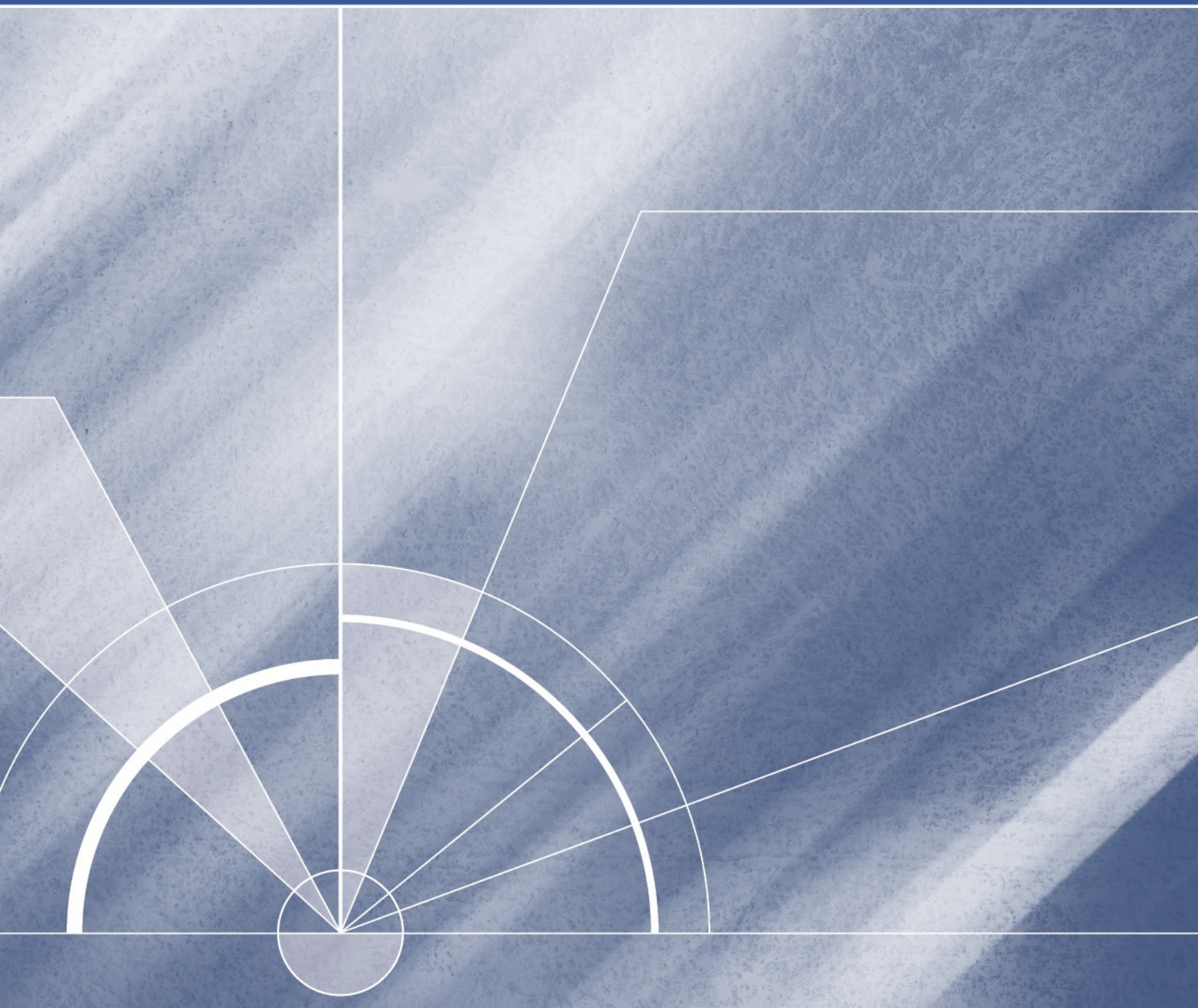


2019

Office of Personnel Management 
Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

3rd Level
Subagency
Comparison
Report

Department of Health and Human Services
CALIFORNIA AREA



Department of Health and Human Services

CALIFORNIA AREA

3rd Level Subagency Comparison Report

This 2019 OPM Federal Employee Viewpoint Survey Report provides summary results for your subagencies, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
Department of Health and Human Services	51,703	71.9%
Indian Health Service	8,572	65.8%
CALIFORNIA AREA	87	65.9%
OFFICE OF THE AREA DIRECTOR	87	65.9%

Your Data

A Microsoft® Excel® file containing your results is embedded in this document. To access the workbook, 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.

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)*, *No Basis to Judge (NBJ)*, *Choose Not to Participate*, *Not Available to Me*, *Unaware of Programs*, or *No Support Required* responses, where applicable, is listed separately.

