

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

Table of Contents

About This Report.....	1
Ten Most Favorable/Unfavorable Items	9
Composite Summary	18
Item Detail	24
Leadership and Management	26
Performance Culture.....	30
Training and Development.....	39
Fairness	42
Personnel Actions.....	51
Supervisory Authority.....	57
Harassment	63
Mandatory Mobility.....	66
Retention and Commitment	69
Overall Satisfaction.....	74
Civilian Personnel Services	81
Supervisor Assessment of CPAC Performance	95
Impact of NSPS	101

About This Report

About This Supervisor 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.

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

Composites – The survey includes a number of scaled items that were grouped into 9 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)	Supervisors' view of management at and above their level.
Performance Culture (q3a-q3q)	Extent to which supervisors feel that the culture supports high performance.
Training and Development (q4a-q4d)	Satisfaction with the amount of training supervisors have received and ability to get training for their employees.
Fairness (q5a-q5e)	Supervisors' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Supervisory Authority (q15a-q15e, q16a-q16e)	Supervisors' perceptions of their authority to carry out a variety of responsibilities.
Overall Satisfaction (q25a-q25h, Q26-q27)	Supervisors' satisfaction with aspects of their current job.
Civilian Personnel Services (q28a-q28z)	Supervisors' overall satisfaction with the level of service received from the Human Resource Office.
Supervisory Assessment of CPAC Performance (q29a-q29f)	Supervisors' satisfaction with advice and assistance from the Civilian Personnel Advisory Center.
Impact of NSPS (q33a-q33g)	Supervisors' satisfaction with the perceived impact of the NSPS.

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-q14)
- Harassment (q17-q19)
- Mandatory Mobility (q20,q21a-q21b)
- Retention and Commitment (q22,q23a-q23d,q24)

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

- NSPS Feedback (q30-q32)
- BRAC/A-76 Issues (q34a-q34c)

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 supervisors, the results are similar to the combined results above. Of the 24,121 supervisors who were invited to complete the survey, 7,369 responded for a response rate of 31%. This yields a margin for supervisors of ± 1.0 percentage points. This means that the data presented in this report are generalizable to the population of Army civilian supervisors.

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

MACOM (AF)*	Population**	Responses	Response Rate	Margin +/-
Total Army***	24,121	7,369	30.55%	1.0
AMC	4,055	1,066	26.29%	2.6
FORSCOM	341	138	40.47%	6.4
MEDCOM	2,266	745	32.88%	2.9
TRADOC	1,530	679	44.38%	2.8
USACE	3,622	1,186	32.74%	2.3
USAREUR	410	199	48.54%	5.0
OTHER	11,897	3,356	28.21%	1.4
Region (AF)*	Population**	Responses	Response Rate	Margin +/-
Europe	1,619	653	40.33%	3.0
Korea	533	223	41.84%	5.0
North Central	3,802	1,054	27.72%	2.6
Northeast	4,977	1,260	25.32%	2.4

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

	Pacific	1,067	295	27.65%	4.9
	South Central	4,094	1,293	31.58%	2.3
	Southwest	4,202	1,343	31.96%	2.2
	West	3,827	1,110	29.00%	2.5
		Population**	Responses	Response Rate	Margin +/-
Race (AF)*	Non-Minority	18,838	5,895	31.29%	1.1
	Minority	5,283	1,474	27.90%	2.2
Pay Plan (AF)*	GS	19,342	6,186	31.98%	1.0
	WG	2,019	449	22.24%	4.1
Gender (AF)*	Female	6,459	2,091	32.37%	1.8
	Male	17,662	5,140	29.10%	1.2
NAF		1,897	487	25.67%	3.8

*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 supervisor 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 Supervisors – 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 overall Army.

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 results 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 Supervisors – 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:

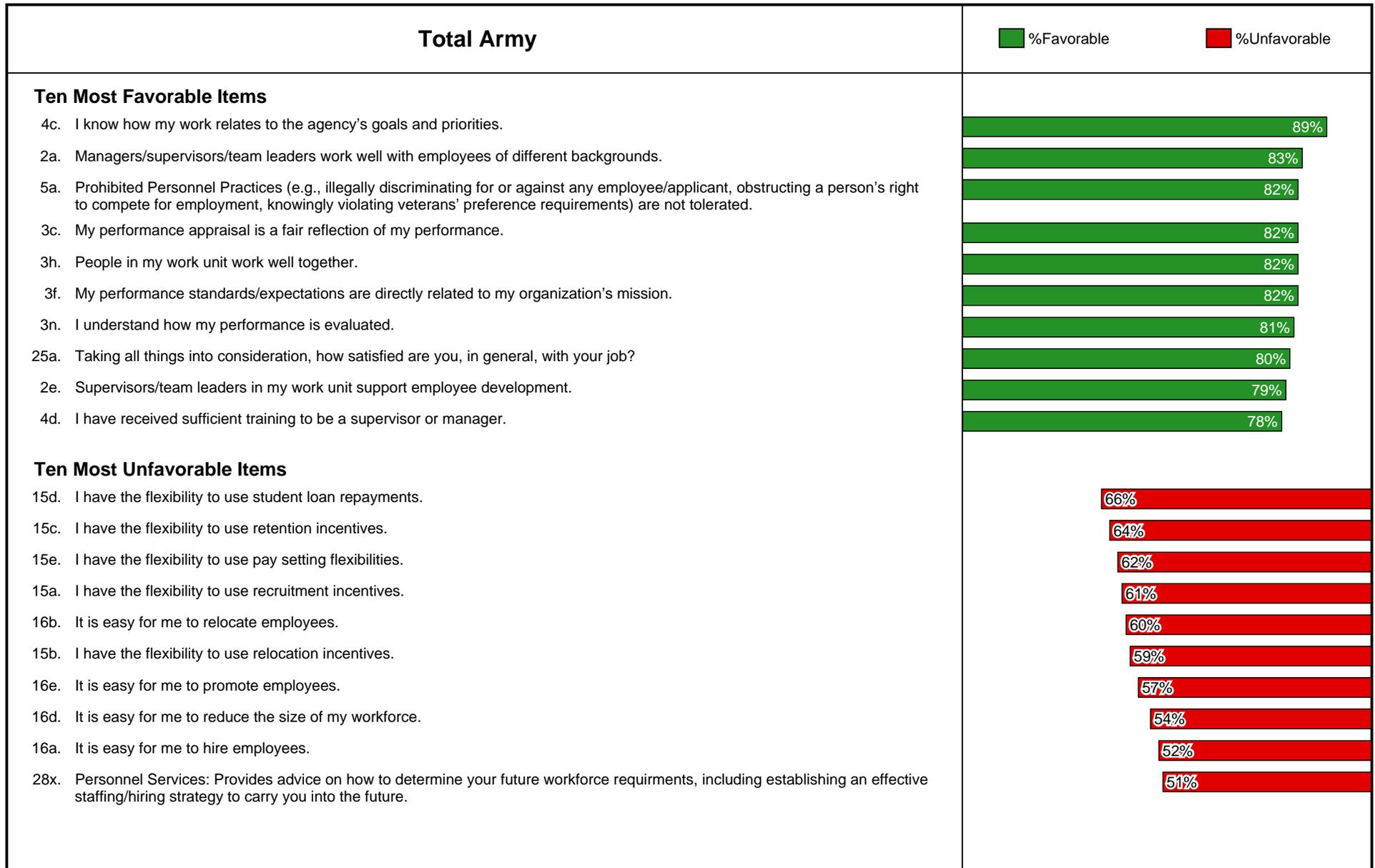
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number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

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

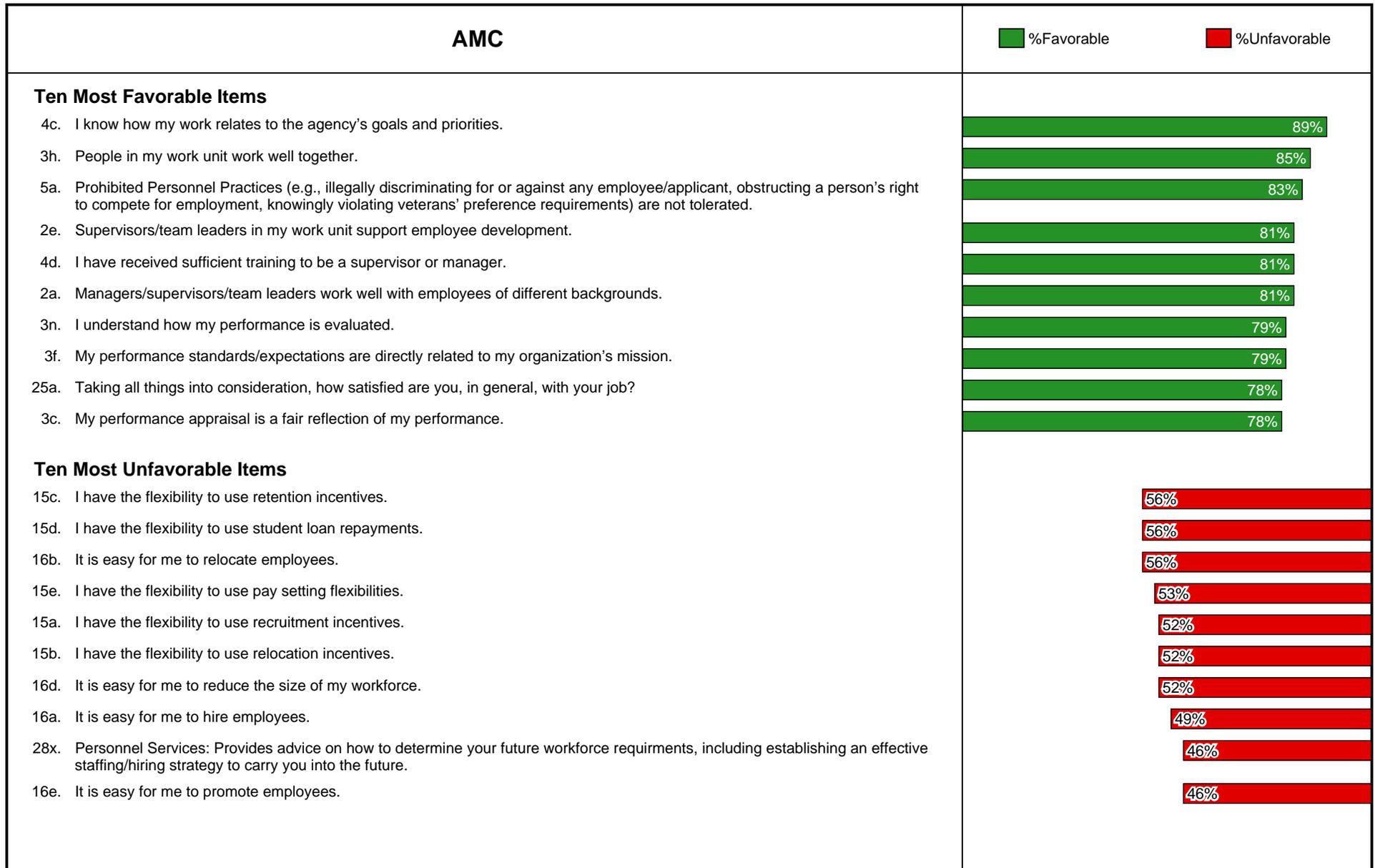
- 1. Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, Mandatory Mobility), problems in these areas could 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 Supervisors – FY05
US Army and Major Commands**



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



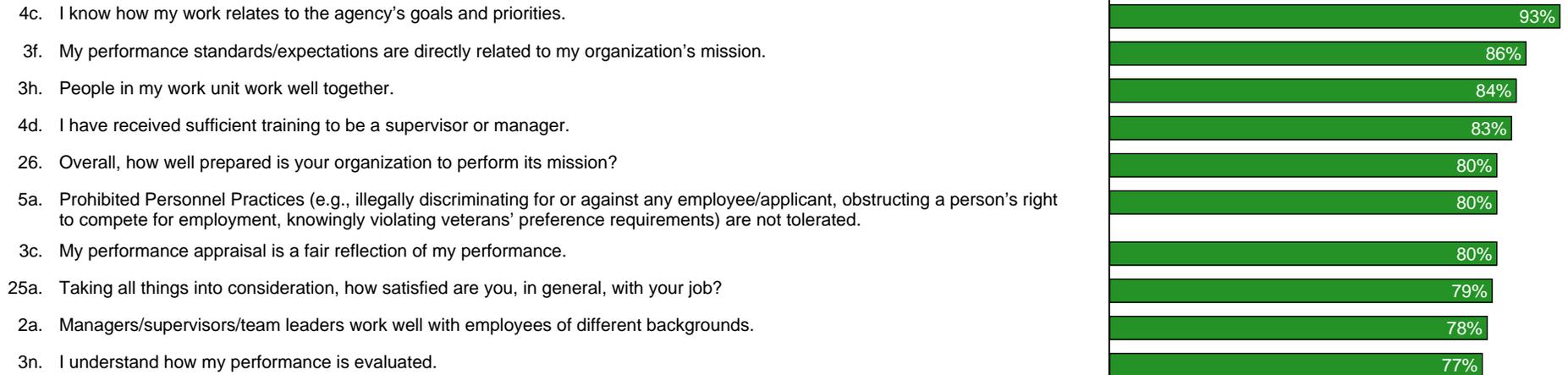
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US Army and Major Commands**

FORSCOM

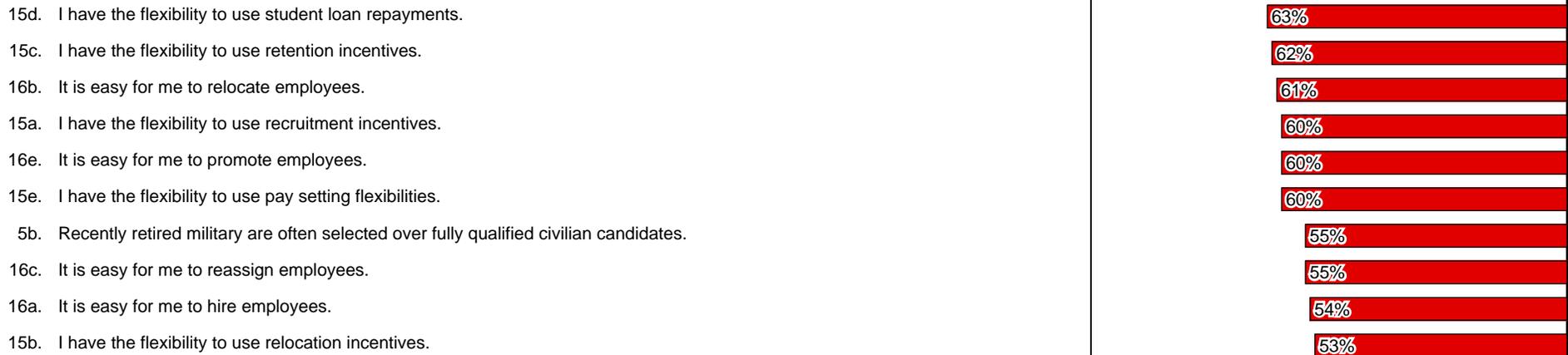
 %Favorable

 %Unfavorable

Ten Most Favorable Items



Ten Most Unfavorable Items



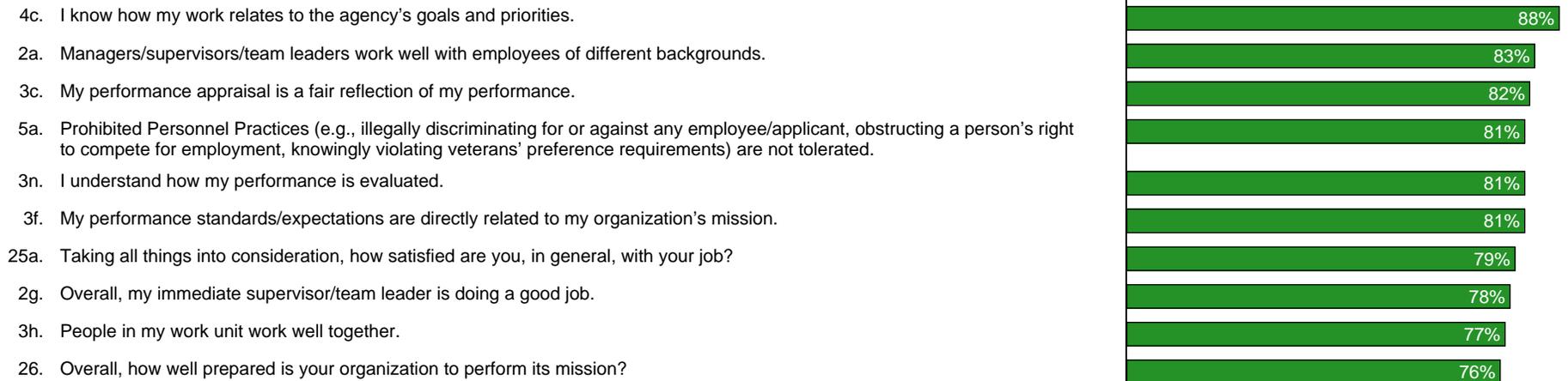
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US Army and Major Commands**

