

**2006 Federal Human Capital Survey**

**Department of Health and Human Services Subagency Comparison Report**

*This is a summary-by-question of your department's or agency's response to the 2006 Federal Human Capital Survey, with subagency comparisons. This summary displays results by Positive, Neutral, Negative, and where applicable, Do Not Know or No Basis to Judge responses. As shown below, for each response scale two responses are categorized as "Positive", one response is categorized as "Neutral", and two responses are categorized as "Negative".*

<i>Positive Responses</i>		<i>Neutral Responses</i>	<i>Negative Responses</i>		<i>Do Not Know/No Basis to Judge</i>
<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	
<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Do Not Know</i>
<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neither Satisfied nor Dissatisfied</i>	<i>Dissatisfied</i>	<i>Very Dissatisfied</i>	
<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neither Satisfied nor Dissatisfied</i>	<i>Dissatisfied</i>	<i>Very Dissatisfied</i>	<i>No Basis to Judge</i>
<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Very Poor</i>	

*Detailed survey results for your department or agency are available on a private Website maintained by OPM. Your agency has already identified personnel who will have access to this Website.*

*Thank you for your support of the Federal Human Capital Survey.*

**Department of Health and Human Services Subagency Comparison Report**

**Personal Work Experiences**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	83.3%	8.8%	7.9%
Department of Health and Human Services	82.2%	9.9%	7.9%
Office of the Secretary	84.7%	8.5%	6.9%
Program Support Center	82.4%	8.8%	8.8%
Administration On Aging	90.7%	2.4%	6.9%
Substance Abuse and Mental Health Services Administration	76.8%	13.0%	10.2%
Agency for Healthcare Research and Quality	86.0%	6.3%	7.7%
Health Resources and Services Administration	84.8%	8.8%	6.4%
Food and Drug Administration	85.1%	8.8%	6.2%
Indian Health Service	75.2%	13.0%	11.8%
National Institutes of Health	85.2%	8.4%	6.4%
Centers for Disease Control and Prevention	83.1%	9.6%	7.4%
Centers for Medicare and Medicaid Services	82.2%	10.1%	7.7%
Administration for Children and Families	84.9%	8.7%	6.4%
Other	77.4%	12.3%	10.3%

*Department of Health and Human Services Subagency Comparison Report*

**Personal Work Experiences**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	62.1%	18.8%	19.2%
Department of Health and Human Services	63.8%	18.1%	18.1%
Office of the Secretary	64.1%	18.2%	17.8%
Program Support Center	60.4%	20.4%	19.3%
Administration On Aging	52.9%	25.3%	21.9%
Substance Abuse and Mental Health Services Administration	50.0%	20.5%	29.5%
Agency for Healthcare Research and Quality	65.4%	14.2%	20.4%
Health Resources and Services Administration	59.1%	20.0%	20.9%
Food and Drug Administration	65.4%	17.9%	16.7%
Indian Health Service	62.1%	18.9%	19.0%
National Institutes of Health	70.0%	15.9%	14.2%
Centers for Disease Control and Prevention	63.0%	17.7%	19.3%
Centers for Medicare and Medicaid Services	52.6%	21.9%	25.5%
Administration for Children and Families	62.0%	19.0%	19.0%
Other	55.2%	18.3%	26.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	72.4%	15.7%	11.9%
Department of Health and Human Services	72.4%	15.4%	12.2%
Office of the Secretary	71.7%	15.0%	13.3%
Program Support Center	72.0%	15.5%	12.5%
Administration On Aging	64.8%	15.6%	19.6%
Substance Abuse and Mental Health Services Administration	59.4%	20.3%	20.2%
Agency for Healthcare Research and Quality	74.4%	11.2%	14.5%
Health Resources and Services Administration	67.4%	16.7%	16.0%
Food and Drug Administration	73.3%	15.7%	11.1%
Indian Health Service	75.2%	15.1%	9.7%
National Institutes of Health	77.1%	13.4%	9.5%
Centers for Disease Control and Prevention	67.2%	16.2%	16.6%
Centers for Medicare and Medicaid Services	62.6%	19.4%	18.1%
Administration for Children and Families	68.3%	17.1%	14.6%
Other	64.5%	17.6%	17.9%

*Department of Health and Human Services Subagency Comparison Report*

**Personal Work Experiences**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	60.3%	19.3%	20.4%
Department of Health and Human Services	62.0%	19.2%	18.8%
Office of the Secretary	61.3%	19.4%	19.3%
Program Support Center	63.7%	18.6%	17.7%
Administration On Aging	55.3%	26.5%	18.2%
Substance Abuse and Mental Health Services Administration	46.8%	19.8%	33.4%
Agency for Healthcare Research and Quality	62.6%	17.9%	19.5%
Health Resources and Services Administration	60.8%	18.8%	20.5%
Food and Drug Administration	60.4%	20.1%	19.6%
Indian Health Service	60.6%	21.0%	18.4%
National Institutes of Health	68.1%	16.9%	15.1%
Centers for Disease Control and Prevention	61.0%	18.4%	20.6%
Centers for Medicare and Medicaid Services	56.3%	21.2%	22.6%
Administration for Children and Families	56.3%	19.7%	24.0%
Other	53.1%	22.8%	24.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	73.0%	14.9%	12.1%
Department of Health and Human Services	73.5%	15.0%	11.5%
Office of the Secretary	73.2%	14.5%	12.3%
Program Support Center	71.2%	15.9%	13.0%
Administration On Aging	69.0%	11.8%	19.2%
Substance Abuse and Mental Health Services Administration	62.3%	15.6%	22.2%
Agency for Healthcare Research and Quality	67.6%	14.6%	17.8%
Health Resources and Services Administration	70.2%	15.3%	14.5%
Food and Drug Administration	73.5%	15.2%	11.3%
Indian Health Service	77.9%	14.0%	8.1%
National Institutes of Health	76.2%	14.0%	9.8%
Centers for Disease Control and Prevention	69.7%	15.7%	14.6%
Centers for Medicare and Medicaid Services	64.2%	18.4%	17.4%
Administration for Children and Families	71.2%	16.0%	12.8%
Other	62.4%	18.0%	19.6%

*Department of Health and Human Services Subagency Comparison Report*

**Personal Work Experiences**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	83.4%	11.1%	5.5%
Department of Health and Human Services	83.1%	11.3%	5.6%
Office of the Secretary	82.2%	12.1%	5.7%
Program Support Center	79.1%	13.8%	7.1%
Administration On Aging	82.6%	13.5%	3.9%
Substance Abuse and Mental Health Services Administration	75.0%	14.9%	10.2%
Agency for Healthcare Research and Quality	74.3%	17.1%	8.6%
Health Resources and Services Administration	76.8%	14.4%	8.9%
Food and Drug Administration	82.2%	12.0%	5.8%
Indian Health Service	90.7%	7.1%	2.2%
National Institutes of Health	83.9%	11.3%	4.8%
Centers for Disease Control and Prevention	79.6%	12.2%	8.2%
Centers for Medicare and Medicaid Services	73.5%	16.1%	10.4%
Administration for Children and Families	79.2%	13.8%	7.1%
Other	77.4%	12.2%	10.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	63.8%	18.1%	18.1%
Department of Health and Human Services	64.9%	17.5%	17.6%
Office of the Secretary	67.8%	15.8%	16.4%
Program Support Center	62.5%	20.1%	17.4%
Administration On Aging	77.0%	12.4%	10.5%
Substance Abuse and Mental Health Services Administration	61.7%	11.9%	26.4%
Agency for Healthcare Research and Quality	71.4%	13.2%	15.4%
Health Resources and Services Administration	67.5%	17.2%	15.4%
Food and Drug Administration	65.8%	17.5%	16.7%
Indian Health Service	59.8%	19.8%	20.4%
National Institutes of Health	70.6%	15.4%	14.1%
Centers for Disease Control and Prevention	63.3%	17.2%	19.5%
Centers for Medicare and Medicaid Services	60.5%	19.9%	19.6%
Administration for Children and Families	63.8%	17.9%	18.3%
Other	62.3%	11.6%	26.1%

*Department of Health and Human Services Subagency Comparison Report*

**Personal Work Experiences**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	63.5%	20.5%	16.0%
Department of Health and Human Services	63.0%	21.2%	15.8%
Office of the Secretary	64.0%	20.9%	15.1%
Program Support Center	50.9%	24.7%	24.5%
Administration On Aging	54.7%	29.0%	16.3%
Substance Abuse and Mental Health Services Administration	36.8%	24.2%	39.1%
Agency for Healthcare Research and Quality	56.6%	26.2%	17.2%
Health Resources and Services Administration	54.8%	22.5%	22.7%
Food and Drug Administration	67.3%	18.9%	13.8%
Indian Health Service	65.0%	22.2%	12.8%
National Institutes of Health	67.2%	18.9%	13.9%
Centers for Disease Control and Prevention	57.4%	22.3%	20.3%
Centers for Medicare and Medicaid Services	56.8%	24.5%	18.7%
Administration for Children and Families	55.9%	23.9%	20.2%
Other	44.6%	34.7%	20.7%

*09 Overall, how good a job do you feel is being done by your immediate supervisor/team leader?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	66.2%	20.9%	13.0%
Department of Health and Human Services	66.4%	20.5%	13.1%
Office of the Secretary	71.1%	17.8%	11.2%
Program Support Center	65.2%	21.7%	13.1%
Administration On Aging	78.7%	11.9%	9.4%
Substance Abuse and Mental Health Services Administration	60.0%	21.9%	18.2%
Agency for Healthcare Research and Quality	74.3%	13.6%	12.1%
Health Resources and Services Administration	70.5%	19.4%	10.1%
Food and Drug Administration	68.2%	19.8%	12.0%
Indian Health Service	56.7%	25.9%	17.5%
National Institutes of Health	73.0%	17.0%	10.0%
Centers for Disease Control and Prevention	66.0%	20.5%	13.5%
Centers for Medicare and Medicaid Services	64.7%	21.9%	13.4%
Administration for Children and Families	69.4%	17.4%	13.2%
Other	63.5%	19.1%	17.4%

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**Personal Work Experiences**

10 How would you rate the overall quality of work done by your work group?

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	83.0%	14.1%	2.9%
Department of Health and Human Services	82.4%	14.3%	3.3%
Office of the Secretary	84.7%	12.5%	2.8%
Program Support Center	82.8%	14.0%	3.2%
Administration On Aging	88.4%	7.5%	4.1%
Substance Abuse and Mental Health Services Administration	79.7%	14.6%	5.7%
Agency for Healthcare Research and Quality	89.1%	8.7%	2.2%
Health Resources and Services Administration	85.1%	12.5%	2.4%
Food and Drug Administration	84.9%	12.7%	2.4%
Indian Health Service	74.2%	20.7%	5.1%
National Institutes of Health	87.1%	10.8%	2.1%
Centers for Disease Control and Prevention	83.2%	13.2%	3.6%
Centers for Medicare and Medicaid Services	81.8%	14.7%	3.5%
Administration for Children and Families	82.7%	13.8%	3.5%
Other	72.2%	20.7%	7.1%

