

**FY05 Army Civilian Attitude Survey
US Army and Major Commands
Results for Civilian Employees**

Table of Contents

About This Report.....	1
Ten Most Favorable/Unfavorable Items	9
Composite Summary	18
Item Detail	23
Leadership and Management	25
Performance Culture.....	29
Training and Development.....	38
Fairness	40
Personnel Actions.....	49
Harassment	53
Mandatory Mobility.....	56
Retention and Commitment.....	59
Overall Satisfaction.....	64
Civilian Personnel Services	71
Impact of NSPS	76

About This Report

About This Employee Report

Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 2005 Army used a web-based version of the Army Civilian Attitude Survey. Over 44,000 employees and supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire US-citizen, appropriated and non-appropriated fund civilian workforce. What follows are the results from this survey.

Employee Survey Content – The Army Civilian Attitude Survey for Employees is composed of a series of core and supplemental items.

Composites – The survey includes a number of scaled items that were grouped into 7 composites. Each composite is made up of multiple core items. In the table below are the composite labels, the items (in parentheses) and a brief composite description.

Composite Label	Composite Description
Leadership and Management (q2a-q2g)	Employees' satisfaction with immediate and upper-level management.
Performance Culture (q3a-q3p)	Extent to which employees feel that the culture supports high performance.
Training and Development (q4a-q4c)	Satisfaction with the amount of training employees have received and the level of support they receive for additional training.
Fairness (q5a-q5e)	Employees' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Overall Satisfaction (q21a-q21h,q22,q23)	Employee satisfaction with aspects of their current job.
Civilian Personnel Services (q24a-q24h)	Employees' overall satisfaction with the level of service received from Personnel.
Impact of NSPS (q28a-q28g)	Employees' perception as to whether NSPS will improve personnel processes.

Supplemental Items – In addition to the core items and their composites, the civilian attitude survey included a series of *supplemental* items that dealt with specific issues:

- Employee treatment compared to others (q6-q9)
- Personnel Actions (q10-q12)
- Harassment (q13-q15)
- Mandatory Mobility (q16,q17a-q17b)
- Retention and Commitment (q18,q19a-q19d,q20)
- NSPS Feedback (q25-q27)
- BRAC/A-76 (q29a-q29c)

**Civilian Employees – FY05
US Army and Major Commands**

However, because these supplemental items included both nominal (e.g., yes/no) and scaled (5=Strongly Agree, 4=Agree....) response options, composite scores were not computed.

Results for all items (core and supplemental) can be seen in the item detail section of the report immediately following the composite summary pages.

Response Rates - Participants were asked to take their surveys electronically and an independent research and consulting firm processed the results. Of the approximately 224,183 Army civilian appropriated fund employees and supervisors who were invited to complete the attitude survey, 43,144 returned surveys for a 19% response rate. The response rate for overall Army allows results to be generalized at a 95% confidence level to ± 0.4 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

For Army civilian appropriated fund employees, the results are similar to the combined results above. Of the 200,062 employees who were invited to complete the survey, 35,775 responded for a response rate of 18%. This yields a margin for employees of ± 0.5 percentage points. This means that the data presented in this report are generalizable to the population of Army civilian employees.

In the table on the next page, this same information is presented by MACOM, Region, Race, Pay Plan, Gender and NAF.

MACOM (AF)*	Population**	Responses	Response Rate	Margin +/-
Total Army***	200,062	35,775	17.88%	0.5
AMC	47,486	8,350	17.58%	1.0
FORSCOM	2,594	542	20.89%	3.7
MEDCOM	26,053	3,836	14.72%	1.5
TRADOC	14,147	3,294	23.28%	1.5
USACE	27,959	7,105	25.41%	1.0
USAREUR	2,367	413	17.45%	4.4
OTHER	79,456	12,235	15.40%	0.8
Region (AF)*	Population**	Responses	Response Rate	Margin +/-
Europe	8,968	1,379	15.38%	2.4
Korea	1,415	249	17.60%	5.6
North Central	32,079	5,015	15.63%	1.3
Northeast	37,835	7,282	19.25%	1.0
Pacific	6,152	921	14.97%	3.0
South Central	37,700	6,416	17.02%	1.1
Southwest	38,112	7,705	20.22%	1.0

**Civilian Employees – FY05
US Army and Major Commands**

		Population**	Responses	Response Rate	Margin +/-
Race (AF)*	Non-Minority	138,644	26,935	19.43%	0.5
	Minority	61,418	8,840	14.39%	1.0
Pay Plan (AF)*	GS	151,165	29,072	19.23%	0.5
	WG	33,053	3,284	9.94%	1.6
Gender (AF)*	Female	80,099	15,545	19.41%	0.7
	Male	119,959	19,444	16.21%	0.6
NAF		24,056	1,000	4.16%	3.0

*AF: response rates for MACOM, Region, Race, Pay Plan and Gender refer to Appropriated Fund (AF) employees only. Non-Appropriated Fund (NAF) response is represented in the last row. Also included are non-Army personnel serviced by Army.

**Population figures as of March, 2006. These population figures do not account for employee losses to Army during the survey administration period and therefore should be considered conservative. They do include non-Army commands serviced by Army.

***Populations and responses in each table may not necessarily sum to the overall Army population and overall Army responses because of missing and skipped items.

Installation response rates and margins of error can also be obtained from the Army Point of Contact, Mr. Murray Mack at (703) 325-8713 (DSN 221-8713) or email murray.mack@us.army.mil.

**Civilian Employees – FY05
US Army and Major Commands**

Item Scoring – To accurately interpret data, it is necessary to understand how items are scored. The multiple-choice (scaled) items asked employees to respond on a scale of 1-5 with 5 being most favorable (Strongly Agree; Very Good) and 1 being least favorable (Strongly Disagree; Very Poor). For these types of items, the five response categories were collapsed into three, as shown below. The percentage of responses in each category (Favorable, Neutral, Unfavorable) are then presented in 3-part bars.

FAVORABLE		NEUTRAL	UNFAVORABLE	
<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
<i>Very good</i>	<i>Good</i>	<i>Neither good nor poor</i>	<i>Poor</i>	<i>Very poor</i>
<i>Very likely</i>	<i>Likely</i>	<i>Neither likely nor unlikely</i>	<i>Unlikely</i>	<i>Very unlikely</i>
<i>Very well prepared</i>	<i>Well prepared</i>	<i>Neither well nor poorly prepared</i>	<i>Poorly prepared</i>	<i>Very poorly prepared</i>
<i>Very well Very positive</i>	<i>Well Positive</i>	<i>Adequately Neither positive nor negative</i>	<i>Poorly Negative</i>	<i>Very poorly Very negative</i>
5	4	3	2	1

Organization of the Report – Results for each group and sub-group in this report are compared to Army Overall.

Results are presented in the following sections:

- Results Summary:** This section contains overall summary information which includes:
 - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for overall Army and for each subgroup comparison.
 - ✓ Composite summaries: A quick overview of the Composite results for overall Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [overall Army and for each subgroup comparison] who responded to the items in the composite.

- Item Detail:** This section provides a detailed look at results for each question, including a composite summary at the beginning of each group of items.
 - ✓ For the scaled items (5=Strongly Agree, 4=Agree...), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the next columns display item means, standard deviations, and valid N's (the number of responses to each item).
 - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by a one-part bar, with the actual number who selected each option listed in the last column.

**Civilian Employees – FY05
US Army and Major Commands**

Interpreting the Results: Surveys are valuable when data are analyzed, results are communicated to employees, and information is acted upon in the spirit of continuous improvement. The purpose of this section is to provide some general guidelines on interpreting data. The guidelines below are consistent with well-established industry standards for employee opinion survey research.

Begin by getting an overview of the results by reviewing the 10 Most Favorable/10 Most Unfavorable Items. Then use the following steps to thoroughly interpret the survey results.

1. Using the information in the Results Summary section, classify the Composites using the following criteria:

Strengths: At least 60% favorable response AND less than 20% unfavorable response. These are the issues that are working well for the majority of respondents, and should be maintained and reinforced.

Opportunities for Improvement: 30% or higher unfavorable response OR at least 20% unfavorable and less than 50% favorable response. These are the issues where action is indicated, either because the negative perceptions are large (over one-third of the group) or are large enough to overbalance a relatively small positive group.

Mixed: Mixed Items are items for which additional examination/clarification is needed to determine the best actions to take. A classic Mixed Item is one that doesn't fall neatly into either the Strength or Opportunities for Improvement category, e.g., 57% favorable/ 20% neutral/ 23% unfavorable.

Undecided: If the neutral category is 30% or more, the issue is *undecided*, which may be the result of respondents' unfamiliarity with the issue, concerns about confidentiality, inconsistency, or perceptions of the issue as "average." In certain cases, *undecided* items may also be **Opportunities for Improvement**.

Divided: If the favorable and unfavorable percents are almost equal, or there is almost no neutral (e.g., 55% favorable/ 5% neutral/ 40% unfavorable), the issue is *divided*, which indicates that specific constituencies feel differently. This is less threatening in large groups, but in small groups may indicate that teamwork and morale are in danger. In many cases, *divided* items are also **Opportunities for Improvement**.

2. Review the items within each Composite and classify them using the same criteria you used to classify the Composites.

3. Look for themes within Composites. For each Composite, examine your classification of the items and determine whether all of the strengths or opportunities have anything in common.

4. Look for trends across Composites. Sometimes themes or patterns emerge that cross several survey Composites. Ask yourself:

- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are first-line supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number of Composites? If they are from a number of different Composites, is there a common underlying theme?

**Civilian Employees – FY05
US Army and Major Commands**

- 1. Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, Mandatory Mobility), problems in these areas could impact other areas such as **Performance Culture** or **Training and Development**.
- 2. Dealing with perceptions.** Keep in mind that survey results reflect perceptions, which differ from one person to another. You must deal with the perception, whether or not you agree with or understand its source. Do not expect to understand what everything means. You should get clarification on issues with high neutral responses, contradictory responses, and divided responses by discussing those issues with your immediate group of employees. Many internal and external events, including organizational changes, policy changes, the local economy, and recent news events may have contributed to the results. You should not use these events to rationalize your results, but consider them as potential areas of discussion.
- 3. Additional Support.** For more information regarding these results and how you may better utilize the information, please phone Mr. Murray Mack at (703) 325-8713 (DSN 221-8713) or email murray.mack@us.army.mil.

Ten Most Favorable/Unfavorable Items

**Civilian Employees – FY05
US Army and Major Commands**

Total Army	■ %Favorable ■ %Unfavorable
Ten Most Favorable Items	
4c. I know how my work relates to the agency's goals and priorities.	81%
21a. Taking all things into consideration, how satisfied are you, in general, with your job?	75%
3n. I understand how my performance is evaluated.	74%
3c. My performance appraisal is a fair reflection of my performance.	74%
3f. My performance standards/expectations are directly related to my organization's mission.	73%
22. Overall, how well prepared is your organization to perform its mission?	72%
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	70%
2g. Overall, my immediate supervisor/team leader is doing a good job.	70%
3h. People in my work unit work well together.	70%
2e. Supervisors/team leaders in my work unit support employee development.	66%
Ten Most Unfavorable Items	
3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	47%
21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	47%
24b. Personnel Services: Provides career counseling to employees.	47%
21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	44%
4b. I am satisfied with the career progression opportunities available to me.	42%
3e. My pay increases depend on how well I perform my job.	41%
28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	39%
3a. Promotions in my work unit are based on merit.	38%
24c. Personnel Services: Finds sources for all types of training.	38%
5b. Recently retired military are often selected over fully qualified civilian candidates.	36%

**Civilian Employees – FY05
US Army and Major Commands**

AMC	 %Favorable  %Unfavorable
Ten Most Favorable Items	
4c. I know how my work relates to the agency's goals and priorities.	80%
21a. Taking all things into consideration, how satisfied are you, in general, with your job?	75%
3h. People in my work unit work well together.	72%
3f. My performance standards/expectations are directly related to my organization's mission.	72%
3c. My performance appraisal is a fair reflection of my performance.	72%
3n. I understand how my performance is evaluated.	71%
22. Overall, how well prepared is your organization to perform its mission?	71%
2g. Overall, my immediate supervisor/team leader is doing a good job.	70%
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	68%
2e. Supervisors/team leaders in my work unit support employee development.	67%
Ten Most Unfavorable Items	
3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	50%
24b. Personnel Services: Provides career counseling to employees.	47%
28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	44%
28d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?	41%
21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	41%
3e. My pay increases depend on how well I perform my job.	41%
21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	40%
28b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?	40%
3a. Promotions in my work unit are based on merit.	39%
28e. Do you agree or disagree that NSPS will improve personnel processes for communication between supervisors and employees?	38%

**Civilian Employees – FY05
US Army and Major Commands**

FORSCOM

 %Favorable

 %Unfavorable

Ten Most Favorable Items

3c. My performance appraisal is a fair reflection of my performance.	82%
4c. I know how my work relates to the agency's goals and priorities.	81%
3n. I understand how my performance is evaluated.	80%
22. Overall, how well prepared is your organization to perform its mission?	80%
21a. Taking all things into consideration, how satisfied are you, in general, with your job?	80%
2g. Overall, my immediate supervisor/team leader is doing a good job.	78%
3f. My performance standards/expectations are directly related to my organization's mission.	77%
3h. People in my work unit work well together.	74%
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	73%
2e. Supervisors/team leaders in my work unit support employee development.	69%

Ten Most Unfavorable Items

24b. Personnel Services: Provides career counseling to employees.	50%
5b. Recently retired military are often selected over fully qualified civilian candidates.	46%
21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	45%
21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	43%
28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	42%
3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41%
24c. Personnel Services: Finds sources for all types of training.	40%
24d. Personnel Services: Develops policy and provides guidance on family friendly quality of work life issues.	39%
4b. I am satisfied with the career progression opportunities available to me.	39%
28b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?	37%

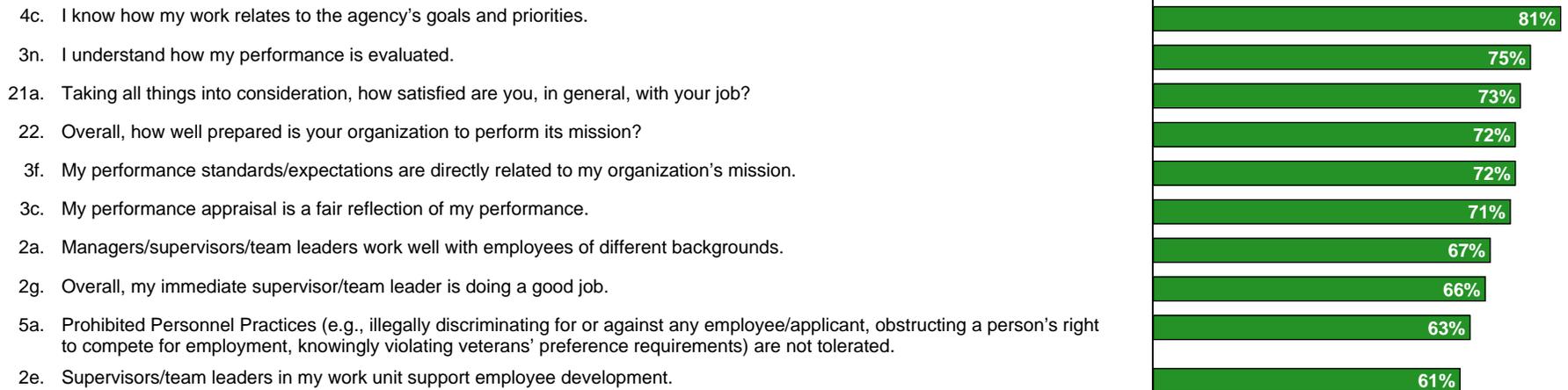
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MEDCOM

