2023 Office of Personnel Management

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

1st Level Subagency Report

Department of Health and Human Services

National Institutes of Health

Department of Health and Human Services
National Institutes of Health
1st Level Subagency Report

This 2023 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), and Diversity, Equity, Inclusion, and Accessibility (DEIA).

The Employee Experience Index (EXI) is new and measures the extent to which employees are engaged by their work and their organization. While the established Employee Engagement Index is a measure of the conditions for engagement (e.g., whether a workplace has the right environment to foster engaged employees) the new EXI assesses whether employees actually experience the state of engagement. It gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

Response Summary

Organizations	Surveys Completed	Response Rate
Governmentwide	625,568	38.9%
Department of Health and Human Services	59,020	72.5%
National Institutes of Health	**12,719**	**68.2%**

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 "—ᵈ" indicates that there were no responses to the item, and therefore results are not shown.

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 OPM FEVS results.
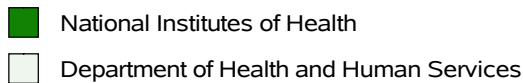
Highest Percent Positive

96.2%	It is important to me that my work contribute to the common good. (Q90)
94.6%	Employees in my work unit meet the needs of our customers. (Q20)
94.2%	Employees in my work unit contribute positively to my agency's performance. (Q21)
93.4%	My supervisor holds me accountable for achieving results. (Q53)
93.2%	I am held accountable for the quality of work I produce. (Q11)
92.7%	My organization has prepared me for potential cybersecurity threats. (Q44)
92.5%	Employees in my work unit produce high-quality work. (Q22)
92.0%	I know how my work relates to the agency's goals. (Q7)
90.8%	My organization is successful at accomplishing its mission. (Q37)
90.7%	My organization shares results (for example, town halls, email, distribution of reports) from the Federal Employee Viewpoint Survey (FEVS). (Q39)

Highest Percent Negative

18.8%	Considering everything, how satisfied are you with your pay? (Q71)
17.7%	My workload is reasonable. (Q5)
17.0%	Management involves employees in decisions that affect their work. (Q66)
16.5%	In my work unit, differences in performance are recognized in a meaningful way. (Q17)
14.3%	The approval process in my organization allows timely delivery of my work. (Q41)
13.6%	How satisfied are you with your involvement in decisions that affect your work? (Q67)
13.3%	I can make decisions about my work without getting permission first. (Q14)
12.9%	In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q45)
12.7%	I believe the results of this survey will be used to make my agency a better place to work. (Q47)
12.7%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q57)

Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (Department of Health and Human Services) 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

- ■ National Institutes of Health
- ☐ Department of Health and Human Services

Survey Item	% Positive Response	Difference
My organization's senior leaders maintain high standards of honesty and integrity. (Q58)	78.4 / 70.0	+8.4
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q57)	68.5 / 61.0	+7.5
Senior leaders demonstrate support for Work-Life programs. (Q63)	79.7 / 72.4	+7.3
Management involves employees in decisions that affect their work. (Q66)	62.6 / 55.5	+7.1
Information is openly shared in my organization. (Q40)	73.6 / 66.5	+7.1
I have a high level of respect for my organization's senior leaders. (Q62)	79.3 / 72.2	+7.1
In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q45)	69.2 / 62.2	+7.0
My organization's management practices promote diversity. (Q73)	82.3 / 75.3	+7.0
Employees are recognized for providing high quality products and services. (Q35)	77.2 / 70.3	+6.9
Management makes effective changes to address challenges facing our organization. (Q65)	71.0 / 64.1	+6.9

Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (Department of Health and Human Services) 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	621,922	70.3%	14.3%	15.3%
Department of Health and Human Services	58,738	77.8%	12.2%	10.0%
National Institutes of Health	**12,661**	**82.9%**	**9.6%**	**7.4%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	616,048	65.5%	15.6%	18.9%
Department of Health and Human Services	58,259	74.0%	13.7%	12.3%
National Institutes of Health	**12,573**	**78.8%**	**11.4%**	**9.8%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	616,102	73.0%	14.1%	12.9%
Department of Health and Human Services	58,332	80.0%	12.0%	8.1%
National Institutes of Health	**12,572**	**83.9%**	**9.7%**	**6.4%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	615,429	81.7%	9.8%	8.5%
Department of Health and Human Services	58,225	85.7%	8.4%	5.8%
National Institutes of Health	**12,539**	**88.1%**	**7.1%**	**4.7%**

5. My workload is reasonable.

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,833	62.3%	14.6%	23.1%
Department of Health and Human Services	58,619	64.7%	14.6%	20.8%
National Institutes of Health	**12,622**	**68.7%**	**13.6%**	**17.7%**

6. My talents are used well in the workplace.

Organizations	N	Positive	Neutral	Negative
Governmentwide	614,430	64.1%	16.2%	19.7%
Department of Health and Human Services	58,073	70.6%	15.0%	14.4%
National Institutes of Health	**12,505**	**74.4%**	**13.4%**	**12.2%**

My Work Experience (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,335	84.9%	9.0%	6.2%
Department of Health and Human Services	58,558	89.5%	7.0%	3.5%
National Institutes of Health	**12,624**	**92.0%**	**5.2%**	**2.8%**

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	596,805	70.3%	14.4%	15.3%	25,588
Department of Health and Human Services	55,694	74.1%	14.5%	11.4%	3,037
National Institutes of Health	**12,061**	**77.1%**	**13.3%**	**9.6%**	**596**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	623,096	73.3%	13.8%	12.8%
Department of Health and Human Services	58,785	80.0%	11.4%	8.7%
National Institutes of Health	**12,665**	**85.2%**	**9.0%**	**5.9%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	617,957	65.9%	17.4%	16.7%
Department of Health and Human Services	58,426	74.4%	15.4%	10.2%
National Institutes of Health	**12,613**	**81.3%**	**12.2%**	**6.5%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	619,470	86.3%	8.8%	4.9%
Department of Health and Human Services	58,536	91.2%	6.3%	2.4%
National Institutes of Health	**12,622**	**93.2%**	**5.0%**	**1.7%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	619,597	76.3%	13.5%	10.1%
Department of Health and Human Services	58,515	81.8%	11.6%	6.6%
National Institutes of Health	**12,625**	**84.7%**	**10.2%**	**5.2%**

My Work Experience (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	622,579	71.5%	14.8%	13.7%
Department of Health and Human Services	58,736	76.0%	13.8%	10.2%
National Institutes of Health	**12,654**	**79.6%**	**11.6%**	**8.9%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	623,249	64.2%	18.6%	17.2%
Department of Health and Human Services	58,778	64.7%	19.7%	15.6%
National Institutes of Health	**12,661**	**68.5%**	**18.1%**	**13.3%**

My Work Unit

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	624,053	82.1%	9.6%	8.3%
Department of Health and Human Services	58,857	86.4%	7.9%	5.8%
National Institutes of Health	**12,690**	**89.3%**	**6.4%**	**4.3%**

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	624,005	17.7%	41.2%	10.2%	6.4%	19.3%	20.4%
Department of Health and Human Services	58,842	18.2%	30.5%	8.8%	5.7%	23.5%	25.1%
National Institutes of Health	**12,669**	**20.2%**	**27.3%**	**10.3%**	**5.6%**	**25.8%**	**22.9%**

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	556,535	45.0%	26.3%	28.7%	67,602
Department of Health and Human Services	51,594	54.4%	25.3%	20.3%	7,261
National Institutes of Health	**11,118**	**59.2%**	**24.3%**	**16.5%**	**1,567**

My Work Unit (continued)

