

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

**2nd Level
Subagency
Report**

**Department of Health and Human Services
PHOENIX AREA INDIAN HEALTH SERVICE**

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2nd Level Subagency Report

This 2024 Federal Employee Viewpoint Survey (FEVS) Report provides summary results for the core survey, telework, and demographic items for your subagency, including comparisons to your department or agency. Also presented in this report are FEVS index results. An index is a collection of items that statistically cluster together and can be combined into a single score for interpretation and/or analysis. Indices speak to an aspect of employee perspectives and experiences and are indicators of effectiveness. Established FEVS indices displayed in this report include the Employee Engagement Index (EEI), Global Satisfaction Index (GSI), Performance Confidence Index (PCI), Diversity, Equity, Inclusion, and Accessibility Index (DEIA), and Employee Experience Index (EXI).

Response Summary

Organizations	Surveys Completed	Response Rate
Governmentwide	674,207	41.0%
Department of Health and Human Services	59,261	70.9%
INDIAN HEALTH SERVICE	10,086	75.2%
PHOENIX AREA INDIAN HEALTH SERVICE	1,978	79.9%

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 followed by index and sub-index scores. 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 *Always* and *Most of the time* or *Very Good* and *Good* or *Very Satisfied* and *Satisfied*

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

Negative: *Disagree* and *Strongly Disagree* or *Rarely* and *Never* or *Poor* and *Very Poor* or *Dissatisfied* and *Very Dissatisfied*

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)*, *There have been no recent hires in my work unit*, *I do not have any accessibility needs*, where applicable, is listed separately.

Note: A "-" indicates that there were no responses to the item, and therefore results are not shown. For confidentiality purposes, a "-s" indicates that there are fewer than 4 responses to Questions 83, 84, or 85 and results are therefore suppressed.

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 (items 1-90, excluding item 16). Use this snapshot as a quick reference or overview of your FEVS results.

Highest Percent Positive

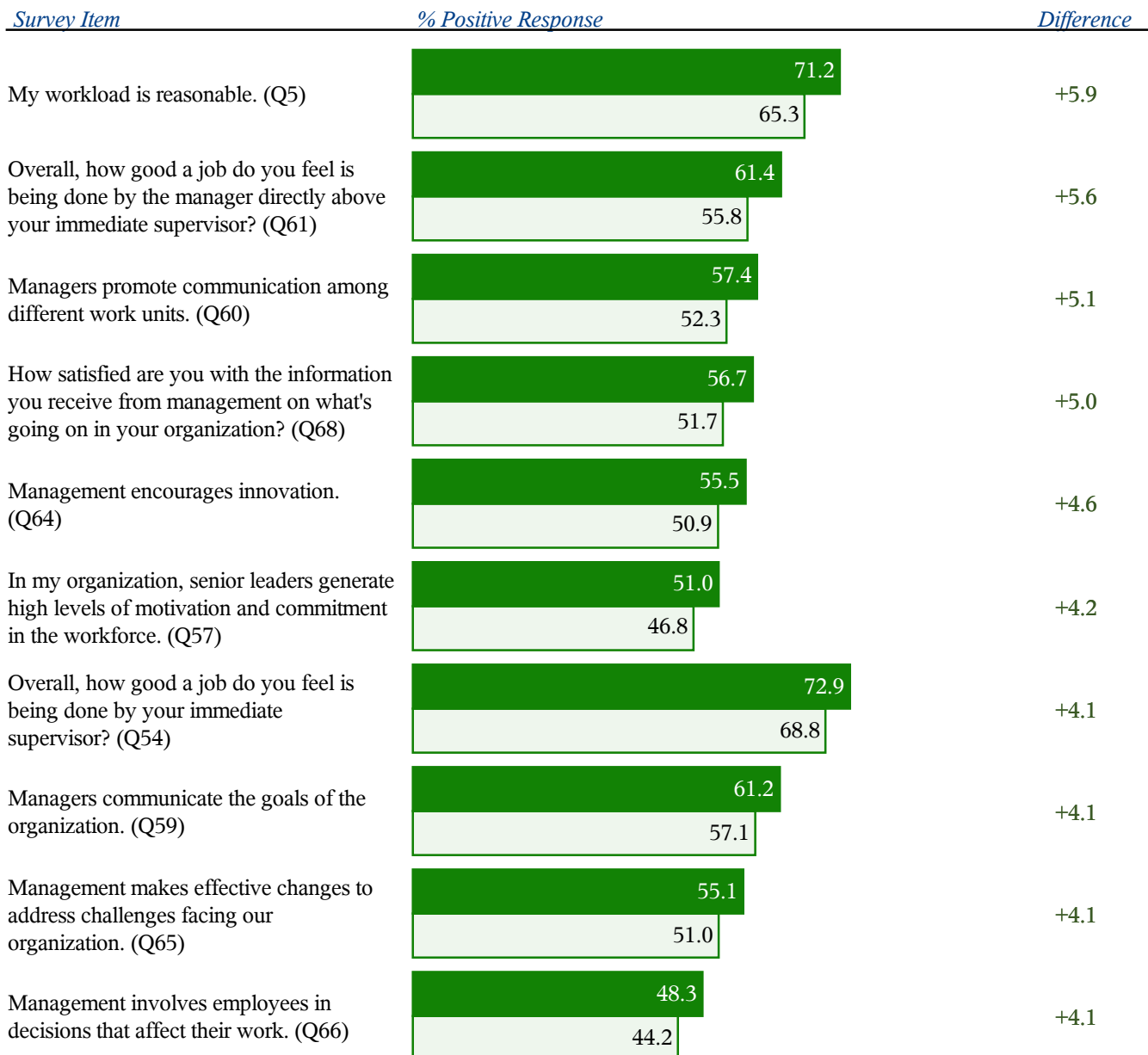
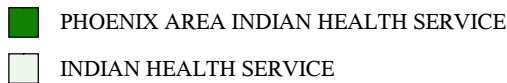
90.9%	It is important to me that my work contribute to the common good. (Q90)
86.7%	I know what is expected of me on the job. (Q4)
85.8%	I am held accountable for the quality of work I produce. (Q11)
85.6%	I know how my work relates to the agency's goals. (Q7)
84.1%	I know what my work unit's goals are. (Q26)
83.6%	Employees in my work unit meet the needs of our customers. (Q20)
83.0%	The work I do gives me a sense of accomplishment. (Q87)
82.0%	I identify with the mission of my organization. (Q89)
81.9%	My supervisor holds me accountable for achieving results. (Q53)
80.5%	My supervisor treats me with respect. (Q51)

