

**FY06 Army Civilian Attitude Survey
US Army and Major Commands
Results for Civilian Employees**

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About This Report

About This Employee Report

Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 2006 Army used a web-based version of the Army Civilian Attitude Survey. Over 45,000 employees and supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire US-citizen, appropriated and non-appropriated fund civilian workforce. What follows are the results from this survey.

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

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

Composite Label	Composite Description
Leadership and Management (q2a-q2f)	Employees' satisfaction with immediate and upper-level management.
Performance Culture (q3a-q3o)	Extent to which employees feel that the culture supports high performance.
Training and Development (q4a-q4c)	Satisfaction with the amount of training employees have received and the level of support they receive for additional training.
Fairness (q5a-q5e)	Employees' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Overall Satisfaction (q19a-q19h,q20,q21)	Employee satisfaction with aspects of their current job.
Civilian Human Resources (Personnel) Services (q22a-q22g)	Employees' overall satisfaction with the level of service received from Personnel.
Impact of NSPS (q26a-q26g)	Employees' perception as to whether NSPS will improve personnel processes.

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

- Employee treatment compared to others (q6-q9)
- Personnel Actions (q10-q12)
- Harassment (q13-q15)
- Retention and Commitment (q16,q17a-q17d,q18)
- NSPS Feedback (q23-q25)
- BRAC/A-76 (q27a-q27c)

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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 220,995 Army civilian appropriated fund employees and supervisors who were invited to complete the attitude survey, 43,948 returned surveys for a 20% response rate. The response rate for overall Army allows results to be generalized at a 95% confidence level to ± 0.4 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

For Army civilian appropriated fund employees, the results are similar to the combined results above. Of the 198,585 employees who were invited to complete the survey, 35,405 responded for a response rate of 18%. This yields a margin for employees of ± 0.5 percentage points. This means that the data presented in this report are generalizable to the population of Army civilian employees.

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

MACOM (AF)*	Population**	Responses	Response Rate	Margin +/-
Total Army***	198,585	35,405	17.82%	0.5
AMC	47,835	8,638	18.06%	1.0
FORSCOM	2,722	654	24.03%	3.3
MEDCOM	26,639	3,840	14.41%	1.5
TRADOC	14,668	3,288	22.42%	1.5
USACE	27,668	4,105	14.84%	1.4
USAREUR	2,137	431	20.17%	4.2
OTHER	76,916	14,449	18.79%	0.7
Region (AF)*	Population**	Responses	Response Rate	Margin +/-
Europe	7,909	1,187	15.01%	2.6
Korea	1,308	264	20.18%	5.4
North Central	31,785	5,908	18.59%	1.2
Northeast	37,556	7,666	20.41%	1.0
Pacific	6,217	1,024	16.47%	2.8
South Central	37,623	7,079	18.82%	1.0
Southwest	38,010	5,651	14.87%	1.2
West	37,157	5,790	15.58%	1.2

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		Population**	Responses	Response Rate	Margin +/-
Race (AF)*	Non-Minority	126,295	24,729	19.58%	0.6
	Minority	72,290	10,676	14.77%	0.9
Pay Plan (AF)*	GS	140,746	26,892	19.11%	0.5
	WG	28,884	2,239	7.75%	2.0
Gender (AF)*	Female	79,142	14,981	18.93%	0.7
	Male	119,440	19,665	16.46%	0.6
NAF		27,106	1,192	4.40%	2.8

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

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

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

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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 likely</i>	<i>Likely</i>	<i>Neither likely nor unlikely</i>	<i>Unlikely</i>	<i>Very unlikely</i>
<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neither Satisfied nor Dissatisfied</i>	<i>Dissatisfied</i>	<i>Very Dissatisfied</i>
<i>Very well</i>	<i>Well</i>	<i>Adequately</i>	<i>Poorly</i>	<i>Very poorly</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 positive</i>	<i>Positive</i>	<i>Neither positive nor negative</i>	<i>Negative</i>	<i>Very negative</i>
5	4	3	2	1

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

Results are presented in the following sections:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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- 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