18. *Employees in my work unit share job knowledge.*

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	620,540	81.0%	10.3%	8.7%	3,964
Department of Health and Human Services	58,486	83.8%	9.2%	7.0%	407
National Institutes of Health	**12,610**	**87.7%**	**7.6%**	**4.7%**	**70**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	617,704	79.9%	11.8%	8.2%	6,895
Department of Health and Human Services	58,317	85.2%	9.4%	5.4%	590
National Institutes of Health	**12,583**	**89.7%**	**6.6%**	**3.6%**	**107**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	593,581	87.3%	10.6%	2.1%	28,191
Department of Health and Human Services	56,098	91.5%	7.3%	1.2%	2,589
National Institutes of Health	**11,696**	**94.6%**	**4.7%**	**0.7%**	**938**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	597,429	85.3%	11.6%	3.1%	18,182
Department of Health and Human Services	56,825	90.9%	7.4%	1.7%	1,396
National Institutes of Health	**12,210**	**94.2%**	**4.9%**	**0.9%**	**322**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	601,540	83.0%	13.7%	3.4%	19,239
Department of Health and Human Services	57,236	89.4%	8.9%	1.7%	1,341
National Institutes of Health	**12,361**	**92.5%**	**6.4%**	**1.0%**	**255**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	600,338	79.7%	15.0%	5.2%	18,769
Department of Health and Human Services	56,884	85.7%	11.0%	3.3%	1,474
National Institutes of Health	**12,215**	**88.8%**	**9.2%**	**2.0%**	**355**

My Work Unit (continued)

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	542,221	59.8%	24.0%	16.2%	79,285
Department of Health and Human Services	51,163	72.4%	19.6%	8.1%	7,496
National Institutes of Health	**10,912**	**78.6%**	**15.7%**	**5.7%**	**1,725**

25. I can influence decisions in my work unit.

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,691	69.2%	17.8%	13.0%
Department of Health and Human Services	58,709	73.8%	16.8%	9.4%
National Institutes of Health	**12,653**	**76.3%**	**15.3%**	**8.4%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	620,846	84.0%	9.5%	6.4%
Department of Health and Human Services	58,723	87.4%	8.0%	4.6%
National Institutes of Health	**12,643**	**89.8%**	**6.6%**	**3.6%**

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	594,426	55.8%	22.6%	21.6%	26,295
Department of Health and Human Services	56,772	66.8%	19.3%	14.0%	1,938
National Institutes of Health	**12,287**	**73.5%**	**16.0%**	**10.5%**	**354**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	601,306	68.5%	18.0%	13.5%	19,648
Department of Health and Human Services	56,744	75.5%	15.3%	9.3%	1,989
National Institutes of Health	**12,219**	**80.1%**	**13.2%**	**6.7%**	**425**

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	597,021	66.1%	20.4%	13.4%	19,779
Department of Health and Human Services	56,785	75.0%	16.7%	8.3%	1,721
National Institutes of Health	**12,268**	**79.0%**	**14.7%**	**6.3%**	**322**

My Work Unit (continued)

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	590,802	66.8%	20.2%	12.9%	19,873
Department of Health and Human Services	56,467	75.9%	16.2%	7.9%	1,611
National Institutes of Health	**12,214**	**80.9%**	**13.5%**	**5.6%**	**288**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	588,588	57.3%	25.6%	17.1%	21,406
Department of Health and Human Services	56,025	68.2%	21.5%	10.3%	1,909
National Institutes of Health	**12,074**	**71.9%**	**20.2%**	**7.9%**	**377**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	591,319	77.2%	14.9%	7.9%	19,811
Department of Health and Human Services	55,936	84.7%	11.1%	4.2%	2,095
National Institutes of Health	**11,632**	**87.5%**	**9.8%**	**2.7%**	**842**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	588,105	65.9%	22.9%	11.2%	26,426
Department of Health and Human Services	55,556	76.0%	17.7%	6.3%	2,730
National Institutes of Health	**11,553**	**79.7%**	**15.9%**	**4.4%**	**976**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	606,904	72.6%	15.2%	12.2%	9,368
Department of Health and Human Services	57,741	80.5%	11.9%	7.7%	701
National Institutes of Health	**12,446**	**83.5%**	**10.1%**	**6.4%**	**136**