*Department of Health and Human Services Subagency Comparison Report*

**Recruitment, Development, & Retention**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	73.6%	15.2%	10.5%	0.7%
Department of Health and Human Services	72.7%	15.9%	10.4%	1.1%
Office of the Secretary	75.0%	14.3%	9.7%	1.0%
Program Support Center	65.4%	17.6%	15.0%	2.0%
Administration On Aging	77.9%	11.0%	11.1%	0.0%
Substance Abuse and Mental Health Services Administration	56.8%	19.8%	22.4%	1.0%
Agency for Healthcare Research and Quality	79.4%	12.7%	7.3%	0.7%
Health Resources and Services Administration	64.4%	17.2%	16.6%	1.8%
Food and Drug Administration	75.4%	14.1%	9.6%	0.9%
Indian Health Service	70.2%	19.0%	10.0%	0.9%
National Institutes of Health	79.6%	12.5%	7.0%	0.9%
Centers for Disease Control and Prevention	70.1%	16.3%	12.4%	1.2%
Centers for Medicare and Medicaid Services	62.7%	20.2%	15.5%	1.7%
Administration for Children and Families	67.9%	16.0%	15.1%	1.1%
Other	63.7%	21.0%	15.3%	0.0%

*12 My supervisor supports my need to balance work and family issues.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	77.8%	12.5%	8.9%	0.9%
Department of Health and Human Services	78.7%	12.0%	8.3%	1.0%
Office of the Secretary	81.5%	10.2%	7.4%	1.0%
Program Support Center	80.5%	11.4%	7.3%	0.8%
Administration On Aging	85.0%	7.1%	6.5%	1.4%
Substance Abuse and Mental Health Services Administration	71.0%	11.4%	15.6%	2.1%
Agency for Healthcare Research and Quality	89.9%	8.2%	1.9%	0.0%
Health Resources and Services Administration	81.8%	9.9%	7.3%	1.1%
Food and Drug Administration	83.6%	9.9%	5.5%	1.0%
Indian Health Service	69.8%	15.6%	13.7%	0.9%
National Institutes of Health	81.0%	11.6%	6.4%	1.0%
Centers for Disease Control and Prevention	80.3%	11.3%	7.4%	1.1%
Centers for Medicare and Medicaid Services	79.4%	12.1%	7.3%	1.3%
Administration for Children and Families	82.3%	9.3%	6.8%	1.6%
Other	80.3%	12.1%	5.8%	1.8%

**Department of Health and Human Services Subagency Comparison Report**

**Recruitment, Development, & Retention**

*13 Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	60.2%	21.5%	17.3%	1.0%
Department of Health and Human Services	60.7%	20.8%	17.4%	1.1%
Office of the Secretary	66.5%	17.0%	15.2%	1.3%
Program Support Center	60.2%	23.0%	16.5%	0.3%
Administration On Aging	73.1%	13.5%	10.6%	2.9%
Substance Abuse and Mental Health Services Administration	49.8%	18.6%	29.0%	2.7%
Agency for Healthcare Research and Quality	63.2%	16.9%	19.9%	0.0%
Health Resources and Services Administration	63.9%	20.2%	15.1%	0.8%
Food and Drug Administration	62.4%	20.9%	15.6%	1.2%
Indian Health Service	54.5%	24.7%	19.7%	1.0%
National Institutes of Health	65.1%	19.0%	14.9%	1.0%
Centers for Disease Control and Prevention	59.2%	19.8%	20.0%	1.0%
Centers for Medicare and Medicaid Services	57.8%	21.7%	19.3%	1.2%
Administration for Children and Families	64.6%	15.9%	18.2%	1.4%
Other	56.3%	18.3%	24.6%	0.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	43.5%	28.3%	24.7%	3.4%
Department of Health and Human Services	46.2%	26.6%	24.1%	3.1%
Office of the Secretary	50.5%	25.2%	20.3%	4.0%
Program Support Center	42.0%	28.3%	25.7%	4.0%
Administration On Aging	43.1%	24.7%	28.0%	4.2%
Substance Abuse and Mental Health Services Administration	32.3%	27.0%	33.7%	7.1%
Agency for Healthcare Research and Quality	50.1%	27.8%	19.6%	2.5%
Health Resources and Services Administration	37.9%	25.4%	33.3%	3.4%
Food and Drug Administration	43.2%	27.6%	25.4%	3.8%
Indian Health Service	44.9%	28.2%	24.9%	2.1%
National Institutes of Health	55.8%	23.9%	17.6%	2.8%
Centers for Disease Control and Prevention	41.0%	26.4%	29.7%	2.9%
Centers for Medicare and Medicaid Services	39.8%	29.5%	27.2%	3.5%
Administration for Children and Families	34.9%	29.5%	30.2%	5.5%
Other	34.8%	24.1%	37.3%	3.7%



*Department of Health and Human Services Subagency Comparison Report*

**Recruitment, Development, & Retention**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	50.9%	28.5%	18.1%	2.5%
Department of Health and Human Services	51.2%	28.8%	17.1%	2.9%
Office of the Secretary	54.2%	27.6%	15.4%	2.7%
Program Support Center	48.9%	27.4%	20.1%	3.7%
Administration On Aging	49.4%	29.0%	17.6%	4.0%
Substance Abuse and Mental Health Services Administration	38.3%	29.1%	26.4%	6.2%
Agency for Healthcare Research and Quality	46.5%	34.4%	16.6%	2.5%
Health Resources and Services Administration	45.8%	28.1%	20.8%	5.3%
Food and Drug Administration	50.0%	29.6%	17.6%	2.8%
Indian Health Service	58.3%	25.8%	14.4%	1.6%
National Institutes of Health	53.0%	29.7%	13.8%	3.5%
Centers for Disease Control and Prevention	42.7%	31.6%	22.4%	3.2%
Centers for Medicare and Medicaid Services	46.8%	28.8%	20.9%	3.4%
Administration for Children and Families	45.3%	29.5%	22.4%	2.8%
Other	32.6%	26.4%	34.9%	6.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	47.6%	18.3%	33.1%	1.0%
Department of Health and Human Services	49.9%	18.3%	30.9%	1.0%
Office of the Secretary	57.5%	16.4%	25.7%	0.5%
Program Support Center	49.9%	17.9%	30.9%	1.3%
Administration On Aging	41.3%	17.4%	39.9%	1.5%
Substance Abuse and Mental Health Services Administration	43.3%	17.3%	36.3%	3.2%
Agency for Healthcare Research and Quality	63.4%	11.4%	25.2%	0.0%
Health Resources and Services Administration	45.8%	19.3%	33.1%	1.8%
Food and Drug Administration	42.3%	18.7%	38.0%	1.0%
Indian Health Service	51.8%	20.4%	26.8%	1.1%
National Institutes of Health	60.5%	15.6%	23.3%	0.6%
Centers for Disease Control and Prevention	40.6%	18.0%	40.3%	1.2%
Centers for Medicare and Medicaid Services	39.1%	21.6%	37.7%	1.6%
Administration for Children and Families	44.5%	20.3%	34.0%	1.3%
Other	36.0%	14.5%	48.0%	1.6%

*Department of Health and Human Services Subagency Comparison Report*

**Recruitment, Development, & Retention**

*17 My workload is reasonable.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	59.0%	16.7%	23.7%	0.6%
Department of Health and Human Services	59.8%	16.7%	22.9%	0.6%
Office of the Secretary	63.4%	15.7%	20.5%	0.4%
Program Support Center	55.3%	17.7%	25.9%	1.0%
Administration On Aging	60.8%	20.5%	17.2%	1.5%
Substance Abuse and Mental Health Services Administration	49.2%	14.3%	34.7%	1.8%
Agency for Healthcare Research and Quality	67.6%	17.0%	15.5%	0.0%
Health Resources and Services Administration	57.6%	18.7%	23.5%	0.3%
Food and Drug Administration	57.6%	17.6%	24.2%	0.5%
Indian Health Service	63.5%	15.9%	20.2%	0.5%
National Institutes of Health	63.5%	15.7%	20.3%	0.5%
Centers for Disease Control and Prevention	54.8%	18.0%	26.5%	0.6%
Centers for Medicare and Medicaid Services	51.4%	19.0%	28.3%	1.4%
Administration for Children and Families	55.7%	15.2%	27.7%	1.5%
Other	55.6%	17.0%	26.5%	0.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	61.5%	17.3%	20.4%	0.8%
Department of Health and Human Services	61.8%	16.9%	20.2%	1.2%
Office of the Secretary	62.2%	16.6%	20.4%	0.8%
Program Support Center	61.4%	17.5%	20.5%	0.7%
Administration On Aging	56.2%	17.4%	25.1%	1.3%
Substance Abuse and Mental Health Services Administration	42.7%	18.0%	34.2%	5.2%
Agency for Healthcare Research and Quality	53.2%	18.8%	26.0%	2.0%
Health Resources and Services Administration	53.0%	20.1%	25.2%	1.7%
Food and Drug Administration	59.9%	17.9%	20.9%	1.2%
Indian Health Service	70.0%	16.1%	13.1%	0.8%
National Institutes of Health	64.8%	15.8%	18.2%	1.2%
Centers for Disease Control and Prevention	54.3%	17.2%	27.1%	1.4%
Centers for Medicare and Medicaid Services	51.6%	18.7%	28.0%	1.8%
Administration for Children and Families	59.7%	15.3%	23.9%	1.1%
Other	52.5%	20.6%	26.1%	0.8%

*Department of Health and Human Services Subagency Comparison Report*

**Recruitment, Development, & Retention**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	82.7%	10.5%	6.0%	0.8%
Department of Health and Human Services	83.5%	10.2%	5.6%	0.8%
Office of the Secretary	83.3%	10.3%	5.9%	0.6%
Program Support Center	82.5%	10.8%	6.1%	0.7%
Administration On Aging	75.8%	15.0%	7.8%	1.4%
Substance Abuse and Mental Health Services Administration	78.4%	12.0%	7.6%	2.0%
Agency for Healthcare Research and Quality	78.9%	15.0%	5.4%	0.6%
Health Resources and Services Administration	82.6%	10.9%	5.3%	1.1%
Food and Drug Administration	84.1%	10.0%	5.3%	0.7%
Indian Health Service	87.1%	8.7%	3.5%	0.7%
National Institutes of Health	86.2%	9.0%	4.1%	0.7%
Centers for Disease Control and Prevention	75.7%	13.1%	10.2%	1.0%
Centers for Medicare and Medicaid Services	78.2%	13.2%	7.8%	0.7%
Administration for Children and Families	83.7%	8.9%	6.6%	0.7%
Other	73.3%	15.6%	10.3%	0.8%