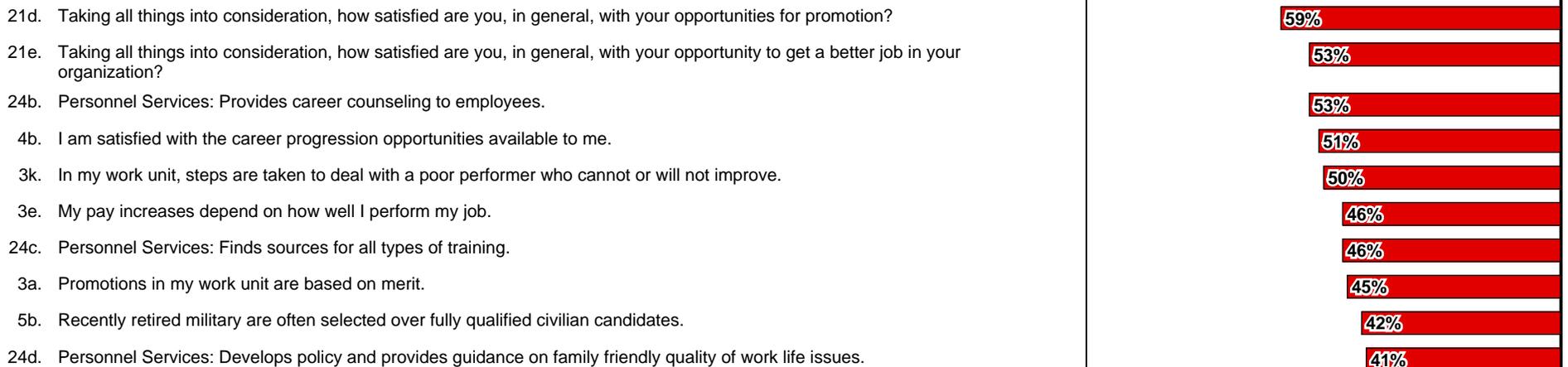
 %Favorable

 %Unfavorable

Ten Most Favorable Items



Ten Most Unfavorable Items



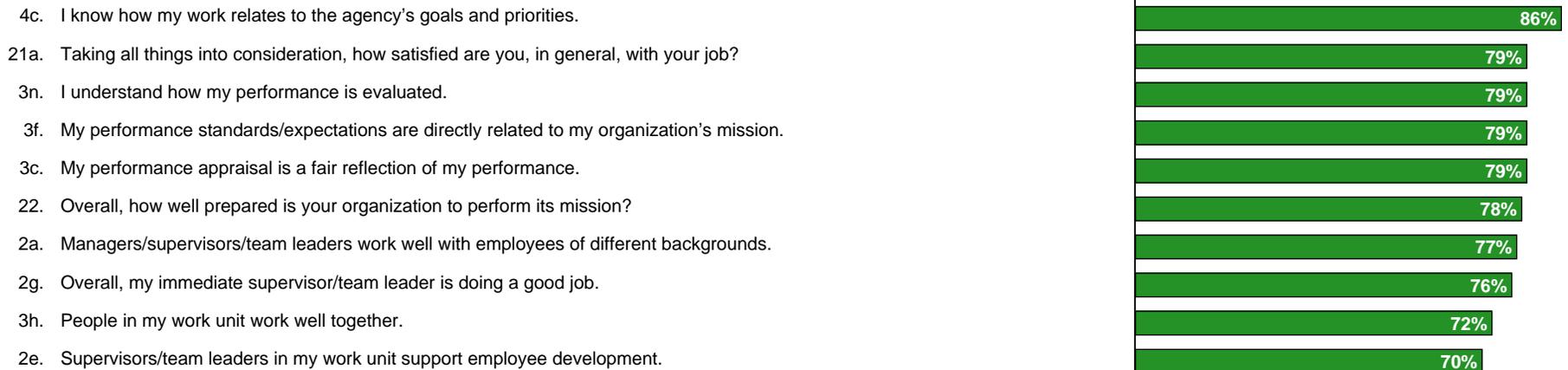
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TRADOC

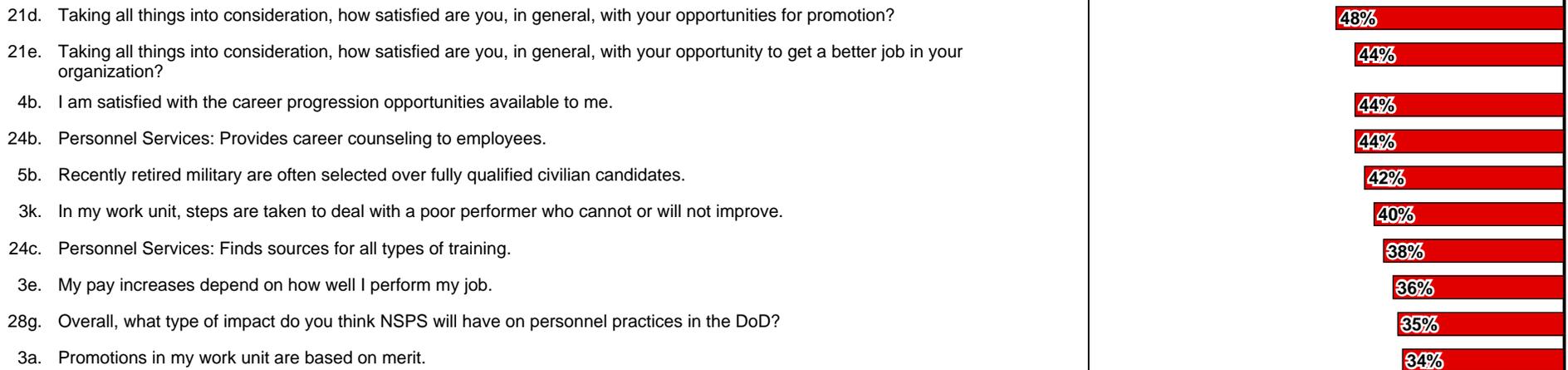
 %Favorable

 %Unfavorable

Ten Most Favorable Items



Ten Most Unfavorable Items



**Civilian Employees – FY05
US Army and Major Commands**

USACE	■ %Favorable ■ %Unfavorable																				
<p>Ten Most Favorable Items</p> <p>4c. I know how my work relates to the agency's goals and priorities.</p> <p>21a. Taking all things into consideration, how satisfied are you, in general, with your job?</p> <p>3n. I understand how my performance is evaluated.</p> <p>3c. My performance appraisal is a fair reflection of my performance.</p> <p>3h. People in my work unit work well together.</p> <p>3f. My performance standards/expectations are directly related to my organization's mission.</p> <p>2g. Overall, my immediate supervisor/team leader is doing a good job.</p> <p>2a. Managers/supervisors/team leaders work well with employees of different backgrounds.</p> <p>22. Overall, how well prepared is your organization to perform its mission?</p> <p>5a. Prohibited Personnel Practices (e.g., 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.</p>	<table border="1"> <tr><td>4c. I know how my work relates to the agency's goals and priorities.</td><td align="right">80%</td></tr> <tr><td>21a. Taking all things into consideration, how satisfied are you, in general, with your job?</td><td align="right">75%</td></tr> <tr><td>3n. I understand how my performance is evaluated.</td><td align="right">74%</td></tr> <tr><td>3c. My performance appraisal is a fair reflection of my performance.</td><td align="right">74%</td></tr> <tr><td>3h. People in my work unit work well together.</td><td align="right">72%</td></tr> <tr><td>3f. My performance standards/expectations are directly related to my organization's mission.</td><td align="right">71%</td></tr> <tr><td>2g. Overall, my immediate supervisor/team leader is doing a good job.</td><td align="right">70%</td></tr> <tr><td>2a. Managers/supervisors/team leaders work well with employees of different backgrounds.</td><td align="right">69%</td></tr> <tr><td>22. Overall, how well prepared is your organization to perform its mission?</td><td align="right">69%</td></tr> <tr><td>5a. Prohibited Personnel Practices (e.g., 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.</td><td align="right">68%</td></tr> </table>	4c. I know how my work relates to the agency's goals and priorities.	80%	21a. Taking all things into consideration, how satisfied are you, in general, with your job?	75%	3n. I understand how my performance is evaluated.	74%	3c. My performance appraisal is a fair reflection of my performance.	74%	3h. People in my work unit work well together.	72%	3f. My performance standards/expectations are directly related to my organization's mission.	71%	2g. Overall, my immediate supervisor/team leader is doing a good job.	70%	2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	69%	22. Overall, how well prepared is your organization to perform its mission?	69%	5a. Prohibited Personnel Practices (e.g., 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.	68%
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<p>Ten Most Unfavorable Items</p> <p>3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</p> <p>24b. Personnel Services: Provides career counseling to employees.</p> <p>21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?</p> <p>3e. My pay increases depend on how well I perform my job.</p> <p>28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?</p> <p>24c. Personnel Services: Finds sources for all types of training.</p> <p>21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?</p> <p>4b. I am satisfied with the career progression opportunities available to me.</p> <p>28d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?</p> <p>28b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?</p>	<table border="1"> <tr><td>3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</td><td align="right">50%</td></tr> <tr><td>24b. Personnel Services: Provides career counseling to employees.</td><td align="right">50%</td></tr> <tr><td>21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?</td><td align="right">47%</td></tr> <tr><td>3e. My pay increases depend on how well I perform my job.</td><td align="right">43%</td></tr> <tr><td>28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?</td><td align="right">42%</td></tr> <tr><td>24c. Personnel Services: Finds sources for all types of training.</td><td align="right">42%</td></tr> <tr><td>21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?</td><td align="right">42%</td></tr> <tr><td>4b. I am satisfied with the career progression opportunities available to me.</td><td align="right">41%</td></tr> <tr><td>28d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?</td><td align="right">38%</td></tr> <tr><td>28b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?</td><td align="right">37%</td></tr> </table>	3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	50%	24b. Personnel Services: Provides career counseling to employees.	50%	21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	47%	3e. My pay increases depend on how well I perform my job.	43%	28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	42%	24c. Personnel Services: Finds sources for all types of training.	42%	21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	42%	4b. I am satisfied with the career progression opportunities available to me.	41%	28d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?	38%	28b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?	37%
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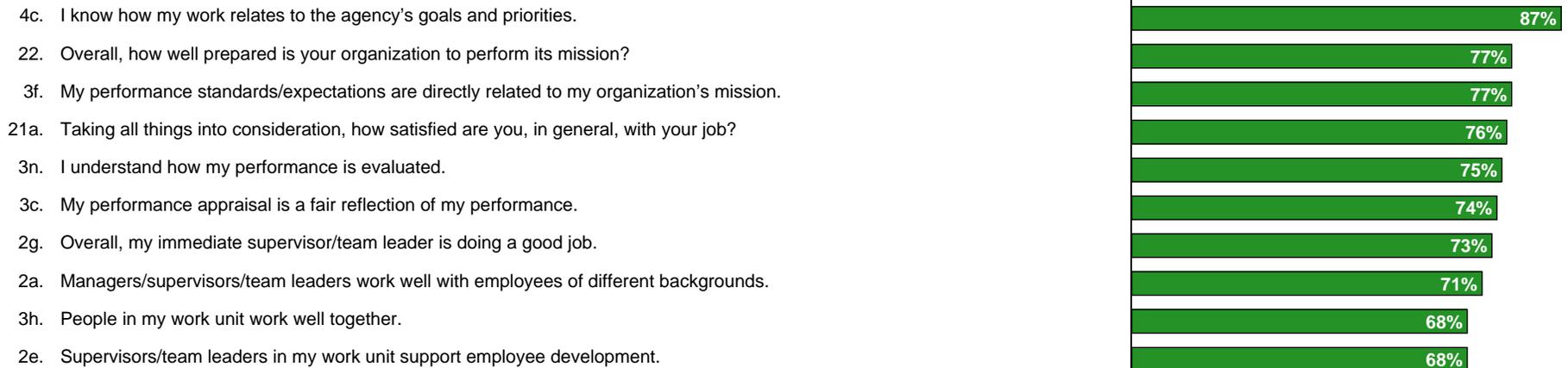
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US Army and Major Commands**