My Organization

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	598,445	60.8%	17.8%	21.3%	15,522
Department of Health and Human Services	57,055	70.3%	15.8%	13.9%	1,355
National Institutes of Health	**12,238**	**77.2%**	**13.3%**	**9.6%**	**323**

My Organization (continued)

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,563	78.1%	11.7%	10.2%	17,579
Department of Health and Human Services	55,829	86.3%	9.3%	4.4%	2,605
National Institutes of Health	**12,064**	**90.6%**	**6.6%**	**2.8%**	**508**

37. My organization is successful at accomplishing its mission.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	602,603	78.8%	13.3%	7.8%	11,480
Department of Health and Human Services	57,445	84.5%	11.0%	4.5%	974
National Institutes of Health	**12,373**	**90.8%**	**6.8%**	**2.4%**	**200**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	614,287	78.4%	12.3%	9.3%
Department of Health and Human Services	58,437	82.8%	10.8%	6.4%
National Institutes of Health	**12,577**	**85.9%**	**9.0%**	**5.1%**

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	570,655	70.3%	15.4%	14.3%	38,659
Department of Health and Human Services	55,901	85.4%	9.3%	5.4%	2,235
National Institutes of Health	**12,051**	**90.7%**	**6.4%**	**2.9%**	**449**

40. Information is openly shared in my organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	586,730	56.4%	20.6%	23.0%	8,295
Department of Health and Human Services	56,286	66.5%	18.4%	15.2%	781
National Institutes of Health	**12,103**	**73.6%**	**16.0%**	**10.4%**	**165**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	589,178	55.0%	22.4%	22.7%	13,148
Department of Health and Human Services	56,552	61.0%	20.0%	19.0%	1,016
National Institutes of Health	**12,107**	**67.8%**	**17.9%**	**14.3%**	**275**

My Organization (continued)

42. My organization effectively adapts to changing government priorities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	582,993	65.6%	21.2%	13.1%	17,951
Department of Health and Human Services	55,573	74.7%	17.9%	7.4%	1,772
National Institutes of Health	**11,798**	**80.2%**	**15.2%**	**4.7%**	**508**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	598,313	75.5%	14.8%	9.7%	10,161
Department of Health and Human Services	56,692	80.3%	13.9%	5.8%	1,294
National Institutes of Health	**12,094**	**81.8%**	**13.7%**	**4.5%**	**359**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,267	82.7%	11.7%	5.6%	6,043
Department of Health and Human Services	56,953	90.0%	7.8%	2.2%	496
National Institutes of Health	**12,229**	**92.7%**	**5.8%**	**1.5%**	**113**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	576,423	54.0%	20.7%	25.3%	30,701
Department of Health and Human Services	54,204	62.2%	20.3%	17.5%	3,717
National Institutes of Health	**11,665**	**69.2%**	**17.9%**	**12.9%**	**779**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	610,279	67.5%	18.1%	14.4%
Department of Health and Human Services	58,240	77.4%	14.6%	8.0%
National Institutes of Health	**12,525**	**82.8%**	**11.5%**	**5.7%**

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	575,284	47.7%	24.0%	28.3%	35,506
Department of Health and Human Services	55,550	63.9%	20.5%	15.6%	2,733
National Institutes of Health	**11,955**	**68.1%**	**19.2%**	**12.7%**	**576**

My Supervisor

48. Supervisors in my work unit support employee development.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	595,072	78.3%	11.2%	10.5%	4,527
Department of Health and Human Services	57,014	83.5%	9.2%	7.3%	386
National Institutes of Health	**12,242**	**87.4%**	**7.4%**	**5.1%**	**75**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	608,065	84.0%	8.5%	7.5%
Department of Health and Human Services	58,070	88.1%	6.8%	5.1%
National Institutes of Health	**12,489**	**89.9%**	**6.1%**	**4.1%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	605,954	82.2%	9.1%	8.7%
Department of Health and Human Services	57,915	85.9%	7.9%	6.3%
National Institutes of Health	**12,433**	**87.8%**	**6.9%**	**5.2%**