*20 The work I do is important.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	90.2%	7.0%	2.5%	0.4%
Department of Health and Human Services	89.8%	7.2%	2.6%	0.4%
Office of the Secretary	87.6%	8.6%	3.5%	0.4%
Program Support Center	90.2%	7.1%	2.2%	0.5%
Administration On Aging	82.0%	12.7%	2.7%	2.6%
Substance Abuse and Mental Health Services Administration	81.9%	12.2%	4.9%	1.0%
Agency for Healthcare Research and Quality	87.5%	8.0%	3.9%	0.6%
Health Resources and Services Administration	86.9%	8.4%	4.0%	0.6%
Food and Drug Administration	88.5%	8.3%	2.9%	0.3%
Indian Health Service	96.0%	3.2%	0.6%	0.2%
National Institutes of Health	90.8%	6.6%	2.2%	0.4%
Centers for Disease Control and Prevention	86.4%	9.1%	4.0%	0.4%
Centers for Medicare and Medicaid Services	82.6%	11.5%	5.4%	0.6%
Administration for Children and Families	86.9%	8.8%	3.3%	1.0%
Other	85.1%	11.5%	1.7%	1.6%

*Department of Health and Human Services Subagency Comparison Report*

**Recruitment, Development, & Retention**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	66.7%	14.9%	17.7%	0.7%
Department of Health and Human Services	71.3%	13.8%	14.3%	0.7%
Office of the Secretary	73.7%	11.9%	13.9%	0.5%
Program Support Center	74.0%	14.0%	11.9%	0.2%
Administration On Aging	84.0%	9.6%	6.4%	0.0%
Substance Abuse and Mental Health Services Administration	75.4%	11.0%	13.2%	0.4%
Agency for Healthcare Research and Quality	86.0%	8.5%	5.5%	0.0%
Health Resources and Services Administration	73.1%	13.0%	12.9%	1.0%
Food and Drug Administration	74.9%	13.1%	11.4%	0.5%
Indian Health Service	70.0%	14.3%	15.0%	0.7%
National Institutes of Health	72.7%	14.3%	12.4%	0.7%
Centers for Disease Control and Prevention	68.7%	12.6%	18.0%	0.7%
Centers for Medicare and Medicaid Services	66.0%	15.1%	18.0%	0.9%
Administration for Children and Families	62.0%	18.4%	19.1%	0.6%
Other	67.6%	13.3%	19.1%	0.0%

*Department of Health and Human Services Subagency Comparison Report*

**Performance Culture**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	33.6%	26.6%	35.3%	4.4%
Department of Health and Human Services	38.2%	25.5%	29.4%	6.8%
Office of the Secretary	42.6%	24.4%	27.3%	5.7%
Program Support Center	37.5%	27.0%	29.4%	6.1%
Administration On Aging	37.8%	26.7%	26.4%	9.1%
Substance Abuse and Mental Health Services Administration	30.8%	21.8%	40.4%	7.1%
Agency for Healthcare Research and Quality	38.9%	25.4%	26.7%	9.0%
Health Resources and Services Administration	41.1%	25.3%	26.1%	7.5%
Food and Drug Administration	39.7%	24.5%	30.1%	5.7%
Indian Health Service	32.0%	28.8%	30.6%	8.6%
National Institutes of Health	45.4%	24.4%	22.8%	7.3%
Centers for Disease Control and Prevention	35.6%	23.7%	35.2%	5.5%
Centers for Medicare and Medicaid Services	35.0%	24.8%	34.2%	6.0%
Administration for Children and Families	26.7%	27.6%	39.8%	5.9%
Other	30.3%	23.6%	41.9%	4.2%

*23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	28.6%	26.3%	38.8%	6.2%
Department of Health and Human Services	29.5%	26.3%	35.3%	8.9%
Office of the Secretary	31.8%	26.0%	32.0%	10.2%
Program Support Center	30.9%	26.3%	33.5%	9.3%
Administration On Aging	33.3%	27.5%	29.2%	10.0%
Substance Abuse and Mental Health Services Administration	24.0%	23.3%	45.0%	7.7%
Agency for Healthcare Research and Quality	33.1%	23.2%	31.9%	11.7%
Health Resources and Services Administration	29.9%	25.6%	35.1%	9.4%
Food and Drug Administration	28.1%	26.4%	35.2%	10.3%
Indian Health Service	32.0%	24.9%	38.4%	4.7%
National Institutes of Health	35.1%	27.1%	27.6%	10.3%
Centers for Disease Control and Prevention	22.0%	27.6%	40.0%	10.4%
Centers for Medicare and Medicaid Services	21.0%	26.8%	42.6%	9.6%
Administration for Children and Families	21.0%	26.9%	43.4%	8.7%
Other	22.1%	23.4%	47.3%	7.2%

*Department of Health and Human Services Subagency Comparison Report*

**Performance Culture**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	42.2%	29.2%	26.3%	2.3%
Department of Health and Human Services	42.5%	28.5%	25.7%	3.3%
Office of the Secretary	44.5%	28.2%	24.4%	3.0%
Program Support Center	41.6%	29.9%	25.6%	2.9%
Administration On Aging	47.9%	22.1%	27.5%	2.5%
Substance Abuse and Mental Health Services Administration	26.9%	21.0%	49.8%	2.4%
Agency for Healthcare Research and Quality	43.0%	20.8%	33.0%	3.2%
Health Resources and Services Administration	41.8%	26.9%	27.9%	3.4%
Food and Drug Administration	43.3%	28.5%	24.6%	3.7%
Indian Health Service	42.1%	31.1%	23.7%	3.1%
National Institutes of Health	47.6%	26.7%	21.8%	3.9%
Centers for Disease Control and Prevention	36.4%	28.6%	32.0%	3.0%
Centers for Medicare and Medicaid Services	38.4%	28.1%	30.5%	3.0%
Administration for Children and Families	38.5%	28.6%	30.6%	2.2%
Other	30.0%	30.2%	37.0%	2.8%

*25 Employees are rewarded for providing high quality products and services to customers.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	44.6%	23.6%	29.7%	2.0%
Department of Health and Human Services	46.0%	23.3%	27.8%	2.8%
Office of the Secretary	48.1%	23.2%	25.9%	2.9%
Program Support Center	49.2%	21.5%	27.0%	2.4%
Administration On Aging	54.8%	16.9%	25.4%	2.9%
Substance Abuse and Mental Health Services Administration	38.6%	20.5%	38.4%	2.5%
Agency for Healthcare Research and Quality	51.5%	24.4%	18.8%	5.3%
Health Resources and Services Administration	42.2%	25.2%	28.0%	4.7%
Food and Drug Administration	51.9%	22.8%	23.3%	2.0%
Indian Health Service	33.6%	24.8%	39.4%	2.3%
National Institutes of Health	53.1%	22.8%	20.1%	3.9%
Centers for Disease Control and Prevention	44.8%	23.3%	29.7%	2.2%
Centers for Medicare and Medicaid Services	48.5%	22.7%	26.3%	2.6%
Administration for Children and Families	42.6%	23.1%	31.0%	3.2%
Other	40.3%	22.3%	33.8%	3.7%

*Department of Health and Human Services Subagency Comparison Report*

**Performance Culture**

*26 Creativity and innovation are rewarded.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	38.9%	28.4%	30.5%	2.2%
Department of Health and Human Services	40.9%	27.5%	28.5%	3.2%
Office of the Secretary	41.2%	28.2%	26.8%	3.9%
Program Support Center	40.4%	31.3%	23.7%	4.6%
Administration On Aging	47.4%	25.8%	23.9%	2.9%
Substance Abuse and Mental Health Services Administration	30.3%	23.2%	43.4%	3.1%
Agency for Healthcare Research and Quality	44.3%	27.4%	22.3%	6.0%
Health Resources and Services Administration	38.2%	27.7%	29.6%	4.4%
Food and Drug Administration	44.4%	27.7%	25.2%	2.7%
Indian Health Service	28.4%	30.3%	38.0%	3.3%
National Institutes of Health	50.6%	25.0%	21.2%	3.3%
Centers for Disease Control and Prevention	40.8%	26.6%	29.8%	2.7%
Centers for Medicare and Medicaid Services	40.5%	27.2%	29.1%	3.2%
Administration for Children and Families	37.4%	27.7%	31.7%	3.2%
Other	34.8%	27.9%	34.4%	2.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	21.7%	28.1%	45.4%	4.8%
Department of Health and Human Services	27.5%	27.8%	37.6%	7.1%
Office of the Secretary	29.6%	29.5%	33.4%	7.5%
Program Support Center	27.0%	28.3%	37.6%	7.1%
Administration On Aging	20.4%	23.3%	45.4%	10.9%
Substance Abuse and Mental Health Services Administration	19.2%	22.7%	51.6%	6.6%
Agency for Healthcare Research and Quality	28.1%	25.4%	29.8%	16.8%
Health Resources and Services Administration	27.9%	30.8%	33.9%	7.4%
Food and Drug Administration	23.0%	28.8%	41.5%	6.7%
Indian Health Service	26.6%	25.9%	41.3%	6.2%
National Institutes of Health	35.9%	28.4%	27.3%	8.5%
Centers for Disease Control and Prevention	25.4%	27.2%	41.8%	5.6%
Centers for Medicare and Medicaid Services	18.2%	29.0%	45.7%	7.1%
Administration for Children and Families	19.1%	27.6%	45.6%	7.7%
Other	23.9%	29.6%	42.8%	3.8%