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Total Army	■ %Favorable ■ %Unfavorable										
<p>Ten Most Favorable Items</p> <p>4c. I know how my work relates to the agency's goals and priorities.</p> <p>3c. My performance appraisal is a fair reflection of my performance.</p> <p>3f. My performance standards/expectations are directly related to my organization's mission.</p> <p>2a. Managers/supervisors/team leaders work well with employees of different backgrounds.</p> <p>19a. Taking all things into consideration, how satisfied are you, in general, with your job?</p> <p>2f. Overall, my immediate supervisor/team leader is doing a good job.</p> <p>20. Overall, how well prepared is your organization to perform its mission?</p> <p>3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</p> <p>3h. People in my work unit work well together.</p> <p>5a. Prohibited Personnel Practices (e.g., illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.</p>	<table border="1"> <tr><td>80%</td></tr> <tr><td>75%</td></tr> <tr><td>74%</td></tr> <tr><td>73%</td></tr> <tr><td>73%</td></tr> <tr><td>70%</td></tr> <tr><td>70%</td></tr> <tr><td>69%</td></tr> <tr><td>69%</td></tr> <tr><td>68%</td></tr> </table>	80%	75%	74%	73%	73%	70%	70%	69%	69%	68%
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75%											
74%											
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68%											
<p>Ten Most Unfavorable Items</p> <p>19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?</p> <p>3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</p> <p>19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?</p> <p>5b. Recently retired military are often selected over fully qualified civilian candidates.</p> <p>4b. I am satisfied with the career progression opportunities available to me.</p> <p>3e. My pay increases depend on how well I perform my job.</p> <p>3a. Promotions in my work unit are based on merit.</p> <p>26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?</p> <p>26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?</p> <p>3d. In my work unit, differences in performance are recognized in a meaningful way.</p>	<table border="1"> <tr><td>47%</td></tr> <tr><td>45%</td></tr> <tr><td>44%</td></tr> <tr><td>41%</td></tr> <tr><td>41%</td></tr> <tr><td>39%</td></tr> <tr><td>37%</td></tr> <tr><td>36%</td></tr> <tr><td>35%</td></tr> <tr><td>35%</td></tr> </table>	47%	45%	44%	41%	41%	39%	37%	36%	35%	35%
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AMC	 %Favorable  %Unfavorable
Ten Most Favorable Items	
4c. I know how my work relates to the agency's goals and priorities.	80%
3f. My performance standards/expectations are directly related to my organization's mission.	74%
19a. Taking all things into consideration, how satisfied are you, in general, with your job?	74%
3c. My performance appraisal is a fair reflection of my performance.	74%
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	72%
3h. People in my work unit work well together.	72%
20. Overall, how well prepared is your organization to perform its mission?	71%
3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	70%
2f. Overall, my immediate supervisor/team leader is doing a good job.	70%
2d. Supervisors/team leaders in my work unit support employee development.	68%
Ten Most Unfavorable Items	
3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	47%
26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	40%
19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	39%
26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?	39%
26b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?	39%
3e. My pay increases depend on how well I perform my job.	38%
5b. Recently retired military are often selected over fully qualified civilian candidates.	38%
19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	37%
26c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?	37%
3a. Promotions in my work unit are based on merit.	36%

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FORSCOM

 %Favorable

 %Unfavorable

Ten Most Favorable Items

4c. I know how my work relates to the agency's goals and priorities.	82%
19a. Taking all things into consideration, how satisfied are you, in general, with your job?	81%
3c. My performance appraisal is a fair reflection of my performance.	80%
20. Overall, how well prepared is your organization to perform its mission?	76%
3f. My performance standards/expectations are directly related to my organization's mission.	76%
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	74%
2f. Overall, my immediate supervisor/team leader is doing a good job.	73%
3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	72%
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.	71%
3h. People in my work unit work well together.	71%

Ten Most Unfavorable Items

5b. Recently retired military are often selected over fully qualified civilian candidates.	48%
19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	48%
19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	43%
4b. I am satisfied with the career progression opportunities available to me.	41%
3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41%
26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?	36%
26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	36%
26c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?	36%
26b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?	35%
3a. Promotions in my work unit are based on merit.	34%