MEDCOM

 %Favorable

 %Unfavorable

Ten Most Favorable Items



Ten Most Unfavorable Items



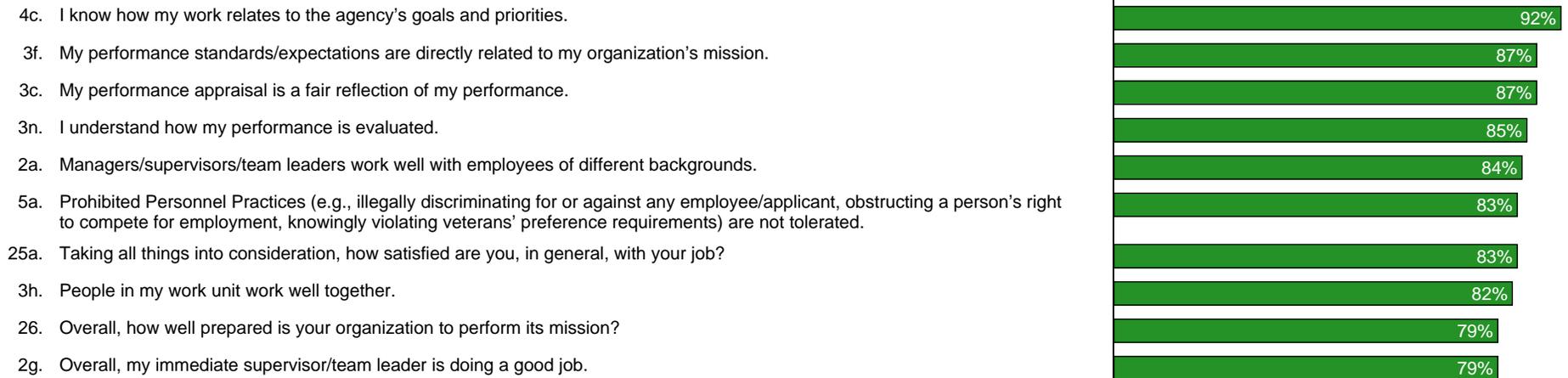
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US Army and Major Commands**

TRADOC

 %Favorable

 %Unfavorable

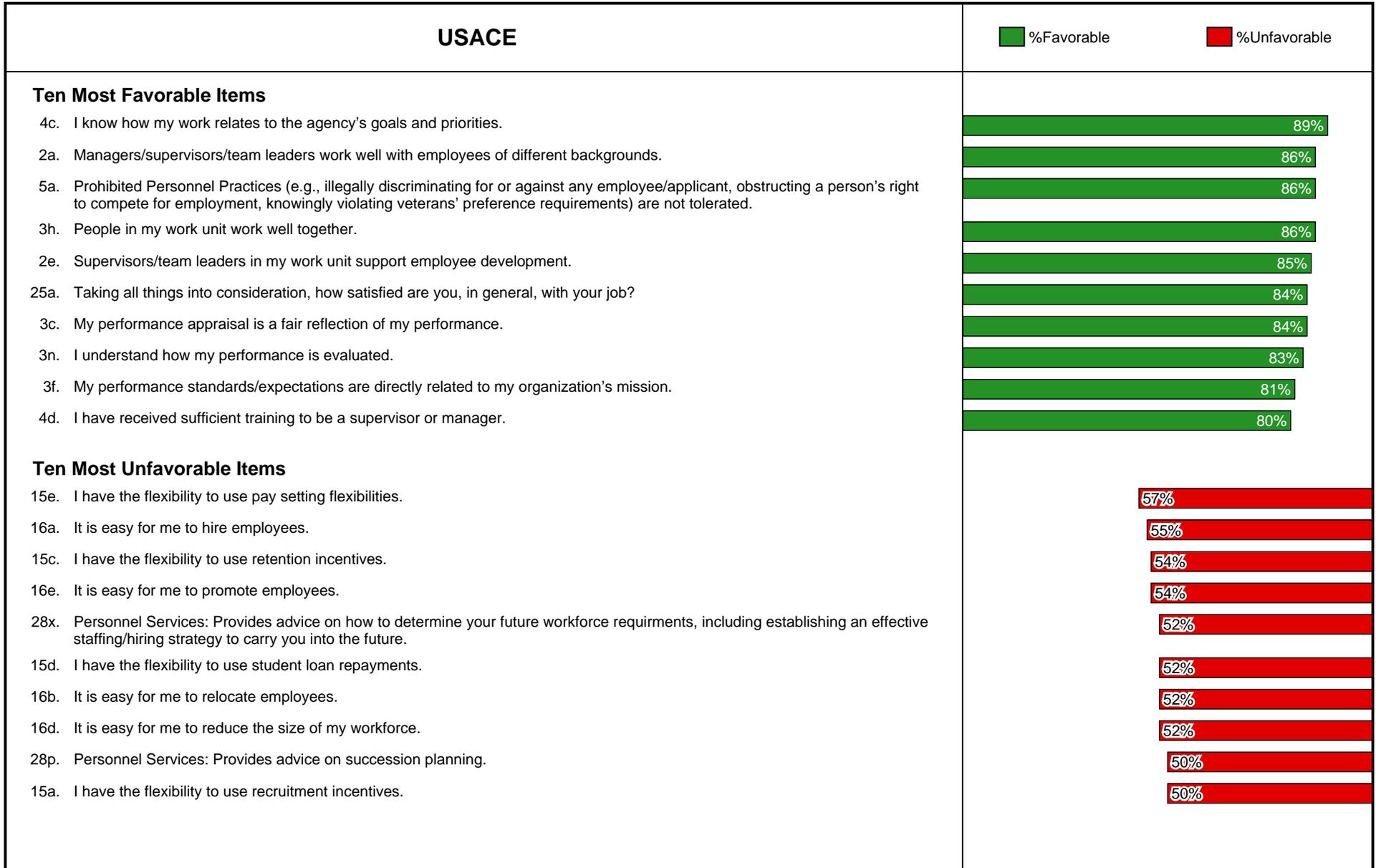
Ten Most Favorable Items



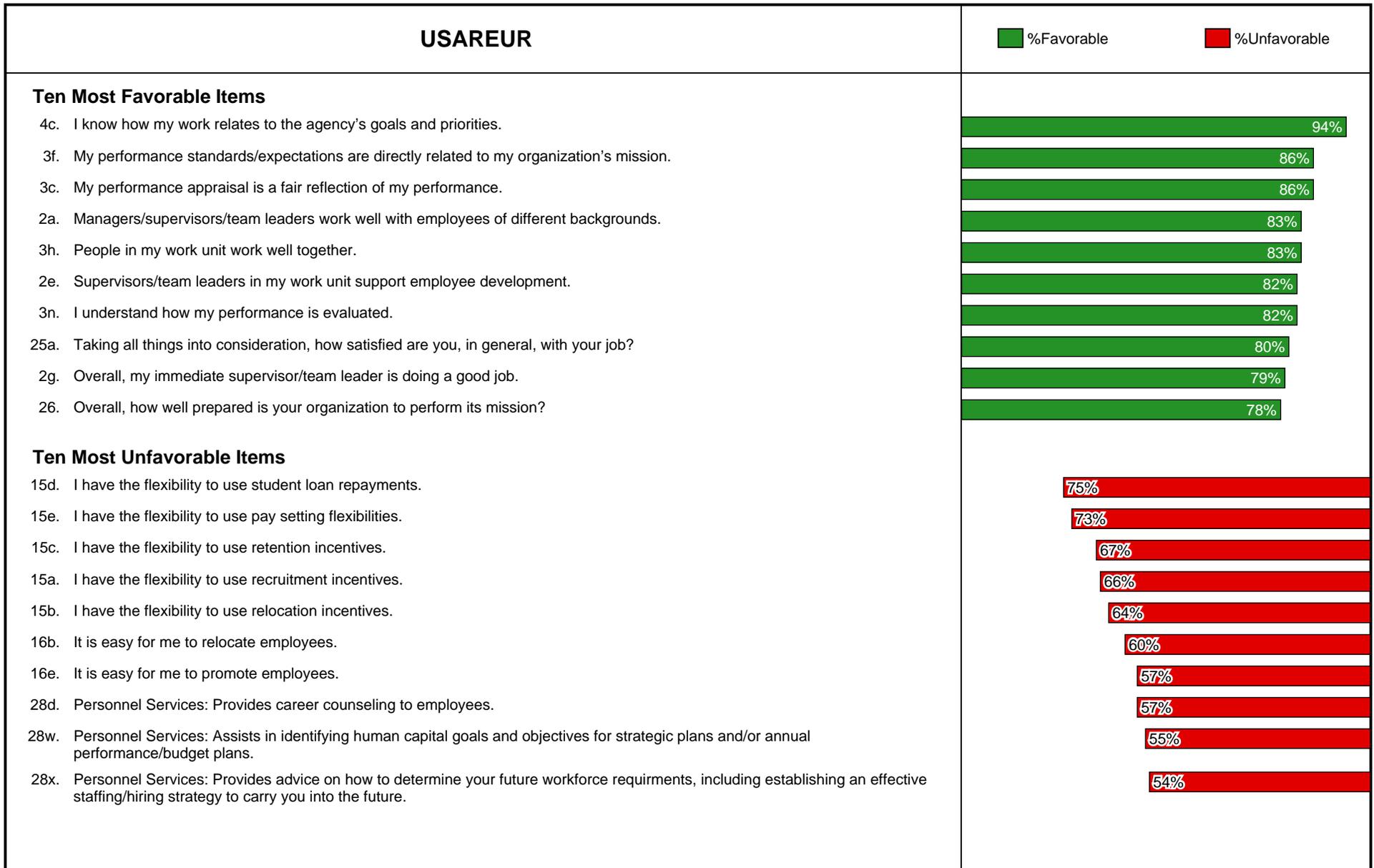
Ten Most Unfavorable Items



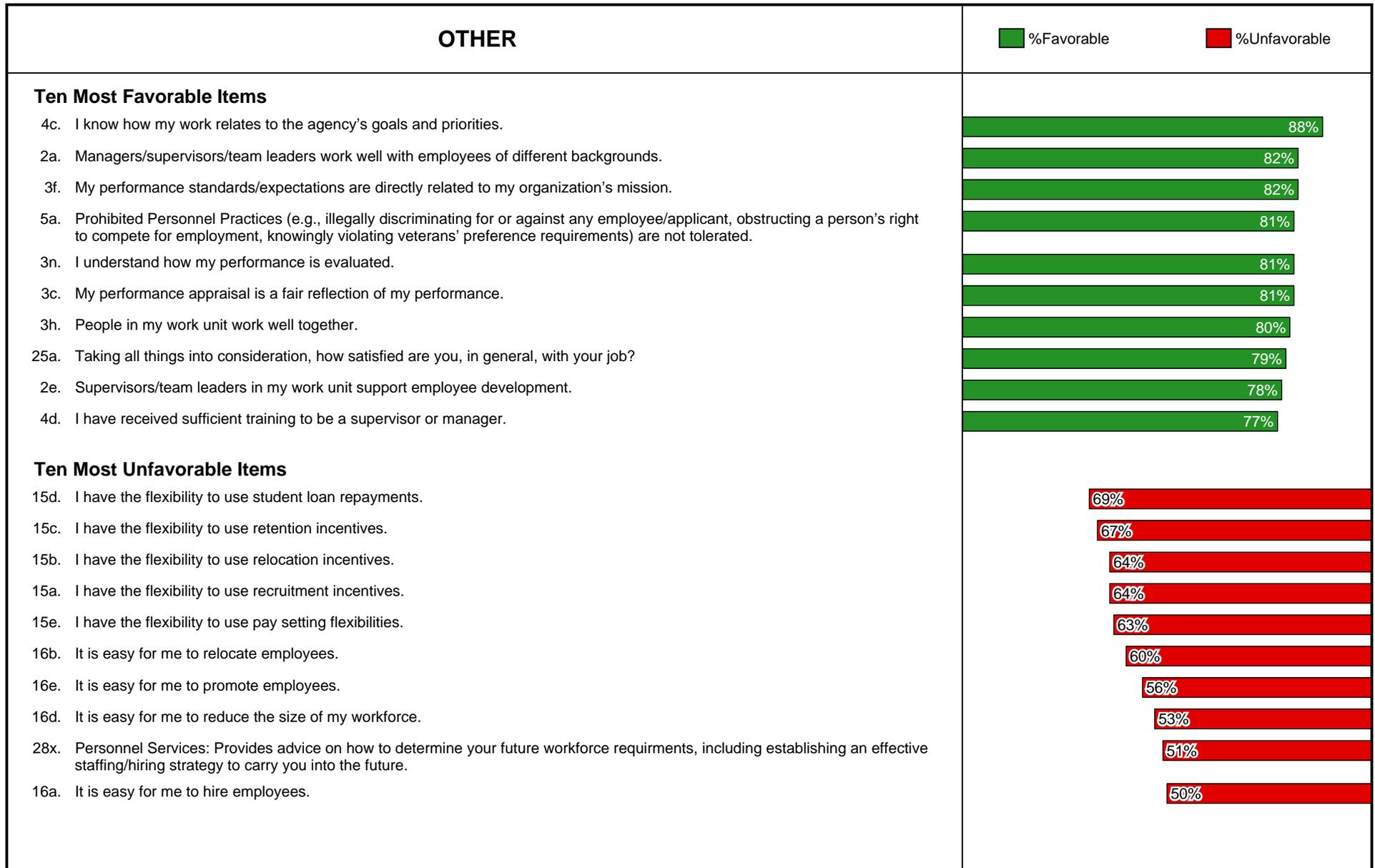
**Civilian Supervisors – FY05
US Army and Major Commands**



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



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



Composite Summary

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Leadership and Management				
Total Army	72%	15%	14%	7,838
AMC	71%	16%	13%	1,087
FORSCOM	70%	14%	16%	137
MEDCOM	72%	15%	14%	744
TRADOC	74%	13%	12%	680
USACE	73%	15%	12%	1,182
USAREUR	74%	13%	13%	204
OTHER	71%	15%	14%	3,804
Performance Culture				
Total Army	60%	19%	21%	7,813
AMC	59%	20%	21%	1,085
FORSCOM	59%	18%	23%	137
MEDCOM	58%	19%	23%	740
TRADOC	61%	19%	21%	678
USACE	62%	19%	18%	1,179
USAREUR	60%	20%	21%	203
OTHER	60%	19%	21%	3,791

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Training and Development				
Total Army	70%	13%	17%	7,787
AMC	74%	12%	14%	1,082
FORSCOM	72%	9%	19%	137
MEDCOM	65%	15%	20%	734
TRADOC	69%	14%	18%	678
USACE	74%	13%	13%	1,177
USAREUR	70%	12%	18%	201
OTHER	69%	12%	18%	3,778
Fairness				
Total Army	57%	25%	18%	7,742
AMC	58%	26%	17%	1,080
FORSCOM	53%	23%	23%	135
MEDCOM	55%	26%	19%	728
TRADOC	56%	23%	21%	673
USACE	64%	24%	13%	1,168
USAREUR	53%	26%	21%	197
OTHER	56%	24%	19%	3,761

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	■ = Favorable	■ = Neutral	■ = Unfavorable	
Supervisory Authority				
Total Army	21%	21%	58%	7,232
AMC	26%	23%	51%	1,021
FORSCOM	15%	27%	58%	117
MEDCOM	16%	18%	66%	671
TRADOC	15%	18%	67%	619
USACE	26%	23%	51%	1,126
USAREUR	17%	22%	61%	179
OTHER	21%	20%	59%	3,499

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	■ = Favorable	■ = Neutral	■ = Unfavorable	
Overall Satisfaction				
Total Army	59%	17%	23%	7,803
AMC	62%	17%	21%	1,076
FORSCOM	59%	17%	24%	136
MEDCOM	56%	18%	26%	737
TRADOC	60%	17%	23%	676
USACE	63%	18%	20%	1,178
USAREUR	61%	16%	24%	204
OTHER	58%	17%	25%	3,796
Civilian Personnel Services				
Total Army	32%	33%	35%	7,742
AMC	32%	35%	32%	1,071
FORSCOM	30%	31%	38%	136
MEDCOM	27%	32%	41%	730
TRADOC	32%	34%	34%	671
USACE	31%	35%	34%	1,171
USAREUR	29%	32%	38%	202
OTHER	33%	32%	35%	3,761

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

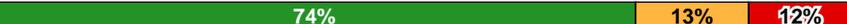
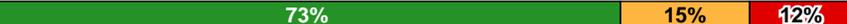
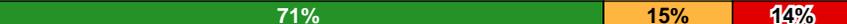
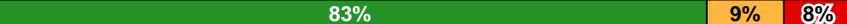
Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Supervisory Assessment of CPAC Performance				
Total Army	48%	26%	25%	7,403
AMC	51%	27%	22%	1,035
FORSCOM	41%	26%	33%	130
MEDCOM	42%	27%	31%	691
TRADOC	51%	25%	24%	643
USACE	49%	29%	22%	1,125
USAREUR	45%	25%	31%	199
OTHER	48%	26%	26%	3,580
Impact of NSPS				
Total Army	43%	32%	25%	6,683
AMC	43%	33%	25%	992
FORSCOM	39%	37%	24%	118
MEDCOM	47%	31%	22%	638
TRADOC	40%	31%	30%	595
USACE	39%	34%	27%	1,100
USAREUR	41%	32%	28%	170
OTHER	44%	32%	24%	3,070