Highest Percent Negative

26.2%	In my organization, arbitrary action, personal favoritism, and/or political coercion are not tolerated. (Q45)
24.2%	Management involves employees in decisions that affect their work. (Q66)
24.0%	In my work unit, differences in performance are recognized in a meaningful way. (Q17)
21.7%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q57)
20.8%	Employees are recognized for providing high quality products and services. (Q35)
20.4%	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements). (Q77)
20.2%	Information is openly shared in my organization. (Q40)
20.0%	How satisfied are you with the recognition you receive for doing a good job? (Q69)
19.4%	The approval process in my organization allows timely delivery of my work. (Q41)
19.4%	Considering everything, how satisfied are you with your pay? (Q71)

Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (INDIAN HEALTH SERVICE) average (items 1-90, excluding item 16). 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. Percentages that are less than 8 are not displayed in the bar. A missing bar indicates 0% Positive Response for the item



Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (INDIAN HEALTH SERVICE) average (items 1-90, excluding item 16). 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. Percentages that are less than 8 are not displayed in the bar. A missing bar indicates 0% Positive Response for the item

There are no items in this category

My Work Experience

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	670,623	72.2%	13.9%	13.9%
Department of Health and Human Services	58,989	78.5%	12.1%	9.4%
INDIAN HEALTH SERVICE	10,026	69.7%	17.9%	12.4%
PHOENIX AREA INDIAN HEALTH SERVICE	1,963	72.0%	17.1%	10.9%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	664,020	67.1%	15.4%	17.5%
Department of Health and Human Services	58,539	74.9%	13.5%	11.6%
INDIAN HEALTH SERVICE	9,935	65.3%	19.8%	14.9%
PHOENIX AREA INDIAN HEALTH SERVICE	1,942	68.9%	18.2%	12.9%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	664,559	74.2%	13.8%	12.0%
Department of Health and Human Services	58,569	81.1%	11.4%	7.6%
INDIAN HEALTH SERVICE	9,913	75.5%	15.1%	9.4%
PHOENIX AREA INDIAN HEALTH SERVICE	1,942	76.4%	14.6%	9.0%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	663,290	82.3%	9.7%	8.0%
Department of Health and Human Services	58,438	85.5%	8.5%	6.0%
INDIAN HEALTH SERVICE	9,938	85.7%	9.4%	5.0%
PHOENIX AREA INDIAN HEALTH SERVICE	1,948	86.7%	8.6%	4.7%

5. My workload is reasonable.

Organizations	N	Positive	Neutral	Negative
Governmentwide	669,177	63.3%	14.6%	22.0%
Department of Health and Human Services	58,870	65.5%	14.5%	20.0%
INDIAN HEALTH SERVICE	10,021	65.3%	16.5%	18.2%
PHOENIX AREA INDIAN HEALTH SERVICE	1,966	71.2%	16.1%	12.8%

My Work Experience (continued)

6. My talents are used well in the workplace.

Organizations	N	Positive	Neutral	Negative
Governmentwide	662,558	65.5%	16.2%	18.3%
Department of Health and Human Services	58,415	71.2%	14.9%	13.9%
INDIAN HEALTH SERVICE	9,923	70.7%	17.6%	11.7%
PHOENIX AREA INDIAN HEALTH SERVICE	1,953	73.3%	16.4%	10.3%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	668,952	85.6%	8.7%	5.7%
Department of Health and Human Services	58,861	89.6%	6.9%	3.5%
INDIAN HEALTH SERVICE	10,012	85.9%	10.5%	3.6%
PHOENIX AREA INDIAN HEALTH SERVICE	1,953	85.6%	11.2%	3.2%

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	644,414	71.9%	13.9%	14.2%	25,998
Department of Health and Human Services	55,912	75.1%	14.1%	10.8%	3,012
INDIAN HEALTH SERVICE	9,717	63.6%	18.7%	17.7%	296
PHOENIX AREA INDIAN HEALTH SERVICE	1,922	65.7%	18.3%	16.1%	43

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	671,755	73.9%	13.8%	12.3%
Department of Health and Human Services	59,047	79.6%	11.6%	8.8%
INDIAN HEALTH SERVICE	10,049	77.8%	13.7%	8.4%
PHOENIX AREA INDIAN HEALTH SERVICE	1,971	79.4%	12.8%	7.8%

10. I receive the training I need to do my job well.

Organizations	N	Positive	Neutral	Negative
Governmentwide	666,259	66.7%	17.3%	16.0%
Department of Health and Human Services	58,687	74.7%	15.1%	10.2%
INDIAN HEALTH SERVICE	9,976	68.0%	18.6%	13.4%
PHOENIX AREA INDIAN HEALTH SERVICE	1,959	69.8%	17.9%	12.3%

My Work Experience (continued)

11. I am held accountable for the quality of work I produce.

Organizations	N	Positive	Neutral	Negative
Governmentwide	667,809	86.9%	8.5%	4.6%
Department of Health and Human Services	58,813	91.5%	6.2%	2.4%
INDIAN HEALTH SERVICE	9,997	85.8%	10.4%	3.8%
PHOENIX AREA INDIAN HEALTH SERVICE	1,959	85.8%	10.4%	3.8%

12. I have a clear idea of how well I am doing my job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	667,717	77.0%	13.4%	9.6%
Department of Health and Human Services	58,791	82.0%	11.5%	6.5%
INDIAN HEALTH SERVICE	9,996	76.9%	15.1%	8.0%
PHOENIX AREA INDIAN HEALTH SERVICE	1,952	77.5%	14.8%	7.7%

13. I have the autonomy to decide how I do my job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	671,069	72.6%	14.5%	12.9%
Department of Health and Human Services	58,998	76.2%	13.5%	10.3%
INDIAN HEALTH SERVICE	10,032	72.9%	17.5%	9.6%
PHOENIX AREA INDIAN HEALTH SERVICE	1,968	73.7%	17.8%	8.5%

14. I can make decisions about my work without getting permission first.

Organizations	N	Positive	Neutral	Negative
Governmentwide	671,737	65.1%	18.3%	16.6%
Department of Health and Human Services	59,004	65.1%	19.2%	15.7%
INDIAN HEALTH SERVICE	10,043	60.9%	23.8%	15.3%
PHOENIX AREA INDIAN HEALTH SERVICE	1,971	59.9%	25.2%	14.8%

My Work Unit

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	672,677	82.7%	9.3%	8.0%
Department of Health and Human Services	59,122	86.7%	7.7%	5.5%
INDIAN HEALTH SERVICE	10,070	71.8%	16.0%	12.2%
PHOENIX AREA INDIAN HEALTH SERVICE	1,975	72.3%	15.9%	11.9%

My Work Unit (continued)

16. In my work unit poor performers usually:

Organizations	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
Governmentwide	672,576	18.3%	40.0%	10.4%	6.4%	19.7%	20.6%
Department of Health and Human Services	59,097	18.7%	30.1%	8.4%	5.3%	24.1%	25.2%
INDIAN HEALTH SERVICE	10,069	18.9%	44.2%	7.2%	6.3%	15.0%	19.8%
PHOENIX AREA INDIAN HEALTH SERVICE	1,971	21.3%	46.3%	7.5%	5.4%	13.7%	18.0%

Note: Percents will add to more than 100% because respondents could choose more than one response option.