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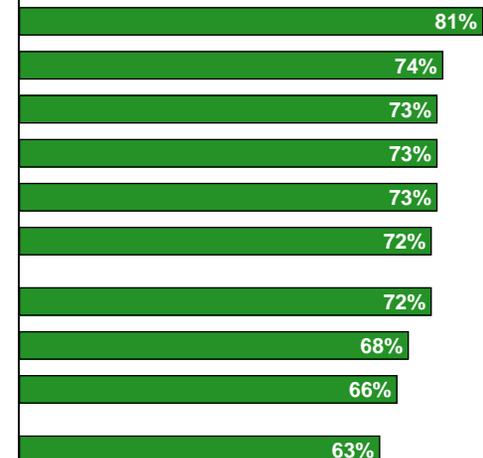
MEDCOM

 %Favorable

 %Unfavorable

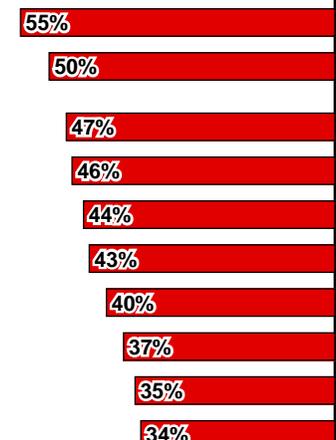
Ten Most Favorable Items

- 4c. I know how my work relates to the agency's goals and priorities.
- 3f. My performance standards/expectations are directly related to my organization's mission.
- 2a. Managers/supervisors/team leaders work well with employees of different backgrounds.
- 19a. Taking all things into consideration, how satisfied are you, in general, with your job?
- 20. Overall, how well prepared is your organization to perform its mission?
- 3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).
- 3c. My performance appraisal is a fair reflection of my performance.
- 2f. Overall, my immediate supervisor/team leader is doing a good job.
- 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.
- 3h. People in my work unit work well together.



Ten Most Unfavorable Items

- 19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?
- 19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?
- 4b. I am satisfied with the career progression opportunities available to me.
- 5b. Recently retired military are often selected over fully qualified civilian candidates.
- 3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- 3e. My pay increases depend on how well I perform my job.
- 3a. Promotions in my work unit are based on merit.
- 3d. In my work unit, differences in performance are recognized in a meaningful way.
- 19b. Taking all things into consideration, how satisfied are you, in general, with your pay?
- 3b. Creativity and innovation are rewarded.



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TRADOC	■ %Favorable ■ %Unfavorable
Ten Most Favorable Items	
4c. I know how my work relates to the agency's goals and priorities.	84%
3c. My performance appraisal is a fair reflection of my performance.	80%
3f. My performance standards/expectations are directly related to my organization's mission.	77%
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	77%
19a. Taking all things into consideration, how satisfied are you, in general, with your job?	76%
2f. Overall, my immediate supervisor/team leader is doing a good job.	75%
20. Overall, how well prepared is your organization to perform its mission?	75%
3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	71%
3h. People in my work unit work well together.	71%
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.	70%
Ten Most Unfavorable Items	
19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	51%
19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	48%
5b. Recently retired military are often selected over fully qualified civilian candidates.	48%
4b. I am satisfied with the career progression opportunities available to me.	44%
3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41%
3e. My pay increases depend on how well I perform my job.	37%
4a. I have received sufficient training to be competitive for jobs at the next higher level.	35%
3a. Promotions in my work unit are based on merit.	35%
26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	34%
26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?	33%