*Department of Health and Human Services Subagency Comparison Report*

**Performance Culture**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	39.8%	23.4%	32.9%	4.0%
Department of Health and Human Services	42.4%	22.9%	28.9%	5.8%
Office of the Secretary	45.2%	21.9%	26.5%	6.5%
Program Support Center	41.1%	20.8%	31.8%	6.4%
Administration On Aging	58.4%	21.4%	15.9%	4.3%
Substance Abuse and Mental Health Services Administration	35.0%	19.4%	38.6%	7.0%
Agency for Healthcare Research and Quality	43.9%	22.7%	27.1%	6.3%
Health Resources and Services Administration	43.1%	24.2%	25.6%	7.2%
Food and Drug Administration	43.3%	22.9%	28.6%	5.1%
Indian Health Service	34.3%	24.1%	36.5%	5.1%
National Institutes of Health	50.1%	21.6%	21.1%	7.2%
Centers for Disease Control and Prevention	40.3%	24.6%	30.5%	4.5%
Centers for Medicare and Medicaid Services	41.1%	22.6%	30.5%	5.8%
Administration for Children and Families	41.7%	20.9%	32.3%	5.1%
Other	37.8%	16.5%	37.1%	8.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	29.7%	30.0%	36.2%	4.2%
Department of Health and Human Services	30.9%	30.2%	32.8%	6.1%
Office of the Secretary	32.4%	30.0%	30.9%	6.7%
Program Support Center	32.3%	29.7%	31.3%	6.7%
Administration On Aging	41.7%	24.3%	28.0%	6.0%
Substance Abuse and Mental Health Services Administration	28.6%	19.8%	47.1%	4.5%
Agency for Healthcare Research and Quality	29.3%	31.6%	30.5%	8.7%
Health Resources and Services Administration	29.7%	32.5%	31.1%	6.8%
Food and Drug Administration	31.3%	30.7%	31.9%	6.1%
Indian Health Service	28.5%	29.8%	37.5%	4.2%
National Institutes of Health	36.1%	30.2%	25.8%	7.9%
Centers for Disease Control and Prevention	25.7%	31.8%	36.9%	5.5%
Centers for Medicare and Medicaid Services	27.8%	30.1%	36.4%	5.7%
Administration for Children and Families	32.2%	26.0%	37.2%	4.6%
Other	29.1%	22.8%	39.2%	8.9%



**Department of Health and Human Services Subagency Comparison Report**

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

	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Don't Know</b>
Governmentwide	64.4%	17.9%	16.0%	1.7%
Department of Health and Human Services	66.4%	18.8%	12.8%	2.0%
Office of the Secretary	70.0%	17.6%	9.4%	3.0%
Program Support Center	61.6%	22.1%	13.1%	3.1%
Administration On Aging	69.1%	17.3%	12.2%	1.5%
Substance Abuse and Mental Health Services Administration	55.0%	19.5%	23.1%	2.4%
Agency for Healthcare Research and Quality	72.1%	14.4%	10.0%	3.6%
Health Resources and Services Administration	69.0%	14.7%	12.4%	3.9%
Food and Drug Administration	71.8%	15.9%	11.2%	1.1%
Indian Health Service	62.4%	21.8%	13.9%	1.9%
National Institutes of Health	69.1%	18.0%	10.3%	2.6%
Centers for Disease Control and Prevention	66.9%	17.1%	15.0%	1.1%
Centers for Medicare and Medicaid Services	56.0%	24.0%	17.3%	2.8%
Administration for Children and Families	68.2%	15.0%	16.0%	0.9%
Other	65.0%	19.6%	15.4%	0.0%

**31 Discussions with my supervisor/team leader about my performance are worthwhile.**

	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Don't Know</b>
Governmentwide	55.9%	22.9%	19.9%	1.4%
Department of Health and Human Services	57.9%	22.2%	18.2%	1.7%
Office of the Secretary	60.9%	20.9%	16.7%	1.4%
Program Support Center	55.8%	22.4%	18.7%	3.1%
Administration On Aging	65.4%	19.8%	12.0%	2.9%
Substance Abuse and Mental Health Services Administration	49.9%	21.1%	28.0%	1.0%
Agency for Healthcare Research and Quality	61.7%	24.2%	11.5%	2.6%
Health Resources and Services Administration	61.1%	21.5%	13.8%	3.6%
Food and Drug Administration	60.9%	21.6%	16.3%	1.3%
Indian Health Service	54.9%	24.6%	19.0%	1.6%
National Institutes of Health	61.6%	20.3%	15.9%	2.2%
Centers for Disease Control and Prevention	55.9%	22.1%	20.9%	1.2%
Centers for Medicare and Medicaid Services	51.1%	24.3%	22.6%	1.9%
Administration for Children and Families	54.2%	23.4%	20.6%	1.8%
Other	48.5%	26.2%	25.4%	0.0%

*Department of Health and Human Services Subagency Comparison Report*

**Performance Culture**

*32 I am held accountable for achieving results.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	79.1%	14.0%	6.2%	0.7%
Department of Health and Human Services	79.8%	14.1%	5.1%	0.9%
Office of the Secretary	82.1%	13.4%	3.6%	0.8%
Program Support Center	81.9%	12.0%	4.7%	1.4%
Administration On Aging	81.8%	13.0%	3.8%	1.5%
Substance Abuse and Mental Health Services Administration	74.8%	16.2%	7.4%	1.7%
Agency for Healthcare Research and Quality	86.0%	9.4%	4.6%	0.0%
Health Resources and Services Administration	81.6%	12.9%	3.5%	1.9%
Food and Drug Administration	82.8%	12.6%	4.0%	0.7%
Indian Health Service	74.5%	17.6%	6.5%	1.5%
National Institutes of Health	84.0%	11.4%	3.9%	0.8%
Centers for Disease Control and Prevention	78.2%	14.9%	6.1%	0.7%
Centers for Medicare and Medicaid Services	75.9%	16.3%	7.1%	0.7%
Administration for Children and Families	80.8%	12.2%	6.3%	0.6%
Other	77.3%	16.0%	6.7%	0.0%

*33 Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	53.7%	27.9%	11.9%	6.4%
Department of Health and Human Services	54.9%	26.0%	12.3%	6.9%
Office of the Secretary	56.2%	25.0%	10.9%	7.9%
Program Support Center	52.3%	27.3%	11.9%	8.6%
Administration On Aging	68.2%	23.7%	2.6%	5.6%
Substance Abuse and Mental Health Services Administration	53.5%	17.4%	22.4%	6.8%
Agency for Healthcare Research and Quality	63.7%	20.7%	9.6%	6.0%
Health Resources and Services Administration	61.1%	23.3%	10.6%	5.1%
Food and Drug Administration	58.1%	25.0%	9.3%	7.6%
Indian Health Service	44.2%	31.5%	18.6%	5.7%
National Institutes of Health	62.8%	22.3%	8.1%	6.9%
Centers for Disease Control and Prevention	54.0%	25.5%	13.6%	6.9%
Centers for Medicare and Medicaid Services	51.8%	28.0%	12.4%	8.0%
Administration for Children and Families	54.4%	25.3%	14.4%	5.9%
Other	54.3%	23.0%	16.0%	6.8%

**Department of Health and Human Services Subagency Comparison Report**

**Performance Culture**

*34 Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	56.7%	25.6%	11.6%	6.1%
Department of Health and Human Services	55.6%	24.8%	13.1%	6.5%
Office of the Secretary	54.6%	24.6%	13.5%	7.3%
Program Support Center	52.1%	27.3%	12.2%	8.4%
Administration On Aging	54.4%	20.2%	13.2%	12.2%
Substance Abuse and Mental Health Services Administration	48.6%	22.5%	22.2%	6.6%
Agency for Healthcare Research and Quality	56.6%	27.3%	9.4%	6.7%
Health Resources and Services Administration	58.9%	24.0%	13.2%	3.9%
Food and Drug Administration	59.9%	22.7%	10.5%	7.0%
Indian Health Service	45.0%	30.5%	18.5%	6.0%
National Institutes of Health	65.1%	20.5%	7.9%	6.5%
Centers for Disease Control and Prevention	53.7%	24.1%	16.1%	6.2%
Centers for Medicare and Medicaid Services	53.1%	26.8%	13.3%	6.9%
Administration for Children and Families	50.5%	26.9%	15.3%	7.3%
Other	49.2%	30.4%	16.1%	4.3%

*35 Managers/supervisors/team leaders work well with employees of different backgrounds.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	63.7%	20.6%	12.9%	2.9%
Department of Health and Human Services	62.3%	20.7%	13.6%	3.4%
Office of the Secretary	64.9%	19.1%	12.2%	3.8%
Program Support Center	60.0%	23.3%	12.2%	4.5%
Administration On Aging	63.3%	19.1%	12.1%	5.6%
Substance Abuse and Mental Health Services Administration	50.4%	19.7%	26.9%	3.1%
Agency for Healthcare Research and Quality	59.0%	23.5%	10.7%	6.8%
Health Resources and Services Administration	66.4%	18.3%	13.2%	2.1%
Food and Drug Administration	66.7%	17.6%	11.9%	3.8%
Indian Health Service	51.3%	25.7%	19.7%	3.3%
National Institutes of Health	70.6%	17.7%	9.0%	2.7%
Centers for Disease Control and Prevention	61.8%	20.4%	14.6%	3.3%
Centers for Medicare and Medicaid Services	58.8%	23.3%	13.2%	4.7%
Administration for Children and Families	57.5%	23.7%	15.2%	3.6%
Other	63.9%	17.9%	15.6%	2.5%

*Department of Health and Human Services Subagency Comparison Report*

**Leadership**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	49.2%	23.8%	26.5%	0.5%
Department of Health and Human Services	51.2%	23.6%	24.4%	0.8%
Office of the Secretary	54.6%	23.0%	21.7%	0.6%
Program Support Center	47.6%	27.6%	24.2%	0.6%
Administration On Aging	55.2%	16.4%	28.4%	0.0%
Substance Abuse and Mental Health Services Administration	32.1%	25.6%	41.7%	0.7%
Agency for Healthcare Research and Quality	46.7%	22.4%	30.2%	0.7%
Health Resources and Services Administration	51.1%	21.6%	26.6%	0.7%
Food and Drug Administration	50.3%	24.4%	24.4%	0.9%
Indian Health Service	54.1%	23.3%	21.7%	0.9%
National Institutes of Health	57.5%	21.5%	20.1%	0.9%
Centers for Disease Control and Prevention	41.3%	24.9%	33.1%	0.7%
Centers for Medicare and Medicaid Services	44.8%	27.1%	27.5%	0.7%
Administration for Children and Families	43.6%	24.4%	31.4%	0.6%
Other	34.2%	23.3%	41.6%	0.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	37.8%	28.5%	32.9%	0.8%
Department of Health and Human Services	38.8%	28.3%	31.5%	1.4%
Office of the Secretary	42.5%	27.2%	28.9%	1.4%
Program Support Center	39.4%	28.8%	30.1%	1.7%
Administration On Aging	40.1%	26.3%	32.3%	1.3%
Substance Abuse and Mental Health Services Administration	26.4%	20.8%	52.5%	0.3%
Agency for Healthcare Research and Quality	40.0%	21.9%	35.9%	2.2%
Health Resources and Services Administration	37.2%	26.4%	34.7%	1.7%
Food and Drug Administration	38.7%	29.4%	30.4%	1.4%
Indian Health Service	39.1%	29.2%	30.1%	1.6%
National Institutes of Health	45.0%	27.2%	26.3%	1.5%
Centers for Disease Control and Prevention	30.6%	27.6%	40.6%	1.3%
Centers for Medicare and Medicaid Services	33.4%	30.9%	34.5%	1.2%
Administration for Children and Families	34.0%	25.3%	39.8%	0.9%
Other	19.3%	30.0%	48.2%	2.6%