Note: Response rates are not displayed in the Response Summary table when there are fewer than 10 completed surveys. The report tables that follow do not include results for any subagency that had fewer than 10 completed surveys.

My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,414	73.6%	13.3%	13.2%
Indian Health Service	8,511	66.1%	17.2%	16.7%
CALIFORNIA AREA	87	68.8%	17.7%	13.6%
OFFICE OF THE AREA DIRECTOR	87	68.8%	17.7%	13.6%

Department of Health and Human Services
CALIFORNIA AREA
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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,398	76.6%	12.4%	10.9%
Indian Health Service	8,503	73.0%	15.8%	11.2%
CALIFORNIA AREA	87	77.2%	15.3%	7.5%
OFFICE OF THE AREA DIRECTOR	87	77.2%	15.3%	7.5%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,277	69.0%	15.5%	15.5%
Indian Health Service	8,469	62.7%	19.9%	17.3%
CALIFORNIA AREA	86	68.9%	16.9%	14.2%
OFFICE OF THE AREA DIRECTOR	86	68.9%	16.9%	14.2%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,504	79.0%	12.0%	9.0%
Indian Health Service	8,528	76.2%	14.1%	9.7%
CALIFORNIA AREA	87	83.5%	7.8%	8.8%
OFFICE OF THE AREA DIRECTOR	87	83.5%	7.8%	8.8%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,491	86.9%	9.0%	4.2%
Indian Health Service	8,522	91.1%	7.0%	1.9%
CALIFORNIA AREA	87	92.2%	5.7%	2.1%
OFFICE OF THE AREA DIRECTOR	87	92.2%	5.7%	2.1%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,442	83.7%	9.4%	6.9%
Indian Health Service	8,527	86.6%	8.4%	5.1%
CALIFORNIA AREA	87	87.7%	9.3%	3.0%
OFFICE OF THE AREA DIRECTOR	87	87.7%	9.3%	3.0%

Department of Health and Human Services
CALIFORNIA AREA
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My Work Experience (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,508	97.0%	2.1%	0.9%
Indian Health Service	8,531	96.0%	2.9%	1.1%
CALIFORNIA AREA	87	96.8%	1.2%	2.0%
OFFICE OF THE AREA DIRECTOR	87	96.8%	1.2%	2.0%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,540	92.8%	6.1%	1.1%
Indian Health Service	8,543	91.9%	7.1%	1.0%
CALIFORNIA AREA	86	93.6%	5.4%	0.9%
OFFICE OF THE AREA DIRECTOR	86	93.6%	5.4%	0.9%

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,195	58.2%	15.2%	26.6%	102
Indian Health Service	8,446	52.4%	18.4%	29.2%	26
CALIFORNIA AREA	86	51.3%	17.0%	31.7%	0
OFFICE OF THE AREA DIRECTOR	86	51.3%	17.0%	31.7%	0

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,270	62.9%	15.1%	22.0%	58
Indian Health Service	8,477	62.7%	17.0%	20.3%	14
CALIFORNIA AREA	87	62.6%	13.4%	23.9%	0
OFFICE OF THE AREA DIRECTOR	87	62.6%	13.4%	23.9%	0

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,945	66.5%	15.3%	18.2%	196
Indian Health Service	8,418	70.5%	15.4%	14.1%	32
CALIFORNIA AREA	87	59.1%	24.2%	16.7%	0
OFFICE OF THE AREA DIRECTOR	87	59.1%	24.2%	16.7%	0

Department of Health and Human Services
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My Work Experience (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,296	89.0%	7.2%	3.9%	127
Indian Health Service	8,490	87.3%	9.3%	3.3%	29
CALIFORNIA AREA	87	86.4%	7.0%	6.6%	0
OFFICE OF THE AREA DIRECTOR	87	86.4%	7.0%	6.6%	0

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,324	92.7%	5.3%	2.0%	93
Indian Health Service	8,502	95.7%	3.4%	0.9%	12
CALIFORNIA AREA	84	94.9%	5.1%	0.0%	1
OFFICE OF THE AREA DIRECTOR	84	94.9%	5.1%	0.0%	1

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
Department of Health and Human Services	51,302	73.5%	12.4%	14.1%	227
Indian Health Service	8,506	67.9%	14.9%	17.2%	30
CALIFORNIA AREA	87	85.7%	8.0%	6.3%	0
OFFICE OF THE AREA DIRECTOR	87	85.7%	8.0%	6.3%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,971	76.6%	11.7%	11.7%	485
Indian Health Service	8,446	72.6%	12.9%	14.6%	73
CALIFORNIA AREA	87	85.6%	4.3%	10.1%	0
OFFICE OF THE AREA DIRECTOR	87	85.6%	4.3%	10.1%	0