51. My supervisor treats me with respect.

Organizations	N	Positive	Neutral	Negative
Governmentwide	608,131	86.1%	7.6%	6.3%
Department of Health and Human Services	58,095	88.6%	6.5%	4.9%
National Institutes of Health	**12,497**	**90.5%**	**5.3%**	**4.1%**

52. I have trust and confidence in my supervisor.

Organizations	N	Positive	Neutral	Negative
Governmentwide	606,575	76.6%	11.8%	11.7%
Department of Health and Human Services	57,944	81.3%	10.4%	8.4%
National Institutes of Health	**12,445**	**84.1%**	**9.3%**	**6.6%**

53. My supervisor holds me accountable for achieving results.

Organizations	N	Positive	Neutral	Negative
Governmentwide	607,207	87.4%	9.0%	3.6%
Department of Health and Human Services	58,010	91.2%	6.7%	2.1%
National Institutes of Health	**12,468**	**93.4%**	**5.3%**	**1.3%**

My Supervisor (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	607,639	77.7%	13.6%	8.7%
Department of Health and Human Services	58,069	82.3%	11.6%	6.1%
National Institutes of Health	**12,491**	**85.6%**	**10.0%**	**4.4%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	608,062	71.9%	15.9%	12.2%
Department of Health and Human Services	58,119	77.2%	14.0%	8.8%
National Institutes of Health	**12,496**	**79.9%**	**13.3%**	**6.8%**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	603,028	75.9%	12.7%	11.4%	5,321
Department of Health and Human Services	57,691	79.2%	12.2%	8.6%	479
National Institutes of Health	**12,424**	**81.8%**	**11.0%**	**7.1%**	**82**

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	591,638	49.8%	22.3%	27.8%	13,479
Department of Health and Human Services	56,749	61.0%	20.9%	18.1%	1,168
National Institutes of Health	**12,134**	**68.5%**	**18.8%**	**12.7%**	**294**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	565,232	61.6%	20.7%	17.7%	36,130
Department of Health and Human Services	54,529	70.0%	18.8%	11.2%	3,091
National Institutes of Health	**11,762**	**78.4%**	**14.6%**	**6.9%**	**622**

59. Managers communicate the goals of the organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	595,844	66.3%	17.5%	16.2%	7,677
Department of Health and Human Services	57,030	74.5%	15.2%	10.3%	743
National Institutes of Health	**12,214**	**79.2%**	**13.3%**	**7.5%**	**201**

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	585,368	59.6%	19.8%	20.6%	15,970
Department of Health and Human Services	56,141	67.7%	18.0%	14.3%	1,380
National Institutes of Health	**11,975**	**72.5%**	**16.7%**	**10.8%**	**372**

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	574,646	65.5%	19.3%	15.1%	29,543
Department of Health and Human Services	55,362	73.1%	16.8%	10.0%	2,506
National Institutes of Health	**11,848**	**78.3%**	**14.6%**	**7.1%**	**579**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	596,795	62.7%	19.9%	17.4%	7,395
Department of Health and Human Services	57,288	72.2%	17.3%	10.5%	605
National Institutes of Health	**12,322**	**79.3%**	**13.5%**	**7.2%**	**121**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	567,705	61.5%	21.2%	17.3%	34,298
Department of Health and Human Services	54,919	72.4%	17.6%	10.0%	2,824
National Institutes of Health	**11,821**	**79.7%**	**14.1%**	**6.2%**	**605**

64. Management encourages innovation.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	584,295	58.3%	23.0%	18.7%	18,428
Department of Health and Human Services	56,151	67.4%	20.5%	12.1%	1,630
National Institutes of Health	**12,062**	**74.3%**	**17.0%**	**8.7%**	**353**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	580,532	54.1%	23.4%	22.5%	21,349
Department of Health and Human Services	55,692	64.1%	21.4%	14.5%	2,003
National Institutes of Health	**11,911**	**71.0%**	**18.6%**	**10.4%**	**481**