*Department of Health and Human Services Subagency Comparison Report*

**Leadership**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	48.7%	25.8%	22.4%	3.1%
Department of Health and Human Services	47.9%	26.4%	21.4%	4.4%
Office of the Secretary	54.9%	24.0%	16.5%	4.6%
Program Support Center	46.5%	29.9%	18.3%	5.4%
Administration On Aging	51.2%	23.0%	23.2%	2.7%
Substance Abuse and Mental Health Services Administration	30.7%	26.5%	38.7%	4.1%
Agency for Healthcare Research and Quality	47.9%	24.5%	23.6%	4.0%
Health Resources and Services Administration	43.9%	26.8%	24.2%	5.2%
Food and Drug Administration	50.3%	25.7%	19.1%	4.9%
Indian Health Service	43.2%	28.5%	25.3%	3.1%
National Institutes of Health	56.9%	23.3%	15.3%	4.6%
Centers for Disease Control and Prevention	40.4%	28.9%	26.2%	4.5%
Centers for Medicare and Medicaid Services	41.4%	28.4%	25.3%	5.0%
Administration for Children and Families	41.1%	25.6%	28.4%	4.9%
Other	30.5%	32.3%	30.4%	6.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	58.2%	21.8%	19.2%	0.8%
Department of Health and Human Services	57.1%	22.6%	19.0%	1.3%
Office of the Secretary	63.0%	18.3%	17.9%	0.8%
Program Support Center	61.8%	20.1%	17.0%	1.0%
Administration On Aging	73.4%	12.9%	13.7%	0.0%
Substance Abuse and Mental Health Services Administration	52.8%	17.7%	28.4%	1.1%
Agency for Healthcare Research and Quality	50.0%	24.5%	23.9%	1.5%
Health Resources and Services Administration	60.9%	18.2%	20.2%	0.6%
Food and Drug Administration	61.6%	20.9%	16.6%	1.0%
Indian Health Service	51.9%	25.1%	21.3%	1.7%
National Institutes of Health	60.4%	21.8%	16.3%	1.6%
Centers for Disease Control and Prevention	49.9%	25.9%	23.1%	1.2%
Centers for Medicare and Medicaid Services	56.5%	22.6%	20.0%	0.9%
Administration for Children and Families	61.1%	21.1%	16.9%	0.9%
Other	49.2%	26.7%	23.2%	0.9%

*Department of Health and Human Services Subagency Comparison Report*

**Leadership**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	56.4%	24.3%	13.8%	5.5%
Department of Health and Human Services	54.9%	25.0%	14.4%	5.7%
Office of the Secretary	61.0%	20.6%	11.9%	6.6%
Program Support Center	58.3%	24.9%	11.2%	5.7%
Administration On Aging	70.9%	14.1%	9.6%	5.5%
Substance Abuse and Mental Health Services Administration	43.5%	24.6%	27.8%	4.0%
Agency for Healthcare Research and Quality	48.9%	26.2%	17.9%	7.0%
Health Resources and Services Administration	56.7%	21.4%	15.6%	6.3%
Food and Drug Administration	61.7%	22.0%	10.9%	5.4%
Indian Health Service	52.5%	26.9%	16.6%	4.0%
National Institutes of Health	56.9%	24.3%	12.5%	6.3%
Centers for Disease Control and Prevention	46.0%	28.4%	18.6%	7.0%
Centers for Medicare and Medicaid Services	50.0%	28.0%	15.5%	6.6%
Administration for Children and Families	58.3%	22.5%	14.6%	4.6%
Other	50.7%	25.3%	16.2%	7.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	74.9%	13.6%	10.5%	1.0%
Department of Health and Human Services	77.0%	13.7%	7.3%	2.0%
Office of the Secretary	76.6%	14.2%	6.6%	2.6%
Program Support Center	73.0%	18.2%	5.6%	3.3%
Administration On Aging	82.0%	12.1%	4.5%	1.5%
Substance Abuse and Mental Health Services Administration	67.6%	17.9%	12.2%	2.3%
Agency for Healthcare Research and Quality	87.3%	8.7%	0.6%	3.4%
Health Resources and Services Administration	65.5%	19.2%	10.8%	4.5%
Food and Drug Administration	77.4%	13.6%	6.9%	2.1%
Indian Health Service	77.1%	13.1%	9.1%	0.7%
National Institutes of Health	78.4%	13.4%	6.0%	2.2%
Centers for Disease Control and Prevention	79.0%	11.7%	7.2%	2.0%
Centers for Medicare and Medicaid Services	76.0%	14.6%	6.8%	2.7%
Administration for Children and Families	70.1%	18.8%	8.7%	2.5%
Other	78.8%	16.0%	4.5%	0.8%

*Department of Health and Human Services Subagency Comparison Report*

**Leadership**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	72.6%	15.9%	10.1%	1.4%
Department of Health and Human Services	63.4%	20.5%	12.7%	3.4%
Office of the Secretary	62.7%	19.5%	13.9%	3.9%
Program Support Center	59.9%	22.1%	14.6%	3.4%
Administration On Aging	90.4%	8.2%	1.4%	0.0%
Substance Abuse and Mental Health Services Administration	42.5%	24.9%	27.8%	4.8%
Agency for Healthcare Research and Quality	79.8%	14.7%	5.5%	0.0%
Health Resources and Services Administration	55.6%	21.1%	19.7%	3.6%
Food and Drug Administration	63.6%	20.6%	12.7%	3.1%
Indian Health Service	70.0%	17.7%	10.3%	2.0%
National Institutes of Health	57.8%	23.4%	13.9%	5.0%
Centers for Disease Control and Prevention	67.5%	18.2%	11.4%	3.0%
Centers for Medicare and Medicaid Services	63.0%	21.6%	12.3%	3.1%
Administration for Children and Families	58.0%	24.2%	13.5%	4.2%
Other	59.7%	17.8%	18.2%	4.3%

*43 Complaints, disputes or grievances are resolved fairly in my work unit.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	39.4%	27.6%	21.2%	11.7%
Department of Health and Human Services	35.9%	28.6%	21.2%	14.3%
Office of the Secretary	35.4%	29.5%	16.1%	18.9%
Program Support Center	36.4%	29.0%	17.5%	17.1%
Administration On Aging	42.5%	22.3%	12.9%	22.3%
Substance Abuse and Mental Health Services Administration	31.5%	21.4%	36.1%	11.0%
Agency for Healthcare Research and Quality	27.9%	33.1%	16.8%	22.2%
Health Resources and Services Administration	34.6%	29.4%	20.7%	15.3%
Food and Drug Administration	35.2%	29.1%	18.6%	17.2%
Indian Health Service	35.6%	26.7%	31.4%	6.3%
National Institutes of Health	40.7%	28.3%	15.8%	15.2%
Centers for Disease Control and Prevention	34.2%	28.9%	21.7%	15.2%
Centers for Medicare and Medicaid Services	29.6%	32.6%	18.2%	19.7%
Administration for Children and Families	29.7%	29.6%	22.4%	18.4%
Other	30.6%	26.1%	23.0%	20.3%

*Department of Health and Human Services Subagency Comparison Report*

**Leadership**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	45.2%	24.7%	22.8%	7.3%
Department of Health and Human Services	42.5%	24.8%	23.1%	9.7%
Office of the Secretary	44.8%	23.7%	20.4%	11.1%
Program Support Center	42.3%	25.7%	21.0%	11.0%
Administration On Aging	47.4%	19.9%	24.3%	8.4%
Substance Abuse and Mental Health Services Administration	31.2%	20.7%	38.3%	9.8%
Agency for Healthcare Research and Quality	39.4%	24.6%	24.5%	11.6%
Health Resources and Services Administration	45.4%	23.6%	22.5%	8.5%
Food and Drug Administration	43.3%	23.6%	21.4%	11.7%
Indian Health Service	37.3%	25.7%	31.4%	5.6%
National Institutes of Health	48.9%	23.8%	16.4%	10.8%
Centers for Disease Control and Prevention	39.9%	25.4%	24.9%	9.7%
Centers for Medicare and Medicaid Services	39.1%	27.7%	21.7%	11.6%
Administration for Children and Families	37.5%	26.5%	25.3%	10.7%
Other	38.5%	24.1%	30.2%	7.2%

*45 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.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	58.9%	19.9%	11.6%	9.6%
Department of Health and Human Services	55.6%	20.3%	12.0%	12.1%
Office of the Secretary	58.1%	19.1%	8.9%	13.9%
Program Support Center	56.7%	21.6%	10.0%	11.8%
Administration On Aging	50.3%	12.1%	14.8%	22.8%
Substance Abuse and Mental Health Services Administration	41.2%	20.7%	26.3%	11.8%
Agency for Healthcare Research and Quality	54.7%	17.5%	10.1%	17.7%
Health Resources and Services Administration	53.8%	22.9%	11.6%	11.7%
Food and Drug Administration	57.0%	19.2%	10.0%	13.7%
Indian Health Service	49.1%	24.5%	17.8%	8.7%
National Institutes of Health	63.3%	16.8%	7.6%	12.4%
Centers for Disease Control and Prevention	53.8%	19.8%	14.3%	12.2%
Centers for Medicare and Medicaid Services	51.9%	23.0%	11.1%	14.1%
Administration for Children and Families	50.3%	21.4%	12.5%	15.8%
Other	51.6%	22.0%	11.6%	14.8%



*Department of Health and Human Services Subagency Comparison Report*

**Leadership**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	48.0%	23.8%	20.2%	8.1%
Department of Health and Human Services	41.2%	26.0%	20.9%	12.0%
Office of the Secretary	47.8%	23.4%	15.5%	13.3%
Program Support Center	42.6%	29.2%	16.1%	12.1%
Administration On Aging	48.5%	24.7%	15.9%	10.9%
Substance Abuse and Mental Health Services Administration	31.3%	18.8%	37.5%	12.4%
Agency for Healthcare Research and Quality	39.3%	29.3%	14.5%	16.9%
Health Resources and Services Administration	39.3%	27.1%	22.0%	11.6%
Food and Drug Administration	42.3%	25.7%	18.6%	13.5%
Indian Health Service	38.1%	27.4%	27.2%	7.2%
National Institutes of Health	44.7%	25.0%	16.6%	13.6%
Centers for Disease Control and Prevention	36.8%	25.3%	25.2%	12.7%
Centers for Medicare and Medicaid Services	41.2%	26.9%	18.0%	13.9%
Administration for Children and Families	36.1%	29.8%	19.3%	14.8%
Other	36.2%	21.0%	27.0%	15.8%