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,215	88.0%	8.8%	3.2%	186
Indian Health Service	8,480	82.9%	12.4%	4.7%	36
CALIFORNIA AREA	87	85.5%	10.1%	4.4%	0
OFFICE OF THE AREA DIRECTOR	87	85.5%	10.1%	4.4%	0

Department of Health and Human Services
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My Work Experience (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	48,938	68.6%	17.4%	13.9%	2,481
Indian Health Service	8,322	59.6%	20.4%	20.0%	177
CALIFORNIA AREA	82	59.9%	22.1%	17.9%	5
OFFICE OF THE AREA DIRECTOR	82	59.9%	22.1%	17.9%	5

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	51,030	60.0%	21.3%	18.7%	435
Indian Health Service	8,436	54.9%	24.2%	20.9%	78
CALIFORNIA AREA	86	56.5%	22.6%	20.9%	1
OFFICE OF THE AREA DIRECTOR	86	56.5%	22.6%	20.9%	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
Department of Health and Human Services	50,648	74.9%	11.8%	13.2%	876
Indian Health Service	8,402	76.9%	11.4%	11.7%	137
CALIFORNIA AREA	87	81.9%	11.2%	6.9%	0
OFFICE OF THE AREA DIRECTOR	87	81.9%	11.2%	6.9%	0

My Work Unit

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,408	80.7%	10.8%	8.5%
Indian Health Service	8,504	65.2%	18.3%	16.5%
CALIFORNIA AREA	86	68.3%	16.9%	14.9%
OFFICE OF THE AREA DIRECTOR	86	68.3%	16.9%	14.9%

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,681	53.1%	22.8%	24.1%	1,577
Indian Health Service	8,321	43.1%	27.6%	29.3%	169
CALIFORNIA AREA	85	38.3%	36.4%	25.3%	2
OFFICE OF THE AREA DIRECTOR	85	38.3%	36.4%	25.3%	2

Department of Health and Human Services
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My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,319	48.5%	26.6%	24.9%	3,856
Indian Health Service	8,002	41.5%	31.7%	26.8%	470
CALIFORNIA AREA	80	36.6%	34.7%	28.7%	7
OFFICE OF THE AREA DIRECTOR	80	36.6%	34.7%	28.7%	7

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
Department of Health and Human Services	44,892	39.5%	29.8%	30.7%	6,297
Indian Health Service	8,088	32.6%	29.1%	38.3%	398
CALIFORNIA AREA	83	36.0%	28.2%	35.9%	4
OFFICE OF THE AREA DIRECTOR	83	36.0%	28.2%	35.9%	4

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,626	46.4%	27.5%	26.1%	3,626
Indian Health Service	8,213	38.7%	29.9%	31.3%	284
CALIFORNIA AREA	82	39.2%	35.3%	25.5%	5
OFFICE OF THE AREA DIRECTOR	82	39.2%	35.3%	25.5%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,713	55.5%	23.2%	21.2%	3,468
Indian Health Service	8,162	46.6%	26.1%	27.3%	326
CALIFORNIA AREA	79	53.4%	26.9%	19.7%	7
OFFICE OF THE AREA DIRECTOR	79	53.4%	26.9%	19.7%	7

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,988	77.8%	12.3%	10.0%	255
Indian Health Service	8,451	63.0%	19.6%	17.4%	43
CALIFORNIA AREA	87	73.2%	15.4%	11.4%	0
OFFICE OF THE AREA DIRECTOR	87	73.2%	15.4%	11.4%	0

Department of Health and Human Services
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My Work Unit (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,215	63.4%	24.9%	11.6%	1,979
Indian Health Service	8,339	60.4%	25.7%	13.9%	137
CALIFORNIA AREA	86	61.4%	26.0%	12.6%	1
OFFICE OF THE AREA DIRECTOR	86	61.4%	26.0%	12.6%	1

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	51,283	88.0%	9.9%	2.1%
Indian Health Service	8,502	78.0%	17.7%	4.3%
CALIFORNIA AREA	87	80.6%	18.2%	1.2%
OFFICE OF THE AREA DIRECTOR	87	80.6%	18.2%	1.2%

29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,876	85.0%	9.7%	5.4%	429
Indian Health Service	8,433	78.3%	14.8%	6.9%	70
CALIFORNIA AREA	87	80.0%	10.7%	9.3%	0
OFFICE OF THE AREA DIRECTOR	87	80.0%	10.7%	9.3%	0