Leadership (continued)

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	583,280	46.4%	22.9%	30.7%	19,356
Department of Health and Human Services	55,939	55.5%	22.4%	22.1%	1,826
National Institutes of Health	**11,960**	**62.6%**	**20.4%**	**17.0%**	**455**

My Satisfaction

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	600,539	53.2%	23.9%	22.9%
Department of Health and Human Services	57,630	60.8%	22.4%	16.8%
National Institutes of Health	**12,381**	**66.5%**	**20.0%**	**13.6%**

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	598,620	55.0%	22.7%	22.3%
Department of Health and Human Services	57,511	64.1%	20.6%	15.3%
National Institutes of Health	**12,370**	**70.9%**	**17.7%**	**11.4%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	599,355	56.0%	21.7%	22.2%
Department of Health and Human Services	57,535	65.0%	19.3%	15.7%
National Institutes of Health	**12,375**	**71.4%**	**16.4%**	**12.2%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	597,993	68.1%	16.2%	15.7%
Department of Health and Human Services	57,428	76.0%	14.0%	10.0%
National Institutes of Health	**12,357**	**80.4%**	**11.8%**	**7.9%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	600,258	57.4%	17.1%	25.5%
Department of Health and Human Services	57,628	63.0%	17.0%	20.0%
National Institutes of Health	**12,385**	**64.2%**	**17.0%**	**18.8%**

My Satisfaction (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	600,439	62.3%	19.4%	18.4%
Department of Health and Human Services	57,633	72.7%	16.8%	10.5%
National Institutes of Health	**12,385**	**79.3%**	**13.2%**	**7.6%**

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	556,063	69.2%	19.0%	11.8%	45,134
Department of Health and Human Services	54,384	75.3%	15.5%	9.2%	3,436
National Institutes of Health	**11,884**	**82.3%**	**11.4%**	**6.4%**	**548**

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

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	557,713	73.3%	18.1%	8.7%	43,906
Department of Health and Human Services	54,722	79.3%	13.9%	6.8%	3,127
National Institutes of Health	**11,949**	**85.1%**	**10.0%**	**4.9%**	**490**

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	582,181	66.5%	15.4%	18.1%	17,620
Department of Health and Human Services	55,645	70.2%	14.8%	15.0%	2,019
National Institutes of Health	**11,942**	**76.0%**	**12.5%**	**11.5%**	**450**

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	572,153	70.7%	15.3%	14.0%	26,692
Department of Health and Human Services	54,709	74.2%	14.2%	11.6%	2,887
National Institutes of Health	**11,742**	**79.1%**	**12.0%**	**8.9%**	**653**

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	567,245	62.5%	17.5%	20.1%	32,821
Department of Health and Human Services	54,546	70.6%	15.5%	13.9%	3,129
National Institutes of Health	**11,674**	**76.9%**	**12.9%**	**10.2%**	**734**

Diversity, Equity, Inclusion, and Accessibility (continued)

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	588,459	78.5%	14.0%	7.5%	8,428
Department of Health and Human Services	56,814	82.6%	11.9%	5.6%	587
National Institutes of Health	**12,227**	**85.6%**	**9.9%**	**4.5%**	**112**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	578,492	77.0%	16.0%	7.0%	15,647
Department of Health and Human Services	55,926	81.6%	13.4%	4.9%	1,237
National Institutes of Health	**12,023**	**84.6%**	**11.5%**	**3.9%**	**260**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	589,040	74.9%	13.1%	12.0%	7,632
Department of Health and Human Services	56,774	78.4%	12.3%	9.3%	600
National Institutes of Health	**12,202**	**81.0%**	**10.8%**	**8.1%**	**130**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	583,167	76.2%	14.6%	9.2%	12,653
Department of Health and Human Services	56,290	80.9%	12.5%	6.6%	994
National Institutes of Health	**12,135**	**85.0%**	**10.1%**	**4.9%**	**184**

