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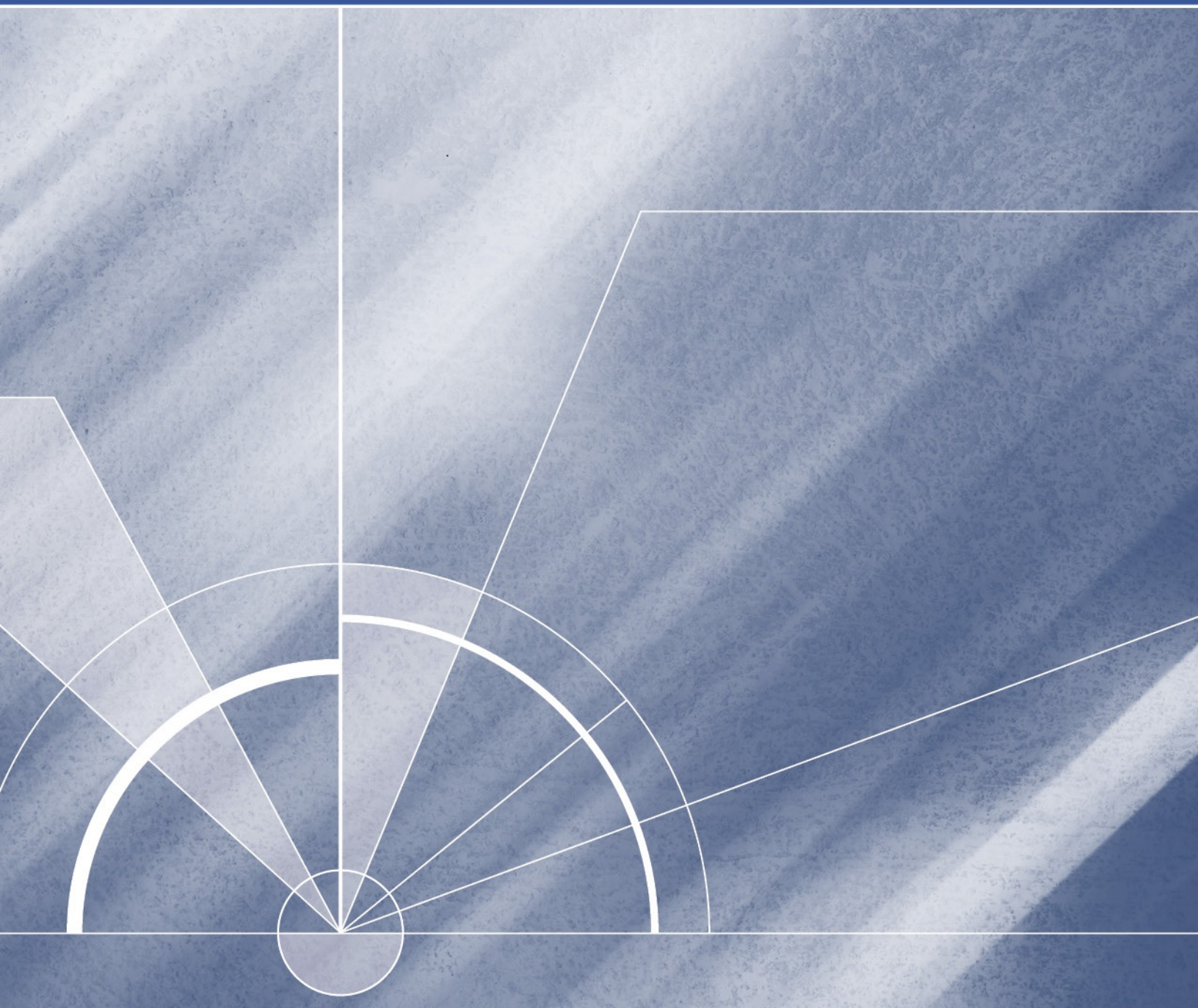
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2017

  
**Federal Employee Viewpoint Survey**  
*Empowering Employees. Inspiring Change.*

2nd Level  
Subagency  
Report

Department of Health and Human Services  
NATL INST ON ALCOHOL ABUSE & ALCOHOLISM





**Department of Health and Human Services**  
**NATL INST ON ALCOHOL ABUSE & ALCOHOLISM**  
***2nd 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 |
|--|-------------------|---------------|
| Governmentwide                                     | 486,105           | 45.5%         |
| Department of Health and Human Services            | 43,086            | 58.5%         |
| NATIONAL INSTITUTES OF HEALTH                      | 9,781             | 57.1%         |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>174</b>        | <b>75.7%</b>  |

### 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***

- 96.9% When needed I am willing to put in the extra effort to get a job done. (Q.7)
- 94.6% I am constantly looking for ways to do my job better. (Q.8)
- 91.0% The work I do is important. (Q.13)
- 90.9% I like the kind of work I do. (Q.5)
- 90.4% Employees are protected from health and safety hazards on the job. (Q.35)
- 89.6% My agency is successful at accomplishing its mission. (Q.39)
- 87.6% I am held accountable for achieving results. (Q.16)
- 86.9% I know what is expected of me on the job. (Q.6)
- 86.6% I know how my work relates to the agency's goals and priorities. (Q.12)
- 84.8% How would you rate the overall quality of work done by your work unit? (Q.28)

***Highest Percent Negative***

- 30.6% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
- 28.6% Pay raises depend on how well employees perform their jobs. (Q.33)
- 23.9% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
- 23.7% How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
- 22.5% My work unit is able to recruit people with the right skills. (Q.21)
- 20.8% My training needs are assessed. (Q.18)
- 20.8% Promotions in my work unit are based on merit. (Q.22)
- 19.1% In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
- 18.9% Employees have a feeling of personal empowerment with respect to work processes. (Q.30)
- 18.0% My talents are used well in the workplace. (Q.11)