My Agency

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,564	56.7%	22.5%	20.9%	1,310
Indian Health Service	8,254	48.4%	29.0%	22.6%	155
CALIFORNIA AREA	85	47.0%	34.6%	18.3%	1
OFFICE OF THE AREA DIRECTOR	85	47.0%	34.6%	18.3%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,921	62.8%	19.2%	18.0%	971
Indian Health Service	8,286	47.6%	25.5%	26.9%	132
CALIFORNIA AREA	84	58.1%	21.1%	20.8%	3
OFFICE OF THE AREA DIRECTOR	84	58.1%	21.1%	20.8%	3

Department of Health and Human Services
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My Agency (continued)

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,111	53.5%	25.4%	21.1%	1,616
Indian Health Service	8,154	37.8%	32.2%	30.1%	230
CALIFORNIA AREA	83	48.9%	26.2%	24.9%	3
OFFICE OF THE AREA DIRECTOR	83	48.9%	26.2%	24.9%	3

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	46,208	38.6%	30.1%	31.3%	4,617
Indian Health Service	7,915	37.4%	30.7%	31.9%	493
CALIFORNIA AREA	78	32.3%	36.2%	31.5%	8
OFFICE OF THE AREA DIRECTOR	78	32.3%	36.2%	31.5%	8

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
Department of Health and Human Services	47,279	63.2%	24.3%	12.4%	3,599
Indian Health Service	7,982	51.0%	32.7%	16.3%	436
CALIFORNIA AREA	82	58.6%	31.0%	10.4%	5
OFFICE OF THE AREA DIRECTOR	82	58.6%	31.0%	10.4%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,902	83.1%	11.1%	5.8%	1,055
Indian Health Service	8,354	76.5%	14.3%	9.2%	75
CALIFORNIA AREA	85	74.4%	17.8%	7.7%	2
OFFICE OF THE AREA DIRECTOR	85	74.4%	17.8%	7.7%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,045	81.3%	12.4%	6.4%	757
Indian Health Service	8,322	74.3%	15.9%	9.8%	70
CALIFORNIA AREA	86	67.0%	21.5%	11.5%	1
OFFICE OF THE AREA DIRECTOR	86	67.0%	21.5%	11.5%	1

Department of Health and Human Services
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My Agency (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,499	61.5%	20.3%	18.2%	3,378
Indian Health Service	8,155	48.6%	24.6%	26.8%	264
CALIFORNIA AREA	82	48.9%	34.5%	16.7%	5
OFFICE OF THE AREA DIRECTOR	82	48.9%	34.5%	16.7%	5

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
Department of Health and Human Services	46,084	72.6%	16.9%	10.5%	4,705
Indian Health Service	7,906	59.9%	24.2%	16.0%	487
CALIFORNIA AREA	74	66.6%	19.1%	14.3%	13
OFFICE OF THE AREA DIRECTOR	74	66.6%	19.1%	14.3%	13

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,065	82.3%	13.1%	4.6%	820
Indian Health Service	8,272	67.4%	23.3%	9.3%	138
CALIFORNIA AREA	87	74.9%	15.2%	9.9%	0
OFFICE OF THE AREA DIRECTOR	87	74.9%	15.2%	9.9%	0

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,914	75.8%	15.0%	9.2%
Indian Health Service	8,415	66.8%	22.1%	11.1%
CALIFORNIA AREA	87	74.1%	15.0%	10.9%
OFFICE OF THE AREA DIRECTOR	87	74.1%	15.0%	10.9%

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
Department of Health and Human Services	47,835	55.9%	24.1%	20.0%	3,111
Indian Health Service	7,838	52.5%	25.9%	21.6%	585
CALIFORNIA AREA	84	46.4%	29.2%	24.4%	3
OFFICE OF THE AREA DIRECTOR	84	46.4%	29.2%	24.4%	3

Department of Health and Human Services
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My Supervisor

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,652	84.5%	8.1%	7.4%	192
Indian Health Service	8,357	72.1%	13.8%	14.1%	45
CALIFORNIA AREA	87	88.6%	8.2%	3.3%	0
OFFICE OF THE AREA DIRECTOR	87	88.6%	8.2%	3.3%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,557	74.7%	13.2%	12.1%	206
Indian Health Service	8,357	64.5%	19.2%	16.3%	35
CALIFORNIA AREA	87	80.7%	10.5%	8.8%	0
OFFICE OF THE AREA DIRECTOR	87	80.7%	10.5%	8.8%	0

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,348	72.1%	14.8%	13.1%	421
Indian Health Service	8,300	63.5%	19.3%	17.2%	89
CALIFORNIA AREA	85	73.7%	18.3%	8.0%	2
OFFICE OF THE AREA DIRECTOR	85	73.7%	18.3%	8.0%	2

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,304	76.0%	16.4%	7.5%	3,435
Indian Health Service	7,990	63.2%	22.9%	13.9%	401
CALIFORNIA AREA	81	73.1%	16.6%	10.3%	6
OFFICE OF THE AREA DIRECTOR	81	73.1%	16.6%	10.3%	6