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	601,689	46.6%	26.3%	27.2%	71,115
Department of Health and Human Services	52,029	56.2%	24.4%	19.4%	7,088
INDIAN HEALTH SERVICE	9,471	42.6%	30.1%	27.4%	597
PHOENIX AREA INDIAN HEALTH SERVICE	1,891	45.8%	30.2%	24.0%	80

18. Employees in my work unit share job knowledge.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	668,975	82.0%	9.8%	8.2%	4,150
Department of Health and Human Services	58,727	84.2%	9.2%	6.6%	410
INDIAN HEALTH SERVICE	9,965	69.0%	17.4%	13.6%	106
PHOENIX AREA INDIAN HEALTH SERVICE	1,952	68.5%	17.0%	14.4%	20

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	665,938	80.7%	11.5%	7.8%	7,302
Department of Health and Human Services	58,575	85.7%	9.1%	5.3%	593
INDIAN HEALTH SERVICE	9,957	74.5%	17.2%	8.3%	115
PHOENIX AREA INDIAN HEALTH SERVICE	1,958	75.1%	17.5%	7.4%	16

My Work Unit (continued)

20. Employees in my work unit meet the needs of our customers.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	640,450	87.7%	10.3%	2.0%	29,656
Department of Health and Human Services	56,530	91.9%	6.9%	1.2%	2,419
INDIAN HEALTH SERVICE	9,833	83.3%	13.7%	3.0%	206
PHOENIX AREA INDIAN HEALTH SERVICE	1,943	83.6%	13.5%	2.8%	29

21. Employees in my work unit contribute positively to my agency's performance.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	644,083	85.9%	11.2%	2.9%	19,200
Department of Health and Human Services	57,194	91.3%	7.1%	1.6%	1,321
INDIAN HEALTH SERVICE	9,745	79.2%	15.8%	4.9%	187
PHOENIX AREA INDIAN HEALTH SERVICE	1,925	78.2%	17.2%	4.6%	30

22. Employees in my work unit produce high-quality work.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	648,341	83.4%	13.4%	3.2%	20,554
Department of Health and Human Services	57,572	89.6%	8.7%	1.7%	1,292
INDIAN HEALTH SERVICE	9,829	78.2%	17.1%	4.7%	183
PHOENIX AREA INDIAN HEALTH SERVICE	1,936	77.9%	17.9%	4.1%	30

23. Employees in my work unit adapt to changing priorities.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	646,958	80.2%	14.7%	5.0%	20,088
Department of Health and Human Services	57,143	85.9%	11.0%	3.2%	1,496
INDIAN HEALTH SERVICE	9,785	71.1%	19.9%	8.9%	197
PHOENIX AREA INDIAN HEALTH SERVICE	1,924	70.3%	21.1%	8.6%	37

24. New hires in my work unit (i.e., hired in the past year) have the right skills to do their jobs.

Organizations	N	Positive	Neutral	Negative	No Recent Hires (N)
Governmentwide	586,255	60.7%	23.6%	15.7%	83,549
Department of Health and Human Services	51,002	73.5%	18.8%	7.7%	7,896
INDIAN HEALTH SERVICE	9,043	60.7%	26.8%	12.5%	977
PHOENIX AREA INDIAN HEALTH SERVICE	1,845	62.7%	26.2%	11.1%	115

My Work Unit (continued)

25. I can influence decisions in my work unit.

Organizations	N	Positive	Neutral	Negative
Governmentwide	669,460	70.1%	17.5%	12.4%
Department of Health and Human Services	58,966	74.1%	16.4%	9.5%
INDIAN HEALTH SERVICE	10,045	63.4%	24.5%	12.1%
PHOENIX AREA INDIAN HEALTH SERVICE	1,970	66.1%	23.4%	10.5%

26. I know what my work unit's goals are.

Organizations	N	Positive	Neutral	Negative
Governmentwide	669,605	84.6%	9.3%	6.1%
Department of Health and Human Services	58,990	87.4%	7.9%	4.6%
INDIAN HEALTH SERVICE	10,046	84.4%	11.0%	4.6%
PHOENIX AREA INDIAN HEALTH SERVICE	1,970	84.1%	11.6%	4.3%

27. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	641,618	57.1%	22.4%	20.5%	27,952
Department of Health and Human Services	57,077	67.5%	18.8%	13.7%	1,925
INDIAN HEALTH SERVICE	9,805	56.3%	26.5%	17.2%	252
PHOENIX AREA INDIAN HEALTH SERVICE	1,933	59.6%	25.2%	15.2%	39

28. My work unit successfully manages disruptions to our work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	649,351	69.5%	17.7%	12.8%	20,424
Department of Health and Human Services	57,085	76.2%	14.9%	9.0%	1,931
INDIAN HEALTH SERVICE	9,898	60.9%	23.4%	15.7%	155
PHOENIX AREA INDIAN HEALTH SERVICE	1,945	64.6%	22.3%	13.1%	25

29. Employees in my work unit consistently look for new ways to improve how they do their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	644,769	67.4%	19.9%	12.7%	20,891
Department of Health and Human Services	57,177	75.8%	16.0%	8.1%	1,644
INDIAN HEALTH SERVICE	9,845	61.3%	23.5%	15.2%	170
PHOENIX AREA INDIAN HEALTH SERVICE	1,937	62.4%	23.3%	14.3%	28

My Work Unit (continued)

30. Employees in my work unit incorporate new ideas into their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	637,718	68.1%	19.7%	12.2%	21,016
Department of Health and Human Services	56,806	76.7%	15.5%	7.7%	1,540
INDIAN HEALTH SERVICE	9,753	61.0%	24.9%	14.1%	165
PHOENIX AREA INDIAN HEALTH SERVICE	1,921	62.1%	25.4%	12.5%	28