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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 (NATIONAL INSTITUTES OF HEALTH) 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> |
|--|----------------------------|-------|-------------------|
| I believe the results of this survey will be used to make my agency a better place to work. (Q.41)                         | 68.7%                      | 55.9% | +12.8             |
| Senior leaders demonstrate support for Work/Life programs. (Q.62)  | 81.0%                      | 70.7% | +10.3             |
| Physical conditions allow employees to perform their jobs well. (Q.14)   | 82.1%                      | 73.1% | +9.0              |
| My workload is reasonable. (Q.10)  | 74.1%                      | 65.8% | +8.3              |
| My performance appraisal is a fair reflection of my performance. (Q.15)  | 82.7%                      | 76.0% | +6.7              |
| In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels. (Q.19) | 76.4%                      | 71.6% | +4.8              |
| Employees are protected from health and safety hazards on the job. (Q.35)  | 90.4%                      | 85.7% | +4.7              |
| I like the kind of work I do. (Q.5)  | 90.9%                      | 87.9% | +3.0              |

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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 (NATIONAL INSTITUTES OF HEALTH) 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 |
|---|---------------------|-------|------------|
| The skill level in my work unit has improved in the past year. (Q.27)                                 | 54.4%               | 64.6% | -10.2      |
| I feel encouraged to come up with new and better ways of doing things. (Q.3)                          | 62.7%               | 71.9% | -9.2       |
| I am given a real opportunity to improve my skills in my organization. (Q.1)                          | 68.2%               | 76.6% | -8.4       |
| Managers support collaboration across work units to accomplish work objectives. (Q.59)                | 63.2%               | 70.7% | -7.5       |
| My talents are used well in the workplace. (Q.11)   | 62.0%               | 68.9% | -6.9       |
| In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23) | 36.2%               | 43.1% | -6.9       |
| Managers promote communication among different work units. (Q.58)                                     | 59.5%               | 66.0% | -6.5       |
| My training needs are assessed. (Q.18)  | 54.4%               | 60.7% | -6.3       |
| How would you rate the overall quality of work done by your work unit? (Q.28)                         | 84.8%               | 91.0% | -6.2       |
| I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q.17)  | 63.4%               | 69.5% | -6.1       |



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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     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 485,193    | 64.1%        | 16.0%        | 19.9%        |
| Department of Health and Human Services            | 43,009     | 72.1%        | 13.6%        | 14.3%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,764      | 76.6%        | 11.8%        | 11.6%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>68.2%</b> | <b>19.8%</b> | <b>11.9%</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 483,786    | 71.1%        | 14.4%        | 14.5%       |
| Department of Health and Human Services            | 42,906     | 75.8%        | 12.7%        | 11.6%       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,741      | 81.2%        | 10.3%        | 8.5%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>78.7%</b> | <b>13.0%</b> | <b>8.3%</b> |

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 481,568    | 59.5%        | 17.7%        | 22.8%        |
| Department of Health and Human Services            | 42,759     | 67.9%        | 15.7%        | 16.4%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,703      | 71.9%        | 14.4%        | 13.7%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>62.7%</b> | <b>24.2%</b> | <b>13.1%</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 483,323    | 71.9%        | 14.4%        | 13.7%       |
| Department of Health and Human Services            | 42,883     | 77.8%        | 12.5%        | 9.7%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,728      | 81.7%        | 10.5%        | 7.8%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>81.6%</b> | <b>11.9%</b> | <b>6.5%</b> |

***5. I like the kind of work I do.***

|  | N          | Positive     | Neutral     | Negative    |
|--|------------|--------------|-------------|-------------|
| Governmentwide                                     | 481,878    | 83.4%        | 10.7%       | 5.8%        |
| Department of Health and Human Services            | 42,769     | 86.3%        | 9.2%        | 4.5%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,705      | 87.9%        | 8.1%        | 4.0%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>90.9%</b> | <b>5.0%</b> | <b>4.1%</b> |

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**My Work Experience (continued)**

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

|  | N          | Positive     | Neutral     | Negative    |
|--|------------|--------------|-------------|-------------|
| Governmentwide                                     | 481,399    | 80.4%        | 10.6%       | 9.0%        |
| Department of Health and Human Services            | 42,677     | 82.9%        | 9.7%        | 7.3%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,685      | 85.6%        | 8.7%        | 5.7%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>86.9%</b> | <b>8.0%</b> | <b>5.1%</b> |

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

|  | N          | Positive     | Neutral     | Negative    |
|--|------------|--------------|-------------|-------------|
| Governmentwide                                     | 483,257    | 95.8%        | 2.7%        | 1.5%        |
| Department of Health and Human Services            | 42,844     | 97.1%        | 2.0%        | 0.9%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,717      | 97.6%        | 1.5%        | 0.9%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>96.9%</b> | <b>1.7%</b> | <b>1.5%</b> |

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

|  | N          | Positive     | Neutral     | Negative    |
|--|------------|--------------|-------------|-------------|
| Governmentwide                                     | 483,445    | 91.0%        | 7.3%        | 1.7%        |
| Department of Health and Human Services            | 42,844     | 92.7%        | 6.1%        | 1.2%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,726      | 93.4%        | 5.7%        | 1.0%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>94.6%</b> | <b>3.8%</b> | <b>1.6%</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 483,755    | 47.4%        | 16.1%        | 36.6%        | 973      |
| Department of Health and Human Services            | 42,854     | 56.1%        | 15.9%        | 28.1%        | 96       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,735      | 60.8%        | 14.8%        | 24.4%        | 15       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>57.3%</b> | <b>18.8%</b> | <b>23.9%</b> | <b>0</b> |

**10. My workload is reasonable.**

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 482,533    | 58.9%        | 16.0%        | 25.0%        | 776      |
| Department of Health and Human Services            | 42,784     | 63.4%        | 15.5%        | 21.1%        | 65       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,705      | 65.8%        | 15.1%        | 19.1%        | 15       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>74.1%</b> | <b>15.7%</b> | <b>10.2%</b> | <b>0</b> |



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**My Work Experience (continued)**

**11. My talents are used well in the workplace.**

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 475,916    | 59.7%        | 16.5%        | 23.8%        | 1,928    |
| Department of Health and Human Services            | 42,312     | 65.2%        | 15.4%        | 19.4%        | 163      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,596      | 68.9%        | 14.4%        | 16.6%        | 33       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>169</b> | <b>62.0%</b> | <b>20.1%</b> | <b>18.0%</b> | <b>1</b> |

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

|  | N          | Positive     | Neutral     | Negative    | DNK      |
|--|------------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 481,130    | 84.2%        | 9.5%        | 6.4%        | 1,459    |
| Department of Health and Human Services            | 42,667     | 87.8%        | 7.9%        | 4.3%        | 115      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,675      | 89.7%        | 6.7%        | 3.6%        | 26       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>86.6%</b> | <b>9.9%</b> | <b>3.5%</b> | <b>0</b> |