*Department of Health and Human Services Subagency Comparison Report*

**Learning (Knowledge Management)**

*47 Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	57.6%	23.0%	18.4%	1.1%
Department of Health and Human Services	58.5%	21.8%	18.4%	1.3%
Office of the Secretary	63.4%	19.1%	16.1%	1.4%
Program Support Center	55.7%	23.5%	19.1%	1.7%
Administration On Aging	65.7%	23.8%	9.0%	1.5%
Substance Abuse and Mental Health Services Administration	47.6%	21.7%	30.4%	0.3%
Agency for Healthcare Research and Quality	59.5%	23.6%	16.2%	0.6%
Health Resources and Services Administration	63.5%	19.2%	16.0%	1.4%
Food and Drug Administration	62.2%	20.6%	16.3%	0.9%
Indian Health Service	52.7%	24.1%	22.0%	1.2%
National Institutes of Health	64.3%	20.2%	13.9%	1.5%
Centers for Disease Control and Prevention	55.7%	22.2%	20.8%	1.4%
Centers for Medicare and Medicaid Services	51.5%	24.3%	22.8%	1.4%
Administration for Children and Families	54.2%	23.2%	20.9%	1.7%
Other	49.4%	17.3%	30.8%	2.6%

*48 Supervisors/team leaders in my work unit support employee development.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	64.1%	19.3%	15.8%	0.8%
Department of Health and Human Services	65.7%	17.8%	15.6%	0.9%
Office of the Secretary	70.2%	14.7%	13.8%	1.3%
Program Support Center	62.3%	20.4%	16.8%	0.5%
Administration On Aging	78.1%	15.2%	5.3%	1.5%
Substance Abuse and Mental Health Services Administration	54.2%	14.8%	31.0%	0.0%
Agency for Healthcare Research and Quality	71.3%	13.9%	14.1%	0.8%
Health Resources and Services Administration	67.7%	17.9%	13.4%	1.1%
Food and Drug Administration	69.6%	16.4%	13.3%	0.8%
Indian Health Service	56.2%	22.0%	20.7%	1.1%
National Institutes of Health	72.5%	15.1%	11.7%	0.8%
Centers for Disease Control and Prevention	67.3%	16.8%	15.2%	0.7%
Centers for Medicare and Medicaid Services	58.4%	21.5%	18.9%	1.1%
Administration for Children and Families	66.4%	15.8%	17.3%	0.5%
Other	68.8%	11.2%	20.0%	0.0%

*Department of Health and Human Services Subagency Comparison Report*

**Learning (Knowledge Management)**

*49 Employees have electronic access to learning and training programs readily available at their desk.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	75.1%	12.7%	10.3%	2.0%
Department of Health and Human Services	75.1%	13.6%	8.4%	2.9%
Office of the Secretary	73.0%	12.8%	9.3%	5.0%
Program Support Center	66.4%	17.4%	12.7%	3.6%
Administration On Aging	72.0%	13.5%	9.4%	5.1%
Substance Abuse and Mental Health Services Administration	69.6%	16.9%	9.2%	4.3%
Agency for Healthcare Research and Quality	74.2%	17.0%	5.4%	3.5%
Health Resources and Services Administration	80.3%	12.1%	5.3%	2.4%
Food and Drug Administration	79.7%	11.7%	6.1%	2.5%
Indian Health Service	64.8%	17.8%	14.7%	2.6%
National Institutes of Health	80.6%	11.7%	5.1%	2.7%
Centers for Disease Control and Prevention	80.7%	10.9%	5.9%	2.5%
Centers for Medicare and Medicaid Services	69.5%	16.8%	9.6%	4.1%
Administration for Children and Families	83.2%	10.0%	4.4%	2.3%
Other	83.8%	8.3%	6.2%	1.7%

*50 My training needs are assessed.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	51.1%	24.9%	22.4%	1.6%
Department of Health and Human Services	47.1%	26.5%	24.5%	1.8%
Office of the Secretary	50.3%	23.6%	23.8%	2.3%
Program Support Center	48.7%	25.8%	23.3%	2.2%
Administration On Aging	47.3%	25.9%	25.3%	1.5%
Substance Abuse and Mental Health Services Administration	31.5%	24.2%	43.7%	0.6%
Agency for Healthcare Research and Quality	36.8%	33.9%	27.9%	1.3%
Health Resources and Services Administration	39.9%	27.5%	30.8%	1.9%
Food and Drug Administration	49.5%	27.0%	22.0%	1.5%
Indian Health Service	47.7%	25.8%	24.8%	1.7%
National Institutes of Health	50.4%	26.9%	20.5%	2.2%
Centers for Disease Control and Prevention	47.4%	26.6%	25.0%	1.0%
Centers for Medicare and Medicaid Services	33.5%	28.6%	35.7%	2.2%
Administration for Children and Families	43.3%	27.2%	27.3%	2.2%
Other	52.9%	19.7%	25.8%	1.6%

*Department of Health and Human Services Subagency Comparison Report*

**Learning (Knowledge Management)**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	53.2%	23.7%	20.7%	2.4%
Department of Health and Human Services	53.3%	22.8%	21.1%	2.8%
Office of the Secretary	55.1%	22.2%	19.4%	3.3%
Program Support Center	52.1%	22.8%	22.2%	3.0%
Administration On Aging	54.3%	22.9%	21.5%	1.3%
Substance Abuse and Mental Health Services Administration	42.1%	19.4%	36.9%	1.7%
Agency for Healthcare Research and Quality	52.2%	20.0%	27.7%	0.0%
Health Resources and Services Administration	58.6%	20.9%	18.4%	2.1%
Food and Drug Administration	57.0%	21.0%	19.4%	2.6%
Indian Health Service	45.8%	26.9%	24.1%	3.2%
National Institutes of Health	59.3%	21.3%	16.4%	3.0%
Centers for Disease Control and Prevention	51.5%	22.3%	23.8%	2.4%
Centers for Medicare and Medicaid Services	50.9%	22.7%	24.1%	2.4%
Administration for Children and Families	51.4%	20.3%	25.0%	3.4%
Other	44.9%	23.2%	28.5%	3.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	74.3%	13.3%	12.0%	0.4%
Department of Health and Human Services	70.9%	14.4%	14.1%	0.6%
Office of the Secretary	76.3%	12.1%	10.9%	0.7%
Program Support Center	69.5%	15.5%	14.6%	0.5%
Administration On Aging	77.4%	10.7%	11.9%	0.0%
Substance Abuse and Mental Health Services Administration	65.2%	13.7%	20.0%	1.1%
Agency for Healthcare Research and Quality	70.7%	16.0%	13.4%	0.0%
Health Resources and Services Administration	71.4%	14.1%	13.7%	0.8%
Food and Drug Administration	75.2%	13.4%	10.8%	0.7%
Indian Health Service	61.7%	18.4%	19.4%	0.5%
National Institutes of Health	76.8%	12.4%	10.2%	0.6%
Centers for Disease Control and Prevention	69.4%	13.7%	16.2%	0.7%
Centers for Medicare and Medicaid Services	67.6%	15.2%	16.6%	0.6%
Administration for Children and Families	72.8%	13.8%	12.6%	0.8%
Other	67.7%	10.6%	21.7%	0.0%

*Department of Health and Human Services Subagency Comparison Report*

**Learning (Knowledge Management)**

53 *Employees use information technology (for example, intranet, shared networks) to perform work.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
Governmentwide	86.0%	8.6%	4.6%	0.8%
Department of Health and Human Services	87.3%	7.9%	3.8%	1.0%
Office of the Secretary	91.6%	5.0%	2.5%	0.9%
Program Support Center	87.9%	7.4%	4.3%	0.5%
Administration On Aging	90.5%	5.6%	3.9%	0.0%
Substance Abuse and Mental Health Services Administration	86.1%	7.1%	5.5%	1.3%
Agency for Healthcare Research and Quality	90.0%	6.0%	2.7%	1.3%
Health Resources and Services Administration	91.0%	5.0%	3.5%	0.6%
Food and Drug Administration	93.4%	4.5%	1.5%	0.6%
Indian Health Service	75.5%	15.2%	7.8%	1.5%
National Institutes of Health	90.8%	5.8%	2.5%	0.9%
Centers for Disease Control and Prevention	90.1%	6.5%	2.7%	0.8%
Centers for Medicare and Medicaid Services	87.6%	7.5%	4.0%	0.9%
Administration for Children and Families	90.1%	5.5%	3.6%	0.8%
Other	88.4%	8.7%	2.8%	0.0%

*Department of Health and Human Services Subagency Comparison Report*

**Job Satisfaction**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	53.7%	21.8%	24.5%
Department of Health and Human Services	53.7%	22.3%	24.0%
Office of the Secretary	57.5%	21.9%	20.5%
Program Support Center	52.7%	21.2%	26.1%
Administration On Aging	50.9%	22.4%	26.8%
Substance Abuse and Mental Health Services Administration	38.0%	21.5%	40.5%
Agency for Healthcare Research and Quality	51.2%	19.7%	29.2%
Health Resources and Services Administration	50.5%	22.1%	27.4%
Food and Drug Administration	54.0%	23.3%	22.8%
Indian Health Service	54.8%	23.8%	21.4%
National Institutes of Health	58.0%	20.8%	21.2%
Centers for Disease Control and Prevention	47.1%	22.3%	30.7%
Centers for Medicare and Medicaid Services	48.9%	22.6%	28.5%
Administration for Children and Families	49.3%	22.7%	28.0%
Other	38.7%	18.7%	42.6%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	46.6%	24.2%	29.2%
Department of Health and Human Services	45.5%	24.9%	29.6%
Office of the Secretary	48.2%	23.5%	28.3%
Program Support Center	46.3%	26.1%	27.6%
Administration On Aging	46.0%	25.9%	28.1%
Substance Abuse and Mental Health Services Administration	37.7%	17.3%	45.0%
Agency for Healthcare Research and Quality	43.2%	24.7%	32.1%
Health Resources and Services Administration	47.6%	23.4%	29.0%
Food and Drug Administration	47.7%	25.3%	27.0%
Indian Health Service	43.7%	26.7%	29.6%
National Institutes of Health	48.9%	24.3%	26.8%
Centers for Disease Control and Prevention	40.0%	23.8%	36.3%
Centers for Medicare and Medicaid Services	44.5%	25.7%	29.8%
Administration for Children and Families	40.2%	22.9%	36.9%
Other	33.5%	23.5%	43.1%