31. Employees in my work unit approach change as an opportunity.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	636,233	58.7%	25.2%	16.1%	22,175
Department of Health and Human Services	56,447	68.9%	20.9%	10.2%	1,839
INDIAN HEALTH SERVICE	9,737	56.0%	26.5%	17.5%	165
PHOENIX AREA INDIAN HEALTH SERVICE	1,924	56.8%	26.8%	16.4%	27

32. Employees in my work unit consider customer needs a top priority.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	638,873	78.0%	14.5%	7.5%	20,857
Department of Health and Human Services	56,435	85.3%	10.6%	4.2%	1,893
INDIAN HEALTH SERVICE	9,846	75.8%	15.8%	8.4%	97
PHOENIX AREA INDIAN HEALTH SERVICE	1,935	75.6%	16.4%	8.0%	18

33. Employees in my work unit consistently look for ways to improve customer service.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	635,357	67.0%	22.3%	10.7%	27,854
Department of Health and Human Services	56,082	77.1%	16.9%	6.0%	2,515
INDIAN HEALTH SERVICE	9,843	64.8%	23.3%	11.9%	147
PHOENIX AREA INDIAN HEALTH SERVICE	1,931	64.6%	24.2%	11.2%	27

34. Employees in my work unit support my need to balance my work and personal responsibilities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	655,180	74.0%	14.7%	11.3%	9,643
Department of Health and Human Services	58,069	81.6%	11.3%	7.2%	644
INDIAN HEALTH SERVICE	9,911	65.8%	20.6%	13.7%	98
PHOENIX AREA INDIAN HEALTH SERVICE	1,952	66.8%	20.5%	12.7%	13

My Organization

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	646,674	62.5%	17.4%	20.1%	16,286
Department of Health and Human Services	57,364	71.7%	15.1%	13.3%	1,313
INDIAN HEALTH SERVICE	9,817	51.1%	24.6%	24.3%	186
PHOENIX AREA INDIAN HEALTH SERVICE	1,919	53.8%	25.3%	20.8%	37

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	642,192	78.6%	11.6%	9.7%	20,957
Department of Health and Human Services	55,540	86.2%	9.3%	4.6%	3,133
INDIAN HEALTH SERVICE	9,866	76.4%	14.4%	9.2%	146
PHOENIX AREA INDIAN HEALTH SERVICE	1,941	76.9%	14.4%	8.6%	18

37. My organization is successful at accomplishing its mission.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	650,719	79.7%	13.0%	7.4%	12,405
Department of Health and Human Services	57,684	84.7%	10.7%	4.5%	1,012
INDIAN HEALTH SERVICE	9,867	69.2%	22.3%	8.5%	148
PHOENIX AREA INDIAN HEALTH SERVICE	1,934	70.2%	22.3%	7.5%	27

38. I have a good understanding of my organization's priorities.

Organizations	N	Positive	Neutral	Negative
Governmentwide	663,395	79.0%	12.1%	8.9%
Department of Health and Human Services	58,737	82.9%	10.7%	6.3%
INDIAN HEALTH SERVICE	10,019	78.4%	15.1%	6.5%
PHOENIX AREA INDIAN HEALTH SERVICE	1,959	78.4%	15.4%	6.2%

39. My organization shares results (for example, town halls, email, distribution of reports) from the Federal Employee Viewpoint Survey (FEVS).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	619,414	72.5%	14.6%	12.9%	39,005
Department of Health and Human Services	56,658	87.1%	8.0%	4.9%	1,762
INDIAN HEALTH SERVICE	9,337	63.8%	22.3%	13.9%	599
PHOENIX AREA INDIAN HEALTH SERVICE	1,852	65.8%	21.9%	12.3%	91

My Organization (continued)

40. Information is openly shared in my organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	634,860	58.0%	20.2%	21.8%	8,703
Department of Health and Human Services	56,621	67.0%	17.9%	15.1%	708
INDIAN HEALTH SERVICE	9,522	52.0%	26.1%	22.0%	193
PHOENIX AREA INDIAN HEALTH SERVICE	1,869	54.7%	25.1%	20.2%	33

41. The approval process in my organization allows timely delivery of my work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	636,981	56.0%	22.0%	22.0%	13,719
Department of Health and Human Services	56,902	61.0%	19.6%	19.3%	988
INDIAN HEALTH SERVICE	9,601	51.9%	27.8%	20.3%	226
PHOENIX AREA INDIAN HEALTH SERVICE	1,882	52.5%	28.1%	19.4%	40

42. My organization effectively adapts to changing government priorities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	629,474	66.6%	21.0%	12.4%	19,836
Department of Health and Human Services	55,777	74.8%	17.6%	7.6%	1,870
INDIAN HEALTH SERVICE	9,462	59.9%	28.8%	11.3%	345
PHOENIX AREA INDIAN HEALTH SERVICE	1,851	61.1%	28.6%	10.3%	75

43. My organization has prepared me for potential physical security threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	646,142	76.6%	14.5%	9.0%	11,254
Department of Health and Human Services	56,808	81.6%	13.2%	5.1%	1,507
INDIAN HEALTH SERVICE	9,825	72.3%	18.0%	9.7%	98
PHOENIX AREA INDIAN HEALTH SERVICE	1,925	72.0%	19.9%	8.1%	16

44. My organization has prepared me for potential cybersecurity threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	644,314	82.9%	11.6%	5.5%	6,726
Department of Health and Human Services	57,213	90.2%	7.6%	2.1%	559
INDIAN HEALTH SERVICE	9,742	81.3%	13.9%	4.8%	75
PHOENIX AREA INDIAN HEALTH SERVICE	1,913	79.9%	15.9%	4.2%	13

My Organization (continued)

45. In my organization, arbitrary action, personal favoritism, and/or political coercion are not tolerated.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	624,510	56.0%	20.3%	23.7%	31,937
Department of Health and Human Services	54,568	63.3%	19.8%	16.9%	3,672
INDIAN HEALTH SERVICE	9,641	47.7%	24.7%	27.6%	261
PHOENIX AREA INDIAN HEALTH SERVICE	1,895	48.9%	25.0%	26.2%	38

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	659,552	69.2%	17.5%	13.4%	
Department of Health and Human Services	58,524	78.5%	13.7%	7.7%	
INDIAN HEALTH SERVICE	9,989	67.0%	22.4%	10.6%	
PHOENIX AREA INDIAN HEALTH SERVICE	1,958	70.5%	20.8%	8.7%	