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USACE	■ %Favorable ■ %Unfavorable																				
<p>Ten Most Favorable Items</p> <p>4c. I know how my work relates to the agency's goals and priorities.</p> <p>3c. My performance appraisal is a fair reflection of my performance.</p> <p>2a. Managers/supervisors/team leaders work well with employees of different backgrounds.</p> <p>19a. Taking all things into consideration, how satisfied are you, in general, with your job?</p> <p>3f. My performance standards/expectations are directly related to my organization's mission.</p> <p>3h. People in my work unit work well together.</p> <p>5a. Prohibited Personnel Practices (e.g., illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.</p> <p>2f. Overall, my immediate supervisor/team leader is doing a good job.</p> <p>20. Overall, how well prepared is your organization to perform its mission?</p> <p>3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</p>	<table border="1"> <tr><td>4c. I know how my work relates to the agency's goals and priorities.</td><td align="right">80%</td></tr> <tr><td>3c. My performance appraisal is a fair reflection of my performance.</td><td align="right">74%</td></tr> <tr><td>2a. Managers/supervisors/team leaders work well with employees of different backgrounds.</td><td align="right">73%</td></tr> <tr><td>19a. Taking all things into consideration, how satisfied are you, in general, with your job?</td><td align="right">73%</td></tr> <tr><td>3f. My performance standards/expectations are directly related to my organization's mission.</td><td align="right">73%</td></tr> <tr><td>3h. People in my work unit work well together.</td><td align="right">72%</td></tr> <tr><td>5a. Prohibited Personnel Practices (e.g., illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.</td><td align="right">71%</td></tr> <tr><td>2f. Overall, my immediate supervisor/team leader is doing a good job.</td><td align="right">70%</td></tr> <tr><td>20. Overall, how well prepared is your organization to perform its mission?</td><td align="right">68%</td></tr> <tr><td>3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</td><td align="right">68%</td></tr> </table>	4c. I know how my work relates to the agency's goals and priorities.	80%	3c. My performance appraisal is a fair reflection of my performance.	74%	2a. Managers/supervisors/team leaders work well with employees of different backgrounds.	73%	19a. Taking all things into consideration, how satisfied are you, in general, with your job?	73%	3f. My performance standards/expectations are directly related to my organization's mission.	73%	3h. People in my work unit work well together.	72%	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.	71%	2f. Overall, my immediate supervisor/team leader is doing a good job.	70%	20. Overall, how well prepared is your organization to perform its mission?	68%	3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	68%
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3f. My performance standards/expectations are directly related to my organization's mission.	73%																				
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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.	71%																				
2f. Overall, my immediate supervisor/team leader is doing a good job.	70%																				
20. Overall, how well prepared is your organization to perform its mission?	68%																				
3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	68%																				
<p>Ten Most Unfavorable Items</p> <p>19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?</p> <p>3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</p> <p>26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?</p> <p>19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?</p> <p>3e. My pay increases depend on how well I perform my job.</p> <p>26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?</p> <p>26c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?</p> <p>4b. I am satisfied with the career progression opportunities available to me.</p> <p>26b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?</p> <p>3d. In my work unit, differences in performance are recognized in a meaningful way.</p>	<table border="1"> <tr><td>19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?</td><td align="right">48%</td></tr> <tr><td>3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</td><td align="right">46%</td></tr> <tr><td>26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?</td><td align="right">43%</td></tr> <tr><td>19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?</td><td align="right">42%</td></tr> <tr><td>3e. My pay increases depend on how well I perform my job.</td><td align="right">42%</td></tr> <tr><td>26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?</td><td align="right">41%</td></tr> <tr><td>26c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?</td><td align="right">40%</td></tr> <tr><td>4b. I am satisfied with the career progression opportunities available to me.</td><td align="right">40%</td></tr> <tr><td>26b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?</td><td align="right">39%</td></tr> <tr><td>3d. In my work unit, differences in performance are recognized in a meaningful way.</td><td align="right">36%</td></tr> </table>	19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?	48%	3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	46%	26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?	43%	19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?	42%	3e. My pay increases depend on how well I perform my job.	42%	26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?	41%	26c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?	40%	4b. I am satisfied with the career progression opportunities available to me.	40%	26b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?	39%	3d. In my work unit, differences in performance are recognized in a meaningful way.	36%
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**Civilian Employees – FY06
US Army and Major Commands**