USAREUR

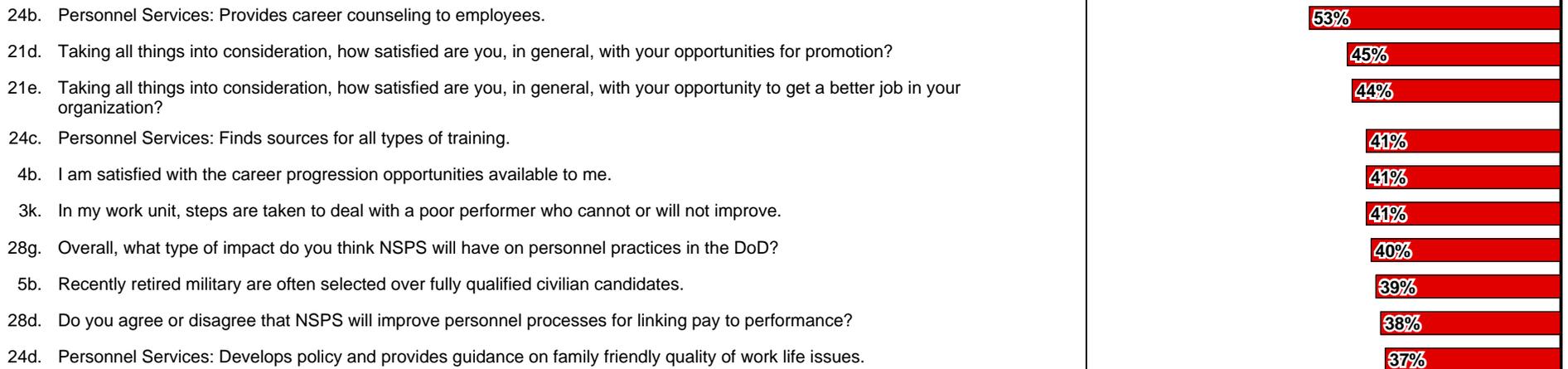
 %Favorable

 %Unfavorable

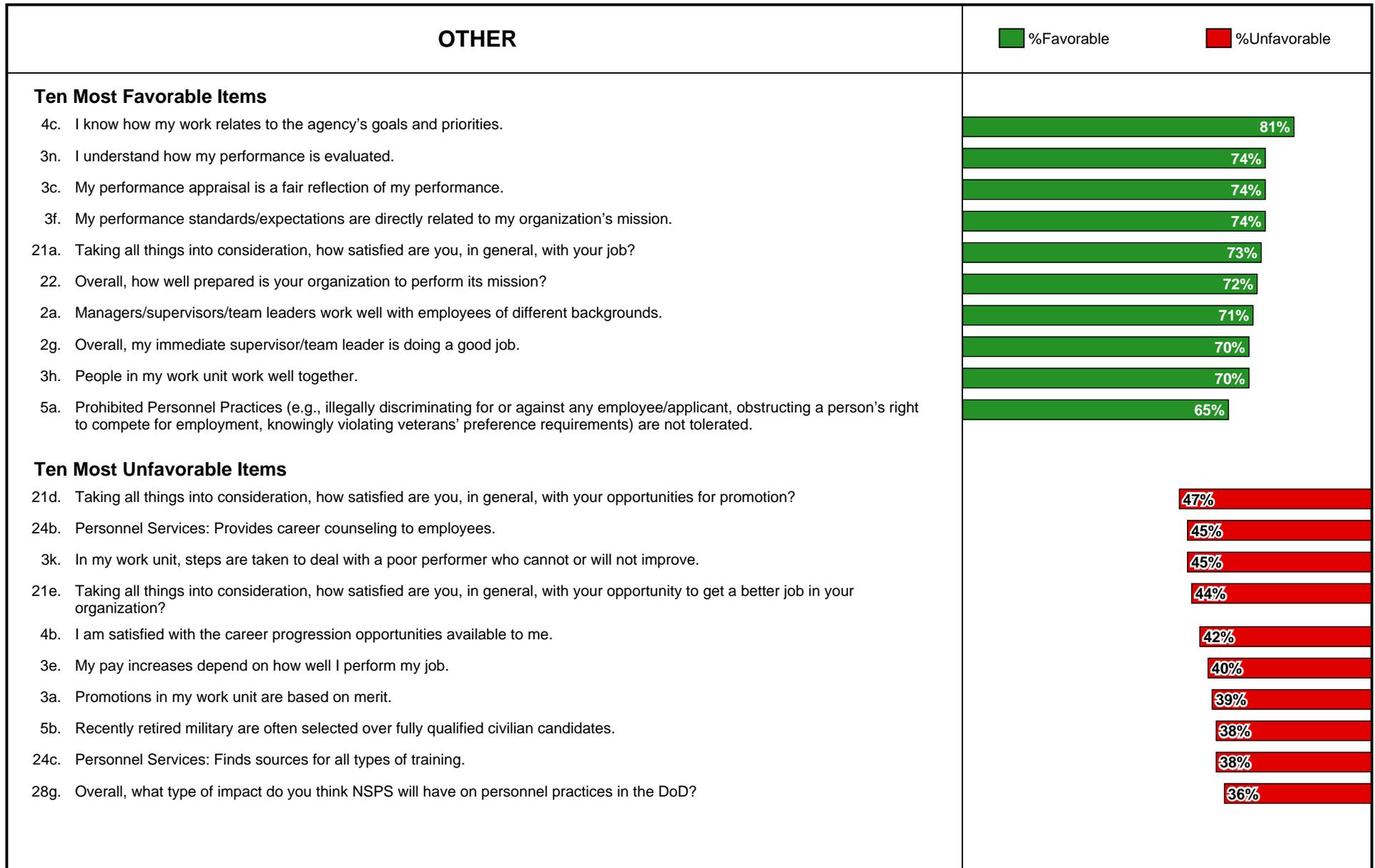
Ten Most Favorable Items



Ten Most Unfavorable Items



**Civilian Employees – FY05
US Army and Major Commands**



Composite Summary

**Civilian Employees – FY05
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Leadership and Management				
Total Army	59%	20%	21%	36,682
AMC	57%	20%	22%	8,414
FORSCOM	65%	17%	18%	542
MEDCOM	57%	20%	23%	3,830
TRADOC	67%	16%	17%	3,292
USACE	57%	21%	21%	7,088
USAREUR	65%	18%	18%	440
OTHER	60%	19%	21%	13,076
Performance Culture				
Total Army	52%	23%	26%	36,514
AMC	50%	24%	26%	8,380
FORSCOM	57%	20%	22%	541
MEDCOM	49%	22%	29%	3,794
TRADOC	57%	21%	22%	3,275
USACE	52%	23%	25%	7,070
USAREUR	54%	22%	24%	434
OTHER	52%	22%	25%	13,020

**Civilian Employees – FY05
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Training and Development				
Total Army	56%	16%	28%	36,281
AMC	59%	17%	25%	8,346
FORSCOM	57%	17%	25%	535
MEDCOM	52%	16%	32%	3,764
TRADOC	57%	15%	28%	3,248
USACE	55%	17%	28%	7,024
USAREUR	60%	13%	27%	434
OTHER	56%	16%	29%	12,930
Fairness				
Total Army	41%	33%	26%	34,690
AMC	38%	36%	27%	7,891
FORSCOM	40%	32%	27%	527
MEDCOM	39%	33%	28%	3,638
TRADOC	45%	31%	24%	3,151
USACE	43%	34%	23%	6,633
USAREUR	46%	31%	23%	413
OTHER	41%	33%	26%	12,437

**Civilian Employees – FY05
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Overall Satisfaction				
Total Army	52%	20%	28%	36,489
AMC	54%	20%	26%	8,343
FORSCOM	57%	18%	24%	543
MEDCOM	47%	20%	33%	3,790
TRADOC	57%	18%	25%	3,278
USACE	51%	21%	27%	7,055
USAREUR	54%	21%	25%	440
OTHER	52%	20%	28%	13,040
Civilian Personnel Services				
Total Army	39%	32%	29%	36,040
AMC	39%	33%	28%	8,235
FORSCOM	36%	31%	33%	540
MEDCOM	34%	32%	34%	3,736
TRADOC	43%	30%	27%	3,241
USACE	37%	34%	30%	6,975
USAREUR	38%	30%	33%	438
OTHER	41%	30%	29%	12,875

**Civilian Employees – FY05
US Army and Major Commands**

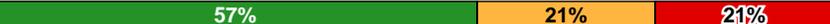
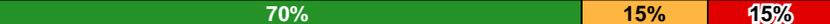
Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents	
	 = Favorable	 = Neutral	 = Unfavorable		
Impact of NSPS	Total Army	33%	33%	34%	29,409
	AMC	29%	32%	38%	7,037
	FORSCOM	32%	33%	35%	452
	MEDCOM	37%	33%	30%	2,963
	TRADOC	37%	33%	29%	2,575
	USACE	29%	35%	36%	6,184
	USAREUR	32%	34%	34%	310
	OTHER	36%	32%	32%	9,888

Item Detail

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
1. My immediate supervisor is:		
Total Army		
Military	13%	4,885
Civilian	87%	31,506
AMC		
Military	2%	203
Civilian	98%	8,144
FORSCOM		
Military	33%	176
Civilian	67%	362
MEDCOM		
Military	43%	1,648
Civilian	57%	2,144
TRADOC		
Military	40%	1,314
Civilian	60%	1,955
USACE		
Military	1%	74
Civilian	99%	6,959
USAREUR		
Military	25%	111
Civilian	75%	326
OTHER		
Military	10%	1,359
Civilian	90%	11,616

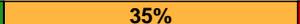
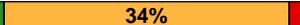
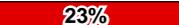
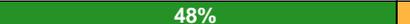
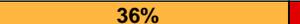
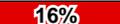
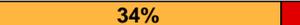
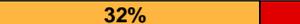
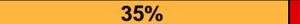
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
Leadership and Management	Total Army		22	38	20	12	9	3.51	0.98	36,682
	AMC		19	38	20	13	9	3.47	0.95	8,414
	FORSCOM		26	39	17	10	8	3.65	0.99	542
	MEDCOM		21	36	20	12	11	3.44	1.04	3,830
	TRADOC		30	37	16	10	7	3.74	0.98	3,292
	USACE		17	40	21	13	8	3.45	0.91	7,088
	USAREUR		29	36	18	10	8	3.69	1.01	440
	OTHER		23	37	19	12	10	3.53	1.01	13,076
	2a. Managers/supervisors/team leaders work well with employees of different backgrounds.									
	Total Army		23	47	15	9	6	3.72	1.10	36,247
	AMC		20	48	16	10	6	3.66	1.08	8,300
	FORSCOM		26	47	12	8	7	3.79	1.12	538
	MEDCOM		25	43	15	10	8	3.66	1.18	3,786
	TRADOC		33	44	11	7	5	3.93	1.08	3,267
	USACE		17	52	16	10	5	3.67	1.03	6,983
USAREUR		31	40	14	9	6	3.81	1.15	435	
OTHER		26	45	14	9	6	3.75	1.12	12,938	

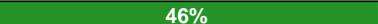
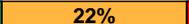
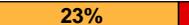
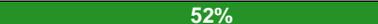
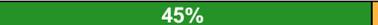
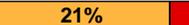
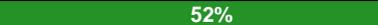
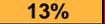
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
2b. I have a high level of respect for my organization's senior leaders.									
Total Army		22	36	18	13	11	3.45	1.26	36,518
AMC		19	35	20	15	12	3.34	1.27	8,380
FORSCOM		28	40	14	10	9	3.68	1.23	539
MEDCOM		22	35	19	12	11	3.45	1.28	3,804
TRADOC		32	37	14	10	7	3.76	1.21	3,281
USACE		16	37	22	15	10	3.34	1.20	7,057
USAREUR		31	33	16	11	8	3.67	1.25	438
OTHER		24	35	17	13	11	3.48	1.29	13,019
2c. Managers/supervisors deal effectively with reports of prejudice and discrimination.									
Total Army		20	35	25	11	8	3.47	1.17	29,852
AMC		17	35	27	13	9	3.39	1.16	6,712
FORSCOM		24	34	23	9	10	3.54	1.23	448
MEDCOM		21	34	25	11	10	3.45	1.22	3,232
TRADOC		29	35	21	9	6	3.72	1.16	2,707
USACE		15	38	27	12	8	3.41	1.11	5,633
USAREUR		27	36	23	7	6	3.71	1.12	343
OTHER		21	34	25	11	9	3.49	1.19	10,777

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
2d. There are generally good relationships between the union(s) and management here.									
Total Army	43%  35%  22% 	11	32	35	13	9	3.23	1.10	23,752
AMC	43%  34%  23% 	9	34	34	14	9	3.19	1.08	6,077
FORSCOM	48%  36%  16% 	13	35	36	9	7	3.39	1.05	361
MEDCOM	42%  34%  24% 	11	30	34	14	11	3.17	1.14	2,646
TRADOC	51%  32%  17% 	17	34	32	10	6	3.46	1.08	2,040
USACE	39%  37%  24% 	7	32	37	15	9	3.14	1.04	4,168
USAREUR	54%  27%  19% 	20	34	27	14	5	3.50	1.11	185
OTHER	44%  35%  21% 	12	32	35	12	9	3.27	1.11	8,275
2e. Supervisors/team leaders in my work unit support employee development.									
Total Army	66%  15%  19% 	25	41	15	11	8	3.63	1.21	36,147
AMC	67%  15%  18% 	25	42	15	11	7	3.67	1.17	8,320
FORSCOM	69%  12%  18% 	29	40	12	11	7	3.73	1.20	531
MEDCOM	61%  16%  23% 	23	38	16	12	11	3.49	1.27	3,761
TRADOC	70%  13%  17% 	32	38	13	10	7	3.78	1.19	3,233
USACE	67%  15%  18% 	23	44	15	11	7	3.65	1.15	7,004
USAREUR	68%  14%  18% 	31	37	14	9	9	3.72	1.24	437
OTHER	65%  15%  20% 	26	39	15	11	9	3.60	1.23	12,861

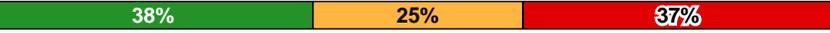
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
2f. In my organization, leaders generate high levels of motivation and commitment in the workforce.									
Total Army	46%  22%  32% 	15	32	22	18	14	3.16	1.27	36,285
AMC	44%  23%  33% 	13	31	23	18	14	3.10	1.26	8,317
FORSCOM	52%  20%  28% 	21	30	20	16	12	3.33	1.30	535
MEDCOM	45%  21%  34% 	15	30	21	17	17	3.09	1.31	3,786
TRADOC	56%  19%  25% 	23	33	19	15	10	3.44	1.26	3,254
USACE	42%  25%  33% 	10	32	25	20	13	3.05	1.19	7,026
USAREUR	52%  24%  24% 	19	33	24	13	12	3.35	1.26	438
OTHER	48%  21%  31% 	16	31	21	17	14	3.18	1.29	12,929
2g. Overall, my immediate supervisor/team leader is doing a good job.									
Total Army	70%  13%  16% 	31	39	13	9	8	3.77	1.20	36,418
AMC	70%  14%  16% 	29	40	14	9	7	3.75	1.18	8,361
FORSCOM	78%  9%  13% 	36	42	9	7	5	3.96	1.11	537
MEDCOM	66%  14%  20% 	29	37	14	9	11	3.64	1.28	3,800
TRADOC	76%  11%  13% 	38	38	11	7	6	3.95	1.15	3,277
USACE	70%  14%  16% 	28	42	14	9	7	3.75	1.16	7,034
USAREUR	73%  12%  16% 	36	37	12	9	7	3.86	1.19	438
OTHER	70%  13%  17% 	32	38	13	9	8	3.78	1.21	12,971

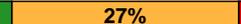
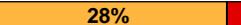
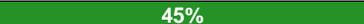
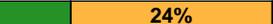
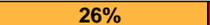
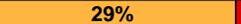
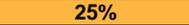
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Performance Culture									
Total Army	52% 23% 26%	15	37	23	15	11	3.31	0.80	36,514
AMC	50% 24% 26%	13	37	24	15	11	3.26	0.79	8,380
FORSCOM	57% 20% 22%	19	39	20	13	10	3.44	0.80	541
MEDCOM	49% 22% 29%	15	35	22	15	14	3.22	0.82	3,794
TRADOC	57% 21% 22%	20	37	21	12	9	3.46	0.80	3,275
USACE	52% 23% 25%	12	40	23	15	10	3.30	0.76	7,070
USAREUR	54% 22% 24%	18	37	22	14	10	3.38	0.81	434
OTHER	52% 22% 25%	16	36	22	14	11	3.33	0.83	13,020
3a. Promotions in my work unit are based on merit.									
Total Army	38% 24% 38%	10	29	24	20	19	2.90	1.27	32,884
AMC	38% 23% 39%	9	30	23	20	19	2.89	1.26	7,820
FORSCOM	43% 24% 33%	14	29	24	15	18	3.06	1.31	481
MEDCOM	30% 24% 45%	8	23	24	22	24	2.69	1.27	3,286
TRADOC	43% 23% 34%	14	29	23	17	16	3.07	1.29	2,837
USACE	40% 24% 36%	8	32	24	20	16	2.96	1.21	6,552
USAREUR	43% 23% 33%	11	32	23	17	17	3.05	1.27	367
OTHER	38% 23% 39%	10	27	23	19	20	2.89	1.29	11,541