47. I believe the results of this survey will be used to make my agency a better place to work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	623,432	49.5%	23.7%	26.8%	36,589
Department of Health and Human Services	55,920	64.0%	20.0%	16.0%	2,631
INDIAN HEALTH SERVICE	9,437	55.8%	24.8%	19.4%	546
PHOENIX AREA INDIAN HEALTH SERVICE	1,857	58.6%	24.9%	16.5%	100

My Supervisor

48. Supervisors in my work unit support employee development.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	643,050	79.5%	10.9%	9.6%	4,660
Department of Health and Human Services	57,228	84.2%	8.9%	6.9%	347
INDIAN HEALTH SERVICE	9,661	69.9%	17.0%	13.1%	79
PHOENIX AREA INDIAN HEALTH SERVICE	1,898	72.6%	17.3%	10.0%	13

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	657,169	85.1%	8.1%	6.8%	
Department of Health and Human Services	58,342	88.6%	6.5%	4.9%	
INDIAN HEALTH SERVICE	9,959	76.4%	13.3%	10.3%	
PHOENIX AREA INDIAN HEALTH SERVICE	1,952	77.8%	14.5%	7.8%	

My Supervisor (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	654,855	83.3%	8.7%	8.0%
Department of Health and Human Services	58,234	86.3%	7.5%	6.2%
INDIAN HEALTH SERVICE	9,912	73.7%	14.9%	11.3%
PHOENIX AREA INDIAN HEALTH SERVICE	1,946	76.8%	14.1%	9.1%

51. My supervisor treats me with respect.

Organizations	N	Positive	Neutral	Negative
Governmentwide	657,094	87.1%	7.1%	5.8%
Department of Health and Human Services	58,355	88.8%	6.5%	4.7%
INDIAN HEALTH SERVICE	9,953	78.0%	13.6%	8.4%
PHOENIX AREA INDIAN HEALTH SERVICE	1,952	80.5%	13.1%	6.4%

52. I have trust and confidence in my supervisor.

Organizations	N	Positive	Neutral	Negative
Governmentwide	655,458	77.8%	11.3%	10.9%
Department of Health and Human Services	58,230	81.7%	10.1%	8.2%
INDIAN HEALTH SERVICE	9,918	69.3%	17.3%	13.4%
PHOENIX AREA INDIAN HEALTH SERVICE	1,945	71.8%	17.6%	10.6%

53. My supervisor holds me accountable for achieving results.

Organizations	N	Positive	Neutral	Negative
Governmentwide	656,538	88.0%	8.7%	3.4%
Department of Health and Human Services	58,295	91.5%	6.5%	2.1%
INDIAN HEALTH SERVICE	9,933	81.4%	13.9%	4.7%
PHOENIX AREA INDIAN HEALTH SERVICE	1,948	81.9%	14.6%	3.5%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	656,729	78.8%	13.1%	8.1%
Department of Health and Human Services	58,359	82.9%	11.1%	6.0%
INDIAN HEALTH SERVICE	9,963	68.8%	19.7%	11.5%
PHOENIX AREA INDIAN HEALTH SERVICE	1,950	72.9%	18.2%	8.9%

My Supervisor (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	657,138	73.3%	15.4%	11.3%
Department of Health and Human Services	58,392	78.1%	13.3%	8.6%
INDIAN HEALTH SERVICE	9,969	66.6%	20.5%	12.9%
PHOENIX AREA INDIAN HEALTH SERVICE	1,954	70.1%	20.1%	9.7%

56. My supervisor provides me with performance feedback throughout the year.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	651,795	77.1%	12.3%	10.6%	5,610
Department of Health and Human Services	57,917	80.1%	11.6%	8.3%	496
INDIAN HEALTH SERVICE	9,876	68.2%	18.6%	13.1%	91
PHOENIX AREA INDIAN HEALTH SERVICE	1,936	70.1%	19.1%	10.8%	19

Leadership

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	640,144	51.7%	22.0%	26.3%	14,068
Department of Health and Human Services	57,128	62.0%	20.3%	17.7%	1,085
INDIAN HEALTH SERVICE	9,730	46.8%	28.1%	25.1%	204
PHOENIX AREA INDIAN HEALTH SERVICE	1,911	51.0%	27.3%	21.7%	33

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	613,446	62.9%	20.2%	16.9%	36,728
Department of Health and Human Services	54,862	70.7%	18.2%	11.1%	3,040
INDIAN HEALTH SERVICE	9,469	52.5%	28.2%	19.3%	408
PHOENIX AREA INDIAN HEALTH SERVICE	1,874	55.9%	26.9%	17.3%	71

59. Managers communicate the goals of the organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	644,672	67.7%	17.0%	15.2%	7,855
Department of Health and Human Services	57,400	75.1%	14.6%	10.2%	655
INDIAN HEALTH SERVICE	9,715	57.1%	25.2%	17.6%	187
PHOENIX AREA INDIAN HEALTH SERVICE	1,899	61.2%	24.1%	14.7%	36

Leadership (continued)

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	633,494	61.3%	19.3%	19.4%	16,440
Department of Health and Human Services	56,633	68.9%	17.0%	14.1%	1,191
INDIAN HEALTH SERVICE	9,630	52.3%	26.0%	21.7%	234
PHOENIX AREA INDIAN HEALTH SERVICE	1,894	57.4%	24.3%	18.3%	37

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	621,803	66.8%	18.9%	14.3%	31,266
Department of Health and Human Services	55,626	73.9%	16.5%	9.7%	2,514
INDIAN HEALTH SERVICE	9,275	55.8%	26.2%	17.9%	633
PHOENIX AREA INDIAN HEALTH SERVICE	1,823	61.4%	24.7%	13.9%	118

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	645,912	64.3%	19.3%	16.4%	7,461
Department of Health and Human Services	57,682	72.4%	17.0%	10.6%	506
INDIAN HEALTH SERVICE	9,801	61.1%	25.0%	14.0%	125
PHOENIX AREA INDIAN HEALTH SERVICE	1,922	62.7%	24.3%	13.0%	20

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	615,550	62.9%	20.6%	16.5%	35,403
Department of Health and Human Services	55,200	72.9%	17.1%	10.1%	2,814
INDIAN HEALTH SERVICE	9,196	51.4%	31.2%	17.4%	690
PHOENIX AREA INDIAN HEALTH SERVICE	1,809	53.9%	30.8%	15.3%	126

64. Management encourages innovation.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	632,723	60.2%	22.4%	17.4%	19,084
Department of Health and Human Services	56,487	68.5%	19.8%	11.7%	1,580
INDIAN HEALTH SERVICE	9,560	50.9%	30.4%	18.8%	327
PHOENIX AREA INDIAN HEALTH SERVICE	1,879	55.5%	28.1%	16.4%	54