Item Detail

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
1. My immediate supervisor is:		
Total Army		
Military	26%	1,992
Civilian	74%	5,790
AMC		
Military	8%	82
Civilian	92%	996
FORSCOM		
Military	66%	91
Civilian	34%	46
MEDCOM		
Military	63%	465
Civilian	37%	276
TRADOC		
Military	49%	332
Civilian	51%	344
USACE		
Military	14%	166
Civilian	86%	1,009
USAREUR		
Military	38%	78
Civilian	62%	125
OTHER		
Military	21%	778
Civilian	79%	2,994

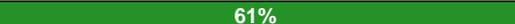
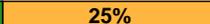
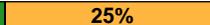
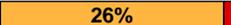
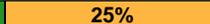
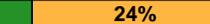
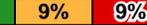
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Leadership and Management									
Total Army		29	43	15	8	5	3.81	0.85	7,838
AMC		27	44	16	8	5	3.80	0.80	1,087
FORSCOM		32	38	14	11	5	3.79	0.94	137
MEDCOM		29	43	15	9	5	3.81	0.86	744
TRADOC		32	43	13	8	4	3.90	0.82	680
USACE		25	48	15	8	4	3.82	0.74	1,182
USAREUR		33	41	13	8	5	3.89	0.89	204
OTHER		29	42	15	9	6	3.80	0.88	3,804
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.									
Total Army		31	52	9	5	3	4.03	0.92	7,809
AMC		28	53	12	5	2	4.01	0.89	1,083
FORSCOM		33	45	7	11	4	3.90	1.11	135
MEDCOM		34	49	10	4	3	4.07	0.94	743
TRADOC		34	50	8	5	3	4.08	0.92	677
USACE		26	59	9	4	1	4.05	0.80	1,180
USAREUR		30	53	7	7	2	4.02	0.94	204
OTHER		32	51	9	6	3	4.03	0.95	3,787

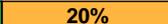
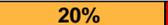
**Civilian Supervisors – FY05
US Army and Major Commands**

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		29	38	15	11	7	3.70	1.20	7,819
AMC		26	39	17	11	7	3.66	1.19	1,085
FORSCOM		40	34	13	8	4	3.98	1.13	136
MEDCOM		31	40	13	9	7	3.80	1.17	741
TRADOC		34	39	13	8	6	3.87	1.14	679
USACE		22	42	17	12	7	3.60	1.15	1,181
USAREUR		36	36	12	7	8	3.84	1.23	204
OTHER		29	36	15	11	8	3.68	1.23	3,793
2c. Managers/supervisors deal effectively with reports of prejudice and discrimination.									
Total Army		32	43	15	7	4	3.93	1.03	7,311
AMC		31	44	15	7	3	3.92	1.02	1,026
FORSCOM		34	37	14	9	6	3.84	1.17	120
MEDCOM		34	40	14	7	4	3.92	1.07	695
TRADOC		36	42	14	5	3	4.05	0.97	637
USACE		26	50	16	6	3	3.91	0.93	1,114
USAREUR		35	37	16	8	3	3.93	1.07	177
OTHER		33	41	15	7	4	3.92	1.06	3,542

**Civilian Supervisors – 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	61%  25%  14% 	17	44	25	9	5	3.59	1.03	5,777
AMC	60%  25%  15% 	13	47	25	12	4	3.55	0.98	959
FORSCOM	51%  37%  12% 	17	34	37	7	5	3.51	1.03	92
MEDCOM	57%  26%  17% 	14	43	26	12	5	3.49	1.04	543
TRADOC	60%  25%  15% 	18	42	25	9	5	3.58	1.05	516
USACE	62%  24%  14% 	14	48	24	10	5	3.57	1.00	893
USAREUR	51%  33%  15% 	26	26	33	10	5	3.56	1.13	78
OTHER	63%  24%  13% 	19	44	24	8	5	3.64	1.04	2,696
2e. Supervisors/team leaders in my work unit support employee development.									
Total Army	79%  10%  10% 	34	46	10	6	4	3.99	1.01	7,777
AMC	81%  11%  8% 	37	44	11	6	2	4.08	0.96	1,079
FORSCOM	76%  6%  18% 	37	39	6	13	5	3.90	1.18	135
MEDCOM	76%  12%  12% 	31	45	12	8	4	3.91	1.04	738
TRADOC	79%  11%  10% 	32	47	11	7	4	3.98	1.01	673
USACE	85%  8%  6% 	34	51	8	4	2	4.12	0.87	1,179
USAREUR	82%  9%  9% 	37	45	9	6	3	4.06	1.00	203
OTHER	78%  11%  11% 	33	45	11	7	5	3.95	1.06	3,770

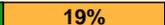
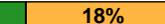
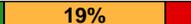
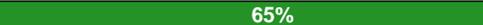
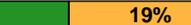
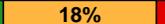
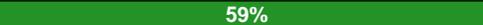
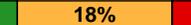
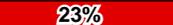
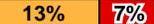
**Civilian Supervisors – FY05
US Army and Major Commands**

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	58%  20%  22% 	19	39	20	14	8	3.47	1.18	7,792
AMC	58%  22%  20% 	17	41	22	12	8	3.47	1.14	1,078
FORSCOM	60%  17%  23% 	21	39	17	18	5	3.53	1.16	135
MEDCOM	57%  20%  23% 	19	38	20	14	9	3.44	1.21	739
TRADOC	64%  15%  20% 	24	41	15	15	5	3.62	1.15	676
USACE	58%  22%  20% 	13	45	22	13	6	3.45	1.08	1,180
USAREUR	62%  18%  20% 	21	41	18	12	8	3.55	1.19	203
OTHER	57%  20%  23% 	20	37	20	14	9	3.44	1.21	3,781
2g. Overall, my immediate supervisor/team leader is doing a good job.									
Total Army	76%  11%  12%	37	40	11	7	5	3.96	1.11	7,798
AMC	75%  12%  12%	34	41	12	7	5	3.92	1.09	1,082
FORSCOM	74%  13%  13%	37	37	13	7	5	3.93	1.13	135
MEDCOM	78%  10%  12%	37	42	10	7	5	3.98	1.10	742
TRADOC	79%  11%  10%	41	38	11	7	4	4.06	1.05	674
USACE	79%  11%  10%	36	42	11	7	3	4.01	1.02	1,175
USAREUR	79%  10%  11%	40	38	10	7	4	4.04	1.08	203
OTHER	75%  12%  13%	37	38	12	7	6	3.92	1.15	3,787

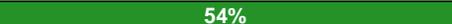
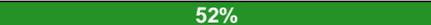
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Performance Culture									
Total Army	60% 19% 21%	19	41	19	13	8	3.50	0.73	7,813
AMC	59% 20% 21%	18	41	20	13	8	3.49	0.72	1,085
FORSCOM	59% 18% 23%	20	40	18	15	7	3.49	0.69	137
MEDCOM	58% 19% 23%	18	40	19	14	9	3.46	0.74	740
TRADOC	61% 19% 21%	20	41	19	13	7	3.52	0.70	678
USACE	62% 19% 18%	16	46	19	13	5	3.55	0.63	1,179
USAREUR	60% 20% 21%	21	38	20	12	9	3.52	0.72	203
OTHER	60% 19% 21%	20	39	19	13	8	3.50	0.76	3,791
3a. Promotions in my work unit are based on merit.									
Total Army	59% 18% 23%	20	40	18	13	10	3.47	1.22	7,507
AMC	64% 16% 20%	22	42	16	12	8	3.58	1.19	1,066
FORSCOM	57% 19% 24%	17	41	19	11	13	3.38	1.25	127
MEDCOM	50% 20% 30%	15	36	20	16	13	3.23	1.26	684
TRADOC	60% 17% 23%	19	40	17	14	9	3.46	1.22	645
USACE	67% 16% 16%	20	48	16	11	5	3.66	1.07	1,159
USAREUR	51% 20% 28%	17	34	20	16	13	3.28	1.28	183
OTHER	58% 19% 24%	20	38	19	13	11	3.43	1.24	3,643

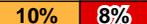
**Civilian Supervisors – FY05
US Army and Major Commands**

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	61%  19%  21% 	19	42	19	14	7	3.52	1.15	7,734
AMC	63%  18%  19% 	20	43	18	12	7	3.57	1.13	1,077
FORSCOM	63%  16%  21% 	20	43	16	13	8	3.53	1.19	136
MEDCOM	58%  19%  24% 	17	40	19	16	8	3.44	1.18	724
TRADOC	62%  20%  18% 	19	43	20	12	6	3.56	1.10	674
USACE	65%  19%  16% 	15	50	19	13	3	3.61	1.00	1,175
USAREUR	61%  18%  22% 	23	38	18	13	9	3.53	1.23	200
OTHER	59%  18%  23% 	20	39	18	14	8	3.48	1.19	3,748
3c. My performance appraisal is a fair reflection of my performance.									
Total Army	82%  10%  8%	35	47	10	5	3	4.05	0.97	7,556
AMC	78%  12%  10%	30	48	12	5	5	3.93	1.03	1,061
FORSCOM	80%  13%  7%	36	44	13	5	2	4.08	0.94	132
MEDCOM	82%  10%  8%	36	46	10	5	3	4.06	0.97	724
TRADOC	87%  7%  6%	37	50	7	4	2	4.16	0.88	650
USACE	84%  9%  7%	31	53	9	5	2	4.05	0.89	1,165
USAREUR	86%  10%  5%	39	47	10	2	3	4.17	0.89	197
OTHER	81%  10%  8%	37	45	10	5	4	4.06	0.99	3,627

**Civilian Supervisors – 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	54%  22%  24% 	15	40	22	17	7	3.38	1.13	7,634
AMC	52%  24%  24% 	13	39	24	17	7	3.35	1.12	1,068
FORSCOM	55%  24%  21% 	15	40	24	16	5	3.43	1.09	131
MEDCOM	52%  20%  28% 	14	38	20	19	9	3.29	1.20	718
TRADOC	54%  23%  22% 	15	40	23	16	6	3.40	1.11	668
USACE	57%  23%  20% 	11	46	23	16	3	3.46	1.00	1,159
USAREUR	55%  21%  24% 	21	33	21	17	8	3.44	1.21	198
OTHER	54%  22%  24% 	16	39	22	17	8	3.38	1.16	3,692
3e. My pay increases depend on how well I perform my job.									
Total Army	40%  22%  38% 	13	27	22	23	14	3.01	1.27	7,264
AMC	43%  22%  35% 	15	28	22	22	13	3.10	1.28	1,021
FORSCOM	46%  23%  31% 	11	35	23	19	13	3.13	1.22	124
MEDCOM	35%  24%  41% 	12	23	24	24	18	2.89	1.28	683
TRADOC	38%  26%  36% 	13	25	26	24	12	3.04	1.22	639
USACE	33%  25%  42% 	7	26	25	28	13	2.86	1.16	1,118
USAREUR	43%  21%  36% 	18	25	21	23	13	3.12	1.31	185
OTHER	43%  21%  37% 	14	28	21	22	15	3.05	1.29	3,494

**Civilian Supervisors – 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	82%  10%  8%	30	52	10	5	3	4.02	0.92	7,721
AMC	79%  13%  8%	28	51	13	6	3	3.96	0.94	1,078
FORSCOM	86%  5%  9%	37	49	5	7	2	4.12	0.94	136
MEDCOM	81%  11%  8%	27	54	11	5	3	3.98	0.92	728
TRADOC	87%  7%  6%	34	53	7	4	2	4.13	0.86	669
USACE	81%  12%  7%	24	57	12	5	2	3.96	0.86	1,166
USAREUR	86%  7%  6%	37	49	7	3	3	4.14	0.93	203
OTHER	82%  10%  8%	32	50	10	5	3	4.04	0.94	3,741
3g. My cash awards depend on how well I perform my job.									
Total Army	63%  15%  22% 	24	38	15	12	11	3.54	1.27	7,344
AMC	61%  16%  24% 	22	38	16	13	11	3.48	1.27	1,047
FORSCOM	66%  13%  21% 	24	42	13	11	10	3.59	1.25	129
MEDCOM	57%  16%  27% 	21	35	16	14	13	3.38	1.31	682
TRADOC	63%  16%  21% 	26	37	16	12	9	3.59	1.24	627
USACE	68%  14%  17% 	21	47	14	11	7	3.66	1.12	1,153
USAREUR	61%  17%  22% 	26	35	17	11	11	3.53	1.29	188
OTHER	63%  14%  23% 	26	36	14	12	12	3.55	1.31	3,518

**Civilian Supervisors – 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		30	52	10	5	3	4.01	0.93	7,774
AMC		30	55	10	4	2	4.07	0.83	1,079
FORSCOM		29	54	12	4	1	4.08	0.79	136
MEDCOM		26	51	11	8	4	3.87	1.02	735
TRADOC		32	50	10	5	2	4.04	0.92	673
USACE		29	57	9	4	1	4.10	0.76	1,176
USAREUR		31	52	11	3	3	4.03	0.92	202
OTHER		30	50	11	6	3	3.98	0.98	3,773
3i. My work unit is able to recruit people with the right skills.									
Total Army		14	41	20	17	8	3.35	1.16	7,597
AMC		14	41	21	17	8	3.36	1.15	1,054
FORSCOM		18	38	20	21	3	3.47	1.10	129
MEDCOM		12	44	19	18	7	3.37	1.12	717
TRADOC		15	42	18	16	9	3.37	1.18	662
USACE		12	48	20	15	6	3.45	1.06	1,154
USAREUR		17	39	20	13	10	3.39	1.22	193
OTHER		14	39	20	17	10	3.31	1.19	3,688

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

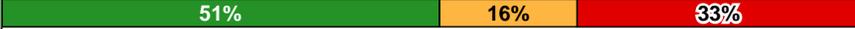
Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
3j. Recently retired military perform better than their civilian counterparts.*											
Total Army	22%	37%	42%	9	13	37	24	18	2.71	1.16	6,975
AMC	16%	41%	43%	6	10	41	26	17	2.61	1.06	973
FORSCOM	40%	28%	32%	11	28	28	15	17	3.02	1.26	131
MEDCOM	20%	33%	47%	7	12	33	26	21	2.60	1.16	658
TRADOC	31%	33%	36%	14	18	33	21	15	2.94	1.23	643
USACE	11%	40%	49%	3	8	40	30	18	2.47	0.98	942
USAREUR	44%	30%	27%	25	19	30	15	11	3.31	1.30	188
OTHER	23%	36%	41%	10	13	36	23	18	2.74	1.18	3,440
3k. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.											
Total Army	50%	22%	28%	9	41	22	18	10	3.21	1.14	7,472
AMC	50%	22%	28%	8	42	22	19	8	3.23	1.11	1,051
FORSCOM	48%	20%	33%	9	39	20	25	8	3.16	1.13	126
MEDCOM	47%	24%	29%	8	39	24	17	12	3.15	1.16	701
TRADOC	47%	22%	31%	9	38	22	20	12	3.13	1.18	638
USACE	50%	22%	28%	8	42	22	20	8	3.22	1.09	1,133
USAREUR	49%	25%	26%	9	40	25	16	10	3.23	1.14	191
OTHER	51%	22%	28%	10	41	22	18	10	3.23	1.15	3,632

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

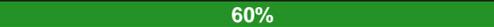
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
3l. Discussions with my supervisor/senior leader about my performance are worthwhile.											
Total Army	66%	19%	16%	20	46	19	10	6	3.64	1.08	7,664
AMC	62%	21%	17%	18	44	21	10	7	3.56	1.11	1,063
FORSCOM	61%	24%	15%	17	44	24	10	5	3.58	1.05	134
MEDCOM	67%	17%	16%	18	49	17	10	6	3.63	1.08	727
TRADOC	68%	19%	13%	21	47	19	10	3	3.73	1.02	663
USACE	68%	18%	13%	17	52	18	9	4	3.67	0.99	1,170
USAREUR	69%	21%	11%	24	45	21	7	4	3.77	1.02	200
OTHER	65%	19%	16%	21	44	19	9	7	3.63	1.12	3,707
3m. The performance management system I am under improves organizational performance.											
Total Army	40%	33%	27%	10	30	33	18	9	3.14	1.11	7,540
AMC	38%	34%	29%	8	29	34	18	11	3.06	1.11	1,062
FORSCOM	46%	28%	25%	13	33	28	19	6	3.28	1.11	134
MEDCOM	39%	31%	29%	11	29	31	19	10	3.11	1.14	708
TRADOC	42%	33%	25%	10	32	33	16	9	3.18	1.10	656
USACE	38%	34%	28%	6	31	34	20	8	3.07	1.05	1,147
USAREUR	44%	32%	24%	13	30	32	16	9	3.24	1.13	197
OTHER	41%	33%	26%	11	30	33	17	9	3.16	1.12	3,636

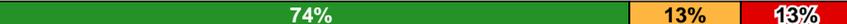
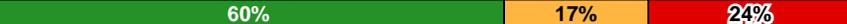
**Civilian Supervisors – FY05
US Army and Major Commands**