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,553	70.9%	15.7%	13.4%	227
Indian Health Service	8,355	62.2%	20.0%	17.7%	42
CALIFORNIA AREA	87	72.6%	12.2%	15.2%	0
OFFICE OF THE AREA DIRECTOR	87	72.6%	12.2%	15.2%	0

Department of Health and Human Services
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My Supervisor (continued)

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	50,103	75.4%	13.7%	10.9%	691
Indian Health Service	8,275	62.1%	20.1%	17.8%	112
CALIFORNIA AREA	87	76.2%	16.1%	7.6%	0
OFFICE OF THE AREA DIRECTOR	87	76.2%	16.1%	7.6%	0

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,699	81.5%	9.9%	8.6%
Indian Health Service	8,384	70.0%	16.3%	13.7%
CALIFORNIA AREA	87	81.1%	12.3%	6.6%
OFFICE OF THE AREA DIRECTOR	87	81.1%	12.3%	6.6%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,694	84.8%	8.4%	6.8%
Indian Health Service	8,385	74.7%	14.8%	10.5%
CALIFORNIA AREA	87	83.3%	9.1%	7.6%
OFFICE OF THE AREA DIRECTOR	87	83.3%	9.1%	7.6%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,686	82.7%	9.0%	8.2%
Indian Health Service	8,387	70.9%	15.6%	13.5%
CALIFORNIA AREA	87	75.5%	10.2%	14.3%
OFFICE OF THE AREA DIRECTOR	87	75.5%	10.2%	14.3%

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,658	74.6%	13.2%	12.1%
Indian Health Service	8,388	63.8%	18.3%	17.9%
CALIFORNIA AREA	87	77.1%	12.6%	10.3%
OFFICE OF THE AREA DIRECTOR	87	77.1%	12.6%	10.3%

Department of Health and Human Services
CALIFORNIA AREA
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My Supervisor (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,686	77.1%	14.2%	8.7%
Indian Health Service	8,394	64.7%	20.5%	14.9%
CALIFORNIA AREA	87	79.6%	10.4%	10.0%
OFFICE OF THE AREA DIRECTOR	87	79.6%	10.4%	10.0%

Leadership

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,300	54.8%	23.1%	22.2%	1,184
Indian Health Service	8,144	44.7%	27.5%	27.7%	195
CALIFORNIA AREA	85	58.0%	25.8%	16.2%	1
OFFICE OF THE AREA DIRECTOR	85	58.0%	25.8%	16.2%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,480	62.9%	22.0%	15.1%	2,961
Indian Health Service	8,012	50.4%	28.2%	21.3%	328
CALIFORNIA AREA	83	64.4%	22.6%	13.0%	3
OFFICE OF THE AREA DIRECTOR	83	64.4%	22.6%	13.0%	3

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,861	72.6%	17.4%	10.0%	2,441
Indian Health Service	8,014	59.9%	24.8%	15.3%	291
CALIFORNIA AREA	83	82.3%	9.5%	8.2%	2
OFFICE OF THE AREA DIRECTOR	83	82.3%	9.5%	8.2%	2

56. Managers communicate the goals of the organization.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,577	70.0%	17.2%	12.7%	771
Indian Health Service	8,139	57.0%	24.7%	18.2%	180
CALIFORNIA AREA	85	66.8%	15.9%	17.2%	1
OFFICE OF THE AREA DIRECTOR	85	66.8%	15.9%	17.2%	1

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Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	47,761	69.4%	19.5%	11.1%	2,644
Indian Health Service	7,939	57.2%	26.8%	16.0%	390
CALIFORNIA AREA	80	72.9%	11.0%	16.1%	5
OFFICE OF THE AREA DIRECTOR	80	72.9%	11.0%	16.1%	5

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	48,966	63.5%	19.3%	17.2%	1,477
Indian Health Service	8,084	50.6%	26.6%	22.8%	250
CALIFORNIA AREA	85	61.0%	22.8%	16.1%	1
OFFICE OF THE AREA DIRECTOR	85	61.0%	22.8%	16.1%	1

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	48,792	67.5%	18.3%	14.3%	1,439
Indian Health Service	7,979	52.6%	26.9%	20.5%	283
CALIFORNIA AREA	83	67.2%	14.1%	18.7%	2
OFFICE OF THE AREA DIRECTOR	83	67.2%	14.1%	18.7%	2

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
Department of Health and Human Services	47,853	68.1%	19.6%	12.2%	2,589
Indian Health Service	7,770	54.3%	26.7%	19.0%	565
CALIFORNIA AREA	81	68.1%	20.5%	11.4%	4
OFFICE OF THE AREA DIRECTOR	81	68.1%	20.5%	11.4%	4