Leadership (continued)

65. Management makes effective changes to address challenges facing our organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	628,131	55.4%	23.2%	21.4%	22,712
Department of Health and Human Services	55,956	64.7%	20.9%	14.4%	2,020
INDIAN HEALTH SERVICE	9,533	51.0%	29.1%	19.8%	344
PHOENIX AREA INDIAN HEALTH SERVICE	1,877	55.1%	28.2%	16.6%	55

66. Management involves employees in decisions that affect their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	631,296	47.8%	22.8%	29.4%	20,437
Department of Health and Human Services	56,310	55.7%	22.0%	22.2%	1,708
INDIAN HEALTH SERVICE	9,580	44.2%	27.8%	28.0%	285
PHOENIX AREA INDIAN HEALTH SERVICE	1,876	48.3%	27.5%	24.2%	51

My Satisfaction

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	649,213	54.3%	23.8%	21.8%
Department of Health and Human Services	57,917	61.2%	21.8%	17.0%
INDIAN HEALTH SERVICE	9,854	54.6%	28.1%	17.3%
PHOENIX AREA INDIAN HEALTH SERVICE	1,930	57.4%	27.9%	14.8%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	646,959	56.5%	22.3%	21.2%
Department of Health and Human Services	57,772	64.7%	20.0%	15.2%
INDIAN HEALTH SERVICE	9,821	51.7%	29.0%	19.3%
PHOENIX AREA INDIAN HEALTH SERVICE	1,924	56.7%	27.6%	15.7%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	647,907	57.4%	21.5%	21.1%
Department of Health and Human Services	57,814	66.4%	18.7%	15.0%
INDIAN HEALTH SERVICE	9,817	51.0%	26.5%	22.5%
PHOENIX AREA INDIAN HEALTH SERVICE	1,923	54.7%	25.3%	20.0%

My Satisfaction (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	646,545	69.5%	15.9%	14.6%
Department of Health and Human Services	57,698	76.7%	13.7%	9.7%
INDIAN HEALTH SERVICE	9,798	69.8%	19.1%	11.0%
PHOENIX AREA INDIAN HEALTH SERVICE	1,921	73.2%	17.9%	8.9%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	649,022	59.0%	17.0%	24.0%
Department of Health and Human Services	57,871	64.4%	16.9%	18.6%
INDIAN HEALTH SERVICE	9,822	58.5%	20.7%	20.9%
PHOENIX AREA INDIAN HEALTH SERVICE	1,927	59.9%	20.7%	19.4%

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	649,095	63.8%	19.0%	17.2%
Department of Health and Human Services	57,882	73.7%	16.0%	10.3%
INDIAN HEALTH SERVICE	9,834	60.8%	25.4%	13.8%
PHOENIX AREA INDIAN HEALTH SERVICE	1,928	63.3%	25.5%	11.3%

Diversity, Equity, Inclusion, and Accessibility

73. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	600,170	70.7%	18.7%	10.6%	50,130
Department of Health and Human Services	54,621	76.8%	14.4%	8.8%	3,439
INDIAN HEALTH SERVICE	9,391	59.6%	25.7%	14.6%	522
PHOENIX AREA INDIAN HEALTH SERVICE	1,858	61.5%	24.3%	14.2%	84

74. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	602,178	74.2%	17.9%	7.9%	48,396
Department of Health and Human Services	54,750	80.0%	13.4%	6.6%	3,314
INDIAN HEALTH SERVICE	9,478	63.6%	23.8%	12.6%	439
PHOENIX AREA INDIAN HEALTH SERVICE	1,872	66.4%	23.2%	10.4%	73

Diversity, Equity, Inclusion, and Accessibility (continued)

75. *I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.*

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	629,828	68.0%	15.2%	16.9%	19,031
Department of Health and Human Services	55,938	70.8%	14.7%	14.4%	2,014
INDIAN HEALTH SERVICE	9,698	56.6%	22.9%	20.5%	193
PHOENIX AREA INDIAN HEALTH SERVICE	1,910	59.7%	22.3%	18.0%	31

76. *My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).*

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	619,599	72.1%	14.9%	13.0%	28,237
Department of Health and Human Services	54,960	74.9%	13.8%	11.2%	2,892
INDIAN HEALTH SERVICE	9,588	59.2%	22.3%	18.5%	283
PHOENIX AREA INDIAN HEALTH SERVICE	1,888	61.2%	22.4%	16.4%	51

77. *In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).*

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	615,183	64.1%	17.1%	18.8%	33,922
Department of Health and Human Services	54,853	71.8%	14.9%	13.3%	3,084
INDIAN HEALTH SERVICE	9,645	51.7%	24.4%	23.9%	245
PHOENIX AREA INDIAN HEALTH SERVICE	1,895	55.7%	23.9%	20.4%	45

78. *Employees in my work unit make me feel I belong.*

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	636,731	79.3%	13.6%	7.1%	8,658
Department of Health and Human Services	57,051	83.2%	11.4%	5.4%	588
INDIAN HEALTH SERVICE	9,708	72.1%	18.7%	9.2%	94
PHOENIX AREA INDIAN HEALTH SERVICE	1,903	72.3%	18.8%	8.9%	18

79. *Employees in my work unit care about me as a person.*

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	626,479	77.9%	15.5%	6.5%	15,939
Department of Health and Human Services	56,233	82.4%	12.8%	4.7%	1,194
INDIAN HEALTH SERVICE	9,608	70.1%	20.8%	9.0%	167
PHOENIX AREA INDIAN HEALTH SERVICE	1,882	70.8%	20.3%	8.9%	38

Diversity, Equity, Inclusion, and Accessibility (continued)

80. I am comfortable expressing opinions that are different from other employees in my work unit.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	636,844	75.9%	12.9%	11.2%	8,274
Department of Health and Human Services	57,011	79.1%	11.9%	9.0%	610
INDIAN HEALTH SERVICE	9,699	67.1%	18.9%	14.0%	95
PHOENIX AREA INDIAN HEALTH SERVICE	1,901	67.9%	18.1%	14.0%	20

81. In my work unit, people's differences are respected.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	630,757	77.5%	14.1%	8.4%	13,373
Department of Health and Human Services	56,515	81.8%	11.8%	6.4%	1,016
INDIAN HEALTH SERVICE	9,644	65.7%	21.2%	13.2%	123
PHOENIX AREA INDIAN HEALTH SERVICE	1,883	66.3%	21.0%	12.6%	28