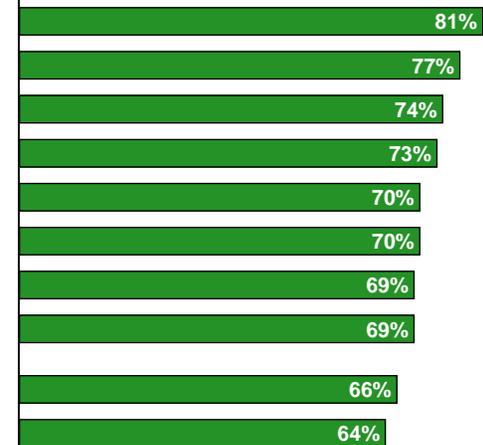
USAREUR

 %Favorable

 %Unfavorable

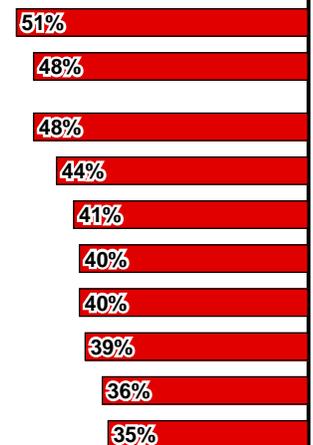
Ten Most Favorable Items

- 4c. I know how my work relates to the agency's goals and priorities.
- 3c. My performance appraisal is a fair reflection of my performance.
- 3f. My performance standards/expectations are directly related to my organization's mission.
- 2a. Managers/supervisors/team leaders work well with employees of different backgrounds.
- 20. Overall, how well prepared is your organization to perform its mission?
- 19a. Taking all things into consideration, how satisfied are you, in general, with your job?
- 2f. Overall, my immediate supervisor/team leader is doing a good job.
- 3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).
- 3h. People in my work unit work well together.
- 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.

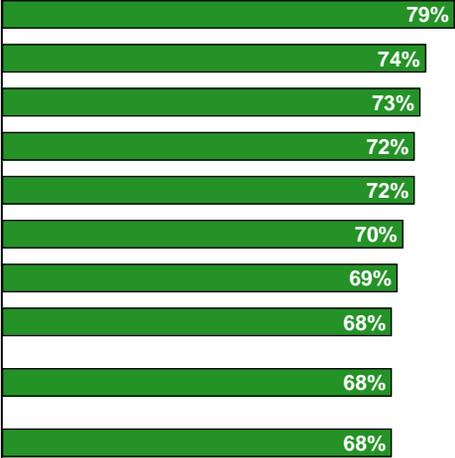
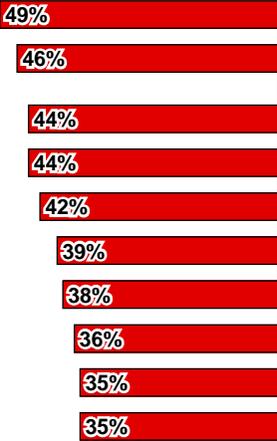


Ten Most Unfavorable Items

- 19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?
- 19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?
- 4b. I am satisfied with the career progression opportunities available to me.
- 3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- 3e. My pay increases depend on how well I perform my job.
- 3a. Promotions in my work unit are based on merit.
- 5b. Recently retired military are often selected over fully qualified civilian candidates.
- 22d. Personnel Services: Provides counseling, information, or training on retirement and benefits.
- 22b. Personnel Services: Finds sources for all types of training.
- 22c. Personnel Services: Provides guidance and program assistance on family friendly quality of work life issues.



**Civilian Employees – FY06
US Army and Major Commands**

OTHER	 %Favorable  %Unfavorable										
<p>Ten Most Favorable Items</p> <p>4c. I know how my work relates to the agency's goals and priorities.</p> <p>3c. My performance appraisal is a fair reflection of my performance.</p> <p>3f. My performance standards/expectations are directly related to my organization's mission.</p> <p>19a. Taking all things into consideration, how satisfied are you, in general, with your job?</p> <p>2a. Managers/supervisors/team leaders work well with employees of different backgrounds.</p> <p>2f. Overall, my immediate supervisor/team leader is doing a good job.</p> <p>20. Overall, how well prepared is your organization to perform its mission?</p> <p>5a. Prohibited Personnel Practices (e.g., illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.</p> <p>3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).</p> <p>3h. People in my work unit work well together.</p>	 <table border="1"> <tr><td>79%</td></tr> <tr><td>74%</td></tr> <tr><td>73%</td></tr> <tr><td>72%</td></tr> <tr><td>72%</td></tr> <tr><td>70%</td></tr> <tr><td>69%</td></tr> <tr><td>68%</td></tr> <tr><td>68%</td></tr> <tr><td>68%</td></tr> </table>	79%	74%	73%	72%	72%	70%	69%	68%	68%	68%
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Composite Summary