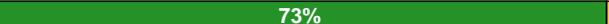
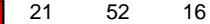
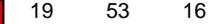
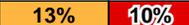
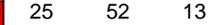
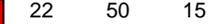
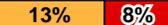
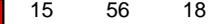
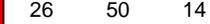
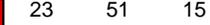
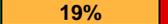
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
3b. Creativity and innovation are rewarded.									
Total Army		12	33	23	19	13	3.11	1.22	35,040
AMC		10	32	24	20	13	3.06	1.21	8,119
FORSCOM		16	35	21	16	12	3.27	1.25	517
MEDCOM		10	28	25	19	18	2.93	1.26	3,609
TRADOC		17	35	21	16	11	3.31	1.24	3,112
USACE		10	37	24	19	10	3.15	1.15	6,872
USAREUR		15	30	25	16	13	3.19	1.25	405
OTHER		12	32	23	19	14	3.10	1.25	12,406
3c. My performance appraisal is a fair reflection of my performance.									
Total Army		27	47	14	7	6	3.82	1.08	34,321
AMC		24	48	14	8	6	3.76	1.08	7,964
FORSCOM		35	47	10	5	3	4.06	0.97	510
MEDCOM		27	44	14	9	7	3.76	1.13	3,580
TRADOC		34	45	12	4	4	4.01	1.00	3,048
USACE		24	51	13	8	5	3.80	1.05	6,892
USAREUR		31	43	12	9	4	3.88	1.08	388
OTHER		28	45	14	7	6	3.84	1.09	11,939

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
3d. In my work unit, differences in performance are recognized in a meaningful way.									
Total Army	38%  27%  35% 	10	28	27	21	14	2.99	1.19	33,897
AMC	35%  28%  36% 	8	28	28	23	14	2.93	1.17	7,813
FORSCOM	45%  24%  31% 	14	30	24	17	14	3.14	1.27	502
MEDCOM	36%  26%  39% 	9	26	26	21	17	2.89	1.24	3,540
TRADOC	46%  26%  28% 	14	31	26	17	11	3.20	1.21	3,017
USACE	35%  29%  35% 	7	29	29	23	12	2.95	1.13	6,617
USAREUR	41%  29%  30% 	10	31	29	18	12	3.10	1.18	391
OTHER	39%  27%  35% 	11	28	27	21	14	3.01	1.21	12,017
3e. My pay increases depend on how well I perform my job.									
Total Army	35%  25%  41% 	10	25	25	23	18	2.86	1.24	32,484
AMC	35%  25%  41% 	9	25	25	23	17	2.86	1.24	7,577
FORSCOM	43%  24%  34% 	14	29	24	20	14	3.09	1.26	480
MEDCOM	31%  22%  46% 	9	22	22	23	23	2.71	1.29	3,345
TRADOC	39%  25%  36% 	13	27	25	21	15	3.02	1.26	2,847
USACE	31%  26%  43% 	7	24	26	26	17	2.78	1.18	6,494
USAREUR	38%  25%  37% 	13	25	25	21	16	2.99	1.27	366
OTHER	36%  25%  40% 	11	25	25	22	18	2.89	1.26	11,375

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
3f. My performance standards/expectations are directly related to my organization's mission.									
Total Army	73%  16%  11% 	21	52	16	7	4	3.79	0.99	35,521
AMC	72%  16%  11% 	19	53	16	7	4	3.75	0.98	8,194
FORSCOM	77%  13%  10% 	25	52	13	6	4	3.89	0.98	533
MEDCOM	72%  15%  13% 	22	50	15	7	6	3.75	1.06	3,672
TRADOC	79%  13%  8% 	30	49	13	5	3	3.97	0.96	3,185
USACE	71%  18%  11% 	15	56	18	7	4	3.72	0.93	6,906
USAREUR	77%  14%  10% 	26	50	14	6	4	3.90	0.98	419
OTHER	74%  15%  11% 	23	51	15	6	5	3.82	1.01	12,612
3g. My cash awards depend on how well I perform my job.									
Total Army	54%  19%  28% 	18	36	19	13	14	3.30	1.30	31,775
AMC	52%  19%  29% 	16	36	19	14	15	3.25	1.29	7,493
FORSCOM	61%  15%  24% 	22	39	15	11	13	3.46	1.30	480
MEDCOM	48%  19%  32% 	16	32	19	14	19	3.14	1.36	3,183
TRADOC	58%  19%  23% 	23	35	19	12	11	3.46	1.27	2,737
USACE	56%  18%  26% 	15	40	18	14	12	3.33	1.24	6,568
USAREUR	55%  22%  24% 	21	34	22	12	12	3.39	1.27	350
OTHER	53%  19%  27% 	19	34	19	13	15	3.30	1.32	10,964

**Civilian Employees – FY05
US Army and Major Commands**

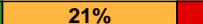
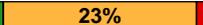
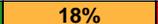
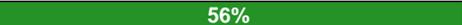
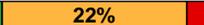
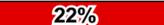
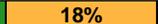
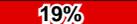
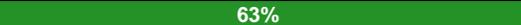
Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
3h. People in my work unit work well together.									
Total Army		23	47	15	9	6	3.71	1.10	36,155
AMC		22	49	15	8	5	3.75	1.06	8,313
FORSCOM		26	48	12	8	5	3.82	1.06	535
MEDCOM		20	42	17	12	10	3.50	1.21	3,751
TRADOC		27	45	13	9	5	3.80	1.10	3,241
USACE		21	50	15	9	5	3.75	1.04	7,013
USAREUR		24	44	13	12	6	3.68	1.15	426
OTHER		23	46	14	10	6	3.71	1.12	12,876
3i. My work unit is able to recruit people with the right skills.									
Total Army		11	36	27	16	10	3.22	1.15	33,782
AMC		10	35	28	17	10	3.17	1.13	7,832
FORSCOM		14	38	27	13	8	3.37	1.13	484
MEDCOM		11	34	25	17	13	3.12	1.21	3,509
TRADOC		16	37	25	14	8	3.39	1.15	3,014
USACE		9	37	29	17	9	3.19	1.10	6,490
USAREUR		15	40	21	14	10	3.35	1.19	388
OTHER		12	35	26	15	11	3.23	1.17	12,065

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
3j. Recently retired military perform better than their civilian counterparts.*											
Total Army	19%	37%	44%	8	12	37	24	19	2.64	1.14	29,178
AMC	18%	41%	41%	6	11	41	24	18	2.65	1.09	6,590
FORSCOM	30%	30%	40%	11	19	30	21	19	2.81	1.25	490
MEDCOM	18%	35%	47%	7	11	35	25	23	2.55	1.16	3,188
TRADOC	28%	32%	39%	13	15	32	22	17	2.85	1.26	2,946
USACE	12%	40%	48%	4	8	40	28	20	2.49	1.02	4,774
USAREUR	28%	34%	38%	14	14	34	22	15	2.90	1.24	373
OTHER	20%	36%	43%	8	12	36	24	20	2.65	1.16	10,817
3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.											
Total Army	26%	27%	47%	5	21	27	25	23	2.61	1.19	31,407
AMC	23%	27%	50%	4	19	27	26	24	2.52	1.16	7,283
FORSCOM	30%	29%	41%	7	23	29	21	21	2.74	1.22	458
MEDCOM	26%	24%	50%	5	21	24	24	25	2.56	1.22	3,318
TRADOC	31%	29%	40%	7	25	29	21	19	2.79	1.20	2,742
USACE	22%	27%	50%	3	19	27	27	23	2.52	1.13	6,087
USAREUR	31%	28%	41%	9	22	28	23	18	2.81	1.22	359
OTHER	29%	26%	45%	6	23	26	23	22	2.68	1.21	11,160

* This item is phrased such that disagreement with this item is a Favorable response and is shown under the % Disagree category.

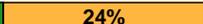
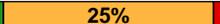
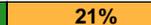
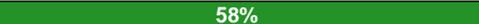
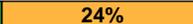
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
3l. Discussions with my supervisor/team leader about my performance are worthwhile.											
Total Army	60% 	21% 	20% 	16	43	21	11	9	3.48	1.14	35,191
AMC	57% 	23% 	20% 	14	43	23	12	8	3.43	1.12	8,076
FORSCOM	65% 	18% 	16% 	20	45	18	9	7	3.62	1.12	521
MEDCOM	56% 	22% 	22% 	16	40	22	11	11	3.38	1.20	3,664
TRADOC	66% 	18% 	16% 	23	44	18	9	7	3.66	1.14	3,161
USACE	60% 	21% 	19% 	13	47	21	12	7	3.47	1.09	6,890
USAREUR	63% 	19% 	18% 	19	44	19	11	8	3.56	1.14	416
OTHER	60% 	20% 	20% 	18	42	20	11	9	3.50	1.17	12,463
3m. The performance management system I am under improves organizational performance.											
Total Army	35% 	36% 	30% 	8	26	36	18	12	3.02	1.12	33,318
AMC	32% 	37% 	32% 	7	25	37	20	12	2.95	1.10	7,667
FORSCOM	42% 	35% 	23% 	12	29	35	13	10	3.21	1.13	499
MEDCOM	33% 	36% 	31% 	9	24	36	17	14	2.97	1.14	3,455
TRADOC	42% 	36% 	22% 	13	29	36	13	9	3.23	1.12	2,969
USACE	31% 	37% 	32% 	6	25	37	21	12	2.93	1.07	6,536
USAREUR	36% 	38% 	26% 	12	24	38	17	9	3.13	1.11	385
OTHER	37% 	35% 	29% 	10	27	35	16	12	3.06	1.14	11,807

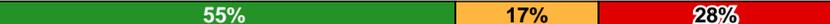
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
3n. I understand how my performance is evaluated.									
Total Army		18	56	14	7	4	3.76	0.98	35,677
AMC		16	55	16	8	5	3.69	0.99	8,191
FORSCOM		21	58	11	6	3	3.88	0.92	530
MEDCOM		19	55	13	7	5	3.76	1.01	3,714
TRADOC		25	54	12	6	4	3.90	0.96	3,215
USACE		14	60	14	8	4	3.73	0.93	6,969
USAREUR		21	54	11	8	6	3.76	1.05	418
OTHER		20	54	14	7	5	3.78	1.00	12,640
3o. I receive regular performance feedback.									
Total Army		13	41	18	17	10	3.30	1.20	35,773
AMC		11	39	20	19	10	3.21	1.18	8,208
FORSCOM		16	46	13	16	10	3.41	1.21	535
MEDCOM		13	40	18	17	12	3.24	1.23	3,734
TRADOC		19	42	16	14	8	3.50	1.19	3,214
USACE		11	46	18	17	8	3.33	1.13	6,998
USAREUR		16	40	14	18	11	3.32	1.26	424
OTHER		15	40	17	16	11	3.31	1.23	12,660

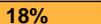
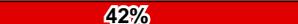
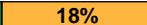
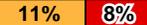
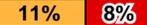
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
3p. The feedback I receive is useful.									
Total Army	57%  24%  19% 	15	42	24	11	8	3.45	1.11	34,495
AMC	53%  27%  20% 	12	41	27	12	8	3.38	1.09	7,918
FORSCOM	63%  21%  16% 	17	46	21	9	7	3.57	1.10	515
MEDCOM	55%  25%  20% 	15	40	25	11	9	3.40	1.15	3,596
TRADOC	63%  21%  15% 	21	42	21	9	6	3.63	1.11	3,089
USACE	58%  24%  18% 	12	46	24	11	7	3.45	1.05	6,821
USAREUR	62%  20%  18% 	18	44	20	11	6	3.56	1.10	396
OTHER	58%  24%  19% 	16	41	24	11	8	3.47	1.13	12,160

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
Training and Development	Total Army		16	40	16	15	12	3.32	0.96	36,281
	AMC		16	43	17	14	11	3.40	0.95	8,346
	FORSCOM		19	38	17	16	10	3.41	0.94	535
	MEDCOM		16	36	16	16	16	3.21	0.97	3,764
	TRADOC		19	38	15	15	12	3.37	0.95	3,248
	USACE		12	43	17	17	11	3.28	0.90	7,024
	USAREUR		18	41	13	16	11	3.39	0.92	434
	OTHER		17	38	16	15	14	3.31	0.99	12,930
	4a. I have received sufficient training to be competitive for jobs at the next higher level.									
	Total Army		13	33	19	19	15	3.12	1.28	35,274
	AMC		14	36	19	18	12	3.23	1.24	8,148
	FORSCOM		15	34	21	18	11	3.24	1.24	524
	MEDCOM		14	29	20	20	18	3.02	1.32	3,587
	TRADOC		15	31	19	19	15	3.13	1.30	3,146
	USACE		9	36	20	21	13	3.07	1.21	6,857
USAREUR		17	36	13	21	13	3.21	1.31	424	
OTHER		14	32	18	20	16	3.09	1.31	12,588	

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
4b. I am satisfied with the career progression opportunities available to me.									
Total Army	40%  18%  42% 	10	30	18	22	20	2.89	1.30	35,626
AMC	46%  18%  36% 	11	34	18	19	16	3.05	1.28	8,244
FORSCOM	41%  20%  39% 	12	29	20	24	15	2.99	1.27	522
MEDCOM	30%  19%  51% 	8	23	19	25	26	2.61	1.30	3,662
TRADOC	38%  18%  44% 	11	28	18	24	20	2.85	1.31	3,167
USACE	40%  19%  41% 	8	32	19	24	17	2.89	1.25	6,933
USAREUR	39%  20%  41% 	9	30	20	23	18	2.89	1.27	430
OTHER	40%  18%  42% 	11	29	18	21	21	2.88	1.33	12,668
4c. I know how my work relates to the agency's goals and priorities.									
Total Army	81%  11%  8%	25	56	11	5	3	3.94	0.92	36,018
AMC	80%  12%  8%	23	57	12	5	3	3.91	0.92	8,281
FORSCOM	81%  11%  8%	29	52	11	5	3	3.99	0.93	531
MEDCOM	81%  11%  8%	26	55	11	4	4	3.95	0.94	3,732
TRADOC	86%  9%  6%	31	54	9	3	2	4.09	0.86	3,233
USACE	80%  12%  8%	19	60	12	5	3	3.89	0.87	6,983
USAREUR	87%  6%  7%	30	58	6	4	2	4.08	0.85	429
OTHER	81%  11%  8%	26	55	11	4	4	3.95	0.94	12,829