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		26	55	11	5	3	3.96	0.91	7,712
AMC		24	56	12	6	3	3.92	0.91	1,073
FORSCOM		29	48	12	7	4	3.90	1.04	134
MEDCOM		26	55	11	5	3	3.96	0.91	735
TRADOC		27	57	8	5	2	4.03	0.87	673
USACE		21	62	11	5	2	3.95	0.82	1,166
USAREUR		28	54	15	3	2	4.04	0.81	200
OTHER		27	53	11	5	3	3.96	0.94	3,731
3o. I receive regular performance feedback.									
Total Army		16	43	17	15	8	3.44	1.17	7,741
AMC		14	43	18	17	8	3.38	1.16	1,074
FORSCOM		16	35	16	26	7	3.27	1.22	137
MEDCOM		17	43	16	16	8	3.44	1.19	730
TRADOC		19	44	17	14	6	3.55	1.13	674
USACE		14	49	17	14	6	3.51	1.07	1,172
USAREUR		18	42	21	13	6	3.53	1.11	203
OTHER		17	41	18	15	9	3.42	1.20	3,751

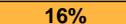
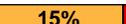
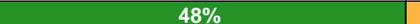
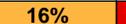
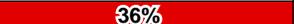
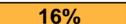
**Civilian Supervisors – FY05
US Army and Major Commands**

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	61%  23%  16% 	17	44	23	9	7	3.56	1.08	7,552
AMC	58%  25%  17% 	16	42	25	10	7	3.50	1.08	1,050
FORSCOM	59%  19%  23% 	16	43	19	16	7	3.45	1.14	133
MEDCOM	63%  21%  16% 	19	44	21	9	6	3.59	1.09	713
TRADOC	63%  22%  15% 	19	44	22	10	5	3.63	1.06	656
USACE	66%  21%  13% 	14	52	21	8	5	3.64	0.98	1,158
USAREUR	60%  27%  14% 	18	42	27	9	5	3.59	1.04	198
OTHER	60%  23%  17% 	18	42	23	10	7	3.54	1.12	3,644
3q. I can influence my employees' pay to reflect performance.									
Total Army	37%  22%  41% 	9	29	22	25	16	2.88	1.23	7,228
AMC	37%  22%  41% 	9	29	22	24	17	2.87	1.24	1,012
FORSCOM	35%  20%  46% 	7	28	20	29	17	2.80	1.22	127
MEDCOM	34%  23%  43% 	7	27	23	25	17	2.81	1.22	664
TRADOC	35%  21%  43% 	9	26	21	25	19	2.82	1.26	628
USACE	36%  21%  43% 	6	30	21	29	14	2.85	1.17	1,115
USAREUR	34%  25%  41% 	7	27	25	24	17	2.82	1.20	181
OTHER	38%  22%  40% 	9	29	22	24	16	2.92	1.25	3,501

**Civilian Supervisors – 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		26	45	13	11	6	3.73	0.84	7,787
	AMC		26	48	12	9	5	3.81	0.79	1,082
	FORSCOM		29	43	9	11	9	3.72	0.88	137
	MEDCOM		22	43	15	12	8	3.59	0.84	734
	TRADOC		25	44	14	11	6	3.71	0.80	678
	USACE		25	50	13	10	3	3.83	0.75	1,177
	USAREUR		26	44	12	12	7	3.70	0.84	201
	OTHER		26	43	12	11	7	3.70	0.88	3,778
	4a. I have received sufficient training to be competitive for jobs at the next higher level.									
	Total Army		20	40	17	16	8	3.47	1.20	7,655
	AMC		21	44	16	13	6	3.60	1.14	1,059
	FORSCOM		27	35	10	19	9	3.52	1.31	134
	MEDCOM		18	35	19	17	11	3.31	1.26	714
	TRADOC		20	36	21	17	8	3.43	1.20	671
	USACE		19	46	19	13	4	3.63	1.05	1,156
	USAREUR		18	40	14	19	10	3.37	1.24	198
OTHER		20	39	15	16	9	3.44	1.23	3,723	

**Civilian Supervisors – 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	55%  16%  29% 	16	38	16	17	12	3.30	1.26	7,707
AMC	62%  15%  23% 	20	42	15	13	9	3.50	1.21	1,070
FORSCOM	48%  16%  36% 	15	33	16	16	21	3.06	1.39	135
MEDCOM	45%  19%  36% 	13	32	19	19	17	3.04	1.30	725
TRADOC	50%  18%  32% 	13	37	18	19	13	3.17	1.25	669
USACE	63%  15%  22% 	18	46	15	16	6	3.54	1.13	1,172
USAREUR	52%  16%  32% 	17	35	16	20	12	3.25	1.28	198
OTHER	53%  16%  31% 	17	37	16	18	13	3.26	1.29	3,738
4c. I know how my work relates to the agency's goals and priorities.									
Total Army	89%  6%  5% 	35	53	6	3	2	4.18	0.81	7,764
AMC	89%  7%  	34	55	7	3	1	4.18	0.78	1,081
FORSCOM	93%  	37	56	4	1	1	4.26	0.73	137
MEDCOM	88%  8%  	32	56	8	2	2	4.14	0.79	732
TRADOC	92%  	38	55	4	2	1	4.25	0.76	675
USACE	89%  7%  	34	55	7	2	1	4.18	0.76	1,176
USAREUR	94%  	38	56	3	1	2	4.27	0.75	201
OTHER	88%  7%  6% 	36	51	7	4	2	4.16	0.86	3,762

**Civilian Supervisors – 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			
4d. I have received sufficient training to be a supervisor or manager.											
Total Army	78%	11%	11%	31	47	11	8	3	3.94	1.01	7,751
AMC	81%	10%	9%	29	52	10	7	3	3.97	0.96	1,077
FORSCOM	83%	6%	11%	38	45	6	7	4	4.05	1.05	135
MEDCOM	75%	14%	12%	26	48	14	8	3	3.85	1.01	731
TRADOC	78%	12%	10%	31	47	12	8	3	3.96	0.98	676
USACE	80%	10%	10%	28	52	10	8	2	3.96	0.93	1,173
USAREUR	75%	14%	11%	30	44	14	8	3	3.91	1.02	201
OTHER	77%	12%	12%	33	44	12	8	4	3.94	1.05	3,758

**Civilian Supervisors – 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	57%	25%	18%	21	36	25	11	7	3.55	0.81	7,742
AMC	58%	26%	17%	21	37	26	11	6	3.58	0.76	1,080
FORSCOM	53%	23%	23%	22	31	23	14	10	3.44	0.88	135
MEDCOM	55%	26%	19%	19	36	26	11	7	3.51	0.81	728
TRADOC	56%	23%	21%	21	35	23	12	9	3.49	0.80	673
USACE	64%	24%	13%	22	42	24	9	4	3.71	0.71	1,168
USAREUR	53%	26%	21%	24	29	26	12	9	3.51	0.93	197
OTHER	56%	24%	19%	21	35	24	11	8	3.51	0.84	3,761
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	82%	9%	9%	43	39	9	5	4	4.12	1.03	7,534
AMC	83%	9%	8%	43	40	9	4	4	4.14	1.02	1,052
FORSCOM	80%	11%	10%	44	36	11	5	5	4.09	1.08	132
MEDCOM	81%	11%	8%	39	42	11	6	2	4.10	0.96	706
TRADOC	83%	9%	8%	44	39	9	5	3	4.16	0.99	652
USACE	86%	7%	7%	45	41	7	4	3	4.21	0.94	1,150
USAREUR	73%	16%	11%	43	30	16	4	7	3.98	1.17	191
OTHER	81%	10%	10%	43	38	10	5	5	4.09	1.06	3,651

**Civilian Supervisors – 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	38%	33%	29%	16	22	33	21	8	3.17	1.18	6,694
AMC	34%	39%	28%	13	21	39	21	7	3.11	1.10	946
FORSCOM	55%	25%	20%	23	32	25	15	6	3.52	1.16	124
MEDCOM	45%	31%	24%	19	26	31	17	6	3.34	1.16	614
TRADOC	47%	24%	29%	22	26	24	19	10	3.30	1.27	623
USACE	28%	42%	29%	9	19	42	23	7	3.02	1.03	899
USAREUR	36%	27%	37%	16	20	27	23	13	3.01	1.27	171
OTHER	39%	31%	30%	18	21	31	22	9	3.18	1.21	3,317
5c. Employees at this installation/activity are treated fairly with regard to grievances.											
Total Army	66%	23%	11%	18	48	23	7	4	3.69	0.97	6,577
AMC	68%	22%	10%	18	50	22	7	2	3.74	0.92	965
FORSCOM	61%	27%	12%	17	44	27	6	6	3.60	1.02	108
MEDCOM	61%	28%	11%	16	45	28	6	4	3.62	0.97	617
TRADOC	65%	26%	10%	16	48	26	7	3	3.68	0.93	545
USACE	75%	19%	6%	20	55	19	5	1	3.87	0.83	1,013
USAREUR	61%	23%	16%	20	41	23	10	6	3.59	1.09	158
OTHER	64%	24%	12%	19	45	24	7	5	3.65	1.03	3,171

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

**Civilian Supervisors – 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	63%	28%	9%	18	45	28	5	4	3.68	0.95	6,123
AMC	66%	26%	9%	18	47	26	6	3	3.73	0.92	920
FORSCOM	58%	31%	11%	15	43	31	5	6	3.56	1.01	100
MEDCOM	60%	32%	9%	15	45	32	4	4	3.62	0.94	563
TRADOC	60%	31%	9%	14	47	31	5	4	3.61	0.92	500
USACE	71%	23%	5%	19	52	23	4	1	3.85	0.81	920
USAREUR	55%	33%	12%	21	34	33	6	6	3.58	1.08	143
OTHER	61%	29%	10%	19	43	29	5	5	3.65	0.99	2,977
5e. If I complained of discrimination, it would be held against me.*											
Total Army	24%	31%	44%	8	16	31	28	16	2.72	1.16	6,782
AMC	23%	35%	42%	7	16	35	27	15	2.74	1.11	965
FORSCOM	27%	26%	47%	10	17	26	22	25	2.64	1.29	112
MEDCOM	21%	31%	48%	7	15	31	30	18	2.62	1.13	632
TRADOC	27%	30%	43%	10	17	30	26	16	2.78	1.20	588
USACE	19%	31%	50%	5	14	31	35	15	2.58	1.07	1,026
USAREUR	32%	31%	37%	11	21	31	19	18	2.88	1.24	173
OTHER	26%	31%	43%	10	16	31	27	16	2.76	1.19	3,286

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

**Civilian Supervisors – 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	1%	54
Somewhat Worse	5%	418
Equally	71%	5,476
Somewhat Better	17%	1,298
Much Better	7%	512
AMC		
Much Worse	1%	7
Somewhat Worse	5%	58
Equally	65%	707
Somewhat Better	20%	221
Much Better	8%	90
FORSCOM		
Much Worse	1%	1
Somewhat Worse	7%	10
Equally	68%	93
Somewhat Better	15%	20
Much Better	9%	12
MEDCOM		
Much Worse	1%	8
Somewhat Worse	5%	38
Equally	72%	531
Somewhat Better	16%	117
Much Better	6%	41
TRADOC		
Much Worse	0%	3
Somewhat Worse	5%	34
Equally	73%	495
Somewhat Better	15%	102
Much Better	6%	44
USACE		
Much Worse	0%	2
Somewhat Worse	5%	61
Equally	67%	781
Somewhat Better	21%	245
Much Better	6%	74

**Civilian Supervisors – 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%	2
Somewhat Worse	5%	10
Equally	75%	151
Somewhat Better	13%	26
Much Better	6%	12
OTHER		
Much Worse	1%	31
Somewhat Worse	6%	207
Equally	72%	2,718
Somewhat Better	15%	567
Much Better	6%	239
7. Compared to male employees, female employees are treated...		
Total Army		
Much Worse	1%	111
Somewhat Worse	11%	862
Equally	68%	5,290
Somewhat Better	14%	1,095
Much Better	5%	394
AMC		
Much Worse	1%	11
Somewhat Worse	10%	105
Equally	65%	698
Somewhat Better	17%	181
Much Better	8%	85
FORSCOM		
Much Worse	3%	4
Somewhat Worse	15%	20
Equally	64%	87
Somewhat Better	15%	21
Much Better	4%	5

**Civilian Supervisors – 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	1%	10
Somewhat Worse	14%	104
Equally	71%	524
Somewhat Better	10%	72
Much Better	3%	24
TRADOC		
Much Worse	2%	15
Somewhat Worse	11%	74
Equally	69%	471
Somewhat Better	13%	87
Much Better	5%	31
USACE		
Much Worse	1%	7
Somewhat Worse	10%	120
Equally	66%	766
Somewhat Better	17%	201
Much Better	6%	71
USAREUR		
Much Worse	1%	2
Somewhat Worse	6%	13
Equally	72%	145
Somewhat Better	16%	32
Much Better	4%	9
OTHER		
Much Worse	2%	62
Somewhat Worse	11%	426
Equally	69%	2,599
Somewhat Better	13%	501
Much Better	4%	169

**Civilian Supervisors – 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	2%	121
Somewhat Worse	11%	841
Equally	76%	5,927
Somewhat Better	10%	772
Much Better	1%	95
AMC		
Much Worse	3%	29
Somewhat Worse	13%	139
Equally	75%	811
Somewhat Better	8%	87
Much Better	1%	13
FORSCOM		
Much Worse	2%	3
Somewhat Worse	12%	16
Equally	75%	102
Somewhat Better	10%	13
Much Better	1%	2
MEDCOM		
Much Worse	2%	14
Somewhat Worse	10%	76
Equally	77%	569
Somewhat Better	10%	75
Much Better	0%	1
TRADOC		
Much Worse	1%	8
Somewhat Worse	11%	72
Equally	78%	529
Somewhat Better	9%	61
Much Better	1%	7
USACE		
Much Worse	1%	11
Somewhat Worse	10%	111
Equally	78%	911
Somewhat Better	11%	124
Much Better	1%	11

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>8. Compared to younger employees, older employees are treated...</p> <p>USAREUR</p> <p>Much Worse 1%</p> <p>Somewhat Worse 12%</p> <p>Equally 71%</p> <p>Somewhat Better 15%</p> <p>Much Better 3%</p> <p>OTHER</p> <p>Much Worse 1%</p> <p>Somewhat Worse 11%</p> <p>Equally 76%</p> <p>Somewhat Better 10%</p> <p>Much Better 1%</p>		<p>1</p> <p>23</p> <p>141</p> <p>29</p> <p>6</p> <p>55</p> <p>404</p> <p>2,864</p> <p>383</p> <p>55</p>
<p>9. Compared with non-disabled employees, disabled employees are treated...</p> <p>Total Army</p> <p>Much Worse 1%</p> <p>Somewhat Worse 5%</p> <p>Equally 80%</p> <p>Somewhat Better 12%</p> <p>Much Better 2%</p> <p>AMC</p> <p>Much Worse 1%</p> <p>Somewhat Worse 6%</p> <p>Equally 76%</p> <p>Somewhat Better 15%</p> <p>Much Better 3%</p> <p>FORSCOM</p> <p>Much Worse 1%</p> <p>Somewhat Worse 7%</p> <p>Equally 80%</p> <p>Somewhat Better 10%</p> <p>Much Better 2%</p>		<p>40</p> <p>387</p> <p>6,179</p> <p>918</p> <p>181</p> <p>7</p> <p>63</p> <p>813</p> <p>158</p> <p>35</p> <p>1</p> <p>9</p> <p>108</p> <p>14</p> <p>3</p>

**Civilian Supervisors – 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	1%	4
Somewhat Worse	5%	38
Equally	76%	555
Somewhat Better	15%	110
Much Better	3%	24
TRADOC		
Much Worse	1%	5
Somewhat Worse	4%	30
Equally	81%	543
Somewhat Better	12%	82
Much Better	2%	14
USACE		
Much Worse	0%	4
Somewhat Worse	5%	58
Equally	79%	912
Somewhat Better	13%	154
Much Better	3%	30
USAREUR		
Much Worse	1%	1
Somewhat Worse	1%	2
Equally	87%	174
Somewhat Better	10%	19
Much Better	2%	4
OTHER		
Much Worse	0%	18
Somewhat Worse	5%	187
Equally	82%	3,074
Somewhat Better	10%	381
Much Better	2%	71

**Civilian Supervisors – 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	17%	1,318
Somewhat of a Problem	26%	1,988
Slight Problem	30%	2,324
Not a Problem	27%	2,122
AMC		
Serious Problem	14%	154
Somewhat of a Problem	23%	245
Slight Problem	30%	319
Not a Problem	33%	360
FORSCOM		
Serious Problem	12%	16
Somewhat of a Problem	21%	28
Slight Problem	30%	41
Not a Problem	37%	50
MEDCOM		
Serious Problem	19%	142
Somewhat of a Problem	27%	201
Slight Problem	29%	216
Not a Problem	24%	176
TRADOC		
Serious Problem	14%	92
Somewhat of a Problem	25%	171
Slight Problem	32%	216
Not a Problem	29%	198
USACE		
Serious Problem	13%	151
Somewhat of a Problem	25%	296
Slight Problem	31%	363
Not a Problem	31%	358