**Civilian Employees – FY06
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Leadership and Management					
Total Army	62%	18%	20%	↑1	36,467
AMC	62%	18%	20%	↑3	8,628
FORSCOM	65%	15%	20%	↓2	651
MEDCOM	62%	18%	20%	↑3	3,827
TRADOC	67%	16%	17%	↓2	3,275
USACE	60%	19%	21%	↑1	4,091
USAREUR	62%	17%	21%	↓3	457
OTHER	62%	18%	21%	0	15,538
Performance Culture					
Total Army	52%	22%	26%	0	36,382
AMC	52%	22%	26%	↑2	8,612
FORSCOM	56%	21%	23%	↓2	651
MEDCOM	51%	22%	27%	↑2	3,812
TRADOC	56%	21%	23%	↓2	3,267
USACE	52%	23%	26%	0	4,087
USAREUR	52%	22%	26%	↓3	456
OTHER	52%	22%	26%	↓1	15,497

**Civilian Employees – FY06
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	█ = Favorable	█ = Neutral	█ = Unfavorable		
Training and Development					
Total Army	56%	17%	27%	0	36,248
AMC	60%	17%	23%	↑1	8,586
FORSCOM	58%	16%	26%	↑1	648
MEDCOM	54%	17%	29%	↑2	3,796
TRADOC	56%	16%	28%	↓1	3,257
USACE	55%	18%	27%	0	4,074
USAREUR	52%	17%	31%	↓8	456
OTHER	55%	16%	29%	↓1	15,431
Fairness					
Total Army	43%	32%	25%	↑2	34,956
AMC	41%	34%	25%	↑3	8,209
FORSCOM	45%	30%	26%	↑5	634
MEDCOM	42%	32%	26%	↑3	3,700
TRADOC	44%	31%	25%	↓1	3,176
USACE	45%	32%	23%	↑2	3,879
USAREUR	43%	32%	25%	↓3	440
OTHER	43%	32%	26%	↑2	14,918

**Civilian Employees – FY06
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Overall Satisfaction					
Total Army	51%	21%	28%	↓1	36,490
AMC	54%	20%	25%	0	8,629
FORSCOM	56%	18%	26%	↓1	655
MEDCOM	48%	21%	31%	↑1	3,831
TRADOC	54%	19%	27%	↓3	3,288
USACE	50%	22%	28%	↓1	4,094
USAREUR	49%	22%	29%	↓5	459
OTHER	50%	21%	30%	↓2	15,534
Civilian Human Resources (Personnel) Services					
Total Army	44%	32%	24%	↑3	35,908
AMC	46%	33%	21%	↑5	8,478
FORSCOM	42%	31%	26%	↑4	648
MEDCOM	39%	33%	28%	↑3	3,740
TRADOC	46%	32%	22%	↑1	3,239
USACE	40%	33%	26%	↑1	4,037
USAREUR	38%	30%	32%	↓1	455
OTHER	45%	31%	24%	↑2	15,311

**Civilian Employees – FY06
US Army and Major Commands**

Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents	
	 = Favorable	 = Neutral	 = Unfavorable			
Impact of NSPS	Total Army	33%	34%	33%	0	30,971
	AMC	29%	34%	36%	0	7,476
	FORSCOM	34%	33%	33%	↑2	583
	MEDCOM	40%	33%	27%	↑3	3,249
	TRADOC	35%	34%	31%	↓2	2,872
	USACE	27%	35%	38%	↓2	3,854
	USAREUR	35%	34%	31%	↑3	401
	OTHER	35%	34%	31%	↓1	12,536