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Fairness									
Total Army	41% 33% 26%	13	28	33	15	11	3.23	0.92	34,690
AMC	38% 36% 27%	10	27	36	16	11	3.19	0.90	7,891
FORSCOM	40% 32% 27%	14	26	32	15	13	3.19	0.93	527
MEDCOM	39% 33% 28%	12	27	33	15	14	3.14	0.94	3,638
TRADOC	45% 31% 24%	16	29	31	13	11	3.31	0.93	3,151
USACE	43% 34% 23%	11	31	34	14	9	3.29	0.88	6,633
USAREUR	46% 31% 23%	16	29	31	14	9	3.37	0.91	413
OTHER	41% 33% 26%	14	27	33	15	12	3.22	0.94	12,437
5a. Prohibited Personnel Practices (e.g., 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.									
Total Army	65% 18% 17%	25	40	18	8	8	3.65	1.18	31,929
AMC	63% 19% 18%	23	40	19	9	9	3.59	1.19	7,301
FORSCOM	65% 19% 16%	28	36	19	8	8	3.69	1.20	494
MEDCOM	63% 19% 18%	24	40	19	8	10	3.59	1.22	3,296
TRADOC	69% 17% 14%	30	39	17	6	8	3.78	1.17	2,892
USACE	68% 17% 15%	22	46	17	8	7	3.68	1.12	6,070
USAREUR	66% 18% 16%	27	39	18	9	8	3.69	1.18	386
OTHER	65% 18% 17%	27	38	18	8	9	3.66	1.21	11,490

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
5b. Recently retired military are often selected over fully qualified civilian candidates.*											
Total Army	36%	39%	25%	14	22	39	17	8	3.17	1.12	25,711
AMC	32%	43%	25%	11	21	43	18	7	3.10	1.04	5,736
FORSCOM	46%	31%	23%	23	23	31	16	7	3.40	1.19	442
MEDCOM	42%	35%	23%	18	24	35	15	8	3.30	1.15	2,811
TRADOC	42%	31%	28%	19	23	31	17	10	3.23	1.23	2,547
USACE	28%	47%	25%	9	20	47	18	6	3.06	0.99	4,143
USAREUR	39%	30%	31%	14	25	30	21	11	3.11	1.20	301
OTHER	38%	36%	26%	16	22	36	17	9	3.20	1.16	9,731
5c. Employees at this installation/activity are treated fairly with regard to grievances.											
Total Army	39%	37%	24%	8	31	37	13	11	3.13	1.09	25,221
AMC	35%	40%	25%	6	29	40	14	11	3.05	1.06	5,669
FORSCOM	38%	39%	24%	8	30	39	13	11	3.10	1.08	381
MEDCOM	36%	36%	28%	7	29	36	14	14	3.01	1.14	2,766
TRADOC	46%	36%	19%	12	34	36	10	8	3.31	1.08	2,272
USACE	41%	37%	22%	7	34	37	13	9	3.17	1.04	4,559
USAREUR	44%	38%	18%	12	32	38	12	6	3.32	1.03	284
OTHER	41%	36%	24%	9	31	36	13	11	3.15	1.11	9,290

* This item is phrased such that disagreement with this item is a Favorable response and is shown under the % Disagree category.

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
5d. Employees at this installation/activity are treated fairly with regard to appeals.											
Total Army	36%	44%	19%	8	29	44	10	9	3.15	1.02	23,049
AMC	32%	47%	21%	5	27	47	11	10	3.07	1.00	5,261
FORSCOM	37%	45%	18%	8	28	45	9	9	3.18	1.02	359
MEDCOM	33%	44%	23%	7	26	44	10	13	3.05	1.08	2,517
TRADOC	42%	43%	15%	11	31	43	8	7	3.30	1.01	2,072
USACE	38%	45%	17%	7	31	45	9	7	3.20	0.96	4,062
USAREUR	41%	45%	14%	13	28	45	9	5	3.35	0.98	253
OTHER	37%	43%	20%	9	28	43	10	10	3.17	1.05	8,525
5e. If I complained of discrimination, it would be held against me.*											
Total Army	34%	34%	32%	13	21	34	21	11	3.04	1.17	27,941
AMC	37%	36%	26%	13	24	36	18	8	3.17	1.12	6,332
FORSCOM	32%	32%	35%	12	20	32	22	14	2.96	1.20	435
MEDCOM	32%	34%	34%	13	19	34	22	12	2.99	1.19	2,971
TRADOC	29%	32%	39%	10	19	32	23	16	2.85	1.20	2,541
USACE	34%	34%	32%	12	22	34	23	9	3.04	1.14	5,293
USAREUR	30%	30%	40%	12	17	30	24	16	2.85	1.24	310
OTHER	34%	34%	32%	13	21	34	20	12	3.03	1.19	10,059

* This item is phrased such that disagreement with this item is a Favorable response and is shown under the % Disagree category.

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
6. Compared to non-minority employees, minority employees are treated...		
Total Army		
Much Worse	2%	589
Somewhat Worse	8%	2,788
Equally	65%	23,282
Somewhat Better	17%	6,173
Much Better	9%	3,224
AMC		
Much Worse	2%	127
Somewhat Worse	7%	542
Equally	60%	5,009
Somewhat Better	20%	1,671
Much Better	11%	945
FORSCOM		
Much Worse	2%	8
Somewhat Worse	7%	36
Equally	68%	363
Somewhat Better	17%	89
Much Better	7%	37
MEDCOM		
Much Worse	2%	82
Somewhat Worse	10%	390
Equally	65%	2,424
Somewhat Better	14%	538
Much Better	8%	304
TRADOC		
Much Worse	1%	32
Somewhat Worse	8%	247
Equally	71%	2,299
Somewhat Better	14%	439
Much Better	7%	222
USACE		
Much Worse	1%	102
Somewhat Worse	7%	482
Equally	61%	4,223
Somewhat Better	21%	1,451
Much Better	10%	708

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
6. Compared to non-minority employees, minority employees are treated...		
USAREUR		
Much Worse	1%	5
Somewhat Worse	7%	29
Equally	75%	321
Somewhat Better	10%	44
Much Better	7%	29
OTHER		
Much Worse	2%	233
Somewhat Worse	8%	1,062
Equally	67%	8,643
Somewhat Better	15%	1,941
Much Better	8%	979
7. Compared to male employees, female employees are treated...		
Total Army		
Much Worse	2%	733
Somewhat Worse	14%	4,942
Equally	62%	22,379
Somewhat Better	15%	5,432
Much Better	7%	2,588
AMC		
Much Worse	2%	151
Somewhat Worse	13%	1,073
Equally	55%	4,533
Somewhat Better	20%	1,656
Much Better	11%	885
FORSCOM		
Much Worse	3%	17
Somewhat Worse	14%	77
Equally	65%	349
Somewhat Better	12%	66
Much Better	5%	27

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
7. Compared to male employees, female employees are treated...		
MEDCOM		
Much Worse	2%	77
Somewhat Worse	14%	521
Equally	70%	2,607
Somewhat Better	10%	365
Much Better	4%	159
TRADOC		
Much Worse	2%	64
Somewhat Worse	13%	419
Equally	68%	2,200
Somewhat Better	11%	369
Much Better	6%	179
USACE		
Much Worse	2%	142
Somewhat Worse	16%	1,089
Equally	58%	4,016
Somewhat Better	17%	1,206
Much Better	8%	531
USAREUR		
Much Worse	2%	8
Somewhat Worse	8%	36
Equally	73%	314
Somewhat Better	11%	48
Much Better	5%	22
OTHER		
Much Worse	2%	274
Somewhat Worse	13%	1,727
Equally	65%	8,360
Somewhat Better	13%	1,722
Much Better	6%	785

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
8. Compared to younger employees, older employees are treated...		
Total Army		
Much Worse	3%	1,074
Somewhat Worse	14%	5,040
Equally	68%	24,494
Somewhat Better	12%	4,494
Much Better	3%	946
AMC		
Much Worse	4%	352
Somewhat Worse	18%	1,482
Equally	61%	5,064
Somewhat Better	14%	1,161
Much Better	3%	240
FORSCOM		
Much Worse	2%	12
Somewhat Worse	14%	76
Equally	72%	385
Somewhat Better	9%	48
Much Better	3%	14
MEDCOM		
Much Worse	3%	105
Somewhat Worse	14%	531
Equally	71%	2,656
Somewhat Better	10%	361
Much Better	2%	76
TRADOC		
Much Worse	2%	70
Somewhat Worse	11%	340
Equally	75%	2,432
Somewhat Better	10%	321
Much Better	2%	70
USACE		
Much Worse	3%	197
Somewhat Worse	14%	997
Equally	66%	4,642
Somewhat Better	13%	934
Much Better	3%	211

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
8. Compared to younger employees, older employees are treated...		
USAREUR		
Much Worse	2%	8
Somewhat Worse	8%	34
Equally	76%	328
Somewhat Better	11%	49
Much Better	3%	11
OTHER		
Much Worse	3%	330
Somewhat Worse	12%	1,580
Equally	70%	8,987
Somewhat Better	13%	1,620
Much Better	3%	324
9. Compared with non-disabled employees, disabled employees are treated...		
Total Army		
Much Worse	1%	408
Somewhat Worse	6%	2,104
Equally	79%	28,280
Somewhat Better	11%	3,863
Much Better	3%	1,023
AMC		
Much Worse	1%	91
Somewhat Worse	7%	550
Equally	75%	6,192
Somewhat Better	14%	1,115
Much Better	4%	299
FORSCOM		
Much Worse	1%	7
Somewhat Worse	6%	30
Equally	84%	445
Somewhat Better	7%	36
Much Better	3%	14

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
9. Compared with non-disabled employees, disabled employees are treated...		
MEDCOM		
Much Worse	2%	56
Somewhat Worse	7%	240
Equally	79%	2,917
Somewhat Better	10%	376
Much Better	2%	92
TRADOC		
Much Worse	1%	27
Somewhat Worse	5%	157
Equally	84%	2,676
Somewhat Better	8%	260
Much Better	2%	73
USACE		
Much Worse	1%	59
Somewhat Worse	5%	377
Equally	78%	5,401
Somewhat Better	13%	871
Much Better	3%	187
USAREUR		
Much Worse	0%	1
Somewhat Worse	4%	18
Equally	87%	368
Somewhat Better	6%	27
Much Better	2%	8
OTHER		
Much Worse	1%	167
Somewhat Worse	6%	732
Equally	81%	10,281
Somewhat Better	9%	1,178
Much Better	3%	350

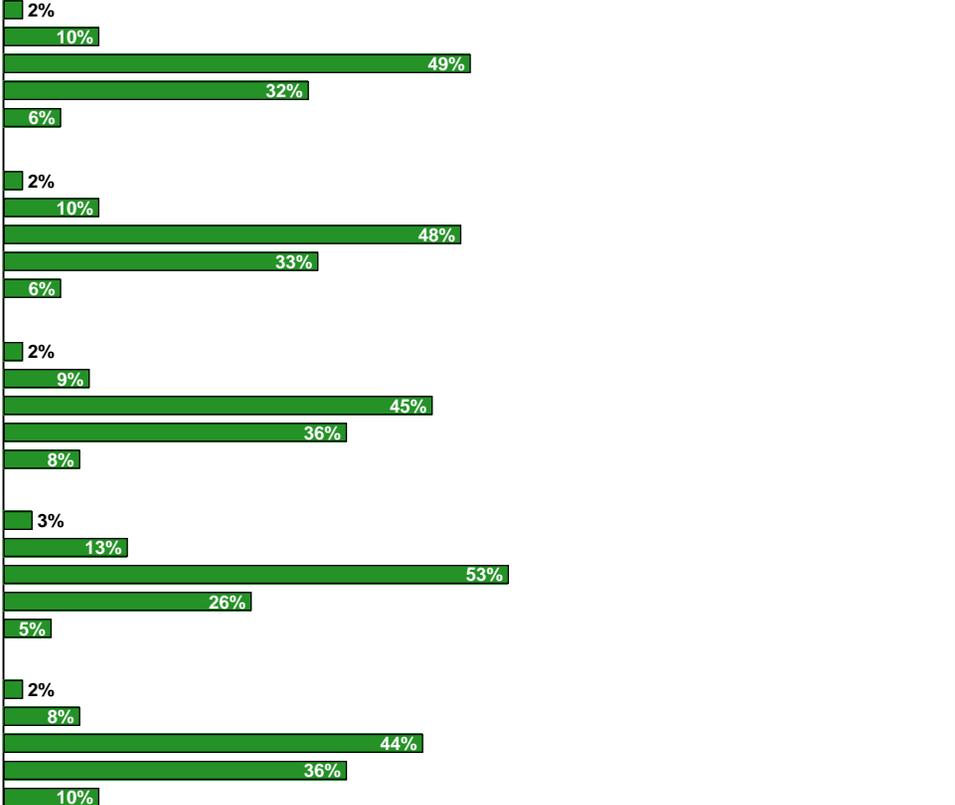
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Personnel Actions		
10. Over the last 2 years, how much of a problem has employee turnover been for your organization?		
Total Army		
Serious Problem	12%	4,468
Somewhat of a Problem	22%	7,862
Slight Problem	28%	10,059
Not a Problem	38%	13,522
AMC		
Serious Problem	10%	822
Somewhat of a Problem	20%	1,623
Slight Problem	30%	2,443
Not a Problem	41%	3,380
FORSCOM		
Serious Problem	8%	42
Somewhat of a Problem	20%	104
Slight Problem	26%	139
Not a Problem	46%	246
MEDCOM		
Serious Problem	16%	583
Somewhat of a Problem	27%	1,005
Slight Problem	27%	1,012
Not a Problem	30%	1,123
TRADOC		
Serious Problem	9%	304
Somewhat of a Problem	19%	619
Slight Problem	28%	890
Not a Problem	43%	1,391
USACE		
Serious Problem	13%	904
Somewhat of a Problem	22%	1,499
Slight Problem	28%	1,936
Not a Problem	38%	2,631

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
10. Over the last 2 years, how much of a problem has employee turnover been for your organization?		
USAREUR		
Serious Problem	14%	59
Somewhat of a Problem	22%	92
Slight Problem	28%	119
Not a Problem	37%	156
OTHER		
Serious Problem	14%	1,754
Somewhat of a Problem	23%	2,920
Slight Problem	28%	3,520
Not a Problem	36%	4,595
11. Has your organization hired any new employees in the last 2 years?		
Total Army		
Yes	90%	32,487
No	10%	3,503
AMC		
Yes	94%	7,751
No	6%	537
FORSCOM		
Yes	87%	460
No	13%	67
MEDCOM		
Yes	93%	3,458
No	7%	273
TRADOC		
Yes	93%	2,996
No	7%	227
USACE		
Yes	81%	5,621
No	19%	1,324
USAREUR		
Yes	94%	409
No	6%	25

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
11. Has your organization hired any new employees in the last 2 years? OTHER Yes No		11,792 1,050
12. How would you rate the performance of employees hired in the last 2 years at your organization? Total Army Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average AMC Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average FORSCOM Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average MEDCOM Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average TRADOC Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average		773 3,220 15,853 10,178 2,031 172 744 3,700 2,558 488 11 40 206 164 35 105 438 1,796 887 186 58 250 1,289 1,055 294