**Civilian Supervisors – 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	22%	44
Somewhat of a Problem	25%	50
Slight Problem	25%	50
Not a Problem	28%	56
OTHER		
Serious Problem	19%	719
Somewhat of a Problem	27%	997
Slight Problem	30%	1,119
Not a Problem	25%	924
11. Has your organization hired any new employees in the last 2 years?		
Total Army		
Yes	93%	7,184
No	7%	547
AMC		
Yes	94%	1,013
No	6%	61
FORSCOM		
Yes	95%	128
No	5%	7
MEDCOM		
Yes	95%	689
No	5%	40
TRADOC		
Yes	95%	639
No	5%	35
USACE		
Yes	86%	1,000
No	14%	163
USAREUR		
Yes	95%	191
No	5%	10

**Civilian Supervisors – 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	94%	3,524
No	6%	231
12. How would you rate the performance of employees hired in the last 2 years at your organization?		
Total Army		
Much Lower Than Average	1%	88
Lower Than Average	8%	567
Average	41%	2,922
Higher Than Average	42%	3,012
Much Higher Than Average	8%	557
AMC		
Much Lower Than Average	2%	16
Lower Than Average	7%	70
Average	33%	334
Higher Than Average	49%	497
Much Higher Than Average	9%	94
FORSCOM		
Much Lower Than Average	1%	1
Lower Than Average	4%	5
Average	40%	51
Higher Than Average	41%	53
Much Higher Than Average	14%	18
MEDCOM		
Much Lower Than Average	1%	10
Lower Than Average	10%	66
Average	48%	328
Higher Than Average	37%	250
Much Higher Than Average	4%	28
TRADOC		
Much Lower Than Average	1%	4
Lower Than Average	8%	48
Average	38%	239
Higher Than Average	46%	295
Much Higher Than Average	8%	51

**Civilian Supervisors – 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	0%	3
Lower Than Average	6%	61
Average	34%	334
Higher Than Average	51%	511
Much Higher Than Average	8%	84
USAREUR		
Much Lower Than Average	2%	4
Lower Than Average	8%	15
Average	42%	79
Higher Than Average	40%	75
Much Higher Than Average	8%	16
OTHER		
Much Lower Than Average	1%	50
Lower Than Average	9%	302
Average	44%	1,557
Higher Than Average	38%	1,331
Much Higher Than Average	8%	266
13. In the last 2 years, have you personally hired anyone to work for you?		
Total Army		
Yes	69%	4,936
No	31%	2,221
AMC		
Yes	70%	705
No	30%	305
FORSCOM		
Yes	59%	75
No	41%	53
MEDCOM		
Yes	65%	448
No	35%	237

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
14. How would you rate the quality of the applicants for this position?		
MEDCOM		
Much Worse Than Usual	2%	14
Worse Than Usual	11%	68
About The Same As Usual	47%	292
Better Than Usual	30%	188
Much Better Than Usual	9%	58
TRADOC		
Much Worse Than Usual	1%	6
Worse Than Usual	9%	56
About The Same As Usual	45%	265
Better Than Usual	34%	200
Much Better Than Usual	11%	65
USACE		
Much Worse Than Usual	1%	5
Worse Than Usual	9%	82
About The Same As Usual	43%	390
Better Than Usual	38%	345
Much Better Than Usual	10%	94
USAREUR		
Much Worse Than Usual	1%	1
Worse Than Usual	11%	19
About The Same As Usual	50%	89
Better Than Usual	28%	50
Much Better Than Usual	11%	19
OTHER		
Much Worse Than Usual	2%	52
Worse Than Usual	11%	364
About The Same As Usual	49%	1,611
Better Than Usual	29%	949
Much Better Than Usual	10%	317

**Civilian Supervisors – 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			
Supervisory Authority									
Total Army		4	18	21	31	27	2.45	0.90	7,232
AMC		5	21	23	28	22	2.62	0.90	1,021
FORSCOM		2	13	27	30	28	2.37	0.86	117
MEDCOM		3	13	18	34	32	2.28	0.92	671
TRADOC		2	12	18	33	35	2.23	0.89	619
USACE		3	23	23	32	19	2.60	0.80	1,126
USAREUR		3	14	22	29	31	2.36	0.92	179
OTHER		4	17	20	31	28	2.43	0.92	3,499
15a. I have the flexibility to use recruitment incentives.									
Total Army		5	18	17	31	29	2.37	1.20	6,036
AMC		7	23	17	29	23	2.63	1.26	841
FORSCOM		2	13	25	25	35	2.22	1.12	95
MEDCOM		5	17	15	32	31	2.33	1.22	568
TRADOC		4	12	15	32	38	2.12	1.15	517
USACE		4	27	20	31	19	2.65	1.17	955
USAREUR		3	12	20	28	38	2.14	1.14	143
OTHER		4	15	16	33	32	2.28	1.18	2,917

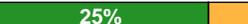
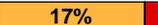
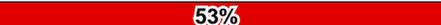
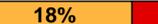
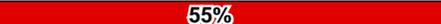
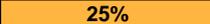
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	% Agree % Neither Agree/Disagree % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
15b. I have the flexibility to use relocation incentives.									
Total Army		4	20	18	30	28	2.41	1.20	6,006
AMC		7	22	19	29	24	2.59	1.24	844
FORSCOM		2	18	27	23	29	2.40	1.15	95
MEDCOM		3	11	19	34	34	2.15	1.09	555
TRADOC		3	12	15	32	39	2.08	1.12	518
USACE		4	38	21	23	14	2.96	1.15	979
USAREUR		4	16	17	28	35	2.23	1.19	141
OTHER		4	16	16	33	31	2.29	1.18	2,874
15c. I have the flexibility to use retention incentives.									
Total Army		3	14	19	33	31	2.27	1.13	5,877
AMC		5	18	21	31	25	2.49	1.20	833
FORSCOM		1	4	33	29	33	2.12	0.96	92
MEDCOM		5	14	15	33	33	2.25	1.19	548
TRADOC		2	9	17	33	39	2.03	1.06	503
USACE		3	20	23	34	20	2.51	1.10	922
USAREUR		2	12	19	28	38	2.11	1.12	141
OTHER		3	12	18	34	33	2.18	1.11	2,838

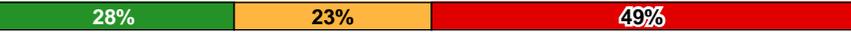
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
15d. I have the flexibility to use student loan repayments.									
Total Army		2	10	22	33	32	2.17	1.06	5,421
AMC		6	15	24	30	26	2.44	1.18	788
FORSCOM		0	6	31	29	34	2.10	0.95	83
MEDCOM		1	6	18	37	38	1.96	0.94	500
TRADOC		1	4	19	36	39	1.91	0.92	470
USACE		2	20	27	30	21	2.50	1.08	856
USAREUR		0	5	20	34	41	1.89	0.89	127
OTHER		2	8	21	34	35	2.07	1.02	2,597
15e. I have the flexibility to use pay setting flexibilities.									
Total Army		3	15	19	31	31	2.29	1.16	5,908
AMC		6	19	21	28	25	2.53	1.23	833
FORSCOM		0	9	31	27	33	2.15	0.99	91
MEDCOM		3	15	17	31	34	2.24	1.17	556
TRADOC		1	8	16	35	40	1.96	1.00	521
USACE		3	18	22	32	25	2.42	1.14	933
USAREUR		1	4	21	31	42	1.90	0.94	135
OTHER		3	15	18	31	32	2.27	1.17	2,839

**Civilian Supervisors – 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			
16a. It is easy for me to hire employees.									
Total Army	30%  18%  52% 	5	25	18	28	24	2.59	1.24	6,959
AMC	31%  20%  49% 	6	25	20	27	22	2.66	1.24	979
FORSCOM	25%  21%  54% 	4	21	21	28	25	2.51	1.21	114
MEDCOM	23%  17%  59% 	5	19	17	30	29	2.40	1.21	643
TRADOC	29%  17%  53% 	4	25	17	27	26	2.54	1.24	585
USACE	27%  18%  55% 	2	24	18	33	23	2.51	1.15	1,095
USAREUR	29%  19%  51% 	7	22	19	30	22	2.63	1.24	175
OTHER	32%  18%  50% 	6	26	18	26	24	2.64	1.27	3,368
16b. It is easy for me to relocate employees.									
Total Army	15%  25%  60% 	2	12	25	34	27	2.30	1.06	5,843
AMC	16%  28%  56% 	3	13	28	32	24	2.38	1.06	837
FORSCOM	11%  29%  61% 	0	11	29	34	27	2.23	0.97	104
MEDCOM	6%  22%  72% 	1	5	22	37	35	2.00	0.93	513
TRADOC	7%  19%  74% 	1	6	19	38	36	1.99	0.95	479
USACE	20%  28%  52% 	2	18	28	34	18	2.52	1.04	952
USAREUR	16%  24%  60% 	5	11	24	32	28	2.33	1.14	140
OTHER	15%  24%  60% 	3	13	24	33	28	2.30	1.08	2,818

**Civilian Supervisors – 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			
16c. It is easy for me to reassign employees.									
Total Army		4	24	23	29	20	2.63	1.16	6,371
AMC		5	32	26	22	15	2.89	1.16	943
FORSCOM		1	15	29	34	21	2.42	1.01	106
MEDCOM		2	14	21	37	26	2.29	1.06	555
TRADOC		1	18	21	30	30	2.31	1.12	518
USACE		2	27	24	32	15	2.70	1.09	1,024
USAREUR		4	20	26	29	21	2.56	1.15	151
OTHER		5	25	23	28	21	2.65	1.19	3,074
16d. It is easy for me to reduce the size of my workforce.									
Total Army		4	15	27	30	24	2.45	1.12	5,999
AMC		3	16	29	30	22	2.48	1.09	889
FORSCOM		8	9	30	27	26	2.45	1.19	103
MEDCOM		3	12	24	32	29	2.29	1.10	519
TRADOC		2	12	25	31	31	2.23	1.07	473
USACE		4	17	26	34	18	2.55	1.09	993
USAREUR		6	14	30	24	26	2.50	1.19	146
OTHER		4	16	27	29	24	2.47	1.14	2,876

**Civilian Supervisors – 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			
16e. It is easy for me to promote employees.									
Total Army		3	20	20	31	25	2.45	1.16	6,767
AMC		4	26	23	26	20	2.68	1.18	978
FORSCOM		4	18	18	38	23	2.42	1.13	111
MEDCOM		2	13	17	36	33	2.15	1.07	618
TRADOC		2	14	16	35	33	2.17	1.10	568
USACE		2	22	22	35	19	2.54	1.08	1,063
USAREUR		2	18	23	28	28	2.36	1.13	165
OTHER		4	21	19	30	26	2.46	1.19	3,264

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N		
<p>Harassment</p> <p>17. 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 align="right">Valid N</p>		
		Total Army	Yes 6%	476
		No	94%	7,293
		AMC	Yes 5%	55
		No	95%	1,018
		FORSCOM	Yes 7%	10
		No	93%	126
		MEDCOM	Yes 8%	57
		No	92%	676
		TRADOC	Yes 5%	35
		No	95%	639
		USACE	Yes 4%	47
		No	96%	1,130
		USAREUR	Yes 7%	14
		No	93%	189
		OTHER	Yes 7%	258
		No	93%	3,515

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
18. If you were harassed, did you report the incident?		
Total Army		
Yes	41%	190
No	59%	273
AMC		
Yes	35%	19
No	65%	36
FORSCOM		
Yes	50%	5
No	50%	5
MEDCOM		
Yes	57%	31
No	43%	23
TRADOC		
Yes	26%	9
No	74%	25
USACE		
Yes	33%	15
No	67%	30
USAREUR		
Yes	14%	2
No	86%	12
OTHER		
Yes	43%	109
No	57%	142

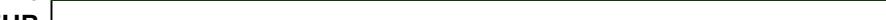
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
19. If you reported the incident, did you experience any adverse consequences?		
Total Army		
Yes	63%	118
No	37%	69
AMC		
Yes	74%	14
No	26%	5
FORSCOM		
Yes	60%	3
No	40%	2
MEDCOM		
Yes	52%	16
No	48%	15
TRADOC		
Yes	67%	6
No	33%	3
USACE		
Yes	60%	9
No	40%	6
USAREUR		
Yes	Insufficient Data	--
No	Insufficient Data	--
OTHER		
Yes	64%	69
No	36%	38

**Civilian Supervisors – 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 20. I would enroll in a program where Army is free to re-locate me to any worldwide location.									
Total Army		11	15	14	21	40	2.37	1.41	7,421
AMC		8	13	15	22	42	2.21	1.31	1,039
FORSCOM		10	19	14	24	33	2.50	1.39	127
MEDCOM		11	17	14	24	35	2.44	1.39	675
TRADOC		8	13	13	26	39	2.25	1.31	639
USACE		5	7	10	21	57	1.84	1.19	1,146
USAREUR		24	19	12	19	26	2.96	1.55	194
OTHER		13	18	14	19	35	2.55	1.45	3,601

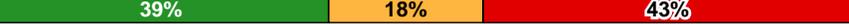
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>21a. 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  22%</p> <p>No  78%</p> <p>AMC</p> <p>Yes  21%</p> <p>No  79%</p> <p>FORSCOM</p> <p>Yes  22%</p> <p>No  78%</p> <p>MEDCOM</p> <p>Yes  19%</p> <p>No  81%</p> <p>TRADOC</p> <p>Yes  16%</p> <p>No  84%</p> <p>USACE</p> <p>Yes  12%</p> <p>No  88%</p> <p>USAREUR</p> <p>Yes  37%</p> <p>No  63%</p> <p>OTHER</p> <p>Yes  25%</p> <p>No  75%</p>	<p>1,642</p> <p>5,981</p> <p>222</p> <p>834</p> <p>28</p> <p>100</p> <p>137</p> <p>579</p> <p>104</p> <p>552</p> <p>143</p> <p>1,023</p> <p>73</p> <p>124</p> <p>935</p> <p>2,769</p>
<p>21b. 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  54%</p> <p>No  46%</p> <p>AMC</p> <p>Yes  51%</p> <p>No  49%</p>	<p>4,139</p> <p>3,474</p> <p>534</p> <p>519</p>

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N		
21b. I would sign a mandatory mobility agreement as a condition of employment for a promotion to a higher paygrade/payband level.		<p align="right">Valid N</p>		
		FORSCOM	Yes 60%	78
		No	40%	51
		MEDCOM	Yes 55%	390
		No	45%	319
		TRADOC	Yes 54%	358
		No	46%	301
		USACE	Yes 38%	440
		No	62%	723
		USAREUR	Yes 78%	154
		No	22%	44
		OTHER	Yes 59%	2,185
		No	41%	1,517

**Civilian Supervisors – 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			
22. 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		43	30	11	10	6	3.93	1.22	7,634
AMC		43	30	11	10	6	3.95	1.21	1,058
FORSCOM		45	29	9	11	5	3.98	1.22	128
MEDCOM		41	33	12	9	4	3.98	1.13	711
TRADOC		47	29	9	10	5	4.04	1.19	659
USACE		44	34	10	8	4	4.05	1.12	1,163
USAREUR		50	28	9	6	7	4.09	1.19	198
OTHER		41	29	11	12	7	3.85	1.27	3,717
23a. 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	18	18	22	21	2.94	1.44	7,631
AMC		12	16	18	25	28	2.60	1.37	1,056
FORSCOM		20	20	16	23	20	2.97	1.44	128
MEDCOM		18	17	18	25	21	2.86	1.41	713
TRADOC		16	23	21	18	22	2.93	1.38	662
USACE		9	12	19	31	29	2.39	1.26	1,162
USAREUR		51	19	14	8	8	3.97	1.31	198
OTHER		26	20	18	19	18	3.17	1.45	3,712

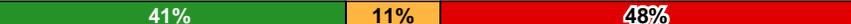
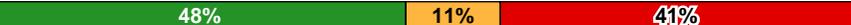
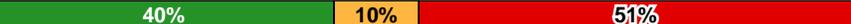
* This item is phrased such that Unlikely is a Favorable response and is shown under the % Unlikely category.