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	49,636	66.2%	20.1%	13.7%	754
Indian Health Service	8,149	57.7%	25.6%	16.7%	175
CALIFORNIA AREA	85	75.9%	15.4%	8.6%	0
OFFICE OF THE AREA DIRECTOR	85	75.9%	15.4%	8.6%	0

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Leadership (continued)

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

	N	Positive	Neutral	Negative	DNK
Department of Health and Human Services	46,786	66.7%	20.8%	12.5%	3,596
Indian Health Service	7,609	49.8%	31.4%	18.8%	707
CALIFORNIA AREA	78	71.3%	20.3%	8.4%	7
OFFICE OF THE AREA DIRECTOR	78	71.3%	20.3%	8.4%	7

My Satisfaction

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,229	60.7%	20.4%	18.8%
Indian Health Service	8,296	56.2%	24.7%	19.1%
CALIFORNIA AREA	84	62.4%	23.1%	14.5%
OFFICE OF THE AREA DIRECTOR	84	62.4%	23.1%	14.5%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,254	58.7%	21.6%	19.7%
Indian Health Service	8,297	49.8%	27.6%	22.6%
CALIFORNIA AREA	85	59.3%	26.3%	14.4%
OFFICE OF THE AREA DIRECTOR	85	59.3%	26.3%	14.4%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,279	60.6%	20.7%	18.7%
Indian Health Service	8,304	48.5%	25.8%	25.7%
CALIFORNIA AREA	85	63.2%	19.2%	17.6%
OFFICE OF THE AREA DIRECTOR	85	63.2%	19.2%	17.6%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,164	54.4%	27.5%	18.1%
Indian Health Service	8,291	47.6%	32.0%	20.3%
CALIFORNIA AREA	85	54.1%	28.7%	17.2%
OFFICE OF THE AREA DIRECTOR	85	54.1%	28.7%	17.2%

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My Satisfaction (continued)

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,169	45.1%	28.5%	26.4%
Indian Health Service	8,289	44.2%	32.2%	23.6%
CALIFORNIA AREA	84	52.5%	23.8%	23.6%
OFFICE OF THE AREA DIRECTOR	84	52.5%	23.8%	23.6%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,198	63.3%	21.8%	15.0%
Indian Health Service	8,302	54.5%	25.4%	20.1%
CALIFORNIA AREA	85	57.6%	29.4%	13.0%
OFFICE OF THE AREA DIRECTOR	85	57.6%	29.4%	13.0%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,225	74.3%	14.9%	10.7%
Indian Health Service	8,306	71.4%	18.0%	10.5%
CALIFORNIA AREA	85	78.2%	12.0%	9.8%
OFFICE OF THE AREA DIRECTOR	85	78.2%	12.0%	9.8%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,189	66.3%	16.1%	17.5%
Indian Health Service	8,282	60.6%	19.0%	20.4%
CALIFORNIA AREA	85	68.8%	9.6%	21.7%
OFFICE OF THE AREA DIRECTOR	85	68.8%	9.6%	21.7%

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

	N	Positive	Neutral	Negative
Department of Health and Human Services	50,031	70.3%	17.8%	11.9%
Indian Health Service	8,228	60.3%	24.9%	14.8%
CALIFORNIA AREA	85	69.7%	24.0%	6.3%
OFFICE OF THE AREA DIRECTOR	85	69.7%	24.0%	6.3%

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Performance

72. Currently, in my work unit poor performers usually:

	N	Remain In Work Unit And Improve Over Time	Remain In Work Unit And Continue To Under-perform	Leave Work Unit - Removed or Transferred	Leave Work Unit - Quit	No Poor Performers In Work Unit	Do Not Know
Department of Health and Human Services	37,857	20.1%	48.0%	9.1%	2.6%	20.2%	12,400
Indian Health Service	6,729	19.2%	58.5%	6.3%	3.0%	13.0%	1,584
CALIFORNIA AREA	72	14.4%	58.9%	9.8%	1.1%	15.7%	13
OFFICE OF THE AREA DIRECTOR	72	14.4%	58.9%	9.8%	1.1%	15.7%	13

Partial Government Shutdown

73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 - January 25, 2019) on your working/pay status?

	N	No Impact On Working/Pay Status	No Work And No Pay Until After Shutdown	Worked Some But No Pay Until After Shutdown	Worked Entire Shutdown But No Pay Until After	Other
Department of Health and Human Services	50,202	68.2%	10.8%	4.6%	8.5%	7.8%
Indian Health Service	8,295	43.9%	5.4%	4.5%	27.2%	19.0%
CALIFORNIA AREA	85	21.3%	25.2%	14.1%	25.6%	13.8%
OFFICE OF THE AREA DIRECTOR	85	21.3%	25.2%	14.1%	25.6%	13.8%

74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?