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
12. How would you rate the performance of employees hired in the last 2 years at your organization?		
USACE		
Much Lower Than Average	2%	105
Lower Than Average	9%	482
Average	52%	2,860
Higher Than Average	33%	1,821
Much Higher Than Average	5%	271
USAREUR		
Much Lower Than Average	3%	11
Lower Than Average	8%	34
Average	48%	194
Higher Than Average	33%	131
Much Higher Than Average	8%	31
OTHER		
Much Lower Than Average	3%	311
Lower Than Average	11%	1,232
Average	50%	5,808
Higher Than Average	31%	3,562
Much Higher Than Average	6%	726

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>Harassment</p> <p>13. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?</p>	<p>Total Army</p> <p>Yes  9%</p> <p>No  91%</p> <p>AMC</p> <p>Yes  9%</p> <p>No  91%</p> <p>FORSCOM</p> <p>Yes  9%</p> <p>No  91%</p> <p>MEDCOM</p> <p>Yes  11%</p> <p>No  89%</p> <p>TRADOC</p> <p>Yes  9%</p> <p>No  91%</p> <p>USACE</p> <p>Yes  7%</p> <p>No  93%</p> <p>USAREUR</p> <p>Yes  9%</p> <p>No  91%</p> <p>OTHER</p> <p>Yes  9%</p> <p>No  91%</p>	<p></p> <p>3,177</p> <p>33,094</p> <p>709</p> <p>7,605</p> <p>51</p> <p>490</p> <p>414</p> <p>3,358</p> <p>287</p> <p>2,966</p> <p>486</p> <p>6,511</p> <p>40</p> <p>397</p> <p>1,190</p> <p>11,767</p>
<p>14. If you were harassed, did you report the incident?</p>	<p>Total Army</p> <p>Yes  45%</p> <p>No  55%</p>	<p></p> <p>1,407</p> <p>1,724</p>

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																																						
14. If you were harassed, did you report the incident?	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>AMC</td> <td>45%</td> <td>55%</td> </tr> <tr> <td>FORSCOM</td> <td>46%</td> <td>54%</td> </tr> <tr> <td>MEDCOM</td> <td>53%</td> <td>47%</td> </tr> <tr> <td>TRADOC</td> <td>46%</td> <td>54%</td> </tr> <tr> <td>USACE</td> <td>38%</td> <td>62%</td> </tr> <tr> <td>USAREUR</td> <td>33%</td> <td>68%</td> </tr> <tr> <td>OTHER</td> <td>45%</td> <td>55%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	AMC	45%	55%	FORSCOM	46%	54%	MEDCOM	53%	47%	TRADOC	46%	54%	USACE	38%	62%	USAREUR	33%	68%	OTHER	45%	55%	<table border="1"> <tbody> <tr><td>313</td></tr> <tr><td>383</td></tr> <tr><td>23</td></tr> <tr><td>27</td></tr> <tr><td>215</td></tr> <tr><td>191</td></tr> <tr><td>128</td></tr> <tr><td>153</td></tr> <tr><td>184</td></tr> <tr><td>298</td></tr> <tr><td>13</td></tr> <tr><td>27</td></tr> <tr><td>531</td></tr> <tr><td>645</td></tr> </tbody> </table>	313	383	23	27	215	191	128	153	184	298	13	27	531	645
Command	Yes (%)	No (%)																																						
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15. If you reported the incident, did you experience any adverse consequences?	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army</td> <td>65%</td> <td>35%</td> </tr> <tr> <td>AMC</td> <td>64%</td> <td>36%</td> </tr> <tr> <td>FORSCOM</td> <td>61%</td> <td>39%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	Total Army	65%	35%	AMC	64%	36%	FORSCOM	61%	39%	<table border="1"> <tbody> <tr><td>903</td></tr> <tr><td>490</td></tr> <tr><td>198</td></tr> <tr><td>110</td></tr> <tr><td>14</td></tr> <tr><td>9</td></tr> </tbody> </table>	903	490	198	110	14	9																				
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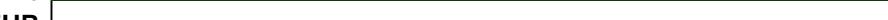
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																		
15. If you reported the incident, did you experience any adverse consequences?	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>MEDCOM</td> <td>65%</td> <td>35%</td> </tr> <tr> <td>TRADOC</td> <td>63%</td> <td>38%</td> </tr> <tr> <td>USACE</td> <td>64%</td> <td>36%</td> </tr> <tr> <td>USAREUR</td> <td>77%</td> <td>23%</td> </tr> <tr> <td>OTHER</td> <td>66%</td> <td>34%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	MEDCOM	65%	35%	TRADOC	63%	38%	USACE	64%	36%	USAREUR	77%	23%	OTHER	66%	34%	
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		TRADOC																		
		Yes	80																	
No	48																			
USACE																				
Yes	115																			
No	66																			
USAREUR																				
Yes	10																			
No	3																			
OTHER																				
Yes	347																			
No	179																			

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Mandatory Mobility 16. I would enroll in a program where Army is free to re-locate me to any worldwide location.									
Total Army		9	14	16	22	39	2.32	1.35	34,031
AMC		7	12	16	22	43	2.19	1.29	7,866
FORSCOM		8	20	16	24	33	2.47	1.34	511
MEDCOM		10	16	18	21	35	2.44	1.36	3,445
TRADOC		11	16	18	21	34	2.50	1.39	3,039
USACE		5	9	14	23	50	1.95	1.19	6,650
USAREUR		21	26	18	14	22	3.11	1.45	412
OTHER		11	17	17	21	34	2.50	1.39	12,108

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>17a. I would sign a mandatory mobility agreement as a condition for employment for a management directed reassignment to the same paygrade/payband level.</p>	<p>Total Army</p> <p>Yes  20%</p> <p>No  80%</p> <p>AMC</p> <p>Yes  18%</p> <p>No  82%</p> <p>FORSCOM</p> <p>Yes  26%</p> <p>No  74%</p> <p>MEDCOM</p> <p>Yes  18%</p> <p>No  82%</p> <p>TRADOC</p> <p>Yes  22%</p> <p>No  78%</p> <p>USACE</p> <p>Yes  12%</p> <p>No  88%</p> <p>USAREUR</p> <p>Yes  45%</p> <p>No  55%</p> <p>OTHER</p> <p>Yes  23%</p> <p>No  77%</p>	<p>7,028</p> <p>28,858</p> <p>1,499</p> <p>6,719</p> <p>137</p> <p>390</p> <p>679</p> <p>3,028</p> <p>700</p> <p>2,536</p> <p>854</p> <p>6,093</p> <p>195</p> <p>238</p> <p>2,964</p> <p>9,854</p>
<p>17b. I would sign a mandatory mobility agreement as a condition of employment for a promotion to a higher paygrade/payband level.</p>	<p>Total Army</p> <p>Yes  52%</p> <p>No  48%</p> <p>AMC</p> <p>Yes  48%</p> <p>No  52%</p>	<p>18,650</p> <p>17,276</p> <p>3,908</p> <p>4,317</p>

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																																															
17b. I would sign a mandatory mobility agreement as a condition of employment for a promotion to a higher paygrade/payband level.	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>FORSCOM</td> <td>59%</td> <td>41%</td> </tr> <tr> <td>MEDCOM</td> <td>54%</td> <td>46%</td> </tr> <tr> <td>TRADOC</td> <td>58%</td> <td>42%</td> </tr> <tr> <td>USACE</td> <td>40%</td> <td>60%</td> </tr> <tr> <td>USAREUR</td> <td>76%</td> <td>24%</td> </tr> <tr> <td>OTHER</td> <td>58%</td> <td>42%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	FORSCOM	59%	41%	MEDCOM	54%	46%	TRADOC	58%	42%	USACE	40%	60%	USAREUR	76%	24%	OTHER	58%	42%	<table border="1"> <thead> <tr> <th>Response</th> <th>Valid N</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>319</td> </tr> <tr> <td>No</td> <td>218</td> </tr> <tr> <td>Yes</td> <td>2,005</td> </tr> <tr> <td>No</td> <td>1,701</td> </tr> <tr> <td>Yes</td> <td>1,877</td> </tr> <tr> <td>No</td> <td>1,356</td> </tr> <tr> <td>Yes</td> <td>2,796</td> </tr> <tr> <td>No</td> <td>4,161</td> </tr> <tr> <td>Yes</td> <td>330</td> </tr> <tr> <td>No</td> <td>106</td> </tr> <tr> <td>Yes</td> <td>7,415</td> </tr> <tr> <td>No</td> <td>5,417</td> </tr> </tbody> </table>	Response	Valid N	Yes	319	No	218	Yes	2,005	No	1,701	Yes	1,877	No	1,356	Yes	2,796	No	4,161	Yes	330	No	106	Yes	7,415	No	5,417
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**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Likely  % Neither Likely/ Unlikely  % Unlikely	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Retention and Commitment 18. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision, how likely is it that you would choose to stay?									
Total Army	68% 14% 17%	36	32	14	11	7	3.81	1.22	36,178
AMC	69% 15% 16%	37	33	15	10	6	3.84	1.20	8,277
FORSCOM	72% 13% 15%	42	30	13	10	6	3.94	1.20	540
MEDCOM	67% 15% 18%	36	32	15	11	7	3.78	1.23	3,757
TRADOC	72% 13% 14%	41	31	13	9	5	3.94	1.18	3,258
USACE	70% 14% 15%	37	34	14	10	5	3.86	1.17	7,002
USAREUR	64% 17% 18%	38	27	17	11	7	3.76	1.26	436
OTHER	66% 14% 19%	35	31	14	12	8	3.74	1.26	12,908

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Likely % Neither Likely/Unlikely % Unlikely	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
19a. In the next 5 years, how likely is it that you will leave your organization to take another job within the DoD?*									
Total Army		20	20	23	21	17	3.05	1.37	36,192
AMC		16	18	25	23	19	2.90	1.33	8,279
FORSCOM		22	22	25	17	14	3.20	1.34	541
MEDCOM		22	20	22	21	15	3.13	1.37	3,758
TRADOC		25	23	21	17	14	3.29	1.37	3,259
USACE		9	14	24	29	23	2.56	1.25	7,015
USAREUR		49	22	14	7	7	3.99	1.24	436
OTHER		26	22	22	17	14	3.29	1.37	12,904
19b. In the next 5 years, how likely is it that you will leave to take another job in the Federal government outside of the DoD?*									
Total Army		10	15	26	27	22	2.64	1.25	36,123
AMC		6	12	26	30	26	2.43	1.18	8,261
FORSCOM		11	17	28	25	19	2.78	1.26	540
MEDCOM		11	16	25	27	20	2.71	1.27	3,748
TRADOC		10	15	25	28	22	2.64	1.25	3,251
USACE		7	15	26	29	23	2.55	1.20	7,008
USAREUR		16	19	29	21	15	2.99	1.28	435
OTHER		12	18	26	24	20	2.77	1.29	12,880

* This item is phrased such that Unlikely is a Favorable response and is shown under the % Unlikely category.

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Likely  % Neither Likely/ Unlikely  % Unlikely	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
19c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job?*									
Total Army		6	10	19	29	36	2.21	1.20	36,114
AMC		5	10	18	28	38	2.16	1.19	8,259
FORSCOM		4	9	19	34	33	2.17	1.11	537
MEDCOM		7	10	19	30	34	2.26	1.22	3,748
TRADOC		4	7	17	32	40	2.04	1.11	3,248
USACE		5	11	19	30	34	2.23	1.18	7,007
USAREUR		7	11	24	30	29	2.37	1.19	435
OTHER		7	10	19	29	35	2.25	1.22	12,880
19d. In the next 5 years, how likely is it that you will retire from Federal service?*									
Total Army		20	14	12	17	36	2.65	1.56	36,079
AMC		20	15	12	16	37	2.66	1.57	8,257
FORSCOM		20	16	14	22	28	2.77	1.50	539
MEDCOM		20	14	15	19	32	2.72	1.53	3,733
TRADOC		21	14	11	20	34	2.67	1.56	3,247
USACE		20	13	11	16	39	2.58	1.58	7,009
USAREUR		12	9	16	19	44	2.27	1.42	433
OTHER		20	14	13	17	36	2.65	1.56	12,861

* This item is phrased such that Unlikely is a Favorable response and is shown under the % Unlikely category.

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
20. In the coming year, do you plan to look for another job?		
Total Army		
I have not decided whether to look for another job	16%	5,653
Yes, but only within the Federal government	26%	9,423
Yes, but only outside the Federal government	2%	790
Yes, I plan to look both inside and outside the Federal government	13%	4,852
No	43%	15,404
AMC		
I have not decided whether to look for another job	15%	1,241
Yes, but only within the Federal government	24%	1,972
Yes, but only outside the Federal government	2%	188
Yes, I plan to look both inside and outside the Federal government	10%	815
No	49%	4,052
FORSCOM		
I have not decided whether to look for another job	15%	81
Yes, but only within the Federal government	29%	157
Yes, but only outside the Federal government	2%	10
Yes, I plan to look both inside and outside the Federal government	15%	82
No	39%	210
MEDCOM		
I have not decided whether to look for another job	16%	616
Yes, but only within the Federal government	25%	938
Yes, but only outside the Federal government	2%	83
Yes, I plan to look both inside and outside the Federal government	16%	585
No	41%	1,514
TRADOC		
I have not decided whether to look for another job	15%	473
Yes, but only within the Federal government	33%	1,080
Yes, but only outside the Federal government	1%	47
Yes, I plan to look both inside and outside the Federal government	13%	418
No	38%	1,231
USACE		
I have not decided whether to look for another job	17%	1,180
Yes, but only within the Federal government	20%	1,398
Yes, but only outside the Federal government	2%	164
Yes, I plan to look both inside and outside the Federal government	12%	817
No	49%	3,450

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
20. In the coming year, do you plan to look for another job? USAREUR I have not decided whether to look for another job Yes, but only within the Federal government Yes, but only outside the Federal government Yes, I plan to look both inside and outside the Federal government No OTHER I have not decided whether to look for another job Yes, but only within the Federal government Yes, but only outside the Federal government Yes, I plan to look both inside and outside the Federal government No	<p>The chart displays the following data points:</p> <ul style="list-style-type: none"> USAREUR: <ul style="list-style-type: none"> I have not decided whether to look for another job: 14% Yes, but only within the Federal government: 34% Yes, but only outside the Federal government: 2% Yes, I plan to look both inside and outside the Federal government: 20% No: 30% OTHER: <ul style="list-style-type: none"> I have not decided whether to look for another job: 16% Yes, but only within the Federal government: 29% Yes, but only outside the Federal government: 2% Yes, I plan to look both inside and outside the Federal government: 16% No: 37% 	<p align="right">60 147 8 88 130 2,002 3,731 290 2,047 4,817</p>