*Department of Health and Human Services Subagency Comparison Report*

**Job Satisfaction**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	48.6%	23.4%	28.0%
Department of Health and Human Services	50.9%	22.5%	26.6%
Office of the Secretary	53.5%	22.0%	24.5%
Program Support Center	47.1%	25.6%	27.3%
Administration On Aging	57.2%	22.7%	20.1%
Substance Abuse and Mental Health Services Administration	42.1%	19.1%	38.8%
Agency for Healthcare Research and Quality	55.6%	24.0%	20.5%
Health Resources and Services Administration	51.8%	25.0%	23.2%
Food and Drug Administration	54.7%	22.5%	22.8%
Indian Health Service	40.0%	25.6%	34.5%
National Institutes of Health	57.9%	20.4%	21.8%
Centers for Disease Control and Prevention	50.9%	22.1%	27.1%
Centers for Medicare and Medicaid Services	50.3%	21.7%	28.0%
Administration for Children and Families	54.8%	18.7%	26.5%
Other	44.3%	23.6%	32.1%

57 *How satisfied are you with the policies and practices of your senior leaders?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	40.9%	29.1%	30.0%
Department of Health and Human Services	40.2%	30.1%	29.7%
Office of the Secretary	44.5%	29.4%	26.1%
Program Support Center	40.7%	29.9%	29.4%
Administration On Aging	42.5%	23.4%	34.2%
Substance Abuse and Mental Health Services Administration	29.1%	23.1%	47.8%
Agency for Healthcare Research and Quality	39.7%	25.3%	35.1%
Health Resources and Services Administration	40.1%	27.7%	32.2%
Food and Drug Administration	40.6%	30.6%	28.8%
Indian Health Service	40.6%	31.5%	28.0%
National Institutes of Health	46.0%	28.7%	25.4%
Centers for Disease Control and Prevention	31.2%	29.4%	39.4%
Centers for Medicare and Medicaid Services	35.5%	32.5%	32.0%
Administration for Children and Families	35.2%	29.6%	35.2%
Other	20.7%	35.7%	43.5%

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**Job Satisfaction**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	36.5%	29.1%	34.4%
Department of Health and Human Services	36.2%	31.7%	32.1%
Office of the Secretary	38.7%	31.6%	29.8%
Program Support Center	36.8%	33.1%	30.1%
Administration On Aging	33.0%	32.2%	34.7%
Substance Abuse and Mental Health Services Administration	25.6%	28.9%	45.5%
Agency for Healthcare Research and Quality	33.7%	33.9%	32.4%
Health Resources and Services Administration	32.5%	28.7%	38.8%
Food and Drug Administration	37.4%	32.7%	29.9%
Indian Health Service	39.1%	31.9%	29.0%
National Institutes of Health	37.2%	33.1%	29.7%
Centers for Disease Control and Prevention	32.3%	30.5%	37.2%
Centers for Medicare and Medicaid Services	32.8%	28.9%	38.3%
Administration for Children and Families	28.1%	29.6%	42.3%
Other	23.0%	28.3%	48.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	53.7%	24.5%	21.9%
Department of Health and Human Services	53.7%	26.1%	20.2%
Office of the Secretary	55.2%	23.7%	21.2%
Program Support Center	46.6%	30.6%	22.8%
Administration On Aging	42.6%	39.9%	17.5%
Substance Abuse and Mental Health Services Administration	39.9%	28.5%	31.6%
Agency for Healthcare Research and Quality	51.1%	33.0%	15.9%
Health Resources and Services Administration	45.0%	30.7%	24.3%
Food and Drug Administration	58.1%	24.9%	17.0%
Indian Health Service	51.0%	25.5%	23.6%
National Institutes of Health	61.0%	24.2%	14.8%
Centers for Disease Control and Prevention	51.7%	28.4%	20.0%
Centers for Medicare and Medicaid Services	40.6%	30.0%	29.4%
Administration for Children and Families	50.6%	26.6%	22.8%
Other	46.1%	34.5%	19.4%



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**Job Satisfaction**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	67.5%	17.6%	14.9%
Department of Health and Human Services	66.8%	18.0%	15.3%
Office of the Secretary	68.2%	16.2%	15.6%
Program Support Center	61.3%	20.4%	18.3%
Administration On Aging	60.1%	23.7%	16.2%
Substance Abuse and Mental Health Services Administration	53.5%	18.9%	27.6%
Agency for Healthcare Research and Quality	63.8%	17.5%	18.8%
Health Resources and Services Administration	59.0%	21.8%	19.2%
Food and Drug Administration	68.3%	17.9%	13.8%
Indian Health Service	71.8%	17.1%	11.0%
National Institutes of Health	69.3%	16.6%	14.1%
Centers for Disease Control and Prevention	60.5%	19.7%	19.8%
Centers for Medicare and Medicaid Services	57.8%	20.9%	21.3%
Administration for Children and Families	64.6%	19.6%	15.8%
Other	61.0%	17.4%	21.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	61.3%	17.9%	20.8%
Department of Health and Human Services	61.7%	18.5%	19.7%
Office of the Secretary	67.1%	15.5%	17.4%
Program Support Center	61.0%	21.5%	17.5%
Administration On Aging	72.3%	14.2%	13.5%
Substance Abuse and Mental Health Services Administration	59.1%	16.7%	24.2%
Agency for Healthcare Research and Quality	64.0%	17.9%	18.2%
Health Resources and Services Administration	64.2%	16.7%	19.1%
Food and Drug Administration	62.0%	19.2%	18.8%
Indian Health Service	59.2%	19.0%	21.9%
National Institutes of Health	59.9%	19.0%	21.1%
Centers for Disease Control and Prevention	62.1%	17.8%	20.2%
Centers for Medicare and Medicaid Services	67.0%	18.5%	14.5%
Administration for Children and Families	65.9%	17.1%	17.0%
Other	64.2%	18.8%	17.0%

*Department of Health and Human Services Subagency Comparison Report*

**Job Satisfaction**

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	56.2%	22.4%	21.5%
Department of Health and Human Services	55.6%	23.3%	21.1%
Office of the Secretary	60.0%	21.0%	19.0%
Program Support Center	50.0%	24.7%	25.3%
Administration On Aging	54.4%	22.6%	23.0%
Substance Abuse and Mental Health Services Administration	37.9%	18.6%	43.5%
Agency for Healthcare Research and Quality	53.2%	23.3%	23.4%
Health Resources and Services Administration	48.6%	24.6%	26.8%
Food and Drug Administration	59.0%	22.7%	18.3%
Indian Health Service	55.1%	26.0%	18.9%
National Institutes of Health	61.5%	20.6%	17.9%
Centers for Disease Control and Prevention	46.1%	24.0%	29.9%
Centers for Medicare and Medicaid Services	51.5%	24.7%	23.8%
Administration for Children and Families	51.3%	24.4%	24.4%
Other	37.1%	27.3%	35.6%

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**Satisfaction with Benefits**

*63 How satisfied are you with retirement benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	60.8%	19.4%	12.4%	7.4%
Department of Health and Human Services	64.8%	18.8%	8.8%	7.5%
Office of the Secretary	68.5%	16.1%	7.2%	8.2%
Program Support Center	67.4%	15.9%	6.9%	9.8%
Administration On Aging	79.8%	9.6%	5.5%	5.1%
Substance Abuse and Mental Health Services Administration	59.0%	20.9%	11.1%	9.0%
Agency for Healthcare Research and Quality	80.2%	11.3%	4.6%	3.9%
Health Resources and Services Administration	65.2%	17.8%	8.0%	9.0%
Food and Drug Administration	62.6%	19.6%	10.1%	7.7%
Indian Health Service	63.6%	20.7%	8.1%	7.6%
National Institutes of Health	66.0%	18.3%	8.8%	6.9%
Centers for Disease Control and Prevention	62.4%	19.1%	10.6%	8.0%
Centers for Medicare and Medicaid Services	67.4%	17.4%	8.6%	6.6%
Administration for Children and Families	69.8%	16.1%	6.4%	7.7%
Other	51.0%	26.8%	11.2%	11.0%

*64 How satisfied are you with health insurance benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	57.9%	16.6%	20.7%	4.8%
Department of Health and Human Services	62.8%	16.9%	15.2%	5.0%
Office of the Secretary	66.7%	15.0%	14.8%	3.5%
Program Support Center	68.3%	15.1%	12.2%	4.5%
Administration On Aging	74.8%	6.9%	18.3%	0.0%
Substance Abuse and Mental Health Services Administration	67.6%	13.8%	14.7%	3.9%
Agency for Healthcare Research and Quality	74.1%	14.2%	6.1%	5.6%
Health Resources and Services Administration	66.8%	15.2%	15.2%	2.8%
Food and Drug Administration	62.1%	17.1%	17.1%	3.7%
Indian Health Service	54.8%	21.4%	13.9%	9.9%
National Institutes of Health	66.8%	15.6%	14.2%	3.4%
Centers for Disease Control and Prevention	62.2%	15.8%	18.0%	4.0%
Centers for Medicare and Medicaid Services	66.3%	14.0%	15.9%	3.7%
Administration for Children and Families	68.5%	14.6%	14.1%	2.9%
Other	58.7%	19.6%	16.0%	5.6%

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**Satisfaction with Benefits**

*65 How satisfied are you with life insurance benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	59.8%	22.1%	9.5%	8.7%
Department of Health and Human Services	59.0%	22.7%	7.7%	10.5%
Office of the Secretary	58.2%	21.8%	7.8%	12.3%
Program Support Center	65.7%	19.7%	5.5%	9.0%
Administration On Aging	69.7%	17.2%	3.2%	9.9%
Substance Abuse and Mental Health Services Administration	61.5%	17.4%	10.5%	10.7%
Agency for Healthcare Research and Quality	63.1%	20.4%	5.9%	10.7%
Health Resources and Services Administration	55.5%	25.1%	7.6%	11.8%
Food and Drug Administration	54.6%	24.1%	8.9%	12.4%
Indian Health Service	63.5%	22.8%	6.4%	7.4%
National Institutes of Health	57.5%	23.0%	8.2%	11.3%
Centers for Disease Control and Prevention	59.2%	22.5%	7.8%	10.5%
Centers for Medicare and Medicaid Services	59.8%	21.3%	7.9%	11.0%
Administration for Children and Families	58.1%	23.3%	6.7%	12.0%
Other	54.2%	22.8%	11.7%	11.3%

*66 How satisfied are you with long term care insurance benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	30.0%	30.2%	9.9%	29.9%
Department of Health and Human Services	32.5%	28.8%	7.9%	30.8%
Office of the Secretary	30.6%	26.2%	7.5%	35.6%
Program Support Center	36.1%	25.7%	4.8%	33.5%
Administration On Aging	39.9%	23.6%	1.4%	35.1%
Substance Abuse and Mental Health Services Administration	31.2%	28.8%	9.3%	30.7%
Agency for Healthcare Research and Quality	35.1%	24.8%	9.3%	30.8%
Health Resources and Services Administration	28.9%	29.9%	8.2%	33.0%
Food and Drug Administration	31.0%	28.2%	8.7%	32.2%
Indian Health Service	35.4%	33.2%	7.3%	24.2%
National Institutes of Health	33.5%	27.2%	8.5%	30.8%
Centers for Disease Control and Prevention	31.6%	27.5%	8.0%	32.9%
Centers for Medicare and Medicaid Services	27.8%	28.0%	7.5%	36.7%
Administration for Children and Families	33.5%	27.9%	7.2%	31.4%
Other	28.1%	29.3%	8.2%	34.4%