**13. The work I do is important.**

|  | N          | Positive     | Neutral     | Negative    | DNK      |
|--|------------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 479,280    | 90.7%        | 6.4%        | 2.8%        | 1,120    |
| Department of Health and Human Services            | 42,506     | 92.3%        | 5.6%        | 2.1%        | 84       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,650      | 93.2%        | 5.0%        | 1.8%        | 17       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>91.0%</b> | <b>7.2%</b> | <b>1.8%</b> | <b>0</b> |

**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      |
|--|------------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 481,674    | 66.3%        | 14.0%       | 19.7%       | 2,014    |
| Department of Health and Human Services            | 42,697     | 73.0%        | 12.5%       | 14.5%       | 172      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,696      | 73.1%        | 12.7%       | 14.2%       | 25       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>82.1%</b> | <b>9.2%</b> | <b>8.7%</b> | <b>0</b> |

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

|  | N          | Positive     | Neutral     | Negative    | DNK      |
|--|------------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 477,285    | 71.3%        | 14.1%       | 14.6%       | 6,699    |
| Department of Health and Human Services            | 42,364     | 74.7%        | 12.3%       | 13.0%       | 503      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,602      | 76.0%        | 12.0%       | 12.0%       | 125      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>82.7%</b> | <b>9.2%</b> | <b>8.1%</b> | <b>1</b> |

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**My Work Experience (continued)**

**16. I am held accountable for achieving results.**

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 480,241    | 82.7%        | 11.5%        | 5.8%        | 2,029    |
| Department of Health and Human Services            | 42,547     | 87.2%        | 9.4%         | 3.4%        | 163      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,660      | 89.1%        | 8.3%         | 2.6%        | 38       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>87.6%</b> | <b>10.7%</b> | <b>1.7%</b> | <b>2</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 462,879    | 64.5%        | 17.3%        | 18.2%        | 19,717    |
| Department of Health and Human Services            | 40,309     | 66.1%        | 18.1%        | 15.8%        | 2,460     |
| NATIONAL INSTITUTES OF HEALTH                      | 9,110      | 69.5%        | 17.9%        | 12.7%        | 587       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>161</b> | <b>63.4%</b> | <b>25.0%</b> | <b>11.6%</b> | <b>11</b> |

**18. My training needs are assessed.**

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 478,928    | 55.2%        | 22.4%        | 22.5%        | 4,395    |
| Department of Health and Human Services            | 42,428     | 57.7%        | 22.3%        | 20.0%        | 388      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,604      | 60.7%        | 22.7%        | 16.6%        | 113      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>54.4%</b> | <b>24.8%</b> | <b>20.8%</b> | <b>2</b> |

**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      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 473,585    | 71.0%        | 13.4%        | 15.6%       | 11,653   |
| Department of Health and Human Services            | 42,126     | 72.3%        | 13.0%        | 14.6%       | 887      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,501      | 71.6%        | 14.3%        | 14.1%       | 263      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>76.4%</b> | <b>15.6%</b> | <b>8.0%</b> | <b>4</b> |

**My Work Unit**

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 484,728    | 74.6%        | 12.9%        | 12.5%       |
| Department of Health and Human Services            | 42,978     | 79.1%        | 11.4%        | 9.5%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,753      | 83.6%        | 9.5%         | 7.0%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>174</b> | <b>79.1%</b> | <b>11.1%</b> | <b>9.8%</b> |

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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      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 468,542    | 42.3%        | 25.4%        | 32.3%        | 16,412   |
| Department of Health and Human Services            | 41,573     | 50.7%        | 22.8%        | 26.5%        | 1,381    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,428      | 56.6%        | 21.5%        | 21.9%        | 311      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>166</b> | <b>55.8%</b> | <b>21.7%</b> | <b>22.5%</b> | <b>7</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 449,801    | 35.8%        | 28.4%        | 35.9%        | 33,402    |
| Department of Health and Human Services            | 39,185     | 46.3%        | 27.3%        | 26.5%        | 3,672     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,900      | 52.4%        | 26.2%        | 21.4%        | 814       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>157</b> | <b>49.0%</b> | <b>30.2%</b> | <b>20.8%</b> | <b>17</b> |

**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       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 435,831    | 30.9%        | 27.5%        | 41.5%        | 47,551    |
| Department of Health and Human Services            | 37,330     | 37.5%        | 29.5%        | 33.0%        | 5,513     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,534      | 43.1%        | 29.7%        | 27.1%        | 1,187     |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>155</b> | <b>36.2%</b> | <b>33.3%</b> | <b>30.6%</b> | <b>19</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 454,415    | 36.1%        | 28.2%        | 35.7%        | 29,143    |
| Department of Health and Human Services            | 39,743     | 43.8%        | 27.8%        | 28.3%        | 3,101     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,992      | 49.1%        | 27.0%        | 23.9%        | 732       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>162</b> | <b>52.0%</b> | <b>28.9%</b> | <b>19.1%</b> | <b>12</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 449,570    | 43.7%        | 25.0%        | 31.3%        | 32,923    |
| Department of Health and Human Services            | 39,600     | 52.9%        | 23.8%        | 23.3%        | 3,152     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,980      | 58.7%        | 22.8%        | 18.6%        | 726       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>158</b> | <b>60.4%</b> | <b>25.2%</b> | <b>14.4%</b> | <b>15</b> |

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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      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 481,370    | 74.5%        | 13.4%        | 12.1%       | 1,941    |
| Department of Health and Human Services            | 42,648     | 76.4%        | 12.5%        | 11.1%       | 209      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,694      | 81.7%        | 10.7%        | 7.7%        | 38       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>76.2%</b> | <b>14.1%</b> | <b>9.8%</b> | <b>1</b> |

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

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 465,631    | 56.1%        | 27.6%        | 16.3%       | 18,337   |
| Department of Health and Human Services            | 41,060     | 62.9%        | 24.9%        | 12.2%       | 1,835    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,314      | 64.6%        | 25.3%        | 10.1%       | 421      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>166</b> | <b>54.4%</b> | <b>35.8%</b> | <b>9.8%</b> | <b>7</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 484,120    | 83.4%        | 13.4%        | 3.2%        |
| Department of Health and Human Services            | 42,927     | 87.4%        | 10.3%        | 2.3%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,752      | 91.0%        | 7.2%         | 1.8%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>84.8%</b> | <b>12.1%</b> | <b>3.2%</b> |