Item Detail

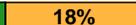
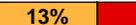
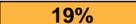
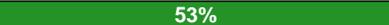
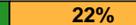
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
1. My immediate supervisor is:		
Total Army		
Military	15%	5,296
Civilian	85%	31,121
AMC		
Military	3%	270
Civilian	97%	8,346
FORSCOM		
Military	37%	241
Civilian	63%	411
MEDCOM		
Military	41%	1,573
Civilian	59%	2,253
TRADOC		
Military	35%	1,133
Civilian	65%	2,135
USACE		
Military	2%	72
Civilian	98%	4,011
USAREUR		
Military	29%	132
Civilian	71%	326
OTHER		
Military	12%	1,875
Civilian	88%	13,639

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Leadership and Management										
Total Army	62% 18% 20%	23	39	18	11	9	↑1	3.57	1.00	36,467
AMC	62% 18% 20%	22	39	18	12	8	↑3	3.56	0.99	8,628
FORSCOM	65% 15% 20%	29	36	15	11	9	↓2	3.66	1.07	651
MEDCOM	62% 18% 20%	24	37	18	11	9	↑3	3.56	1.03	3,827
TRADOC	67% 16% 17%	28	39	16	10	7	↓2	3.71	0.98	3,275
USACE	60% 19% 21%	19	41	19	13	8	↑1	3.50	0.94	4,091
USAREUR	62% 17% 21%	25	37	17	12	10	↓3	3.56	1.04	457
OTHER	62% 18% 21%	24	38	18	11	9	0	3.55	1.02	15,538
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.										
Total Army	73% 13% 14%	26	47	13	8	5	↑3	3.80	1.08	36,085
AMC	72% 14% 14%	23	49	14	9	5	↑4	3.77	1.05	8,516
FORSCOM	74% 10% 16%	31	42	10	9	7	↑1	3.82	1.17	649
MEDCOM	73% 13% 14%	28	45	13	8	6	↑6	3.81	1.10	3,792
TRADOC	77% 11% 12%	31	46	11	7	4	0	3.92	1.06	3,257
USACE	73% 14% 13%	19	53	14	8	4	↑4	3.75	1.00	4,051
USAREUR	73% 12% 15%	31	42	12	9	6	↑2	3.83	1.14	451
OTHER	72% 13% 14%	26	46	13	8	6	↑1	3.79	1.10	15,369

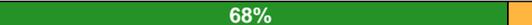
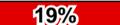
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					% Agree Diff from 2005	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	58%  18%  24% 	21	37	18	13	11	0	3.45	1.25	36,334
AMC	56%  19%  25% 	20	37	19	14	11	↑2	3.40	1.26	8,601
FORSCOM	68%  13%  19% 	31	37	13	10	9	0	3.71	1.25	651
MEDCOM	60%  19%  21% 	23	37	19	12	9	↑2	3.53	1.22	3,809
TRADOC	65%  16%  19% 	26	38	16	11	8	↓4	3.64	1.21	3,268
USACE	53%  22%  25% 	16	37	22	16	10	0	3.34	1.20	4,078
USAREUR	59%  16%  25% 	25	34	16	14	11	↓5	3.48	1.30	456
OTHER	58%  18%  24% 	22	36	18	13	11	↓1	3.44	1.27	15,471
2c. Managers/supervisors deal effectively with reports of prejudice and discrimination.										
Total Army	58%  25%  18% 	21	36	25	10	8	↑3	3.53	1.16	29,532
AMC	56%  27%  18% 	19	36	27	10	8	↑4	3.49	1.14	6,832
FORSCOM	59%  22%  19% 	25	34	22	11	8	↑1	3.57	1.21	522
MEDCOM	60%  23%  17% 	23	37	23	9	8	↑5	3.57	1.18	3,241
TRADOC	63%  22%  14% 	27	36	22	9	6	↓1	3.70	1.13	2,683
USACE	55%  25%  19% 	17	38	25	12	7	↑2	3.46	1.12	3,190
USAREUR	61%  23%  16% 	25	36	23	8	8	↓3	3.62	1.17	370
OTHER	57%  25%  18% 	22	36	25	10	8	↑1	3.53	1.17	12,694