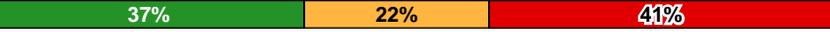
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Satisfied  % Neither Satisfied/ Dissatisfied  % Dissatisfied	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Overall Satisfaction									
Total Army		15	37	20	16	12	3.28	0.90	36,489
AMC		15	38	20	15	11	3.32	0.89	8,343
FORSCOM		19	39	18	14	10	3.42	0.89	543
MEDCOM		13	34	20	18	16	3.12	0.92	3,790
TRADOC		19	37	18	15	10	3.41	0.89	3,278
USACE		13	39	21	17	10	3.27	0.84	7,055
USAREUR		18	36	21	15	10	3.37	0.87	440
OTHER		16	36	20	16	13	3.27	0.93	13,040
21a. Taking all things into consideration, how satisfied are you, in general, with your job?									
Total Army		25	49	12	9	5	3.81	1.07	36,413
AMC		24	51	12	9	5	3.80	1.04	8,332
FORSCOM		30	50	9	7	4	3.95	1.01	541
MEDCOM		25	48	12	9	6	3.78	1.10	3,780
TRADOC		32	47	10	8	4	3.95	1.04	3,275
USACE		23	52	12	9	4	3.81	1.01	7,034
USAREUR		30	46	13	7	4	3.92	1.03	438
OTHER		26	47	12	9	6	3.79	1.10	13,013

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Satisfied % Neither Satisfied/ Dissatisfied % Dissatisfied	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
21b. Taking all things into consideration, how satisfied are you, in general, with your pay?									
Total Army		15	45	15	16	8	3.43	1.17	36,381
AMC		18	48	14	13	7	3.58	1.12	8,324
FORSCOM		18	49	15	13	5	3.63	1.08	542
MEDCOM		9	38	16	22	14	3.08	1.23	3,770
TRADOC		14	44	16	17	9	3.39	1.18	3,271
USACE		15	49	16	15	6	3.52	1.09	7,035
USAREUR		18	43	15	16	8	3.47	1.18	439
OTHER		15	43	15	17	9	3.38	1.20	13,000
21c. Taking all things into consideration, how satisfied are you, in general, with your opportunities to be innovative or expand the scope of your job?									
Total Army		14	36	20	18	11	3.25	1.22	36,073
AMC		14	38	21	17	10	3.30	1.19	8,258
FORSCOM		18	38	16	18	9	3.37	1.24	537
MEDCOM		12	31	20	21	15	3.04	1.27	3,735
TRADOC		17	37	19	17	10	3.35	1.22	3,244
USACE		13	39	21	18	9	3.29	1.17	6,997
USAREUR		19	35	19	15	11	3.36	1.26	431
OTHER		15	35	20	18	12	3.23	1.24	12,871

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Satisfied  % Neither Satisfied/ Dissatisfied  % Dissatisfied	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
21d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?									
Total Army		8	24	21	25	21	2.72	1.26	35,584
AMC		9	28	22	23	18	2.88	1.26	8,180
FORSCOM		8	28	20	26	18	2.80	1.24	526
MEDCOM		5	17	19	29	30	2.39	1.21	3,652
TRADOC		8	24	20	26	22	2.70	1.26	3,181
USACE		6	24	23	27	19	2.71	1.20	6,920
USAREUR		9	23	23	23	22	2.75	1.28	422
OTHER		9	23	21	25	22	2.72	1.28	12,703
21e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?									
Total Army		7	24	26	24	19	2.75	1.22	35,101
AMC		8	27	25	23	17	2.87	1.22	8,102
FORSCOM		7	25	24	26	17	2.79	1.20	520
MEDCOM		5	18	25	27	26	2.48	1.19	3,570
TRADOC		8	23	25	24	20	2.74	1.24	3,106
USACE		5	24	28	26	17	2.76	1.15	6,838
USAREUR		7	21	28	25	20	2.71	1.20	408
OTHER		8	23	25	24	21	2.74	1.25	12,557

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Satisfied % Neither Satisfied/ Dissatisfied % Dissatisfied	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
21f. Taking all things into consideration, how satisfied are you, in general, with the recognition you receive for doing a good job?									
Total Army		15	36	20	16	13	3.24	1.26	35,959
AMC		14	35	21	17	13	3.22	1.25	8,237
FORSCOM		19	37	18	14	11	3.40	1.25	539
MEDCOM		13	32	19	18	19	3.02	1.33	3,729
TRADOC		20	38	18	14	10	3.44	1.24	3,236
USACE		13	39	20	17	11	3.27	1.21	6,990
USAREUR		19	33	21	17	10	3.34	1.24	430
OTHER		16	36	19	15	14	3.25	1.28	12,798
21g. Taking all things into consideration, how satisfied are you, in general, with management at your organization?									
Total Army		14	34	20	16	16	3.14	1.29	36,153
AMC		13	33	21	17	16	3.09	1.28	8,283
FORSCOM		18	36	20	12	13	3.34	1.28	540
MEDCOM		12	32	21	16	19	3.01	1.31	3,737
TRADOC		20	36	19	14	12	3.38	1.27	3,258
USACE		10	35	22	18	15	3.07	1.24	6,993
USAREUR		17	34	23	14	12	3.31	1.24	436
OTHER		15	34	19	15	16	3.17	1.32	12,906

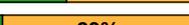
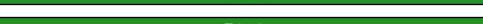
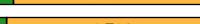
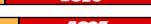
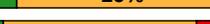
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Satisfied  % Neither Satisfied/ Dissatisfied  % Dissatisfied	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
21h. Taking all things into consideration, how satisfied are you, in general, with policies and practices of your senior leaders?									
Total Army		12	31	23	17	17	3.05	1.28	35,869
AMC		10	30	24	18	17	2.98	1.26	8,222
FORSCOM		18	31	22	15	13	3.24	1.28	535
MEDCOM		11	30	23	15	19	2.99	1.30	3,720
TRADOC		18	35	21	13	13	3.33	1.27	3,239
USACE		8	30	27	19	16	2.94	1.21	6,922
USAREUR		16	34	21	16	12	3.25	1.25	433
OTHER		13	32	21	16	17	3.08	1.31	12,798

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Well Prepared  % Neither Well Prepared/ Poorly Prepared  % Poorly Prepared	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
22. Overall, how well prepared is your organization to perform its mission?									
Total Army		22	50	19	7	1	3.83	0.90	36,263
AMC		21	50	20	7	2	3.83	0.90	8,303
FORSCOM		28	52	15	5	1	4.01	0.84	539
MEDCOM		22	50	19	7	2	3.83	0.90	3,759
TRADOC		28	49	16	6	1	3.98	0.88	3,256
USACE		16	52	22	8	1	3.74	0.88	7,011
USAREUR		27	50	17	5	2	3.95	0.89	439
OTHER		23	48	20	7	2	3.84	0.92	12,956

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
23. Overall, I would recommend that others pursue a career as a civilian with this organization.									
Total Army	59%  23%  17% 	20	40	23	10	7	3.55	1.12	36,032
AMC	62%  23%  16% 	21	40	23	9	6	3.61	1.11	8,250
FORSCOM	62%  23%  16% 	23	39	23	9	7	3.62	1.13	540
MEDCOM	56%  26%  18% 	18	39	26	11	7	3.50	1.11	3,732
TRADOC	67%  21%  12% 	25	41	21	7	5	3.75	1.07	3,242
USACE	60%  23%  18% 	17	42	23	11	6	3.53	1.09	6,964
USAREUR	58%  25%  16% 	20	38	25	10	6	3.57	1.10	436
OTHER	57%  23%  20% 	19	38	23	11	8	3.48	1.16	12,868

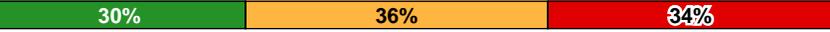
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Civilian Personnel Services									
Total Army	39% 32% 29%	10	29	32	17	12	3.10	0.95	36,040
AMC	39% 33% 28%	9	30	33	17	11	3.12	0.92	8,235
FORSCOM	36% 31% 33%	10	27	31	18	14	3.00	0.97	540
MEDCOM	34% 32% 34%	8	26	32	18	16	2.95	0.99	3,736
TRADOC	43% 30% 27%	12	31	30	15	12	3.19	0.97	3,241
USACE	37% 34% 30%	8	29	34	18	12	3.06	0.91	6,975
USAREUR	38% 30% 33%	12	26	30	18	14	3.06	1.04	438
OTHER	41% 30% 29%	11	30	30	16	12	3.13	0.98	12,875
24a. Personnel Services: Processes my personnel actions (e.g., pay, promotions, benefits) accurately and quickly.									
Total Army	51% 32% 17%	17	33	32	10	8	3.43	1.11	34,185
AMC	50% 33% 18%	16	34	33	11	7	3.40	1.10	7,851
FORSCOM	49% 31% 20%	17	31	31	12	8	3.37	1.15	519
MEDCOM	45% 33% 22%	15	30	33	11	11	3.27	1.17	3,477
TRADOC	56% 28% 16%	21	35	28	9	7	3.55	1.12	3,079
USACE	50% 35% 15%	15	34	35	9	6	3.43	1.05	6,672
USAREUR	48% 30% 22%	18	30	30	12	10	3.36	1.19	417
OTHER	52% 30% 17%	19	33	30	10	8	3.47	1.13	12,170

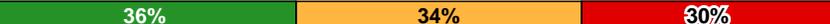
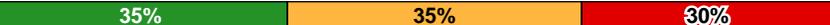
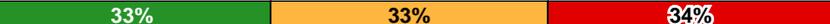
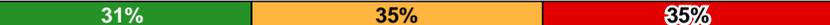
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
24b. Personnel Services: Provides career counseling to employees.									
Total Army		7	17	28	27	21	2.62	1.18	27,969
AMC		5	17	30	28	19	2.62	1.13	6,234
FORSCOM		6	17	27	27	22	2.57	1.18	445
MEDCOM		6	16	25	27	26	2.47	1.20	2,842
TRADOC		9	20	27	24	20	2.73	1.23	2,551
USACE		5	16	30	29	21	2.55	1.13	5,320
USAREUR		8	17	23	27	25	2.55	1.25	358
OTHER		8	19	28	25	20	2.68	1.21	10,219
24c. Personnel Services: Finds sources for all types of training.									
Total Army		8	22	32	22	16	2.83	1.17	29,718
AMC		8	25	34	19	13	2.96	1.14	6,917
FORSCOM		8	19	34	22	18	2.77	1.18	453
MEDCOM		6	18	30	24	22	2.64	1.19	2,969
TRADOC		9	23	30	22	16	2.87	1.20	2,656
USACE		5	19	35	26	16	2.71	1.09	5,662
USAREUR		10	18	31	24	17	2.81	1.21	359
OTHER		9	22	31	22	16	2.85	1.19	10,702

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
24d. Personnel Services: Develops policy and provides guidance on family friendly quality of work life issues.									
Total Army	30% 	7	22	36	19	15	2.88	1.14	27,018
AMC	30% 	7	23	38	19	13	2.91	1.10	6,205
FORSCOM	25% 	7	18	36	23	16	2.77	1.12	395
MEDCOM	26% 	6	20	33	20	21	2.71	1.18	2,700
TRADOC	34% 	10	24	35	17	14	3.00	1.17	2,371
USACE	28% 	5	22	39	20	13	2.86	1.07	5,319
USAREUR	26% 	10	16	37	21	16	2.83	1.16	326
OTHER	31% 	9	22	34	19	16	2.89	1.17	9,702
24e. Personnel Services: Provides counseling and information on retirement and benefits.									
Total Army	37% 	10	27	34	16	13	3.04	1.15	30,024
AMC	39% 	10	30	34	16	11	3.12	1.12	6,871
FORSCOM	39% 	9	30	31	15	15	3.03	1.19	462
MEDCOM	31% 	8	23	34	18	17	2.88	1.19	3,041
TRADOC	38% 	11	27	33	16	12	3.10	1.16	2,694
USACE	34% 	7	26	36	18	12	3.00	1.10	5,882
USAREUR	30% 	9	21	37	17	16	2.90	1.18	349
OTHER	38% 	11	27	33	16	13	3.06	1.18	10,725

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
24f. Personnel Services: Is customer service focused, e.g., is readily available to me.									
Total Army		11	26	34	17	13	3.03	1.17	32,274
AMC		9	27	35	17	13	3.01	1.14	7,203
FORSCOM		9	24	33	17	18	2.89	1.20	494
MEDCOM		9	22	35	18	17	2.88	1.19	3,331
TRADOC		12	29	33	14	13	3.14	1.17	2,936
USACE		8	25	35	18	13	2.97	1.14	6,243
USAREUR		14	22	34	17	12	3.08	1.20	408
OTHER		13	26	32	16	13	3.11	1.20	11,659

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
24g. Overall, I am satisfied with the timeliness of personnel services I receive.											
Total Army	50%	29%	21%	9	41	29	13	8	3.30	1.06	34,942
AMC	49%	30%	21%	8	41	30	13	7	3.29	1.03	7,964
FORSCOM	44%	30%	26%	10	34	30	16	10	3.18	1.12	530
MEDCOM	43%	32%	25%	8	36	32	15	10	3.17	1.09	3,598
TRADOC	55%	26%	19%	11	44	26	11	7	3.40	1.06	3,154
USACE	50%	30%	21%	7	42	30	13	7	3.29	1.03	6,735
USAREUR	49%	24%	27%	12	37	24	17	10	3.24	1.18	431
OTHER	52%	28%	20%	11	41	28	13	8	3.35	1.07	12,530
24h. Overall, I am satisfied with the quality of personnel services I receive.											
Total Army	50%	29%	21%	9	41	29	14	8	3.30	1.06	34,967
AMC	49%	30%	21%	7	42	30	13	7	3.29	1.03	7,965
FORSCOM	44%	28%	28%	9	35	28	17	10	3.16	1.14	529
MEDCOM	43%	32%	25%	8	35	32	16	9	3.16	1.08	3,601
TRADOC	55%	27%	18%	11	44	27	11	7	3.41	1.05	3,164
USACE	49%	29%	22%	8	41	29	15	7	3.27	1.04	6,758
USAREUR	50%	26%	24%	12	38	26	14	10	3.28	1.16	428
OTHER	52%	28%	21%	11	41	28	13	7	3.35	1.07	12,522

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																											
<p>Impact of NSPS</p> <p>25. Before taking this survey, were you aware of the Department's legislative authority to implement a new personnel system for civilian employees to be known as the National Security Personnel System (NSPS)?</p>	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army</td> <td>83%</td> <td>17%</td> </tr> <tr> <td>AMC</td> <td>86%</td> <td>14%</td> </tr> <tr> <td>FORSCOM</td> <td>85%</td> <td>15%</td> </tr> <tr> <td>MEDCOM</td> <td>81%</td> <td>19%</td> </tr> <tr> <td>TRADOC</td> <td>81%</td> <td>19%</td> </tr> <tr> <td>USACE</td> <td>89%</td> <td>11%</td> </tr> <tr> <td>USAREUR</td> <td>72%</td> <td>28%</td> </tr> <tr> <td>OTHER</td> <td>78%</td> <td>22%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	Total Army	83%	17%	AMC	86%	14%	FORSCOM	85%	15%	MEDCOM	81%	19%	TRADOC	81%	19%	USACE	89%	11%	USAREUR	72%	28%	OTHER	78%	22%	
		Command	Yes (%)	No (%)																									
		Total Army	83%	17%																									
		AMC	86%	14%																									
		FORSCOM	85%	15%																									
		MEDCOM	81%	19%																									
		TRADOC	81%	19%																									
		USACE	89%	11%																									
		USAREUR	72%	28%																									
		OTHER	78%	22%																									
		Total Army																											
		Yes	83%	29,788																									
		No	17%	6,311																									
		AMC																											
		Yes	86%	7,120																									
		No	14%	1,146																									
		FORSCOM																											
		Yes	85%	456																									
No	15%	79																											
MEDCOM																													
Yes	81%	3,013																											
No	19%	715																											
TRADOC																													
Yes	81%	2,613																											
No	19%	628																											
USACE																													
Yes	89%	6,254																											
No	11%	762																											
USAREUR																													
Yes	72%	314																											
No	28%	121																											
OTHER																													
Yes	78%	10,018																											
No	22%	2,860																											