**My Agency**

**29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.**

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 469,308    | 70.9%        | 16.8%        | 12.4%       | 7,233    |
| Department of Health and Human Services            | 41,610     | 77.6%        | 14.2%        | 8.2%        | 747      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,423      | 83.3%        | 11.1%        | 5.6%        | 153      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>80.5%</b> | <b>13.6%</b> | <b>5.9%</b> | <b>3</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 465,394    | 47.4%        | 24.4%        | 28.2%        | 10,900   |
| Department of Health and Human Services            | 41,108     | 55.5%        | 22.9%        | 21.6%        | 1,201    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,313      | 61.4%        | 20.5%        | 18.1%        | 271      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>59.4%</b> | <b>21.7%</b> | <b>18.9%</b> | <b>2</b> |

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**My Agency (continued)**

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 465,997    | 50.8%        | 22.5%        | 26.7%        | 9,657    |
| Department of Health and Human Services            | 41,326     | 60.5%        | 20.4%        | 19.1%        | 936      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,360      | 65.9%        | 19.1%        | 14.9%        | 220      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>168</b> | <b>68.8%</b> | <b>17.1%</b> | <b>14.1%</b> | <b>4</b> |

**32. Creativity and innovation are rewarded.**

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 459,635    | 40.9%        | 28.2%        | 30.9%        | 15,232   |
| Department of Health and Human Services            | 40,741     | 51.8%        | 25.8%        | 22.3%        | 1,457    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,242      | 58.8%        | 23.8%        | 17.4%        | 313      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>166</b> | <b>56.6%</b> | <b>26.1%</b> | <b>17.3%</b> | <b>7</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 440,033    | 24.7%        | 27.8%        | 47.5%        | 34,307    |
| Department of Health and Human Services            | 38,001     | 36.2%        | 29.8%        | 34.0%        | 4,107     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,566      | 42.2%        | 28.7%        | 29.1%        | 970       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>155</b> | <b>40.0%</b> | <b>31.5%</b> | <b>28.6%</b> | <b>18</b> |

**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       |
|--|------------|--------------|--------------|-------------|-----------|
| Governmentwide                                     | 442,361    | 58.7%        | 27.1%        | 14.2%       | 33,267    |
| Department of Health and Human Services            | 39,288     | 63.6%        | 23.7%        | 12.6%       | 2,969     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,995      | 70.5%        | 20.6%        | 8.9%        | 586       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>163</b> | <b>72.5%</b> | <b>20.3%</b> | <b>7.2%</b> | <b>10</b> |

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

|  | N          | Positive     | Neutral     | Negative    | DNK      |
|--|------------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 469,234    | 76.9%        | 13.0%       | 10.1%       | 6,752    |
| Department of Health and Human Services            | 41,398     | 82.9%        | 11.5%       | 5.6%        | 879      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,384      | 85.7%        | 10.1%       | 4.2%        | 203      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>90.4%</b> | <b>6.0%</b> | <b>3.5%</b> | <b>2</b> |

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**My Agency (continued)**

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 468,960    | 78.3%        | 13.0%        | 8.7%         | 5,276    |
| Department of Health and Human Services            | 41,335     | 77.8%        | 14.3%        | 7.8%         | 772      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,287      | 78.0%        | 14.9%        | 7.1%         | 239      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>166</b> | <b>72.8%</b> | <b>17.0%</b> | <b>10.2%</b> | <b>6</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 448,936    | 54.9%        | 21.6%        | 23.5%        | 25,809   |
| Department of Health and Human Services            | 39,306     | 60.0%        | 20.4%        | 19.6%        | 2,864    |
| NATIONAL INSTITUTES OF HEALTH                      | 8,986      | 68.8%        | 17.9%        | 13.3%        | 564      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>163</b> | <b>64.5%</b> | <b>23.9%</b> | <b>11.5%</b> | <b>9</b> |

**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       |
|--|------------|--------------|--------------|-------------|-----------|
| Governmentwide                                     | 435,144    | 68.7%        | 18.2%        | 13.1%       | 38,233    |
| Department of Health and Human Services            | 38,051     | 71.9%        | 17.1%        | 11.0%       | 4,081     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,758      | 79.6%        | 14.0%        | 6.4%        | 779       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>157</b> | <b>80.6%</b> | <b>15.6%</b> | <b>3.8%</b> | <b>16</b> |

**39. My agency is successful at accomplishing its mission.**

|  | N          | Positive     | Neutral     | Negative    | DNK      |
|--|------------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 467,844    | 76.3%        | 16.3%       | 7.5%        | 7,610    |
| Department of Health and Human Services            | 41,578     | 81.6%        | 13.6%       | 4.8%        | 665      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,411      | 88.4%        | 8.9%        | 2.7%        | 142      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>89.6%</b> | <b>7.7%</b> | <b>2.8%</b> | <b>4</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 475,463    | 66.3%        | 19.4%        | 14.3%       |
| Department of Health and Human Services            | 42,268     | 74.8%        | 15.9%        | 9.2%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,582      | 78.9%        | 13.0%        | 8.1%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>77.3%</b> | <b>15.1%</b> | <b>7.6%</b> |



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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      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 440,039    | 41.8%        | 27.0%        | 31.2%       | 36,315   |
| Department of Health and Human Services            | 39,260     | 54.4%        | 24.8%        | 20.8%       | 3,108    |
| NATIONAL INSTITUTES OF HEALTH                      | 8,815      | 55.9%        | 25.1%        | 19.0%       | 780      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>166</b> | <b>68.7%</b> | <b>21.8%</b> | <b>9.5%</b> | <b>7</b> |