82. I can be successful in my organization being myself.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	637,604	76.3%	13.6%	10.1%	6,813
Department of Health and Human Services	57,041	80.0%	12.6%	7.4%	538
INDIAN HEALTH SERVICE	9,707	73.3%	17.9%	8.8%	76
PHOENIX AREA INDIAN HEALTH SERVICE	1,897	73.7%	16.9%	9.4%	16

83. I can easily make a request of my organization to meet my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	413,790	72.7%	17.8%	9.5%	137,716	96,589
Department of Health and Human Services	35,696	77.6%	15.6%	6.9%	12,797	9,448
INDIAN HEALTH SERVICE	7,827	63.1%	26.9%	10.0%	1,305	765
PHOENIX AREA INDIAN HEALTH SERVICE	1,564	64.5%	26.8%	8.7%	244	129

Note: For confidentiality purposes, a "-" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

84. My organization responds to my accessibility needs in a timely manner.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	387,841	67.5%	22.4%	10.1%	140,489	119,276
Department of Health and Human Services	33,269	73.5%	19.2%	7.3%	13,049	11,592
INDIAN HEALTH SERVICE	7,666	58.3%	29.9%	11.7%	1,335	892
PHOENIX AREA INDIAN HEALTH SERVICE	1,539	60.8%	28.4%	10.8%	250	151

Note: For confidentiality purposes, a "-" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

Diversity, Equity, Inclusion, and Accessibility (continued)

85. My organization meets my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	393,306	70.6%	21.1%	8.3%	143,718	110,290
Department of Health and Human Services	33,779	76.2%	18.0%	5.8%	13,331	10,756
INDIAN HEALTH SERVICE	7,680	61.6%	29.5%	8.9%	1,365	835
PHOENIX AREA INDIAN HEALTH SERVICE	1,536	63.4%	28.6%	8.0%	252	146

Note: For confidentiality purposes, a "-" indicates that there are fewer than 4 responses to the question, excluding 'No Accessibility Needs' and 'No Basis to Judge,' and results are therefore suppressed.

Employee Experience

86. My job inspires me.

Organizations	N	Positive	Neutral	Negative
Governmentwide	645,090	63.4%	20.6%	15.9%
Department of Health and Human Services	57,677	73.8%	16.7%	9.4%
INDIAN HEALTH SERVICE	9,833	71.3%	19.9%	8.9%
PHOENIX AREA INDIAN HEALTH SERVICE	1,934	73.6%	18.6%	7.9%

87. The work I do gives me a sense of accomplishment.

Organizations	N	Positive	Neutral	Negative
Governmentwide	644,165	75.7%	13.3%	11.0%
Department of Health and Human Services	57,675	82.8%	10.7%	6.6%
INDIAN HEALTH SERVICE	9,832	82.3%	12.4%	5.3%
PHOENIX AREA INDIAN HEALTH SERVICE	1,934	83.0%	12.6%	4.4%

88. I feel a strong personal attachment to my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	646,336	61.8%	21.6%	16.5%
Department of Health and Human Services	57,788	70.6%	19.1%	10.3%
INDIAN HEALTH SERVICE	9,852	67.2%	23.3%	9.5%
PHOENIX AREA INDIAN HEALTH SERVICE	1,933	67.5%	24.4%	8.1%

89. I identify with the mission of my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	644,905	79.1%	14.6%	6.3%
Department of Health and Human Services	57,677	87.1%	10.1%	2.8%
INDIAN HEALTH SERVICE	9,833	81.9%	15.1%	2.9%
PHOENIX AREA INDIAN HEALTH SERVICE	1,935	82.0%	15.1%	2.9%

Employee Experience (continued)

90. It is important to me that my work contribute to the common good.

Organizations	N	Positive	Neutral	Negative
Governmentwide	646,624	91.9%	6.2%	1.9%
Department of Health and Human Services	57,814	95.1%	4.1%	0.9%
INDIAN HEALTH SERVICE	9,850	91.0%	7.8%	1.2%
PHOENIX AREA INDIAN HEALTH SERVICE	1,935	90.9%	8.0%	1.1%

Workplace Flexibilities

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

Organizations	N	Telework				
		Every Work Day	3 or 4 Days Per Week	1 or 2 Days Per Week	Only 1 or 2 Days Per Month	Very Infrequently
Governmentwide	646,747	13.3%	21.5%	19.6%	3.9%	10.8%
Department of Health and Human Services	57,695	35.5%	29.0%	13.0%	2.3%	4.5%
INDIAN HEALTH SERVICE	9,847	9.3%	5.7%	4.5%	2.1%	5.9%
PHOENIX AREA INDIAN HEALTH SERVICE	1,934	8.1%	5.0%	2.4%	1.9%	5.3%

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

Organizations	N	Do Not Telework			
		Must Be Physically Present	Technical Issues	Not Approved to Telework	Choose Not to Telework
Governmentwide	646,747	19.9%	1.3%	5.4%	4.3%
Department of Health and Human Services	57,695	9.7%	0.6%	2.5%	2.9%
INDIAN HEALTH SERVICE	9,847	45.8%	2.9%	12.2%	11.6%
PHOENIX AREA INDIAN HEALTH SERVICE	1,934	49.3%	2.7%	14.1%	11.2%

Employee Engagement Index

Employee Engagement Index

Organizations	Percent Positive
Governmentwide	73.0%
Department of Health and Human Services	78.7%
INDIAN HEALTH SERVICE	67.7%
PHOENIX AREA INDIAN HEALTH SERVICE	70.5%

Employee Engagement Index (continued)

Leaders Lead Sub-Index (Q. 57, 58, 59, 61, and 62)

Organizations	Percent Positive
Governmentwide	62.7%
Department of Health and Human Services	70.8%
INDIAN HEALTH SERVICE	54.7%
PHOENIX AREA INDIAN HEALTH SERVICE	58.4%

Supervisors Sub-Index (Q. 48, 50, 51, 52, and 54)

Organizations	Percent Positive
Governmentwide	81.3%
Department of Health and Human Services	84.8%
INDIAN HEALTH SERVICE	72.0%
PHOENIX AREA INDIAN HEALTH SERVICE	74.9%

Intrinsic Work Experience Sub-Index (Q. 2, 3, 4, 6, and 7)

Organizations	Percent Positive
Governmentwide	74.9%
Department of Health and Human Services	80.5%
INDIAN HEALTH SERVICE	76.6%
PHOENIX AREA INDIAN HEALTH SERVICE	78.2%

Global Satisfaction Index

Global Satisfaction Index (Q. 46, 70, 71, and 72)