	N	No Impact	Slightly Negative Impact	Moderately Negative Impact	Very Negative Impact	Extremely Negative Impact
Department of Health and Human Services	49,757	43.9%	21.1%	17.7%	10.4%	6.9%
Indian Health Service	8,273	28.7%	21.9%	22.1%	15.4%	11.9%
CALIFORNIA AREA	83	22.2%	18.3%	23.8%	15.0%	20.6%
OFFICE OF THE AREA DIRECTOR	83	22.2%	18.3%	23.8%	15.0%	20.6%

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Partial Government Shutdown (continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)

	N	Unmanage-able Workload	Missed Deadlines	Unrecover-able Loss of Work	Reduced Customer Service	Delayed Work
Department of Health and Human Services	27,319	20.8%	37.1%	15.1%	40.6%	63.2%
Indian Health Service	5,793	19.6%	32.2%	13.0%	40.2%	44.4%
CALIFORNIA AREA	65	27.5%	49.8%	30.8%	64.7%	70.5%
OFFICE OF THE AREA DIRECTOR	65	27.5%	49.8%	30.8%	64.7%	70.5%

If the response to item 74 was "It had no impact", item 75 was skipped.

(continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) (continued)

	N	Reduced Work Quality	Cutback Of Critical Work	Time Lost Restarting Work	Unmet Statutory Requirements	Other
Department of Health and Human Services	27,319	23.2%	22.6%	35.6%	9.4%	29.3%
Indian Health Service	5,793	32.2%	22.6%	23.5%	11.1%	40.0%
CALIFORNIA AREA	65	42.1%	47.7%	46.7%	19.1%	28.4%
OFFICE OF THE AREA DIRECTOR	65	42.1%	47.7%	46.7%	19.1%	28.4%

If the response to item 74 was "It had no impact", item 75 was skipped.

76. Are you looking for another job because of the partial government shutdown?

	N	Looking Specifically Because Of Shutdown	Looking But Shutdown Is Only One Of The Reasons	Looking But Shutdown Had No Influence	Not Looking Currently
Department of Health and Human Services	49,832	1.3%	5.8%	16.7%	76.2%
Indian Health Service	8,272	1.9%	7.0%	13.7%	77.4%
CALIFORNIA AREA	85	2.6%	8.1%	10.9%	78.5%
OFFICE OF THE AREA DIRECTOR	85	2.6%	8.1%	10.9%	78.5%

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Partial Government Shutdown (continued)

77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.

	N	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Support Required
Department of Health and Human Services	39,221	29.9%	44.2%	18.0%	5.0%	3.0%	10,820
Indian Health Service	7,985	27.9%	43.9%	18.9%	5.4%	3.9%	294
CALIFORNIA AREA	81	29.1%	49.5%	15.2%	2.7%	3.5%	4
OFFICE OF THE AREA DIRECTOR	81	29.1%	49.5%	15.2%	2.7%	3.5%	4

Work-Life

78. Please select the response below that BEST describes your current teleworking schedule.

	N	Telework				
		Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Department of Health and Human Services	49,931	13.2%	6.9%	37.5%	8.5%	3.4%
Indian Health Service	8,119	3.7%	1.0%	2.6%	1.2%	3.7%
CALIFORNIA AREA	85	5.9%	2.1%	16.2%	0.0%	5.2%
OFFICE OF THE AREA DIRECTOR	85	5.9%	2.1%	16.2%	0.0%	5.2%

(continued)

78. Please select the response below that BEST describes your current teleworking schedule. (continued)

	N	Do Not Telework			
		Must Be Physically Present	Technical Issues	Not Approved To Telework	Choose Not To Telework
Department of Health and Human Services	49,931	13.4%	1.7%	5.8%	9.5%
Indian Health Service	8,119	45.4%	4.6%	16.5%	21.4%
CALIFORNIA AREA	85	30.0%	3.3%	21.9%	15.4%
OFFICE OF THE AREA DIRECTOR	85	30.0%	3.3%	21.9%	15.4%

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Work-Life (continued)

79. How satisfied are you with the Telework program in your agency?

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	39,985	77.2%	13.3%	9.5%	1,843	6,392	1,839
Indian Health Service	2,275	38.1%	41.4%	20.5%	326	3,942	1,673
CALIFORNIA AREA	43	51.1%	28.7%	20.2%	4	34	4
OFFICE OF THE AREA DIRECTOR	43	51.1%	28.7%	20.2%	4	34	4

80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):