**My Supervisor**

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

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 472,921    | 79.9%        | 10.0%        | 10.1%       | 2,324    |
| Department of Health and Human Services            | 42,101     | 83.4%        | 8.3%         | 8.3%        | 190      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,522      | 85.8%        | 7.6%         | 6.6%        | 47       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>82.4%</b> | <b>11.8%</b> | <b>5.8%</b> | <b>1</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 472,151    | 67.5%        | 16.5%        | 16.0%        | 2,221    |
| Department of Health and Human Services            | 42,073     | 72.7%        | 14.2%        | 13.1%        | 155      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,521      | 75.7%        | 13.0%        | 11.3%        | 40       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>71.6%</b> | <b>14.9%</b> | <b>13.5%</b> | <b>3</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 468,047    | 65.5%        | 17.4%        | 17.1%        | 4,670    |
| Department of Health and Human Services            | 41,711     | 69.9%        | 15.5%        | 14.6%        | 384      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,418      | 71.9%        | 15.6%        | 12.4%        | 111      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>71.9%</b> | <b>16.9%</b> | <b>11.2%</b> | <b>2</b> |

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

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 438,339    | 69.6%        | 20.7%        | 9.8%        | 34,846   |
| Department of Health and Human Services            | 39,110     | 74.4%        | 17.1%        | 8.4%        | 3,000    |
| NATIONAL INSTITUTES OF HEALTH                      | 8,924      | 79.3%        | 15.0%        | 5.7%        | 605      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>163</b> | <b>74.0%</b> | <b>21.8%</b> | <b>4.2%</b> | <b>9</b> |

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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      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 470,605    | 64.3%        | 18.5%        | 17.2%        | 2,367    |
| Department of Health and Human Services            | 41,863     | 68.7%        | 16.6%        | 14.6%        | 196      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,469      | 71.9%        | 15.6%        | 12.5%        | 49       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>68.0%</b> | <b>21.7%</b> | <b>10.3%</b> | <b>1</b> |

**47. Supervisors in my work unit support employee development.**

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 467,336    | 67.7%        | 16.9%        | 15.4%       | 6,537    |
| Department of Health and Human Services            | 41,562     | 73.5%        | 14.5%        | 12.0%       | 607      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,415      | 77.1%        | 13.4%        | 9.4%        | 135      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>73.3%</b> | <b>17.0%</b> | <b>9.7%</b> | <b>3</b> |

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

|  | N          | Positive     | Neutral     | Negative    |
|--|------------|--------------|-------------|-------------|
| Governmentwide                                     | 474,257    | 77.6%        | 11.4%       | 11.1%       |
| Department of Health and Human Services            | 42,224     | 80.3%        | 10.2%       | 9.4%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,567      | 83.5%        | 8.7%        | 7.8%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>173</b> | <b>81.7%</b> | <b>9.8%</b> | <b>8.5%</b> |

**49. My supervisor treats me with respect.**

|  | N          | Positive     | Neutral     | Negative    |
|--|------------|--------------|-------------|-------------|
| Governmentwide                                     | 472,973    | 82.5%        | 9.3%        | 8.2%        |
| Department of Health and Human Services            | 42,112     | 83.6%        | 8.7%        | 7.7%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,540      | 86.6%        | 7.1%        | 6.3%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>83.8%</b> | <b>9.3%</b> | <b>6.8%</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 472,997    | 79.4%        | 9.3%         | 11.3%       |
| Department of Health and Human Services            | 42,111     | 81.8%        | 9.1%         | 9.1%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,539      | 82.7%        | 9.1%         | 8.1%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>83.1%</b> | <b>11.1%</b> | <b>5.9%</b> |

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**My Supervisor** (continued)

**51. I have trust and confidence in my supervisor.**

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 473,365    | 69.4%        | 15.3%        | 15.4%       |
| Department of Health and Human Services            | 42,110     | 73.1%        | 13.8%        | 13.1%       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,541      | 76.9%        | 12.6%        | 10.5%       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>172</b> | <b>73.7%</b> | <b>17.4%</b> | <b>8.9%</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 473,735    | 71.9%        | 16.8%        | 11.3%       |
| Department of Health and Human Services            | 42,158     | 75.8%        | 14.7%        | 9.4%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,557      | 80.1%        | 12.5%        | 7.4%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>79.0%</b> | <b>12.2%</b> | <b>8.8%</b> |

**Leadership**

**53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.**

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 458,664    | 43.1%        | 24.5%        | 32.3%        | 12,542   |
| Department of Health and Human Services            | 40,770     | 53.1%        | 23.8%        | 23.2%        | 1,183    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,243      | 61.0%        | 20.4%        | 18.6%        | 257      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>163</b> | <b>61.4%</b> | <b>22.1%</b> | <b>16.5%</b> | <b>6</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK       |
|--|------------|--------------|--------------|--------------|-----------|
| Governmentwide                                     | 438,606    | 54.4%        | 24.1%        | 21.5%        | 31,681    |
| Department of Health and Human Services            | 39,055     | 61.9%        | 22.0%        | 16.1%        | 2,813     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,956      | 70.9%        | 17.4%        | 11.7%        | 527       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>153</b> | <b>65.5%</b> | <b>24.3%</b> | <b>10.2%</b> | <b>18</b> |

**55. Supervisors work well with employees of different backgrounds.**

|  | N          | Positive     | Neutral      | Negative    | DNK       |
|--|------------|--------------|--------------|-------------|-----------|
| Governmentwide                                     | 445,624    | 68.5%        | 19.4%        | 12.1%       | 22,578    |
| Department of Health and Human Services            | 39,767     | 72.1%        | 17.5%        | 10.4%       | 1,940     |
| NATIONAL INSTITUTES OF HEALTH                      | 9,014      | 78.1%        | 14.5%        | 7.4%        | 444       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>159</b> | <b>78.1%</b> | <b>16.7%</b> | <b>5.1%</b> | <b>10</b> |

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**Leadership (continued)**

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

|  | N          | Positive     | Neutral      | Negative    | DNK      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 461,098    | 62.4%        | 19.4%        | 18.2%       | 7,338    |
| Department of Health and Human Services            | 40,961     | 68.3%        | 17.9%        | 13.8%       | 756      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,224      | 72.1%        | 16.7%        | 11.1%       | 216      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>161</b> | <b>68.5%</b> | <b>21.7%</b> | <b>9.8%</b> | <b>6</b> |