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**Satisfaction with Benefits**

*67 How satisfied are you with the flexible spending account (FSA) program?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	31.8%	29.0%	3.9%	35.3%
Department of Health and Human Services	37.3%	26.6%	3.5%	32.6%
Office of the Secretary	43.9%	21.9%	3.2%	31.0%
Program Support Center	40.2%	24.1%	2.4%	33.3%
Administration On Aging	53.3%	24.4%	2.3%	20.0%
Substance Abuse and Mental Health Services Administration	39.6%	23.9%	5.6%	30.9%
Agency for Healthcare Research and Quality	46.5%	21.2%	3.5%	28.8%
Health Resources and Services Administration	35.5%	26.3%	4.1%	34.1%
Food and Drug Administration	36.8%	25.3%	3.4%	34.5%
Indian Health Service	30.5%	34.6%	3.7%	31.2%
National Institutes of Health	39.0%	24.1%	3.5%	33.4%
Centers for Disease Control and Prevention	38.4%	25.1%	4.0%	32.5%
Centers for Medicare and Medicaid Services	41.0%	23.2%	2.8%	33.0%
Administration for Children and Families	43.6%	22.8%	3.1%	30.6%
Other	40.5%	31.8%	1.7%	26.1%

*68 How satisfied are you with paid vacation time?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	88.4%	7.4%	4.2%
Department of Health and Human Services	84.5%	9.7%	5.8%
Office of the Secretary	88.8%	6.6%	4.6%
Program Support Center	89.4%	6.9%	3.7%
Administration On Aging	84.1%	10.7%	5.2%
Substance Abuse and Mental Health Services Administration	85.8%	8.0%	6.2%
Agency for Healthcare Research and Quality	90.4%	6.4%	3.2%
Health Resources and Services Administration	84.6%	9.9%	5.5%
Food and Drug Administration	89.2%	7.5%	3.4%
Indian Health Service	77.7%	14.7%	7.7%
National Institutes of Health	83.9%	9.5%	6.6%
Centers for Disease Control and Prevention	87.4%	7.6%	5.0%
Centers for Medicare and Medicaid Services	84.9%	8.6%	6.6%
Administration for Children and Families	89.1%	7.6%	3.2%
Other	93.8%	3.7%	2.6%

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**Satisfaction with Benefits**

69 *How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
Governmentwide	85.9%	8.6%	5.6%
Department of Health and Human Services	83.3%	10.0%	6.7%
Office of the Secretary	85.1%	8.0%	6.9%
Program Support Center	88.1%	7.8%	4.1%
Administration On Aging	86.7%	8.2%	5.1%
Substance Abuse and Mental Health Services Administration	81.3%	10.6%	8.2%
Agency for Healthcare Research and Quality	85.7%	7.4%	6.9%
Health Resources and Services Administration	81.5%	10.7%	7.8%
Food and Drug Administration	86.7%	7.8%	5.5%
Indian Health Service	81.7%	11.1%	7.3%
National Institutes of Health	81.8%	11.6%	6.6%
Centers for Disease Control and Prevention	84.1%	9.1%	6.8%
Centers for Medicare and Medicaid Services	81.7%	10.2%	8.1%
Administration for Children and Families	85.7%	10.1%	4.2%
Other	87.4%	4.8%	7.9%

70 *How satisfied are you with child care subsidies?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	8.2%	24.5%	4.5%	62.9%
Department of Health and Human Services	8.5%	22.9%	5.0%	63.6%
Office of the Secretary	7.6%	18.9%	3.6%	70.0%
Program Support Center	12.0%	23.6%	3.7%	60.8%
Administration On Aging	7.7%	27.4%	0.0%	0.0%
Substance Abuse and Mental Health Services Administration	5.2%	17.7%	5.2%	71.9%
Agency for Healthcare Research and Quality	6.8%	20.8%	1.4%	71.0%
Health Resources and Services Administration	6.7%	21.4%	6.0%	65.9%
Food and Drug Administration	7.2%	21.7%	4.0%	67.1%
Indian Health Service	11.1%	29.3%	6.9%	52.7%
National Institutes of Health	8.3%	20.6%	5.9%	65.2%
Centers for Disease Control and Prevention	7.5%	21.5%	3.9%	67.0%
Centers for Medicare and Medicaid Services	6.7%	21.7%	3.1%	68.4%
Administration for Children and Families	7.5%	20.1%	4.0%	68.4%
Other	8.5%	23.0%	1.7%	66.8%

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**Satisfaction with Benefits**

*71 How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	27.5%	25.7%	7.7%	39.1%
Department of Health and Human Services	32.5%	24.7%	6.3%	36.6%
Office of the Secretary	28.2%	21.6%	5.1%	45.1%
Program Support Center	36.2%	24.5%	3.7%	35.5%
Administration On Aging	36.0%	27.5%	5.3%	31.2%
Substance Abuse and Mental Health Services Administration	37.7%	23.7%	5.7%	32.9%
Agency for Healthcare Research and Quality	36.2%	24.6%	3.9%	35.3%
Health Resources and Services Administration	28.3%	23.4%	6.7%	41.6%
Food and Drug Administration	26.7%	24.4%	6.1%	42.8%
Indian Health Service	33.1%	29.7%	9.8%	27.5%
National Institutes of Health	30.4%	23.6%	5.3%	40.6%
Centers for Disease Control and Prevention	43.5%	21.4%	4.1%	31.0%
Centers for Medicare and Medicaid Services	32.9%	23.2%	4.8%	39.1%
Administration for Children and Families	32.3%	26.2%	6.0%	35.5%
Other	48.6%	20.0%	9.2%	22.2%

*72 How satisfied are you with telework/telecommuting?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	21.8%	21.9%	12.7%	43.7%
Department of Health and Human Services	32.0%	19.6%	15.1%	33.3%
Office of the Secretary	32.3%	14.5%	19.7%	33.5%
Program Support Center	27.2%	18.7%	18.2%	35.8%
Administration On Aging	30.9%	21.1%	10.9%	37.1%
Substance Abuse and Mental Health Services Administration	35.7%	16.8%	27.0%	20.5%
Agency for Healthcare Research and Quality	46.4%	14.7%	9.3%	29.5%
Health Resources and Services Administration	25.3%	15.9%	21.6%	37.2%
Food and Drug Administration	41.2%	17.7%	13.4%	27.7%
Indian Health Service	31.4%	27.9%	9.2%	31.5%
National Institutes of Health	29.6%	16.7%	15.4%	38.3%
Centers for Disease Control and Prevention	28.4%	18.9%	17.3%	35.4%
Centers for Medicare and Medicaid Services	27.1%	17.8%	22.1%	33.1%
Administration for Children and Families	44.3%	16.9%	17.3%	21.5%
Other	37.9%	20.2%	15.6%	26.4%

*Department of Health and Human Services Subagency Comparison Report*

**Satisfaction with Benefits**

73 *How satisfied are you with alternative work schedules?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
Governmentwide	49.2%	17.1%	11.9%	21.8%
Department of Health and Human Services	52.7%	15.8%	10.9%	20.6%
Office of the Secretary	52.7%	13.8%	10.9%	22.6%
Program Support Center	60.2%	16.3%	9.7%	13.8%
Administration On Aging	58.4%	16.8%	4.0%	20.9%
Substance Abuse and Mental Health Services Administration	61.5%	13.4%	12.6%	12.6%
Agency for Healthcare Research and Quality	57.6%	12.6%	4.0%	25.8%
Health Resources and Services Administration	52.5%	15.3%	12.8%	19.4%
Food and Drug Administration	66.1%	12.4%	8.2%	13.3%
Indian Health Service	41.4%	22.4%	13.5%	22.7%
National Institutes of Health	48.8%	14.3%	10.2%	26.7%
Centers for Disease Control and Prevention	58.2%	14.3%	9.7%	17.8%
Centers for Medicare and Medicaid Services	53.3%	15.0%	14.3%	17.4%
Administration for Children and Families	67.3%	11.2%	7.8%	13.7%
Other	66.2%	12.9%	6.8%	14.1%



**Demographics**

**74. Where do you work?**

<i>Headquarters</i>	51%
<i>Field</i>	49%

**75. What is your supervisory status?**

<i>Non-Supervisor</i>	65%
<i>Team Leader</i>	16%
<i>Supervisor</i>	12%
<i>Manager</i>	5%
<i>Executive</i>	1%

**76. Are you:**

<i>Male</i>	36%
<i>Female</i>	64%

**77. Are you Hispanic or Latino?**

<i>Yes</i>	5%
<i>No</i>	95%

**78. Are you:**

<i>White</i>	58%
<i>Black or African American</i>	18%
<i>Native Hawaiian or Other Pacific Islander</i>	1%
<i>Asian</i>	6%
<i>American Indian or Alaska Native</i>	15%
<i>Two or more races (Not Hispanic or Latino)</i>	3%

**79. What is your age group?**

<i>25 and under</i>	1%
<i>26 - 29</i>	4%
<i>30 - 39</i>	19%
<i>40 - 49</i>	31%
<i>50 - 59</i>	36%
<i>60 or older</i>	10%

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

<i>Federal Wage System</i>	2%
<i>GS 1-6</i>	8%
<i>GS 7-12</i>	40%
<i>GS 13-15</i>	47%
<i>Senior Executive Service</i>	1%
<i>Senior Level (SL) or Scientific or Professional (ST)</i>	1%
<i>Other</i>	2%

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

<i>Less than 1 year</i>	2%
<i>1 to 3 years</i>	11%
<i>4 to 5 years</i>	11%
<i>6 to 10 years</i>	17%
<i>11 to 20 years</i>	29%
<i>More than 20 years</i>	31%

**82. How long have you been with your current agency?**

<i>Less than 1 year</i>	3%
<i>1 to 3 years</i>	15%
<i>4 to 5 years</i>	14%
<i>6 to 10 years</i>	21%
<i>11 to 20 years</i>	28%
<i>More than 20 years</i>	19%

**83. Are you considering leaving your organization within the next year?**

<i>No</i>	69%
<i>Yes, to retire</i>	5%
<i>Yes, to take another job in the Federal Government</i>	17%
<i>Yes, to take another job outside the Federal Government</i>	4%
<i>Yes, other</i>	5%

**84. I am planning to retire:**

<i>Within one year</i>	3%
<i>Between one and three years</i>	9%
<i>Between three and five years</i>	11%
<i>Five or more years</i>	77%