	N	Alternative Work Schedules	Health and Wellness Programs	Employee Assistance Program - EAP	Child Care Programs	Elder Care Programs	None Listed
Department of Health and Human Services	49,733	38.4%	38.5%	7.1%	4.0%	0.9%	36.8%
Indian Health Service	8,190	26.8%	35.7%	6.1%	0.9%	0.5%	46.2%
CALIFORNIA AREA	84	48.9%	27.9%	5.9%	4.8%	0.0%	34.7%
OFFICE OF THE AREA DIRECTOR	84	48.9%	27.9%	5.9%	4.8%	0.0%	34.7%

81. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	32,415	78.0%	16.6%	5.3%	8,982	6,189	2,159
Indian Health Service	4,747	61.3%	27.9%	10.7%	458	2,111	889
CALIFORNIA AREA	66	74.4%	17.0%	8.5%	6	5	7
OFFICE OF THE AREA DIRECTOR	66	74.4%	17.0%	8.5%	6	5	7

82. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	38,580	78.6%	18.0%	3.4%	7,136	1,832	2,065
Indian Health Service	6,549	68.1%	25.5%	6.4%	424	627	604
CALIFORNIA AREA	58	59.8%	30.0%	10.2%	6	6	14
OFFICE OF THE AREA DIRECTOR	58	59.8%	30.0%	10.2%	6	6	14

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Work-Life (continued)

83. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	22,813	49.8%	45.5%	4.7%	20,453	1,113	5,014
Indian Health Service	4,577	40.7%	53.0%	6.3%	1,938	475	1,181
CALIFORNIA AREA	46	45.0%	43.6%	11.4%	24	4	10
OFFICE OF THE AREA DIRECTOR	46	45.0%	43.6%	11.4%	24	4	10

84. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	16,347	38.2%	55.9%	5.9%	23,300	4,668	5,045
Indian Health Service	2,800	23.3%	68.4%	8.3%	1,613	1,866	1,899
CALIFORNIA AREA	30	20.9%	64.9%	14.2%	23	14	18
OFFICE OF THE AREA DIRECTOR	30	20.9%	64.9%	14.2%	23	14	18

85. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of Health and Human Services	13,352	28.6%	67.7%	3.7%	23,530	4,053	8,285
Indian Health Service	2,709	23.0%	69.8%	7.2%	1,517	1,753	2,173
CALIFORNIA AREA	25	8.1%	75.0%	16.9%	21	13	24
OFFICE OF THE AREA DIRECTOR	25	8.1%	75.0%	16.9%	21	13	24

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My Employment Demographics

Where do you work?

	%
Headquarters	6.0%
Field	94.0%

What is your supervisory status?

	%
Senior Leader	4.7%
Manager	5.9%
Supervisor	15.3%
Team Leader	14.1%
Non-Supervisor	60.0%

What is your pay category/grade?

	%
Federal Wage System	1.2%
GS 1-6	2.4%
GS 7-12	63.5%
GS 13-15	22.4%
Senior Executive Service	1.2%
Senior Level (SL) or Scientific or Professional (ST)	0.0%
Other	9.4%

What is your US military service status?

	%
No Prior Military Service	65.9%
Currently in National Guard or Reserves	1.2%
Retired	7.1%
Separated or Discharged	25.9%

Note: Percentages for demographic questions are unweighted.

Department of Health and Human Services
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My Employment Demographics (continued)

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

	%
Less than 1 year	0.0%
1 to 3 years	23.8%
4 to 5 years	8.3%
6 to 10 years	21.4%
11 to 14 years	15.5%
15 to 20 years	15.5%
More than 20 years	15.5%

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

	%
Less than 1 year	0.0%
1 to 3 years	34.1%
4 to 5 years	11.8%
6 to 10 years	17.6%
11 to 14 years	11.8%
15 to 20 years	15.3%
More than 20 years	9.4%

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

	%
No	69.0%
Yes, to retire	6.0%
Yes, to take another job within the Federal Government	13.1%
Yes, to take another job outside the Federal Government	4.8%
Yes, other	7.1%

I am planning to retire:

	%
Within one year	7.1%
Between one and three years	7.1%
Between three and five years	10.6%
Five or more years	75.3%

Note: Percentages for demographic questions are unweighted.

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My Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

	%
Yes	12.9%
No	87.1%

Please select the racial category or categories with which you most closely identify.

	%
White	42.9%
Black or African American	6.0%
All other races	51.2%

What is your age group?

	%
29 years and under	--
30-39 years old	--
40-49 years old	--
50-59 years old	--
60 years or older	--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

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

	%
Less than High School/ High School Diploma/ GED	--
Certification/ Some College/ Associate's Degree	--
Bachelor's Degree	--
Advanced Degrees (Post Bachelor's Degree)	--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

Are you an individual with a disability?

	%
Yes	21.4%
No	78.6%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.

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My Personal Demographics (continued)

<i>Are you:</i>	
	%
Male	44.7%
Female	55.3%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.