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

|  | N          | Positive     | Neutral      | Negative    | DNK       |
|--|------------|--------------|--------------|-------------|-----------|
| Governmentwide                                     | 437,863    | 62.5%        | 22.4%        | 15.1%       | 30,108    |
| Department of Health and Human Services            | 39,098     | 68.2%        | 20.3%        | 11.6%       | 2,592     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,795      | 71.6%        | 18.9%        | 9.5%        | 659       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>150</b> | <b>66.2%</b> | <b>24.0%</b> | <b>9.9%</b> | <b>20</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 452,145    | 55.3%        | 21.4%        | 23.2%        | 16,506   |
| Department of Health and Human Services            | 40,391     | 62.0%        | 20.1%        | 17.9%        | 1,353    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,098      | 66.0%        | 19.5%        | 14.4%        | 359      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>163</b> | <b>59.5%</b> | <b>25.4%</b> | <b>15.1%</b> | <b>7</b> |

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

|  | N          | Positive     | Neutral      | Negative     | DNK      |
|--|------------|--------------|--------------|--------------|----------|
| Governmentwide                                     | 452,092    | 58.6%        | 21.4%        | 19.9%        | 17,020   |
| Department of Health and Human Services            | 40,449     | 65.9%        | 19.1%        | 15.1%        | 1,321    |
| NATIONAL INSTITUTES OF HEALTH                      | 9,135      | 70.7%        | 17.2%        | 12.0%        | 331      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>164</b> | <b>63.2%</b> | <b>22.4%</b> | <b>14.4%</b> | <b>7</b> |

**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      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 442,275    | 60.2%        | 22.5%        | 17.4%       | 27,324   |
| Department of Health and Human Services            | 39,518     | 67.3%        | 19.5%        | 13.2%       | 2,318    |
| NATIONAL INSTITUTES OF HEALTH                      | 8,959      | 72.7%        | 16.6%        | 10.7%       | 521      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>161</b> | <b>73.3%</b> | <b>18.7%</b> | <b>8.1%</b> | <b>8</b> |

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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      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 460,935    | 55.6%        | 23.4%        | 21.0%       | 8,657    |
| Department of Health and Human Services            | 41,068     | 64.4%        | 20.7%        | 14.9%       | 768      |
| NATIONAL INSTITUTES OF HEALTH                      | 9,363      | 71.9%        | 16.1%        | 11.9%       | 126      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>165</b> | <b>71.3%</b> | <b>20.3%</b> | <b>8.4%</b> | <b>5</b> |

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

|  | N          | Positive     | Neutral      | Negative    | DNK       |
|--|------------|--------------|--------------|-------------|-----------|
| Governmentwide                                     | 425,880    | 56.8%        | 25.3%        | 17.9%       | 43,909    |
| Department of Health and Human Services            | 38,351     | 66.4%        | 21.4%        | 12.3%       | 3,499     |
| NATIONAL INSTITUTES OF HEALTH                      | 8,710      | 70.7%        | 18.9%        | 10.5%       | 777       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>156</b> | <b>81.0%</b> | <b>14.7%</b> | <b>4.3%</b> | <b>14</b> |

**My Satisfaction**

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 468,305    | 52.7%        | 22.3%        | 24.9%        |
| Department of Health and Human Services            | 41,740     | 59.6%        | 21.0%        | 19.3%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,449      | 63.2%        | 19.4%        | 17.4%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>57.1%</b> | <b>31.9%</b> | <b>11.0%</b> |

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 467,501    | 50.3%        | 23.0%        | 26.8%        |
| Department of Health and Human Services            | 41,670     | 57.6%        | 22.0%        | 20.4%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,432      | 62.2%        | 20.7%        | 17.2%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>61.1%</b> | <b>24.2%</b> | <b>14.7%</b> |

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 466,707    | 50.1%        | 23.5%        | 26.4%        |
| Department of Health and Human Services            | 41,622     | 59.2%        | 20.7%        | 20.2%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,424      | 64.7%        | 18.7%        | 16.6%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>169</b> | <b>64.9%</b> | <b>21.5%</b> | <b>13.6%</b> |

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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     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 466,287    | 44.9%        | 29.5%        | 25.6%        |
| Department of Health and Human Services            | 41,548     | 52.3%        | 28.8%        | 18.9%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,406      | 59.3%        | 25.0%        | 15.7%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>168</b> | <b>58.9%</b> | <b>28.9%</b> | <b>12.2%</b> |

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 466,843    | 37.1%        | 27.7%        | 35.3%        |
| Department of Health and Human Services            | 41,605     | 41.5%        | 29.8%        | 28.7%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,407      | 42.7%        | 30.4%        | 26.9%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>168</b> | <b>43.1%</b> | <b>33.3%</b> | <b>23.7%</b> |

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 466,512    | 54.5%        | 22.8%        | 22.7%        |
| Department of Health and Human Services            | 41,559     | 61.2%        | 22.2%        | 16.6%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,378      | 66.3%        | 21.2%        | 12.6%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>169</b> | <b>61.1%</b> | <b>27.0%</b> | <b>11.9%</b> |

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 466,948    | 68.1%        | 16.7%        | 15.2%       |
| Department of Health and Human Services            | 41,630     | 74.2%        | 14.8%        | 11.0%       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,419      | 77.1%        | 13.4%        | 9.6%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>168</b> | <b>76.6%</b> | <b>14.5%</b> | <b>9.0%</b> |

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

|  | N          | Positive     | Neutral      | Negative     |
|--|------------|--------------|--------------|--------------|
| Governmentwide                                     | 467,270    | 60.6%        | 16.7%        | 22.7%        |
| Department of Health and Human Services            | 41,668     | 65.3%        | 16.4%        | 18.3%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,427      | 64.1%        | 16.7%        | 19.2%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>169</b> | <b>62.5%</b> | <b>22.9%</b> | <b>14.6%</b> |



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**My Satisfaction** (continued)

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

|  | N          | Positive     | Neutral      | Negative    |
|--|------------|--------------|--------------|-------------|
| Governmentwide                                     | 467,295    | 59.9%        | 20.7%        | 19.4%       |
| Department of Health and Human Services            | 41,650     | 69.5%        | 18.1%        | 12.3%       |
| NATIONAL INSTITUTES OF HEALTH                      | 9,432      | 74.2%        | 15.4%        | 10.4%       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>73.9%</b> | <b>18.6%</b> | <b>7.6%</b> |