**Civilian Supervisors – 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			
23b. 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		9	14	22	28	27	2.50	1.27	7,607
AMC		4	8	19	32	36	2.13	1.13	1,049
FORSCOM		11	15	18	31	24	2.57	1.31	127
MEDCOM		10	15	23	27	25	2.59	1.29	709
TRADOC		7	12	23	28	30	2.38	1.23	660
USACE		6	12	22	30	31	2.31	1.19	1,161
USAREUR		12	19	27	24	18	2.84	1.27	196
OTHER		11	16	22	27	24	2.64	1.30	3,705
23c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job?*									
Total Army		7	11	17	29	36	2.24	1.25	7,596
AMC		7	12	16	26	39	2.23	1.28	1,048
FORSCOM		5	11	21	31	32	2.25	1.16	128
MEDCOM		6	11	15	33	36	2.16	1.19	708
TRADOC		5	10	17	31	38	2.15	1.18	658
USACE		6	12	16	29	37	2.22	1.23	1,158
USAREUR		8	11	17	30	34	2.29	1.26	197
OTHER		8	11	17	29	35	2.27	1.26	3,699

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

**Civilian Supervisors – 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			
23d. In the next 5 years, how likely is it that you will retire from Federal service?*									
Total Army		25	16	11	19	28	2.90	1.57	7,589
AMC		30	18	11	19	22	3.15	1.57	1,049
FORSCOM		20	18	14	23	25	2.86	1.49	128
MEDCOM		21	15	14	25	26	2.81	1.49	709
TRADOC		22	18	10	20	30	2.81	1.56	657
USACE		29	17	11	17	26	3.06	1.60	1,161
USAREUR		14	11	11	18	46	2.30	1.49	197
OTHER		24	16	11	19	30	2.85	1.57	3,688

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

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
24. In the coming year, do you plan to look for another job?		
Total Army		
I have not decided whether to look for another job	14%	1,046
Yes, but only within the Federal government	23%	1,734
Yes, but only outside the Federal government	3%	236
Yes, I plan to look both inside and outside the Federal government	13%	1,022
No	47%	3,558
AMC		
I have not decided whether to look for another job	13%	138
Yes, but only within the Federal government	19%	200
Yes, but only outside the Federal government	4%	40
Yes, I plan to look both inside and outside the Federal government	9%	97
No	55%	574
FORSCOM		
I have not decided whether to look for another job	13%	17
Yes, but only within the Federal government	20%	25
Yes, but only outside the Federal government	1%	1
Yes, I plan to look both inside and outside the Federal government	19%	24
No	48%	61
MEDCOM		
I have not decided whether to look for another job	16%	113
Yes, but only within the Federal government	18%	130
Yes, but only outside the Federal government	3%	21
Yes, I plan to look both inside and outside the Federal government	13%	95
No	49%	349
TRADOC		
I have not decided whether to look for another job	14%	89
Yes, but only within the Federal government	25%	161
Yes, but only outside the Federal government	2%	13
Yes, I plan to look both inside and outside the Federal government	13%	87
No	47%	306
USACE		
I have not decided whether to look for another job	13%	150
Yes, but only within the Federal government	20%	232
Yes, but only outside the Federal government	4%	43
Yes, I plan to look both inside and outside the Federal government	9%	104
No	54%	633

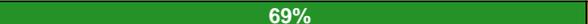
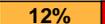
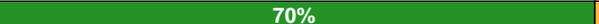
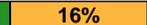
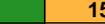
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
24. In the coming year, do you plan to look for another job?		
USAREUR		
I have not decided whether to look for another job	11%	22
Yes, but only within the Federal government	34%	67
Yes, but only outside the Federal government	4%	7
Yes, I plan to look both inside and outside the Federal government	18%	36
No	33%	65
OTHER		
I have not decided whether to look for another job	14%	517
Yes, but only within the Federal government	25%	919
Yes, but only outside the Federal government	3%	111
Yes, I plan to look both inside and outside the Federal government	16%	579
No	42%	1,570

**Civilian Supervisors – 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	59% 17% 23%	20	40	17	14	9	3.47	0.89	7,803
AMC	62% 17% 21%	20	42	17	13	8	3.53	0.87	1,076
FORSCOM	59% 17% 24%	21	38	17	16	8	3.47	0.83	136
MEDCOM	56% 18% 26%	18	38	18	16	10	3.39	0.87	737
TRADOC	60% 17% 23%	19	41	17	15	8	3.48	0.84	676
USACE	63% 18% 20%	18	45	18	13	7	3.54	0.80	1,178
USAREUR	61% 16% 24%	23	37	16	14	9	3.51	0.88	204
OTHER	58% 17% 25%	20	38	17	14	10	3.44	0.93	3,796
25a. Taking all things into consideration, how satisfied are you, in general, with your job?									
Total Army	80% 9% 11%	32	48	9	8	4	3.97	1.02	7,793
AMC	78% 10% 12%	30	48	10	9	3	3.93	1.02	1,075
FORSCOM	79% 7% 13%	32	48	7	7	6	3.92	1.10	136
MEDCOM	79% 10% 11%	29	50	10	8	3	3.94	0.99	735
TRADOC	83% 8% 10%	31	51	8	7	3	4.02	0.96	675
USACE	84% 7% 9%	31	53	7	7	2	4.03	0.92	1,178
USAREUR	80% 9% 10%	39	42	9	6	4	4.05	1.04	204
OTHER	79% 9% 12%	33	46	9	8	5	3.95	1.06	3,790

**Civilian Supervisors – 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			
25b. Taking all things into consideration, how satisfied are you, in general, with your pay?									
Total Army	69%  12%  19% 	21	48	12	13	6	3.65	1.12	7,791
AMC	76%  10%  14% 	25	51	10	10	4	3.84	1.03	1,075
FORSCOM	70%  10%  20% 	20	50	10	14	6	3.64	1.13	136
MEDCOM	57%  16%  27% 	14	43	16	19	8	3.37	1.17	736
TRADOC	68%  10%  22% 	19	49	10	15	7	3.59	1.15	676
USACE	74%  11%  15% 	20	54	11	11	4	3.75	1.02	1,178
USAREUR	70%  11%  19% 	22	48	11	16	3	3.69	1.08	204
OTHER	68%  12%  20% 	21	47	12	13	6	3.63	1.14	3,786
25c. 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	63%  15%  22% 	22	40	15	14	8	3.55	1.20	7,766
AMC	65%  16%  19% 	22	43	16	12	7	3.60	1.17	1,072
FORSCOM	59%  13%  27% 	20	39	13	21	6	3.46	1.20	135
MEDCOM	58%  17%  24% 	20	39	17	17	7	3.47	1.19	732
TRADOC	64%  15%  21% 	23	41	15	14	7	3.59	1.19	674
USACE	67%  15%  18% 	21	46	15	13	5	3.65	1.10	1,176
USAREUR	66%  16%  18% 	29	36	16	12	6	3.71	1.18	204
OTHER	61%  15%  24% 	23	39	15	15	9	3.51	1.24	3,773

**Civilian Supervisors – 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			
25d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?											
Total Army	37%	23%	39%	9	28	23	24	16	2.91	1.23	7,612
AMC	44%	24%	31%	11	33	24	20	12	3.13	1.20	1,044
FORSCOM	30%	22%	49%	9	21	22	30	19	2.72	1.24	134
MEDCOM	29%	22%	49%	7	22	22	30	19	2.68	1.22	715
TRADOC	32%	22%	46%	7	25	22	29	17	2.76	1.20	662
USACE	43%	25%	32%	9	34	25	21	11	3.10	1.16	1,159
USAREUR	35%	21%	45%	12	24	21	30	15	2.88	1.25	200
OTHER	36%	23%	40%	10	27	23	23	18	2.88	1.25	3,698
25e. Taking all things into consideration, how satisfied are you, in general, with your opportunities to get a better job in your organization?											
Total Army	34%	29%	37%	8	26	29	22	15	2.91	1.18	7,438
AMC	40%	30%	30%	10	31	30	17	13	3.08	1.17	1,035
FORSCOM	31%	26%	43%	7	24	26	28	15	2.79	1.17	130
MEDCOM	25%	28%	47%	5	19	28	29	18	2.65	1.14	685
TRADOC	29%	30%	40%	7	22	30	25	15	2.80	1.15	641
USACE	41%	32%	28%	8	32	32	18	9	3.12	1.10	1,140
USAREUR	34%	22%	44%	10	24	22	24	19	2.81	1.27	197
OTHER	33%	29%	39%	9	24	29	22	17	2.86	1.21	3,610

**Civilian Supervisors – 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			
25f. Taking all things into consideration, how satisfied are you, in general, with the recognition you receive for doing a good job?									
Total Army		20	39	16	14	11	3.43	1.25	7,744
AMC		18	39	17	14	11	3.39	1.25	1,068
FORSCOM		21	33	23	16	7	3.43	1.20	135
MEDCOM		19	37	17	17	10	3.39	1.25	725
TRADOC		19	42	16	14	9	3.49	1.20	674
USACE		17	47	15	13	8	3.53	1.15	1,176
USAREUR		21	39	14	18	9	3.45	1.24	204
OTHER		21	37	17	14	12	3.40	1.29	3,762
25g. Taking all things into consideration, how satisfied are you, in general, with management at your organization?									
Total Army		19	38	16	14	12	3.38	1.28	7,769
AMC		17	38	17	16	12	3.33	1.26	1,075
FORSCOM		21	39	17	14	8	3.52	1.21	135
MEDCOM		19	39	16	15	12	3.37	1.27	729
TRADOC		19	43	15	15	9	3.47	1.21	673
USACE		15	44	17	15	10	3.39	1.18	1,176
USAREUR		22	35	15	13	14	3.39	1.34	201
OTHER		21	36	16	13	14	3.37	1.32	3,780

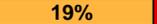
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Satisfied	 % Neither Satisfied/ Dissatisfied	 % Dissatisfied	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
25h. Taking all things into consideration, how satisfied are you, in general, with policies and practices of your senior leaders?											
Total Army	52%	19%	30%	16	36	19	16	14	3.24	1.28	7,746
AMC	50%	19%	31%	14	36	19	17	13	3.19	1.26	1,070
FORSCOM	56%	19%	25%	21	35	19	17	8	3.43	1.22	135
MEDCOM	54%	18%	29%	16	37	18	16	13	3.28	1.28	729
TRADOC	55%	21%	25%	18	36	21	13	11	3.37	1.24	673
USACE	49%	20%	30%	11	38	20	19	12	3.19	1.21	1,171
USAREUR	59%	13%	28%	20	38	13	13	15	3.35	1.35	201
OTHER	51%	18%	31%	17	34	18	16	15	3.22	1.32	3,767

**Civilian Supervisors – 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			
26. Overall, how well prepared is your organization to perform its mission?									
Total Army	 76% 16% 8%	25	51	16	7	1	3.92	0.89	7,761
AMC	 77% 16% 7%	25	52	16	6	1	3.94	0.86	1,074
FORSCOM	 80% 15% 5%	33	47	15	4	1	4.07	0.87	135
MEDCOM	 76% 17% 6%	27	50	17	5	1	3.96	0.86	736
TRADOC	 79% 13% 8%	24	55	13	6	1	3.94	0.86	673
USACE	 77% 15% 8%	21	55	15	7	1	3.89	0.85	1,171
USAREUR	 78% 17% 5%	29	49	17	4	1	4.00	0.85	201
OTHER	 75% 16% 9%	26	49	16	7	2	3.90	0.91	3,771

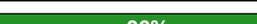
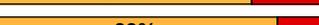
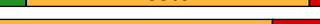
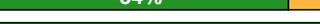
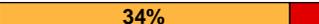
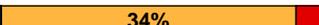
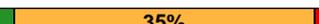
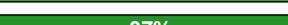
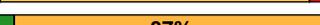
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
27. Overall, I would recommend that others pursue a career as a civilian with this organization.									
Total Army	66%  18%  16% 	24	41	18	10	6	3.68	1.13	7,739
AMC	73%  15%  12% 	27	46	15	7	5	3.82	1.07	1,072
FORSCOM	71%  14%  15% 	28	43	14	9	6	3.78	1.13	134
MEDCOM	66%  21%  14% 	23	43	21	9	5	3.70	1.07	733
TRADOC	69%  17%  14% 	24	45	17	9	6	3.72	1.09	670
USACE	68%  18%  13% 	24	45	18	9	4	3.74	1.05	1,171
USAREUR	66%  20%  14% 	27	39	20	7	7	3.73	1.14	202
OTHER	62%  19%  19% 	24	38	19	12	7	3.59	1.18	3,757

**Civilian Supervisors – 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 (How well is Personnel Services doing in supporting your ability to accomplish mission critical work?)									
Total Army		9	23	33	22	13	2.94	0.92	7,742
AMC		6	26	35	20	12	2.95	0.86	1,071
FORSCOM		10	21	31	22	17	2.86	0.98	136
MEDCOM		7	20	32	26	15	2.82	0.91	730
TRADOC		9	23	34	20	13	2.96	0.93	671
USACE		7	24	35	23	11	2.94	0.84	1,171
USAREUR		7	22	32	22	16	2.84	0.91	202
OTHER		10	23	32	21	14	2.95	0.96	3,761
28a. Personnel Services: Helps me process my personnel actions (e.g., pay, promotions, benefits) accurately and quickly.									
Total Army		15	28	31	15	10	3.24	1.19	7,237
AMC		12	32	32	15	9	3.23	1.12	1,009
FORSCOM		15	22	28	18	17	3.01	1.29	121
MEDCOM		13	22	31	20	13	3.03	1.22	660
TRADOC		15	28	32	14	11	3.23	1.19	617
USACE		14	31	32	15	8	3.28	1.13	1,123
USAREUR		14	34	29	14	10	3.28	1.16	189
OTHER		17	28	30	14	10	3.28	1.21	3,518

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

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28b. Personnel Services: Refers candidates for vacancies in a reasonable amount of time.									
Total Army	38%  30%  31% 	11	27	30	19	12	3.06	1.18	7,092
AMC	39%  30%  31% 	9	30	30	19	12	3.06	1.15	997
FORSCOM	39%  32%  30% 	13	25	32	15	15	3.07	1.24	114
MEDCOM	31%  28%  41% 	10	21	28	27	14	2.87	1.20	649
TRADOC	36%  32%  32% 	11	25	32	17	15	3.01	1.21	606
USACE	38%  33%  29% 	8	30	33	19	9	3.07	1.09	1,086
USAREUR	34%  32%  33% 	10	24	32	21	12	2.99	1.16	183
OTHER	40%  30%  30% 	13	27	30	19	12	3.11	1.20	3,457
28c. Personnel Services: Orients new employees to the organization.									
Total Army	36%  34%  30% 	11	26	34	20	10	3.06	1.13	6,969
AMC	36%  34%  29% 	8	29	34	18	11	3.04	1.10	963
FORSCOM	33%  35%  32% 	13	20	35	20	12	3.02	1.18	119
MEDCOM	35%  36%  29% 	10	25	36	20	9	3.08	1.09	655
TRADOC	37%  37%  27% 	12	24	37	17	10	3.12	1.13	597
USACE	32%  34%  34% 	8	25	34	24	10	2.96	1.09	1,037
USAREUR	27%  31%  41% 	8	19	31	26	16	2.78	1.17	186
OTHER	38%  32%  30% 	12	26	32	19	10	3.10	1.16	3,412

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

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28d. Personnel Services: Provides career counseling to employees.									
Total Army		6	17	29	29	18	2.65	1.15	6,621
AMC		4	19	33	27	17	2.68	1.09	947
FORSCOM		9	13	27	26	24	2.57	1.24	121
MEDCOM		6	15	24	36	20	2.51	1.13	597
TRADOC		7	17	30	29	17	2.69	1.15	562
USACE		5	15	33	31	15	2.63	1.06	1,006
USAREUR		4	16	23	32	24	2.44	1.15	182
OTHER		8	18	27	28	19	2.68	1.19	3,206
28e. Personnel Services: Finds sources for all types of training.									
Total Army		7	21	34	24	14	2.82	1.13	6,791
AMC		8	25	36	19	13	2.97	1.13	974
FORSCOM		7	17	35	23	18	2.70	1.15	115
MEDCOM		6	17	31	30	16	2.67	1.11	617
TRADOC		9	19	35	24	13	2.87	1.14	592
USACE		4	19	38	26	13	2.76	1.03	1,017
USAREUR		5	23	34	23	16	2.78	1.11	186
OTHER		8	21	32	24	15	2.83	1.16	3,290

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

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28f. Personnel Services: Develops policy and provides guidance on family friendly quality of work life issues.									
Total Army		7	21	37	21	13	2.88	1.11	6,257
AMC		6	24	40	18	13	2.92	1.08	901
FORSCOM		7	17	37	27	12	2.81	1.09	108
MEDCOM		6	17	33	29	14	2.72	1.10	544
TRADOC		6	20	40	22	12	2.85	1.07	506
USACE		6	25	39	19	11	2.96	1.05	989
USAREUR		6	22	32	22	18	2.77	1.17	157
OTHER		9	21	36	21	14	2.89	1.14	3,052
28g. Personnel Services: Provides advice on compensation/pay options to attract and retain employees.									
Total Army		7	20	30	26	17	2.74	1.17	6,476
AMC		5	23	33	24	14	2.82	1.10	901
FORSCOM		7	18	29	23	24	2.61	1.22	114
MEDCOM		5	15	27	31	21	2.53	1.13	602
TRADOC		7	17	31	27	18	2.68	1.15	541
USACE		6	21	34	25	14	2.79	1.10	981
USAREUR		4	18	29	25	25	2.50	1.16	167
OTHER		8	21	28	25	18	2.77	1.21	3,170

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

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28h. Personnel Services: Provides counseling and information on retirement and benefits.									
Total Army	36% 33% 30%	10	26	33	18	12	3.04	1.16	6,927
AMC	40% 32% 28%	8	32	32	17	11	3.08	1.11	981
FORSCOM	38% 30% 32%	13	25	30	18	14	3.06	1.24	120
MEDCOM	29% 36% 35%	8	20	36	21	14	2.88	1.14	632
TRADOC	37% 37% 26%	11	26	37	16	10	3.12	1.11	598
USACE	37% 36% 28%	10	27	36	18	9	3.10	1.11	1,066
USAREUR	25% 33% 42%	7	18	33	24	19	2.71	1.17	170
OTHER	37% 32% 31%	12	25	32	17	14	3.04	1.20	3,360
28i. Personnel Services: Is customer service focused, e.g., is readily available to me.									
Total Army	39% 32% 29%	14	26	32	17	12	3.11	1.21	7,401
AMC	37% 36% 26%	9	28	36	15	11	3.09	1.12	1,036
FORSCOM	29% 25% 46%	9	21	25	25	21	2.71	1.25	126
MEDCOM	33% 35% 32%	11	22	35	18	14	2.99	1.18	688
TRADOC	39% 33% 29%	14	25	33	16	13	3.11	1.21	639
USACE	42% 32% 26%	14	28	32	16	10	3.21	1.17	1,116
USAREUR	35% 33% 32%	9	26	33	16	16	2.97	1.19	192
OTHER	41% 30% 30%	15	25	30	17	13	3.13	1.24	3,604