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
26. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
Total Army		
Communicating performance expectations	26%	7,608
Career counseling	2%	625
Dealing with poor performers and disruptive employees	13%	3,863
Teaching job skills	2%	654
Motivating employees to perform well	11%	3,174
Communicating effectively with people of diverse backgrounds	3%	1,009
Making fair personnel decisions	31%	9,268
Encouraging teamwork and cooperation	7%	2,001
Other	5%	1,351
AMC		
Communicating performance expectations	23%	1,637
Career counseling	1%	100
Dealing with poor performers and disruptive employees	13%	944
Teaching job skills	2%	140
Motivating employees to perform well	11%	808
Communicating effectively with people of diverse backgrounds	3%	203
Making fair personnel decisions	33%	2,358
Encouraging teamwork and cooperation	7%	474
Other	6%	391
FORSCOM		
Communicating performance expectations	29%	130
Career counseling	4%	19
Dealing with poor performers and disruptive employees	13%	57
Teaching job skills	2%	9
Motivating employees to perform well	9%	42
Communicating effectively with people of diverse backgrounds	5%	21
Making fair personnel decisions	29%	130
Encouraging teamwork and cooperation	6%	28
Other	4%	17

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
26. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
MEDCOM		
Communicating performance expectations	24%	727
Career counseling	2%	74
Dealing with poor performers and disruptive employees	14%	419
Teaching job skills	2%	73
Motivating employees to perform well	11%	323
Communicating effectively with people of diverse backgrounds	3%	90
Making fair personnel decisions	32%	960
Encouraging teamwork and cooperation	7%	197
Other	4%	129
TRADOC		
Communicating performance expectations	29%	756
Career counseling	4%	99
Dealing with poor performers and disruptive employees	12%	322
Teaching job skills	3%	74
Motivating employees to perform well	8%	219
Communicating effectively with people of diverse backgrounds	4%	111
Making fair personnel decisions	28%	717
Encouraging teamwork and cooperation	7%	177
Other	4%	114
USACE		
Communicating performance expectations	24%	1,518
Career counseling	1%	85
Dealing with poor performers and disruptive employees	14%	842
Teaching job skills	2%	118
Motivating employees to perform well	11%	698
Communicating effectively with people of diverse backgrounds	3%	181
Making fair personnel decisions	33%	2,059
Encouraging teamwork and cooperation	7%	445
Other	4%	261

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
26. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
USAREUR		
Communicating performance expectations	28%	88
Career counseling	4%	13
Dealing with poor performers and disruptive employees	11%	35
Teaching job skills	3%	8
Motivating employees to perform well	8%	26
Communicating effectively with people of diverse backgrounds	6%	18
Making fair personnel decisions	29%	90
Encouraging teamwork and cooperation	6%	20
Other	4%	12
OTHER		
Communicating performance expectations	28%	2,752
Career counseling	2%	235
Dealing with poor performers and disruptive employees	13%	1,244
Teaching job skills	2%	232
Motivating employees to perform well	11%	1,058
Communicating effectively with people of diverse backgrounds	4%	385
Making fair personnel decisions	30%	2,954
Encouraging teamwork and cooperation	7%	660
Other	4%	427
27. I would like to see NSPS training provided in the following area:		
Total Army		
The use of pay setting flexibility	17%	4,938
Hiring, placement, and advancement processes	24%	6,939
The pay pool panel process	12%	3,618
The performance management evaluation system	34%	9,824
Alternatives to discipline	1%	265
Adverse actions and appeals	1%	435
Labor-management relations	4%	1,218
Other	7%	1,905

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
27. I would like to see NSPS training provided in the following area:		
AMC		
The use of pay setting flexibility	16%	1,082
Hiring, placement, and advancement processes	20%	1,409
The pay pool panel process	14%	995
The performance management evaluation system	34%	2,332
Alternatives to discipline	1%	89
Adverse actions and appeals	2%	133
Labor-management relations	5%	336
Other	8%	565
FORSCOM		
The use of pay setting flexibility	16%	73
Hiring, placement, and advancement processes	28%	124
The pay pool panel process	10%	45
The performance management evaluation system	37%	165
Alternatives to discipline	0%	2
Adverse actions and appeals	1%	4
Labor-management relations	3%	15
Other	5%	22
MEDCOM		
The use of pay setting flexibility	17%	504
Hiring, placement, and advancement processes	27%	792
The pay pool panel process	10%	300
The performance management evaluation system	33%	971
Alternatives to discipline	1%	24
Adverse actions and appeals	1%	37
Labor-management relations	5%	139
Other	6%	177
TRADOC		
The use of pay setting flexibility	18%	458
Hiring, placement, and advancement processes	28%	727
The pay pool panel process	12%	318
The performance management evaluation system	30%	766
Alternatives to discipline	1%	20
Adverse actions and appeals	1%	34
Labor-management relations	4%	95
Other	6%	152

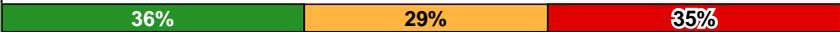
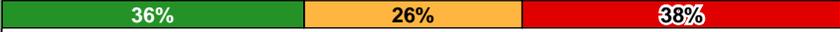
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
27. I would like to see NSPS training provided in the following area:		
USACE		
The use of pay setting flexibility	19%	1,158
Hiring, placement, and advancement processes	19%	1,188
The pay pool panel process	12%	750
The performance management evaluation system	37%	2,286
Alternatives to discipline	1%	51
Adverse actions and appeals	1%	74
Labor-management relations	4%	225
Other	6%	393
USAREUR		
The use of pay setting flexibility	18%	57
Hiring, placement, and advancement processes	31%	97
The pay pool panel process	8%	26
The performance management evaluation system	31%	95
Alternatives to discipline	0%	1
Adverse actions and appeals	2%	5
Labor-management relations	4%	12
Other	6%	18
OTHER		
The use of pay setting flexibility	16%	1,606
Hiring, placement, and advancement processes	27%	2,602
The pay pool panel process	12%	1,184
The performance management evaluation system	33%	3,209
Alternatives to discipline	1%	78
Adverse actions and appeals	2%	148
Labor-management relations	4%	396
Other	6%	578

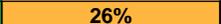
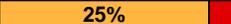
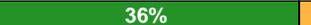
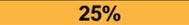
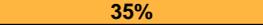
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree	 % Neither Agree/ Disagree	 % Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
Impact of NSPS											
Total Army	33%	33%	34%	6	27	33	20	14	2.92	0.94	29,409
AMC	29%	32%	38%	5	24	32	22	16	2.80	0.95	7,037
FORSCOM	32%	33%	35%	5	27	33	22	13	2.89	0.94	452
MEDCOM	37%	33%	30%	8	29	33	17	13	3.02	0.95	2,963
TRADOC	37%	33%	29%	7	30	33	18	12	3.02	0.93	2,575
USACE	29%	35%	36%	4	25	35	22	14	2.84	0.90	6,184
USAREUR	32%	34%	34%	6	26	34	21	13	2.91	0.94	310
OTHER	36%	32%	32%	7	29	32	19	13	2.99	0.95	9,888
28a. Do you agree or disagree that NSPS will improve personnel processes for hiring new employees?											
Total Army	26%	41%	33%	4	22	41	18	15	2.82	1.07	24,924
AMC	24%	40%	36%	4	20	40	18	18	2.74	1.09	6,008
FORSCOM	22%	43%	35%	4	18	43	19	16	2.74	1.05	389
MEDCOM	29%	43%	28%	5	24	43	15	13	2.92	1.05	2,512
TRADOC	26%	44%	31%	4	22	44	17	14	2.85	1.04	2,175
USACE	23%	42%	35%	3	20	42	20	15	2.75	1.03	5,015
USAREUR	25%	40%	35%	5	20	40	18	17	2.78	1.09	266
OTHER	29%	40%	32%	5	24	40	17	14	2.88	1.08	8,559

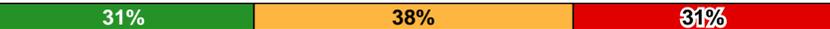
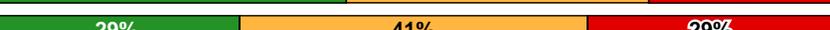
**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?									
Total Army		6	30	29	21	14	2.93	1.13	26,272
AMC		5	26	29	24	16	2.81	1.14	6,343
FORSCOM		5	28	29	26	11	2.90	1.10	403
MEDCOM		8	33	29	18	13	3.05	1.16	2,640
TRADOC		6	33	32	17	11	3.05	1.10	2,278
USACE		4	29	30	23	14	2.86	1.11	5,394
USAREUR		6	28	32	21	13	2.95	1.12	273
OTHER		7	31	29	20	12	3.00	1.14	8,941
28c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?									
Total Army		9	31	27	19	15	3.00	1.20	26,685
AMC		7	29	26	21	17	2.88	1.21	6,443
FORSCOM		6	33	28	19	14	2.97	1.15	414
MEDCOM		11	30	27	16	14	3.08	1.22	2,679
TRADOC		10	34	27	17	13	3.12	1.18	2,324
USACE		6	30	28	20	15	2.93	1.16	5,495
USAREUR		10	29	27	21	13	3.01	1.20	283
OTHER		10	32	26	19	14	3.06	1.20	9,047

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?									
Total Army	38%  26%  36% 	8	30	26	21	16	2.95	1.21	26,874
AMC	34%  25%  41% 	7	27	25	23	18	2.82	1.21	6,502
FORSCOM	36%  27%  36% 	7	30	27	22	14	2.92	1.16	420
MEDCOM	41%  26%  32% 	11	30	26	18	15	3.05	1.23	2,684
TRADOC	43%  25%  32% 	10	33	25	19	13	3.07	1.20	2,341
USACE	35%  27%  38% 	6	29	27	22	15	2.88	1.16	5,534
USAREUR	38%  24%  38% 	10	28	24	23	15	2.95	1.23	283
OTHER	41%  25%  34% 	10	31	25	19	15	3.02	1.22	9,110
28e. Do you agree or disagree that NSPS will improve personnel processes for communication between supervisors and employees?									
Total Army	30%  37%  33% 	6	25	37	20	13	2.90	1.09	26,524
AMC	26%  37%  38% 	5	21	37	22	16	2.77	1.09	6,404
FORSCOM	33%  36%  31% 	6	27	36	20	11	2.98	1.07	409
MEDCOM	36%  35%  29% 	8	28	35	17	12	3.02	1.12	2,650
TRADOC	36%  37%  27% 	6	29	37	17	10	3.05	1.06	2,319
USACE	26%  40%  35% 	4	22	40	22	13	2.82	1.04	5,452
USAREUR	31%  39%  30% 	5	26	39	19	11	2.95	1.04	277
OTHER	34%  36%  31% 	7	27	36	19	12	2.98	1.09	9,013

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28f. Do you agree or disagree that NSPS will improve personnel processes for ensuring individual performance supports organizational mission effectiveness?									
Total Army		5	30	38	16	10	3.04	1.04	26,404
AMC		4	26	38	18	13	2.91	1.06	6,366
FORSCOM		5	34	36	15	10	3.09	1.04	418
MEDCOM		8	33	37	14	9	3.17	1.04	2,652
TRADOC		6	35	36	14	8	3.18	1.02	2,304
USACE		3	26	41	19	11	2.93	1.00	5,409
USAREUR		4	29	43	15	9	3.03	0.99	274
OTHER		6	33	36	15	9	3.12	1.05	8,981

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	 % Positive  % Neither Positive/ Negative  % Negative	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?									
Total Army		4	24	33	25	13	2.79	1.06	29,275
AMC		3	21	32	27	17	2.66	1.07	7,007
FORSCOM		4	21	33	31	12	2.74	1.03	451
MEDCOM		5	27	34	22	13	2.89	1.08	2,949
TRADOC		4	27	34	23	12	2.88	1.06	2,565
USACE		2	21	35	28	13	2.71	1.02	6,152
USAREUR		3	24	32	28	13	2.77	1.05	308
OTHER		4	27	33	24	12	2.88	1.07	9,843

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
29a. My organization has been identified for BRAC realignment/relocation.		
Total Army		
Yes	22%	7,909
No	61%	21,869
Don't Know	17%	6,155
AMC		
Yes	29%	2,400
No	64%	5,272
Don't Know	7%	572
FORSCOM		
Yes	38%	202
No	51%	273
Don't Know	12%	62
MEDCOM		
Yes	23%	861
No	51%	1,888
Don't Know	26%	952
TRADOC		
Yes	30%	972
No	56%	1,796
Don't Know	14%	465
USACE		
Yes	2%	109
No	73%	5,074
Don't Know	25%	1,773
USAREUR		
Yes	21%	93
No	47%	204
Don't Know	32%	137
OTHER		
Yes	26%	3,272
No	57%	7,362
Don't Know	17%	2,194

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
29b. My organization has been identified for BRAC closure.		
Total Army		
Yes	7%	2,501
No	78%	27,490
Don't Know	15%	5,457
AMC		
Yes	10%	788
No	85%	6,950
Don't Know	5%	396
FORSCOM		
Yes	24%	126
No	66%	344
Don't Know	10%	53
MEDCOM		
Yes	8%	302
No	68%	2,492
Don't Know	23%	853
TRADOC		
Yes	8%	249
No	79%	2,507
Don't Know	13%	417
USACE		
Yes	0%	26
No	76%	5,229
Don't Know	24%	1,656
USAREUR		
Yes	8%	35
No	62%	267
Don't Know	30%	127
OTHER		
Yes	8%	975
No	77%	9,701
Don't Know	15%	1,955

**Civilian Employees – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
29c. My organization has been identified for A-76/Outsourcing.		
Total Army		
Yes	10%	3,542
No	45%	15,772
Don't Know	45%	15,937
AMC		
Yes	4%	349
No	55%	4,422
Don't Know	41%	3,282
FORSCOM		
Yes	2%	11
No	49%	253
Don't Know	49%	253
MEDCOM		
Yes	5%	176
No	31%	1,137
Don't Know	64%	2,305
TRADOC		
Yes	3%	91
No	47%	1,472
Don't Know	50%	1,580
USACE		
Yes	27%	1,863
No	37%	2,593
Don't Know	36%	2,464
USAREUR		
Yes	1%	3
No	41%	176
Don't Know	58%	246
OTHER		
Yes	8%	1,049
No	45%	5,719
Don't Know	46%	5,807