**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 |
|--|------------|-------------------|-----------------------|--------------|-------------------|
| Governmentwide                                     | 465,495    | 42.6%             | 21.9%                 | 26.7%        | 8.7%              |
| Department of Health and Human Services            | 41,520     | 70.9%             | 8.8%                  | 14.2%        | 6.1%              |
| NATIONAL INSTITUTES OF HEALTH                      | 9,406      | 77.8%             | 12.8%                 | 5.5%         | 3.9%              |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>83.1%</b>      | <b>6.2%</b>           | <b>7.4%</b>  | <b>3.3%</b>       |

**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 |
| Governmentwide                                     | 463,482    | 6.5%             | 13.2%             | 4.7%                            | 11.7%        |
| Department of Health and Human Services            | 41,505     | 9.5%             | 37.3%             | 7.0%                            | 13.7%        |
| NATIONAL INSTITUTES OF HEALTH                      | 9,423      | 3.8%             | 33.1%             | 11.5%                           | 23.1%        |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>1.5%</b>      | <b>33.4%</b>      | <b>10.8%</b>                    | <b>29.7%</b> |

(continued)

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**Work/Life (continued)**

**73. Please select the response below that BEST describes your current teleworking situation. (continued)**

|  | N          | Must Be Physically Present | Do Not Telework  |                         |                        |
|--|------------|----------------------------|------------------|-------------------------|------------------------|
|  |            |                            | Technical Issues | Not Allowed To Telework | Choose Not To Telework |
| Governmentwide                                     | 463,482    | 30.1%                      | 3.8%             | 17.9%                   | 12.2%                  |
| Department of Health and Human Services            | 41,505     | 12.8%                      | 1.9%             | 8.3%                    | 9.6%                   |
| NATIONAL INSTITUTES OF HEALTH                      | 9,423      | 12.9%                      | 1.7%             | 5.7%                    | 8.2%                   |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>8.5%</b>                | <b>2.0%</b>      | <b>6.6%</b>             | <b>7.5%</b>            |

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

|  | N          | Yes          | No           | Not Available To Me |
|--|------------|--------------|--------------|---------------------|
|  |            |              |              |                     |
| Governmentwide                                     | 465,405    | 33.7%        | 47.0%        | 19.3%               |
| Department of Health and Human Services            | 41,552     | 31.0%        | 55.3%        | 13.6%               |
| NATIONAL INSTITUTES OF HEALTH                      | 9,440      | 24.8%        | 62.8%        | 12.4%               |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>18.6%</b> | <b>72.1%</b> | <b>9.2%</b>         |

**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 |
|--|------------|--------------|--------------|---------------------|
|  |            |              |              |                     |
| Governmentwide                                     | 464,589    | 26.4%        | 61.9%        | 11.7%               |
| Department of Health and Human Services            | 41,491     | 27.0%        | 65.1%        | 7.9%                |
| NATIONAL INSTITUTES OF HEALTH                      | 9,420      | 16.3%        | 79.1%        | 4.6%                |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>169</b> | <b>11.2%</b> | <b>83.0%</b> | <b>5.8%</b>         |

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

|  | N          | Yes         | No           | Not Available To Me |
|--|------------|-------------|--------------|---------------------|
|  |            |             |              |                     |
| Governmentwide                                     | 462,760    | 13.4%       | 81.5%        | 5.1%                |
| Department of Health and Human Services            | 41,256     | 12.7%       | 83.1%        | 4.2%                |
| NATIONAL INSTITUTES OF HEALTH                      | 9,360      | 9.0%        | 87.7%        | 3.3%                |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>6.6%</b> | <b>90.1%</b> | <b>3.3%</b>         |

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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 |
|--|------------|-------------|--------------|---------------------|
| Governmentwide                                     | 464,201    | 3.4%        | 79.8%        | 16.8%               |
| Department of Health and Human Services            | 41,389     | 4.0%        | 83.3%        | 12.7%               |
| NATIONAL INSTITUTES OF HEALTH                      | 9,381      | 6.2%        | 88.7%        | 5.1%                |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>171</b> | <b>6.1%</b> | <b>89.7%</b> | <b>4.2%</b>         |

**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 |
|--|------------|-------------|--------------|---------------------|
| Governmentwide                                     | 464,386    | 2.2%        | 81.1%        | 16.7%               |
| Department of Health and Human Services            | 41,370     | 2.8%        | 84.7%        | 12.5%               |
| NATIONAL INSTITUTES OF HEALTH                      | 9,375      | 3.6%        | 91.1%        | 5.3%                |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>170</b> | <b>2.5%</b> | <b>92.9%</b> | <b>4.5%</b>         |

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

|  | N          | Positive     | Neutral      | Negative    | NBJ      |
|--|------------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 236,481    | 80.8%        | 10.9%        | 8.3%        | 6,455    |
| Department of Health and Human Services            | 29,789     | 85.4%        | 8.0%         | 6.5%        | 533      |
| NATIONAL INSTITUTES OF HEALTH                      | 6,717      | 82.5%        | 9.9%         | 7.6%        | 136      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>131</b> | <b>80.1%</b> | <b>12.8%</b> | <b>7.1%</b> | <b>2</b> |

*\*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      |
|--|-----------|---------------|-------------|-------------|----------|
| Governmentwide                                     | 172,594   | 90.3%         | 6.7%        | 3.0%        | 3,366    |
| Department of Health and Human Services            | 12,900    | 90.9%         | 6.1%        | 3.0%        | 368      |
| NATIONAL INSTITUTES OF HEALTH                      | 2,281     | 93.9%         | 4.1%        | 2.0%        | 57       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>29</b> | <b>100.0%</b> | <b>0.0%</b> | <b>0.0%</b> | <b>1</b> |

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

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**Work/Life (continued)**

**81. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)**

|  | N         | Positive     | Neutral     | Negative    | NBJ      |
|--|-----------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 119,164   | 81.3%        | 15.1%       | 3.7%        | 7,694    |
| Department of Health and Human Services            | 10,836    | 85.3%        | 11.9%       | 2.8%        | 623      |
| NATIONAL INSTITUTES OF HEALTH                      | 1,439     | 83.5%        | 13.3%       | 3.2%        | 121      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>18</b> | <b>93.5%</b> | <b>6.5%</b> | <b>0.0%</b> | <b>4</b> |

*\*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      |
|--|-----------|--------------|-------------|-------------|----------|
| Governmentwide                                     | 60,783    | 77.6%        | 18.3%       | 4.2%        | 7,854    |
| Department of Health and Human Services            | 4,813     | 80.7%        | 15.4%       | 3.9%        | 673      |
| NATIONAL INSTITUTES OF HEALTH                      | 786       | 79.6%        | 15.9%       | 4.5%        | 134      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>10</b> | <b>91.1%</b> | <b>8.9%</b> | <b>0.0%</b> | <b>2</b> |