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

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28j. Personnel Services: Keeps me informed of the status of personnel action requests (e.g., filling vacancies, establishing positions).									
Total Army	37% 30% 33%	12	25	30	20	13	3.02	1.20	7,020
AMC	36% 33% 31%	9	28	33	19	11	3.03	1.13	1,003
FORSCOM	33% 28% 39%	12	21	28	20	19	2.86	1.28	119
MEDCOM	31% 26% 44%	10	20	26	27	17	2.80	1.24	642
TRADOC	37% 30% 32%	12	25	30	17	15	3.02	1.23	589
USACE	39% 31% 29%	10	29	31	20	10	3.10	1.13	1,081
USAREUR	32% 30% 38%	10	22	30	23	16	2.87	1.21	182
OTHER	38% 30% 33%	14	24	30	19	13	3.05	1.23	3,404
28k. Personnel Services: Provides advice for identifying recruitment sources and issues.									
Total Army	32% 34% 34%	10	22	34	21	13	2.95	1.15	6,553
AMC	34% 36% 30%	6	27	36	19	11	2.98	1.08	940
FORSCOM	28% 33% 39%	13	16	33	23	16	2.87	1.23	109
MEDCOM	27% 31% 42%	8	19	31	27	15	2.78	1.16	590
TRADOC	31% 36% 32%	10	21	36	19	13	2.96	1.15	540
USACE	33% 34% 32%	8	26	34	22	10	2.98	1.10	1,021
USAREUR	27% 36% 37%	9	17	36	22	16	2.83	1.16	166
OTHER	32% 34% 34%	11	21	34	21	13	2.96	1.18	3,187

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

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28l. Personnel Services: Assists me in finding quality applicants by tapping identified recruitment sources.									
Total Army	28% 34% 38%	8	20	34	24	14	2.84	1.14	6,295
AMC	28% 38% 34%	6	23	38	21	13	2.86	1.08	924
FORSCOM	32% 31% 38%	11	21	31	18	20	2.85	1.27	101
MEDCOM	26% 30% 45%	7	19	30	26	18	2.70	1.17	565
TRADOC	28% 35% 37%	9	19	35	23	15	2.85	1.15	514
USACE	26% 36% 38%	6	21	36	25	12	2.82	1.07	971
USAREUR	27% 36% 37%	7	20	36	25	13	2.84	1.10	159
OTHER	30% 32% 38%	10	20	32	24	14	2.87	1.17	3,061
28m. Personnel Services: Refers a reasonable number of candidates for vacancies.									
Total Army	38% 41% 21%	10	28	41	13	8	3.20	1.04	6,783
AMC	41% 41% 18%	7	34	41	11	7	3.24	0.98	974
FORSCOM	43% 44% 13%	13	30	44	10	3	3.40	0.94	107
MEDCOM	30% 42% 28%	8	22	42	17	11	2.99	1.07	608
TRADOC	39% 40% 20%	11	29	40	12	8	3.21	1.06	580
USACE	36% 46% 18%	8	28	46	12	6	3.20	0.96	1,045
USAREUR	36% 44% 19%	10	27	44	9	10	3.16	1.06	176
OTHER	39% 39% 21%	11	28	39	14	8	3.22	1.06	3,293

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

Item Detail	% Well % Adequately % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28n. Personnel Services: Refers high quality candidates.									
Total Army	30% 41% 29%	7	22	41	19	11	2.97	1.06	6,832
AMC	32% 42% 26%	5	26	42	17	10	3.01	1.01	980
FORSCOM	35% 40% 25%	11	25	40	16	8	3.14	1.08	110
MEDCOM	26% 42% 32%	6	20	42	20	12	2.88	1.05	622
TRADOC	30% 42% 29%	8	22	42	19	10	2.98	1.06	586
USACE	29% 43% 28%	7	22	43	19	8	3.00	1.01	1,042
USAREUR	27% 43% 30%	5	22	43	17	13	2.89	1.06	176
OTHER	30% 39% 31%	8	22	39	20	11	2.97	1.10	3,316
28o. Personnel Services: Provides advice on assessing employees' competencies/skills and making appropriate placements.									
Total Army	27% 36% 37%	7	20	36	24	13	2.83	1.09	6,378
AMC	26% 39% 35%	3	23	39	23	12	2.82	1.01	921
FORSCOM	27% 32% 41%	11	16	32	25	16	2.82	1.22	106
MEDCOM	24% 31% 45%	5	19	31	30	14	2.71	1.09	582
TRADOC	27% 38% 35%	7	19	38	22	13	2.87	1.10	535
USACE	23% 40% 37%	6	18	40	25	12	2.80	1.05	978
USAREUR	25% 38% 37%	6	18	38	21	16	2.78	1.12	157
OTHER	28% 35% 37%	8	20	35	24	13	2.86	1.12	3,099

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

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28p. Personnel Services: Provides advice on succession planning.									
Total Army		6	16	33	28	18	2.62	1.11	5,642
AMC		4	17	36	26	18	2.62	1.07	822
FORSCOM		7	15	31	29	17	2.66	1.14	99
MEDCOM		4	15	26	33	22	2.45	1.10	489
TRADOC		6	16	35	26	17	2.67	1.11	460
USACE		4	13	34	32	18	2.53	1.05	871
USAREUR		4	14	34	28	19	2.57	1.08	145
OTHER		7	16	32	27	18	2.68	1.15	2,756
28q. Personnel Services: Provides advice on how to enhance employee productivity and assessing employee performance.									
Total Army		6	17	34	28	16	2.68	1.10	6,312
AMC		3	18	37	26	16	2.66	1.04	909
FORSCOM		6	17	34	22	21	2.65	1.16	105
MEDCOM		4	16	31	32	17	2.59	1.07	589
TRADOC		6	16	35	27	15	2.70	1.09	530
USACE		5	15	36	29	15	2.65	1.06	973
USAREUR		4	17	35	27	16	2.65	1.07	165
OTHER		7	17	33	27	16	2.72	1.13	3,041

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

Item Detail	% Well	% Adequately	% Poorly	Category Percents					Mean	Std Dev	Valid N	
				5	4	3	2	1				
28r. Personnel Services: Provides training in supervisory/managerial skills.												
Total Army	33%	37%	29%	9	25	37	19	10	3.02	1.09	7,014	
AMC	35%	38%	27%	7	28	38	18	9	3.06	1.05	988	
FORSCOM	34%	34%	33%	9	24	34	18	15	2.96	1.18	116	
MEDCOM	32%	39%	29%	9	23	39	21	9	3.02	1.06	662	
TRADOC	34%	39%	28%	10	24	39	19	9	3.07	1.08	600	
USACE	30%	39%	31%	6	24	39	21	10	2.95	1.04	1,063	
USAREUR	33%	38%	28%	8	26	38	19	10	3.03	1.07	186	
OTHER	34%	36%	30%	10	25	36	18	11	3.03	1.13	3,399	
28s. Personnel Services: Provides advice on dealing with "problem" employees.												
Total Army	38%	35%	28%	12	26	35	18	10	3.12	1.13	6,820	
AMC	38%	35%	26%	9	29	35	18	9	3.13	1.08	982	
FORSCOM	34%	32%	33%	11	23	32	21	12	3.00	1.18	114	
MEDCOM	33%	37%	29%	11	23	37	20	9	3.06	1.10	639	
TRADOC	33%	40%	27%	11	22	40	18	9	3.09	1.09	556	
USACE	39%	34%	27%	12	27	34	18	8	3.16	1.12	1,070	
USAREUR	31%	40%	29%	9	22	40	18	12	2.98	1.11	170	
OTHER	39%	33%	28%	13	26	33	17	11	3.14	1.17	3,289	

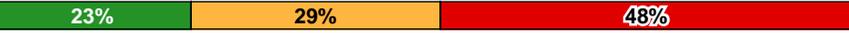
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	% Well	% Adequately	% Poorly	Category Percents					Mean	Std Dev	Valid N	
				5	4	3	2	1				
28t. Personnel Services: Provides workforce data/reports for decision making.	Total Army	25%	34%	40%	6	19	34	25	15	2.76	1.11	5,751
	AMC	25%	37%	38%	4	21	37	24	14	2.76	1.06	859
	FORSCOM	23%	29%	48%	5	17	29	32	16	2.63	1.11	93
	MEDCOM	19%	34%	47%	4	14	34	29	18	2.59	1.07	497
	TRADOC	24%	37%	40%	6	18	37	26	13	2.77	1.08	460
	USACE	23%	38%	39%	5	18	38	26	13	2.76	1.05	885
	USAREUR	22%	38%	40%	4	18	38	27	14	2.72	1.04	147
	OTHER	27%	32%	40%	8	19	32	25	16	2.80	1.16	2,810
	28u. Personnel Services: Provides advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures.	Total Army	23%	33%	44%	6	17	33	26	18	2.67	1.14
AMC		22%	39%	39%	4	18	39	22	16	2.71	1.07	841
FORSCOM		25%	29%	46%	7	19	29	21	25	2.60	1.24	91
MEDCOM		18%	30%	52%	5	14	30	31	21	2.49	1.11	503
TRADOC		24%	32%	45%	7	17	32	23	21	2.64	1.18	467
USACE		20%	34%	45%	5	16	34	27	18	2.62	1.09	866
USAREUR		21%	32%	47%	5	16	32	27	21	2.58	1.13	146
OTHER		25%	31%	44%	8	17	31	26	18	2.72	1.18	2,815

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

Item Detail	% Well	% Adequately	% Poorly	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
28v. Personnel Services: Provides advice on recognizing employees and granting awards to them.											
Total Army	30%	37%	34%	8	22	37	21	13	2.91	1.11	6,597
AMC	29%	37%	34%	5	24	37	21	12	2.88	1.07	931
FORSCOM	27%	37%	36%	7	20	37	19	17	2.81	1.16	111
MEDCOM	25%	37%	38%	6	19	37	23	15	2.78	1.09	610
TRADOC	31%	38%	31%	8	23	38	19	11	2.97	1.09	563
USACE	27%	40%	33%	5	22	40	23	10	2.90	1.03	1,003
USAREUR	31%	33%	36%	7	24	33	21	15	2.87	1.15	170
OTHER	31%	35%	33%	9	22	35	20	13	2.94	1.15	3,209
28w. Personnel Services: Assists in identifying human capital goals and objectives for strategic plans and/or annual performance/budget plans.											
Total Army	21%	33%	46%	5	16	33	28	18	2.62	1.11	5,364
AMC	21%	38%	41%	4	17	38	22	19	2.65	1.08	790
FORSCOM	22%	28%	51%	6	15	28	26	25	2.53	1.20	93
MEDCOM	17%	32%	51%	4	13	32	31	20	2.51	1.07	463
TRADOC	20%	34%	46%	6	14	34	27	19	2.61	1.12	422
USACE	17%	35%	48%	4	13	35	32	15	2.58	1.02	807
USAREUR	19%	26%	55%	4	15	26	32	23	2.44	1.11	140
OTHER	23%	31%	46%	7	17	31	28	18	2.66	1.14	2,649

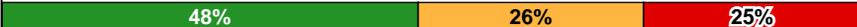
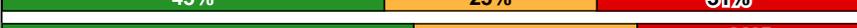
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28x. Personnel Services: Provides advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring strategy to carry you into the future.									
Total Army		5	15	29	30	21	2.53	1.14	5,569
AMC		4	15	34	26	20	2.59	1.10	828
FORSCOM		6	16	29	26	23	2.58	1.19	93
MEDCOM		4	12	27	32	25	2.37	1.10	495
TRADOC		6	14	29	28	24	2.50	1.16	436
USACE		3	13	32	32	20	2.47	1.05	834
USAREUR		3	14	29	29	25	2.42	1.12	147
OTHER		7	15	27	30	21	2.57	1.17	2,736

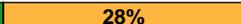
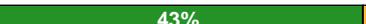
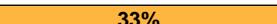
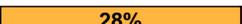
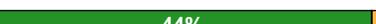
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
28y. Overall, I am satisfied with the timeliness of personnel services I receive.											
Total Army	45%	23%	32%	9	36	23	20	12	3.10	1.18	7,576
AMC	45%	24%	31%	6	39	24	19	12	3.09	1.13	1,051
FORSCOM	40%	23%	38%	8	32	23	22	16	2.95	1.22	128
MEDCOM	37%	25%	37%	7	30	25	23	15	2.92	1.18	710
TRADOC	46%	24%	30%	8	38	24	17	13	3.10	1.18	651
USACE	46%	24%	30%	8	38	24	20	10	3.14	1.13	1,153
USAREUR	46%	20%	34%	7	39	20	18	15	3.03	1.21	201
OTHER	46%	22%	32%	11	35	22	19	12	3.13	1.20	3,682
28z. Overall, I am satisfied with the quality of personnel services I receive.											
Total Army	46%	24%	30%	10	36	24	19	11	3.15	1.16	7,548
AMC	47%	25%	28%	8	40	25	19	9	3.18	1.10	1,049
FORSCOM	41%	25%	34%	8	33	25	24	10	3.05	1.13	130
MEDCOM	41%	27%	32%	7	33	27	20	12	3.04	1.15	708
TRADOC	48%	24%	28%	9	38	24	17	11	3.18	1.16	653
USACE	47%	24%	29%	9	38	24	20	9	3.17	1.13	1,145
USAREUR	45%	19%	36%	6	39	19	22	14	3.01	1.20	197
OTHER	46%	24%	30%	11	35	24	19	11	3.16	1.19	3,666

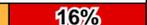
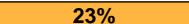
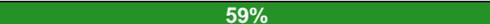
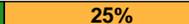
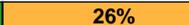
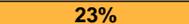
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Supervisory Assessment of CPAC Performance									
Total Army		11	37	26	16	9	3.23	1.00	7,403
AMC		10	41	27	14	7	3.31	0.92	1,035
FORSCOM		10	31	26	15	18	3.00	1.13	130
MEDCOM		8	34	27	19	12	3.10	1.00	691
TRADOC		12	39	25	15	9	3.28	1.00	643
USACE		11	38	29	14	7	3.30	0.92	1,125
USAREUR		10	34	25	15	15	3.10	1.08	199
OTHER		12	36	26	16	10	3.22	1.03	3,580

**Civilian Supervisors – 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			
29a. I am satisfied with advice and assistance provided by the CPAC on Labor Relations (contract negotiations, third party disputes, partnership agreements and efforts, changes in working conditions, impact and implementation bargaining, and, for outside the United States only, employee councils, unions, host nation officials and court disputes).									
Total Army	 54%  28%  18%	15	40	28	11	8	3.43	1.10	5,439
AMC	 56%  30%  14%	13	44	30	9	5	3.50	0.99	824
FORSCOM	 43%  33%  24%	10	33	33	9	15	3.13	1.19	91
MEDCOM	 47%  28%  25%	12	35	28	15	10	3.23	1.16	492
TRADOC	 57%  27%  16%	15	43	27	10	6	3.50	1.05	448
USACE	 58%  29%  13%	16	42	29	8	5	3.56	1.01	792
USAREUR	 44%  29%  27%	13	31	29	10	17	3.12	1.27	128
OTHER	 54%  26%  20%	16	39	26	12	8	3.42	1.13	2,664

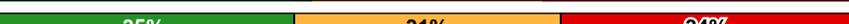
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/Disagree  % Disagree	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
29b. I am satisfied with advice and assistance provided by the CPAC on Management Employee Relations (performance management, awards, discipline, hours of duty, leave administration, and wellness programs).											
Total Army	56% 	24% 	21% 	14	42	24	13	8	3.41	1.11	6,763
AMC	60% 	24% 	16% 	13	47	24	10	6	3.52	1.03	957
FORSCOM	51% 	20% 	29% 	11	39	20	13	16	3.18	1.26	114
MEDCOM	50% 	23% 	26% 	10	40	23	17	9	3.25	1.13	618
TRADOC	58% 	24% 	19% 	14	43	24	12	7	3.47	1.09	573
USACE	59% 	25% 	16% 	15	44	25	11	6	3.51	1.05	1,055
USAREUR	49% 	26% 	25% 	13	36	26	10	16	3.21	1.25	174
OTHER	55% 	23% 	22% 	15	40	23	15	8	3.39	1.14	3,272

**Civilian Supervisors – 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			
29c. I am satisfied with advice and assistance provided by the CPAC on Training (tools and sources of training the workforce, new employee orientation, automated personnel systems training).									
Total Army		9	36	27	18	10	3.16	1.13	6,878
AMC		8	42	25	17	8	3.24	1.08	977
FORSCOM		8	33	27	15	18	2.97	1.23	116
MEDCOM		8	32	27	22	11	3.03	1.14	635
TRADOC		10	37	26	18	9	3.20	1.13	597
USACE		8	36	31	17	8	3.18	1.06	1,050
USAREUR		12	35	22	17	14	3.14	1.24	184
OTHER		10	34	26	18	10	3.16	1.16	3,319