Organizations	Percent Positive
Governmentwide	65.4%
Department of Health and Human Services	73.4%
INDIAN HEALTH SERVICE	64.0%
PHOENIX AREA INDIAN HEALTH SERVICE	66.7%

Performance Confidence Index

Performance Confidence Index (Q. 20, 21, 22, and 23)

Organizations	Percent Positive
Governmentwide	84.3%
Department of Health and Human Services	89.7%
INDIAN HEALTH SERVICE	78.0%
PHOENIX AREA INDIAN HEALTH SERVICE	77.5%

DEIA Index

DEIA Index

Organizations	Percent Positive
Governmentwide	72.0%
Department of Health and Human Services	77.0%
INDIAN HEALTH SERVICE	62.0%
PHOENIX AREA INDIAN HEALTH SERVICE	64.0%

Diversity Sub-Index (Q. 73 and 74)

Organizations	Percent Positive
Governmentwide	72.5%
Department of Health and Human Services	78.4%
INDIAN HEALTH SERVICE	61.6%
PHOENIX AREA INDIAN HEALTH SERVICE	64.0%

Equity Sub-Index (Q. 75, 76, and 77)

Organizations	Percent Positive
Governmentwide	68.1%
Department of Health and Human Services	72.5%
INDIAN HEALTH SERVICE	55.8%
PHOENIX AREA INDIAN HEALTH SERVICE	58.8%

Inclusion Sub-Index (Q. 78, 79, 80, 81, and 82)

Organizations	Percent Positive
Governmentwide	77.4%
Department of Health and Human Services	81.3%
INDIAN HEALTH SERVICE	69.6%
PHOENIX AREA INDIAN HEALTH SERVICE	70.2%

Accessibility Sub-Index (Q. 83, 84, and 85)

Organizations	Percent Positive
Governmentwide	70.2%
Department of Health and Human Services	75.7%
INDIAN HEALTH SERVICE	61.0%
PHOENIX AREA INDIAN HEALTH SERVICE	62.9%

Employee Experience Index

Employee Experience Index (Q. 86, 87, 88, 89, and 90)

Organizations	Percent Positive
Governmentwide	74.4%
Department of Health and Human Services	81.9%
INDIAN HEALTH SERVICE	78.8%
PHOENIX AREA INDIAN HEALTH SERVICE	79.4%

Employment Demographics

Where do you work?

Response	%
Headquarters	5.6%
Field	82.9%
Full-time telework (e.g., home office, telecenter)	11.5%

What is your supervisory status?

Response	%
Senior Leader	1.6%
Manager	4.4%
Supervisor	13.6%
Team Leader	9.4%
Non-Supervisor	71.0%

What is your pay category/grade?

Response	%
Federal Wage System	4.6%
GS 1-6	24.1%
GS 7-12	51.6%
GS 13-15	14.4%
Senior Executive Service	0.2%
Senior Level (SL) or Scientific or Professional (ST)	0.1%
Other	5.1%

What is your US military service status?

Response	%
No Prior Military Service	87.8%
Currently in National Guard or Reserves	0.7%
Retired	2.9%
Separated or Discharged	8.6%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you the spouse...

Response	%
of a current active-duty service member of the U.S. Armed Forces (to include active national guard and reserve duty).	0.7%
of a Veteran of the U.S. Armed Forces and married to them before or during their active service.	2.9%
of a Veteran who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent.	1.1%
who is also the primary caregiver for a Veteran of the U.S. Armed Forces undergoing medical treatment or therapy for a serious injury or illness.	0.3%
of a service member who died (i.e., widow or widower) as a result of their service to the U.S. Armed Forces.	0.1%
None of the spouse categories listed.	95.4%

Note: Percents will add to more than 100% because respondents could choose more than one response option.

Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

Response	%
Yes	4.7%
No	95.3%

Note: If the response to the previous question on if you are a military spouse was "None of the spouse categories listed," this item was skipped.

Are you the child, parent, or next of kin (excluding spouse)...

Response	%
of a Veteran who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent.	3.8%
who is also the primary caregiver for a Veteran of the U.S. Armed Forces undergoing medical treatment or therapy for a serious injury or illness.	0.5%
of a service member who died as a result of their service to the U.S. Armed Forces.	0.8%
None of the child, parent, or next of kin categories listed.	95.1%

Note: Percents will add to more than 100% because respondents could choose more than one response option.

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

Response	%
Less than 1 year	3.9%
1 to 3 years	16.3%
4 to 5 years	11.2%
6 to 10 years	20.2%
11 to 14 years	11.4%
15 to 20 years	14.5%
More than 20 years	22.6%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

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

Response	%
Less than 1 year	6.2%
1 to 3 years	21.2%
4 to 5 years	13.2%
6 to 10 years	19.5%
11 to 14 years	9.5%
15 to 20 years	13.8%
More than 20 years	16.6%

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

Response	%
No	74.0%
Yes, to retire	6.0%
Yes, to take another job within the Federal Government	11.1%
Yes, to take another job outside the Federal Government	3.0%
Yes, other	5.9%

Has your work unit's telework or remote work options influenced your intent to leave?

Response	%
Yes	27.2%
No	72.8%

Note: If the response to the previous question on your intent to leave was "No," this item was skipped.

I am planning to retire:

Response	%
Less than 1 year	2.4%
1 year	2.1%
2 years	4.7%
3 years	5.2%
4 years	3.1%
5 years	7.0%
More than 5 years	75.7%

Note: Percentages for demographic questions are unweighted.

Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

Response	%
Yes	9.4%
No	90.6%

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

Response	%
White	26.4%
Black or African American	2.9%
All other races	70.7%

What is your age group?

Response	%
29 years and under	6.0%
30-39 years old	20.6%
40-49 years old	29.2%
50-59 years old	27.4%
60 years or older	16.9%

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

Response	%
Less than High School/ High School Diploma/ GED	8.5%
Certification/ Some College/ Associate's Degree	43.7%
Bachelor's Degree	18.7%
Advanced Degrees (Post Bachelor's Degree)	29.1%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'Personal Demographics' questions may be suppressed. Any suppressed percentages are noted with a "-s".

Personal Demographics (continued)

Are you an individual with a disability?

Response	%
Yes	9.0%
No	91.0%

What is your gender?

Response	%
Male	28.5%
Female	70.0%
Non-binary	0.5%
I use a different term	1.0%

Are you transgender?

Response	%
Yes	0.5%
No	99.5%

Which one of the following best represents how you think of yourself?

Response	%
Lesbian or gay	3.1%
Straight, that is, not lesbian or gay	92.0%
Bisexual	1.9%
I use a different term	3.0%

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