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

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	589,824	75.2%	14.0%	10.8%	6,319
Department of Health and Human Services	56,802	79.3%	13.0%	7.7%	527
National Institutes of Health	**12,198**	**82.1%**	**11.4%**	**6.5%**	**119**

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	377,881	71.6%	18.4%	10.0%	130,393	90,868
Department of Health and Human Services	35,729	76.7%	16.6%	6.7%	12,706	9,172
National Institutes of Health	**7,156**	**82.4%**	**13.3%**	**4.3%**	**3,021**	**2,206**

Note: For confidentiality purposes, a "— ᶜ" 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)

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

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	354,146	66.2%	23.1%	10.7%	132,481	111,953
Department of Health and Human Services	33,480	72.2%	20.3%	7.4%	12,899	11,200
National Institutes of Health	**6,649**	**78.8%**	**16.9%**	**4.3%**	**3,074**	**2,656**

Note: For confidentiality purposes, a "— ᶜ" 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.

85. My organization meets my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	359,241	69.6%	21.7%	8.7%	135,576	103,447
Department of Health and Human Services	33,934	75.0%	19.1%	5.9%	13,217	10,371
National Institutes of Health	**6,754**	**81.3%**	**15.2%**	**3.5%**	**3,152**	**2,463**

Note: For confidentiality purposes, a "— ᶜ" 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	596,094	62.0%	20.8%	17.2%
Department of Health and Human Services	57,321	72.8%	17.3%	9.9%
National Institutes of Health	**12,317**	**77.1%**	**14.7%**	**8.1%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	595,301	74.6%	13.6%	11.8%
Department of Health and Human Services	57,308	82.2%	11.0%	6.8%
National Institutes of Health	**12,316**	**84.9%**	**9.5%**	**5.6%**

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	597,272	60.7%	21.7%	17.5%
Department of Health and Human Services	57,438	69.8%	19.7%	10.5%
National Institutes of Health	**12,344**	**73.7%**	**17.7%**	**8.6%**

89. I identify with the mission of my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	595,989	78.1%	15.0%	6.8%
Department of Health and Human Services	57,338	86.3%	10.7%	3.1%
National Institutes of Health	**12,330**	**88.1%**	**9.3%**	**2.6%**

Employee Experience (continued)

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

Organizations	N	Positive	Neutral	Negative
Governmentwide	597,599	91.7%	6.3%	2.0%
Department of Health and Human Services	57,498	95.0%	4.1%	0.9%
National Institutes of Health	**12,363**	**96.2%**	**3.1%**	**0.7%**

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	597,994	14.3%	22.7%	17.0%	3.7%	10.3%
Department of Health and Human Services	57,475	37.7%	27.7%	11.3%	2.2%	4.5%
National Institutes of Health	**12,356**	**29.1%**	**31.4%**	**15.2%**	**4.2%**	**8.4%**

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	597,994	20.6%	1.0%	5.9%	4.4%
Department of Health and Human Services	57,475	10.5%	0.7%	2.6%	2.9%
National Institutes of Health	**12,356**	**8.0%**	**0.4%**	**1.0%**	**2.2%**

Employee Engagement Index

Organizations	Percent Positive
Governmentwide	71.7%
Department of Health and Human Services	78.1%
National Institutes of Health	**82.4%**

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

Organizations	Percent Positive
Governmentwide	61.2%
Department of Health and Human Services	70.1%
National Institutes of Health	**76.7%**

Employee Engagement Index (continued)

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

Organizations	Percent Positive
Governmentwide	80.2%
Department of Health and Human Services	84.3%
National Institutes of Health	**87.1%**

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

Organizations	Percent Positive
Governmentwide	73.8%
Department of Health and Human Services	80.0%
National Institutes of Health	**83.4%**

Global Satisfaction Index

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

Organizations	Percent Positive
Governmentwide	63.8%
Department of Health and Human Services	72.3%
National Institutes of Health	**76.6%**

Performance Confidence Index

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

Organizations	Percent Positive
Governmentwide	83.8%
Department of Health and Human Services	89.4%
National Institutes of Health	**92.5%**