**Civilian Supervisors – 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			
29d. I am satisfied with advice and assistance provided by the CPAC on Workforce Planning (recruitment strategies, selection processes, reductions-in-force, Base Realignment and Closure, efficiency studies, outplacement assistance programs, and position management).									
Total Army		8	27	29	22	14	2.95	1.17	6,188
AMC		7	32	30	21	11	3.04	1.11	897
FORSCOM		9	21	30	24	17	2.80	1.20	105
MEDCOM		5	24	30	24	16	2.78	1.14	553
TRADOC		8	30	27	22	14	2.96	1.17	516
USACE		7	28	31	22	12	2.97	1.12	959
USAREUR		6	25	25	22	21	2.75	1.23	154
OTHER		10	26	29	21	14	2.96	1.19	3,004

**Civilian Supervisors – 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			
29e. I am satisfied with advice and assistance provided by the CPAC on Communications (explanatory bulletins, websites, and emails).									
Total Army		12	40	26	13	8	3.33	1.11	7,123
AMC		9	43	28	13	7	3.35	1.04	1,002
FORSCOM		12	31	23	13	21	3.00	1.33	124
MEDCOM		8	38	26	17	11	3.16	1.13	658
TRADOC		13	45	22	12	8	3.43	1.10	619
USACE		11	40	31	11	7	3.37	1.04	1,092
USAREUR		9	40	24	15	13	3.19	1.18	192
OTHER		13	39	25	14	9	3.35	1.13	3,436
29f. Overall, I am satisfied with CPAC Advice and Assistance.									
Total Army		11	37	26	17	10	3.22	1.14	7,309
AMC		9	40	27	17	7	3.27	1.07	1,022
FORSCOM		9	30	27	14	20	2.93	1.26	129
MEDCOM		8	34	26	20	13	3.05	1.16	677
TRADOC		12	38	25	17	8	3.29	1.13	632
USACE		11	39	28	15	7	3.31	1.08	1,116
USAREUR		9	36	24	17	14	3.08	1.20	199
OTHER		12	36	25	17	10	3.21	1.17	3,534

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																											
<p>Impact of NSPS</p> <p>30. 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>88%</td> <td>12%</td> </tr> <tr> <td>AMC</td> <td>94%</td> <td>6%</td> </tr> <tr> <td>FORSCOM</td> <td>88%</td> <td>12%</td> </tr> <tr> <td>MEDCOM</td> <td>89%</td> <td>11%</td> </tr> <tr> <td>TRADOC</td> <td>91%</td> <td>9%</td> </tr> <tr> <td>USACE</td> <td>96%</td> <td>4%</td> </tr> <tr> <td>USAREUR</td> <td>88%</td> <td>13%</td> </tr> <tr> <td>OTHER</td> <td>83%</td> <td>17%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	Total Army	88%	12%	AMC	94%	6%	FORSCOM	88%	12%	MEDCOM	89%	11%	TRADOC	91%	9%	USACE	96%	4%	USAREUR	88%	13%	OTHER	83%	17%	<p></p> <p>6,814 916</p> <p>1,001 67</p> <p>120 16</p> <p>652 82</p> <p>609 63</p> <p>1,128 43</p> <p>175 25</p> <p>3,129 620</p>
Command	Yes (%)	No (%)																											
Total Army	88%	12%																											
AMC	94%	6%																											
FORSCOM	88%	12%																											
MEDCOM	89%	11%																											
TRADOC	91%	9%																											
USACE	96%	4%																											
USAREUR	88%	13%																											
OTHER	83%	17%																											

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
31. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
Total Army		
Communicating performance expectations	39%	2,659
Career counseling	1%	85
Dealing with poor performers and disruptive employees	12%	806
Teaching job skills	1%	67
Motivating employees to perform well	17%	1,165
Communicating effectively with people of diverse backgrounds	4%	243
Making fair personnel decisions	15%	1,019
Encouraging teamwork and cooperation	6%	430
Other	4%	263
AMC		
Communicating performance expectations	39%	386
Career counseling	1%	10
Dealing with poor performers and disruptive employees	14%	136
Teaching job skills	1%	7
Motivating employees to perform well	22%	214
Communicating effectively with people of diverse backgrounds	4%	37
Making fair personnel decisions	11%	108
Encouraging teamwork and cooperation	5%	53
Other	4%	38
FORSCOM		
Communicating performance expectations	32%	38
Career counseling	2%	2
Dealing with poor performers and disruptive employees	9%	10
Teaching job skills	1%	1
Motivating employees to perform well	17%	20
Communicating effectively with people of diverse backgrounds	3%	3
Making fair personnel decisions	25%	29
Encouraging teamwork and cooperation	6%	7
Other	6%	7

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
31. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
MEDCOM		
Communicating performance expectations	37%	238
Career counseling	1%	8
Dealing with poor performers and disruptive employees	15%	95
Teaching job skills	1%	7
Motivating employees to perform well	18%	114
Communicating effectively with people of diverse backgrounds	3%	18
Making fair personnel decisions	15%	100
Encouraging teamwork and cooperation	7%	47
Other	3%	19
TRADOC		
Communicating performance expectations	41%	249
Career counseling	1%	5
Dealing with poor performers and disruptive employees	10%	62
Teaching job skills	1%	4
Motivating employees to perform well	16%	97
Communicating effectively with people of diverse backgrounds	3%	21
Making fair personnel decisions	16%	96
Encouraging teamwork and cooperation	6%	39
Other	5%	29
USACE		
Communicating performance expectations	43%	474
Career counseling	1%	7
Dealing with poor performers and disruptive employees	12%	132
Teaching job skills	1%	8
Motivating employees to perform well	16%	175
Communicating effectively with people of diverse backgrounds	3%	31
Making fair personnel decisions	16%	183
Encouraging teamwork and cooperation	5%	57
Other	4%	44

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
31. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
USAREUR		
Communicating performance expectations	37%	64
Career counseling	4%	6
Dealing with poor performers and disruptive employees	7%	12
Teaching job skills	2%	3
Motivating employees to perform well	16%	27
Communicating effectively with people of diverse backgrounds	6%	10
Making fair personnel decisions	18%	30
Encouraging teamwork and cooperation	6%	10
Other	5%	9
OTHER		
Communicating performance expectations	39%	1,210
Career counseling	2%	47
Dealing with poor performers and disruptive employees	12%	359
Teaching job skills	1%	37
Motivating employees to perform well	17%	518
Communicating effectively with people of diverse backgrounds	4%	123
Making fair personnel decisions	15%	473
Encouraging teamwork and cooperation	7%	217
Other	4%	117
32. I would like to see additional NSPS training provided in the following area:		
Total Army		
The use of pay setting flexibility	22%	1,441
Hiring, placement, and advancement processes	15%	982
The pay pool panel process	14%	899
The performance management evaluation system	38%	2,521
Alternatives to discipline	3%	173
Adverse actions and appeals	3%	168
Labor-management relations	3%	172
Other	4%	273

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
32. I would like to see additional NSPS training provided in the following area:		
AMC		
The use of pay setting flexibility	20%	198
Hiring, placement, and advancement processes	11%	107
The pay pool panel process	15%	142
The performance management evaluation system	39%	380
Alternatives to discipline	4%	38
Adverse actions and appeals	4%	37
Labor-management relations	3%	30
Other	4%	40
FORSCOM		
The use of pay setting flexibility	24%	28
Hiring, placement, and advancement processes	21%	25
The pay pool panel process	11%	13
The performance management evaluation system	31%	36
Alternatives to discipline	2%	2
Adverse actions and appeals	2%	2
Labor-management relations	5%	6
Other	4%	5
MEDCOM		
The use of pay setting flexibility	21%	130
Hiring, placement, and advancement processes	14%	88
The pay pool panel process	16%	99
The performance management evaluation system	43%	272
Alternatives to discipline	2%	14
Adverse actions and appeals	1%	5
Labor-management relations	1%	8
Other	3%	18
TRADOC		
The use of pay setting flexibility	28%	164
Hiring, placement, and advancement processes	14%	85
The pay pool panel process	13%	79
The performance management evaluation system	37%	219
Alternatives to discipline	1%	8
Adverse actions and appeals	2%	9
Labor-management relations	2%	11
Other	3%	17

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
32. I would like to see additional NSPS training provided in the following area:		
USACE		
The use of pay setting flexibility	19%	205
Hiring, placement, and advancement processes	12%	133
The pay pool panel process	15%	164
The performance management evaluation system	43%	466
Alternatives to discipline	3%	28
Adverse actions and appeals	2%	22
Labor-management relations	2%	22
Other	5%	54
USAREUR		
The use of pay setting flexibility	21%	35
Hiring, placement, and advancement processes	23%	38
The pay pool panel process	11%	18
The performance management evaluation system	33%	55
Alternatives to discipline	2%	3
Adverse actions and appeals	4%	7
Labor-management relations	1%	2
Other	6%	10
OTHER		
The use of pay setting flexibility	22%	681
Hiring, placement, and advancement processes	17%	506
The pay pool panel process	13%	384
The performance management evaluation system	36%	1,093
Alternatives to discipline	3%	80
Adverse actions and appeals	3%	86
Labor-management relations	3%	93
Other	4%	129

**Civilian Supervisors – 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	43% 32% 25%	8	34	32	16	9	3.15	0.90	6,683
AMC	43% 33% 25%	8	34	33	17	8	3.15	0.88	992
FORSCOM	39% 37% 24%	5	34	37	16	8	3.11	0.83	118
MEDCOM	47% 31% 22%	10	37	31	14	8	3.26	0.90	638
TRADOC	40% 31% 30%	8	32	31	19	11	3.06	0.94	595
USACE	39% 34% 27%	7	33	34	18	9	3.08	0.87	1,100
USAREUR	41% 32% 28%	8	33	32	18	10	3.08	0.91	170
OTHER	44% 32% 24%	9	35	32	16	8	3.18	0.90	3,070
33a. Do you agree or disagree that NSPS will improve personnel processes for hiring new employees?									
Total Army	32% 40% 28%	6	27	40	17	11	2.99	1.05	5,742
AMC	33% 40% 27%	6	27	40	18	10	3.02	1.03	862
FORSCOM	30% 38% 32%	4	26	38	20	12	2.90	1.05	107
MEDCOM	38% 37% 26%	9	29	37	17	9	3.12	1.08	542
TRADOC	28% 37% 35%	5	23	37	22	13	2.85	1.08	508
USACE	28% 41% 31%	4	24	41	19	12	2.89	1.03	881
USAREUR	32% 38% 30%	8	23	38	15	15	2.95	1.14	149
OTHER	33% 40% 26%	6	28	40	16	10	3.02	1.04	2,693

**Civilian Supervisors – 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			
33b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?											
Total Army	43%	31%	26%	8	35	31	18	8	3.17	1.07	5,957
AMC	40%	34%	27%	8	31	34	18	8	3.13	1.07	893
FORSCOM	39%	39%	22%	6	33	39	17	6	3.17	0.96	109
MEDCOM	49%	27%	24%	10	38	27	16	8	3.26	1.10	567
TRADOC	40%	30%	30%	8	32	30	20	10	3.09	1.11	522
USACE	40%	31%	29%	7	33	31	20	8	3.10	1.07	938
USAREUR	40%	31%	29%	6	34	31	19	10	3.08	1.09	154
OTHER	45%	31%	25%	8	36	31	17	8	3.21	1.07	2,774
33c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?											
Total Army	53%	25%	23%	12	41	25	14	9	3.33	1.13	6,069
AMC	54%	24%	22%	13	40	24	15	7	3.37	1.12	913
FORSCOM	45%	33%	22%	8	37	33	14	8	3.24	1.06	110
MEDCOM	55%	24%	21%	13	42	24	12	9	3.39	1.13	579
TRADOC	50%	23%	27%	12	38	23	16	11	3.24	1.19	536
USACE	54%	24%	22%	11	43	24	13	8	3.35	1.10	962
USAREUR	49%	25%	26%	11	38	25	15	12	3.22	1.18	155
OTHER	52%	25%	23%	12	40	25	13	9	3.32	1.13	2,814

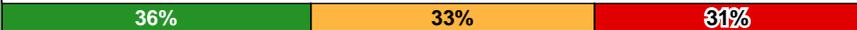
**Civilian Supervisors – FY05
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					Mean	Std Dev	Valid N
				5	4	3	2	1			
33d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?											
Total Army	52%	24%	25%	12	39	24	15	9	3.30	1.15	6,114
AMC	52%	25%	23%	12	40	25	15	8	3.34	1.11	919
FORSCOM	49%	25%	25%	5	44	25	16	9	3.20	1.07	110
MEDCOM	55%	22%	23%	15	40	22	13	9	3.39	1.17	581
TRADOC	46%	23%	31%	12	34	23	18	13	3.15	1.23	544
USACE	52%	25%	23%	11	41	25	15	8	3.32	1.11	972
USAREUR	47%	22%	31%	12	35	22	18	13	3.15	1.22	156
OTHER	52%	23%	25%	13	39	23	15	10	3.31	1.16	2,832
33e. Do you agree or disagree that NSPS will improve personnel processes for communication between supervisors and employees?											
Total Army	39%	39%	22%	7	32	39	15	7	3.17	1.00	6,036
AMC	40%	38%	22%	7	33	38	15	7	3.17	1.01	916
FORSCOM	34%	45%	21%	3	31	45	17	4	3.11	0.87	112
MEDCOM	43%	38%	19%	8	35	38	12	7	3.26	0.99	576
TRADOC	41%	35%	24%	7	34	35	15	9	3.14	1.05	523
USACE	34%	42%	24%	5	29	42	16	8	3.06	0.97	953
USAREUR	43%	35%	23%	6	36	35	14	9	3.17	1.05	155
OTHER	40%	39%	21%	8	32	39	14	7	3.19	1.01	2,801

**Civilian Supervisors – 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			
33f. Do you agree or disagree that NSPS will improve personnel processes for ensuring individual performance supports organizational mission effectiveness?									
Total Army		7	36	38	13	7	3.24	0.99	6,036
AMC		6	39	36	13	7	3.25	0.98	912
FORSCOM		4	35	44	12	5	3.20	0.89	111
MEDCOM		9	38	35	11	6	3.33	1.00	584
TRADOC		6	35	36	14	9	3.15	1.03	529
USACE		5	31	42	16	7	3.11	0.95	950
USAREUR		5	38	36	14	7	3.20	0.99	154
OTHER		8	36	37	12	6	3.28	0.99	2,796

**Civilian Supervisors – 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			
33g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?									
Total Army		5	31	33	22	9	3.02	1.04	6,645
AMC		5	30	34	23	8	3.01	1.03	984
FORSCOM		3	33	36	17	10	3.03	1.03	118
MEDCOM		7	36	31	19	7	3.16	1.04	634
TRADOC		5	27	31	25	11	2.89	1.09	593
USACE		4	28	33	26	9	2.91	1.03	1,094
USAREUR		4	27	34	27	8	2.93	1.01	170
OTHER		5	33	33	21	8	3.06	1.03	3,052

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
34a. My organization has been identified for BRAC realignment/relocation.		
Total Army		
Yes	27%	2,083
No	65%	4,936
Don't Know	8%	603
AMC		
Yes	33%	350
No	65%	692
Don't Know	2%	17
FORSCOM		
Yes	36%	48
No	61%	81
Don't Know	3%	4
MEDCOM		
Yes	36%	256
No	54%	390
Don't Know	10%	74
TRADOC		
Yes	37%	242
No	57%	380
Don't Know	6%	40
USACE		
Yes	1%	10
No	90%	1,043
Don't Know	9%	102
USAREUR		
Yes	21%	41
No	62%	123
Don't Know	18%	36
OTHER		
Yes	31%	1,136
No	60%	2,227
Don't Know	9%	330

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
34b. My organization has been identified for BRAC closure.		
Total Army		
Yes	8%	614
No	85%	6,352
Don't Know	7%	541
AMC		
Yes	10%	104
No	88%	917
Don't Know	2%	19
FORSCOM		
Yes	18%	24
No	77%	100
Don't Know	5%	6
MEDCOM		
Yes	15%	107
No	75%	527
Don't Know	10%	69
TRADOC		
Yes	7%	47
No	88%	569
Don't Know	4%	29
USACE		
Yes	0%	0
No	92%	1,055
Don't Know	8%	93
USAREUR		
Yes	8%	15
No	77%	151
Don't Know	16%	31
OTHER		
Yes	9%	317
No	83%	3,033
Don't Know	8%	294

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
34c. My organization has been identified for A-76/Outsourcing.		
Total Army		
Yes	13%	997
No	60%	4,481
Don't Know	27%	1,994
AMC		
Yes	6%	66
No	73%	752
Don't Know	21%	214
FORSCOM		
Yes	5%	7
No	67%	86
Don't Know	27%	35
MEDCOM		
Yes	9%	60
No	48%	336
Don't Know	44%	305
TRADOC		
Yes	5%	34
No	63%	407
Don't Know	32%	203
USACE		
Yes	36%	411
No	52%	598
Don't Know	12%	143
USAREUR		
Yes	2%	4
No	64%	127
Don't Know	34%	68
OTHER		
Yes	11%	415
No	60%	2,175
Don't Know	28%	1,026