARY MEDICAL CENTER	9	63.6%	27.2%	9.1%	4
DIRECTOR FOR ADMINISTRATION	3	71.4%	28.6%	0.0%	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	222	61.6%	36.7%	1.7%	120
NCR MEDICAL DIRECTORATE	8	49.9%	50.1%	0.0%	4
WR NATIONAL MILITARY MEDICAL CENTER	6	58.8%	41.2%	0.0%	2
DIRECTOR FOR ADMINISTRATION	2	49.8%	50.2%	0.0%	2

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

OSD, Agencies and Activities
DIRECTOR FOR ADMINISTRATION
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Demographic Questions

Where do you work?

	N	%
Headquarters	12	44.4%
Field	15	55.6%

What is your supervisory status?

	N	%
Non-Supervisor	20	74.1%
Team Leader	2	7.4%
Supervisor	3	11.1%
Manager	1	3.7%
Senior Leader	1	3.7%

Are you:

	N	%
Male	18	69.2%
Female	8	30.8%

Are you Hispanic or Latino?

	N	%
Yes	0	0.0%
No	26	100.0%

Race

	N	%
American Indian or Alaska Native	0	0.0%
Asian	4	15.4%
Black or African American	15	57.7%
Native Hawaiian or Other Pacific Islander	0	0.0%
White	7	26.9%
Two or more races	0	0.0%

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	11.1%
Trade or Technical Certificate	1	3.7%
Some College (no degree)	8	29.6%
Associate's Degree (e.g., AA, AS)	4	14.8%
Bachelor's Degree (e.g., BA, BS)	5	18.5%
Master's Degree (e.g., MA, MS, MBA)	4	14.8%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	2	7.4%

What is your pay category/grade?

	N	%
Federal Wage System	4	14.8%
GS 1-6	3	11.1%
GS 7-12	18	66.7%
GS 13-15	1	3.7%
Senior Executive Service	0	0.0%
Senior Level (SL) or Scientific or Professional (ST)	1	3.7%
Other	0	0.0%

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

	N	%
Less than 1 year	0	0.0%
1 to 3 years	3	11.1%
4 to 5 years	1	3.7%
6 to 10 years	9	33.3%
11 to 14 years	4	14.8%
15 to 20 years	4	14.8%
More than 20 years	6	22.2%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

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

	N	%
Less than 1 year	2	7.4%
1 to 3 years	4	14.8%
4 to 5 years	0	0.0%
6 to 10 years	9	33.3%
11 to 20 years	6	22.2%
More than 20 years	6	22.2%

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

	N	%
No	11	40.7%
Yes, to retire	3	11.1%
Yes, to take another job within the Federal Government	10	37.0%
Yes, to take another job outside the Federal Government	0	0.0%
Yes, other	3	11.1%

I am planning to retire:

	N	%
Within one year	3	11.1%
Between one and three years	2	7.4%
Between three and five years	3	11.1%
Five or more years	19	70.4%

What is your US military service status?

	N	%
No Prior Military Service	12	46.2%
Currently in National Guard or Reserves	0	0.0%
Retired	8	30.8%
Separated or Discharged	6	23.1%

Note: Percentages for demographic questions are unweighted.

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	7	25.9%
No	20	74.1%

What is your age group?

	N	%
25 and under	0	0.0%
26-29	0	0.0%
30-39	1	3.3%
40-49	10	33.3%
50-59	10	33.3%
60 or older	9	30.0%

Note: Percentages for demographic questions are unweighted.