DEIA Index

Organizations	Percent Positive
Governmentwide	70.8%
Department of Health and Human Services	76.0%
National Institutes of Health	**81.4%**

Diversity Sub-Index (Q. 73 and 74)

Organizations	Percent Positive
Governmentwide	71.3%
Department of Health and Human Services	77.3%
National Institutes of Health	**83.7%**

DEIA Index (continued)

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

Organizations	Percent Positive
Governmentwide	66.6%
Department of Health and Human Services	71.7%
National Institutes of Health	**77.3%**

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

Organizations	Percent Positive
Governmentwide	76.4%
Department of Health and Human Services	80.6%
National Institutes of Health	**83.7%**

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

Organizations	Percent Positive
Governmentwide	69.1%
Department of Health and Human Services	74.7%
National Institutes of Health	**80.8%**

Employee Experience Index

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

Organizations	Percent Positive
Governmentwide	73.4%
Department of Health and Human Services	81.2%
National Institutes of Health	**84.0%**

Employment Demographics

Where do you work?

Response	%
Headquarters	47.6%
Field	19.4%
Full-time telework (e.g., home office, telecenter)	33.0%

What is your supervisory status?

Response	%
Senior Leader	2.6%
Manager	5.9%
Supervisor	17.2%
Team Leader	15.3%
Non-Supervisor	59.0%

What is your pay category/grade?

Response	%
Federal Wage System	2.3%
GS 1-6	0.9%
GS 7-12	24.2%
GS 13-15	57.0%
Senior Executive Service	0.7%
Senior Level (SL) or Scientific or Professional (ST)	3.8%
Other	11.1%

What is your US military service status?

Response	%
No Prior Military Service	92.8%
Currently in National Guard or Reserves	0.3%
Retired	2.2%
Separated or Discharged	4.7%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you:

Response	%
The spouse of a current active duty service member of the U.S. Armed Forces	0.7%
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	0.8%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0.0%
None of the categories listed	98.4%

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

Response	%
Yes	6.4%
No	93.6%

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

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

Response	%
Less than 1 year	2.7%
1 to 3 years	13.3%
4 to 5 years	7.5%
6 to 10 years	16.8%
11 to 14 years	15.3%
15 to 20 years	16.7%
More than 20 years	27.7%

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

Response	%
Less than 1 year	4.2%
1 to 3 years	17.0%
4 to 5 years	9.3%
6 to 10 years	18.3%
11 to 14 years	13.8%
15 to 20 years	15.0%
More than 20 years	22.5%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

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

Response	%
No	77.0%
Yes, to retire	4.9%
Yes, to take another job within the Federal Government	11.9%
Yes, to take another job outside the Federal Government	3.2%
Yes, other	3.0%

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

Response	%
Yes	23.0%
No	77.0%

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	2.3%
1 year	2.0%
2 years	4.4%
3 years	4.5%
4 years	2.8%
5 years	7.3%
More than 5 years	76.7%

Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

Response	%
Yes	7.2%
No	92.8%

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

Response	%
White	59.5%
Black or African American	18.0%
All Other Races	22.5%

What is your age group?

Response	%
29 years and under	2.6%
30-39 years old	18.0%
40-49 years old	27.2%
50-59 years old	30.3%
60 years or older	21.9%

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

Response	%
Less than High School/ High School Diploma/ GED	2.2%
Certification/ Some College/ Associate's Degree	10.0%
Bachelor's Degree	20.4%
Advanced Degrees (Post Bachelor's Degree)	67.4%

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 "—c".

Personal Demographics (continued)

Are you an individual with a disability?

Response	%
Yes	10.5%
No	89.5%

Are you:

Response	%
Male	37.5%
Female	62.5%

Are you transgender?

Response	%
Yes	0.2%
No	99.8%

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

Response	%
Lesbian or gay	3.3%
Straight, that is not lesbian or gay	92.2%
Bisexual	2.2%
I use a different term	2.2%

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 "—ᶜ".