*\*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      |
|--|-----------|---------------|-------------|-------------|----------|
| Governmentwide                                     | 12,057    | 73.0%         | 22.2%       | 4.7%        | 4,915    |
| Department of Health and Human Services            | 1,565     | 75.1%         | 19.6%       | 5.4%        | 430      |
| NATIONAL INSTITUTES OF HEALTH                      | 542       | 77.6%         | 17.3%       | 5.2%        | 97       |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>10</b> | <b>100.0%</b> | <b>0.0%</b> | <b>0.0%</b> | <b>0</b> |

*\*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      |
|--|----------|--------------|--------------|-------------|----------|
| Governmentwide                                     | 8,738    | 67.9%        | 29.3%        | 2.7%        | 4,560    |
| Department of Health and Human Services            | 1,012    | 72.0%        | 25.4%        | 2.5%        | 463      |
| NATIONAL INSTITUTES OF HEALTH                      | 294      | 77.2%        | 21.7%        | 1.1%        | 126      |
| <b>NATL INST ON ALCOHOL ABUSE &amp; ALCOHOLISM</b> | <b>5</b> | <b>80.5%</b> | <b>19.5%</b> | <b>0.0%</b> | <b>1</b> |

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

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**Demographic Questions**

***Where do you work?***

|              | N   | %     |
|--------------|-----|-------|
| Headquarters | 116 | 68.6% |
| Field        | 53  | 31.4% |

***What is your supervisory status?***

|                | N   | %     |
|----------------|-----|-------|
| Non-Supervisor | 103 | 60.6% |
| Team Leader    | 21  | 12.4% |
| Supervisor     | 34  | 20.0% |
| Manager        | 3   | 1.8%  |
| Senior Leader  | 9   | 5.3%  |

***Are you:***

|        | N  | %     |
|--------|----|-------|
| Male   | 73 | 45.6% |
| Female | 87 | 54.4% |

***Are you Hispanic or Latino?***

|     | N   | %     |
|-----|-----|-------|
| Yes | 9   | 5.5%  |
| No  | 154 | 94.5% |

***Race***

|   | N   | %     |
|---|-----|-------|
| American Indian or Alaska Native          | 0   | 0.0%  |
| Asian                                     | 35  | 22.7% |
| Black or African American                 | 15  | 9.7%  |
| Native Hawaiian or Other Pacific Islander | 0   | 0.0%  |
| White                                     | 100 | 64.9% |
| Two or more races                         | 4   | 2.6%  |

Note: Percentages for demographic questions are unweighted.

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**Demographic Questions (continued)**

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

|  | N  | %     |
|--|----|-------|
| Less than High School                              | 0  | 0.0%  |
| High School Diploma/GED or equivalent              | 7  | 4.2%  |
| Trade or Technical Certificate                     | 0  | 0.0%  |
| Some College (no degree)                           | 10 | 6.0%  |
| Associate's Degree (e.g., AA, AS)                  | 2  | 1.2%  |
| Bachelor's Degree (e.g., BA, BS)                   | 26 | 15.7% |
| Master's Degree (e.g., MA, MS, MBA)                | 32 | 19.3% |
| Doctoral/Professional Degree (e.g., Ph.D., MD, JD) | 89 | 53.6% |

***What is your pay category/grade?***

|  | N   | %     |
|--|-----|-------|
| Federal Wage System                                  | 2   | 1.2%  |
| GS 1-6   | 1   | 0.6%  |
| GS 7-12  | 33  | 19.8% |
| GS 13-15   | 100 | 59.9% |
| Senior Executive Service                             | 4   | 2.4%  |
| Senior Level (SL) or Scientific or Professional (ST) | 9   | 5.4%  |
| Other  | 18  | 10.8% |

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

|                    | N  | %     |
|--------------------|----|-------|
| Less than 1 year   | 1  | 0.6%  |
| 1 to 3 years       | 8  | 4.8%  |
| 4 to 5 years       | 10 | 6.0%  |
| 6 to 10 years      | 45 | 27.1% |
| 11 to 14 years     | 27 | 16.3% |
| 15 to 20 years     | 34 | 20.5% |
| More than 20 years | 41 | 24.7% |

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   | 4  | 2.4%  |
| 1 to 3 years       | 17 | 10.2% |
| 4 to 5 years       | 12 | 7.2%  |
| 6 to 10 years      | 41 | 24.7% |
| 11 to 20 years     | 55 | 33.1% |
| More than 20 years | 37 | 22.3% |

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

|   | N   | %     |
|---|-----|-------|
| No  | 129 | 78.7% |
| Yes, to retire  | 9   | 5.5%  |
| Yes, to take another job within the Federal Government  | 18  | 11.0% |
| Yes, to take another job outside the Federal Government | 4   | 2.4%  |
| Yes, other  | 4   | 2.4%  |

***I am planning to retire:***

|                              | N   | %     |
|------------------------------|-----|-------|
| Within one year              | 5   | 3.1%  |
| Between one and three years  | 12  | 7.4%  |
| Between three and five years | 16  | 9.8%  |
| Five or more years           | 130 | 79.8% |

***What is your US military service status?***

|   | N   | %     |
|---|-----|-------|
| No Prior Military Service               | 154 | 95.1% |
| Currently in National Guard or Reserves | 0   | 0.0%  |
| Retired                                 | 1   | 0.6%  |
| Separated or Discharged                 | 7   | 4.3%  |

Note: Percentages for demographic questions are unweighted.

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**Demographic Questions** (continued)

*Are you an individual with a disability?*

|     | N   | %     |
|-----|-----|-------|
| Yes | 14  | 8.5%  |
| No  | 151 | 91.5% |

*What is your age group?*

|              | N  | %     |
|--------------|----|-------|
| 25 and under | 1  | 0.6%  |
| 26-29        | 1  | 0.6%  |
| 30-39        | 21 | 12.1% |
| 40-49        | 49 | 28.2% |
| 50-59        | 55 | 31.6% |
| 60 or older  | 47 | 27.0% |

Note: Percentages for demographic questions are unweighted.