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
2d. Supervisors/team leaders in my work unit support employee development.										
Total Army	66%  16%  19% 	26	40	16	11	8	0	3.64	1.20	36,070
AMC	68%  15%  17% 	27	41	15	10	7	↑1	3.71	1.17	8,546
FORSCOM	64%  16%  20% 	29	36	16	11	9	↓5	3.65	1.24	645
MEDCOM	62%  17%  21% 	25	37	17	11	9	↑1	3.57	1.23	3,764
TRADOC	69%  15%  17% 	29	40	15	9	7	↓1	3.74	1.18	3,248
USACE	66%  15%  18% 	23	44	15	11	7	↓1	3.64	1.16	4,061
USAREUR	63%  16%  21% 	25	38	16	12	9	↓5	3.59	1.23	449
OTHER	64%  16%  20% 	25	39	16	11	9	↓1	3.61	1.22	15,357
2e. In my organization, leaders generate high levels of motivation and commitment in the workforce.										
Total Army	47%  23%  30% 	15	32	23	17	13	↑1	3.18	1.26	36,152
AMC	47%  23%  30% 	15	32	23	17	13	↑3	3.18	1.25	8,561
FORSCOM	52%  20%  28% 	21	31	20	16	11	0	3.34	1.29	647
MEDCOM	47%  22%  31% 	17	31	22	17	14	↑2	3.19	1.28	3,792
TRADOC	54%  20%  26% 	19	35	20	15	11	↓2	3.36	1.26	3,246
USACE	41%  26%  33% 	10	31	26	20	13	↓1	3.06	1.19	4,056
USAREUR	47%  21%  32% 	18	29	21	17	15	↓5	3.18	1.32	453
OTHER	47%  22%  31% 	15	32	22	17	14	↓1	3.17	1.28	15,397

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
2f. Overall, my immediate supervisor/team leader is doing a good job.										
Total Army	70%  13%  16% 	31	40	13	9	8	0	3.77	1.19	36,274
AMC	70%  14%  16% 	30	41	14	9	7	0	3.78	1.17	8,578
FORSCOM	73%  11%  16% 	36	37	11	8	8	↓5	3.84	1.23	647
MEDCOM	68%  14%  19% 	31	37	14	9	9	↑2	3.71	1.25	3,798
TRADOC	75%  11%  14% 	35	40	11	7	6	↓1	3.89	1.15	3,263
USACE	70%  13%  16% 	27	43	13	9	7	0	3.75	1.16	4,078
USAREUR	69%  12%  19% 	29	40	12	11	8	↓4	3.72	1.21	454
OTHER	70%  13%  17% 	31	39	13	9	8	0	3.76	1.20	15,456

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Performance Culture										
Total Army	52% 22% 26%	15	37	22	15	11	0	3.31	0.87	36,382
AMC	52% 22% 26%	15	38	22	15	11	↑2	3.31	0.86	8,612
FORSCOM	56% 21% 23%	19	37	21	13	11	↓2	3.42	0.92	651
MEDCOM	51% 22% 27%	15	35	22	15	12	↑2	3.27	0.88	3,812
TRADOC	56% 21% 23%	18	37	21	14	9	↓2	3.42	0.86	3,267
USACE	52% 23% 26%	13	39	23	16	10	0	3.29	0.81	4,087
USAREUR	52% 22% 26%	17	35	22	15	11	↓3	3.32	0.88	456
OTHER	52% 22% 26%	16	36	22	15	12	↓1	3.30	0.89	15,497
3a. Promotions in my work unit are based on merit.										
Total Army	39% 24% 37%	10	29	24	19	18	↑1	2.94	1.26	33,098
AMC	41% 23% 36%	10	32	23	19	17	↑3	2.98	1.26	8,050
FORSCOM	41% 25% 34%	13	29	25	16	18	↓2	3.02	1.29	583
MEDCOM	34% 26% 40%	10	25	26	20	20	↑4	2.84	1.27	3,318
TRADOC	41% 25% 35%	13	28	25	19	16	↓2	3.02	1.27	2,917
USACE	42% 26% 33%	9	33	26	19	14	↑2	3.03	1.19	3,841
USAREUR	38% 22% 40%	12	26	22	21	19	↓5	2.91	1.30	395
OTHER	38% 24% 38%	10	27	24	19	19	0	2.91	1.28	13,994

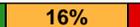
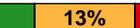
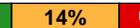
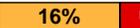
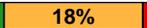
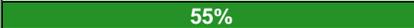
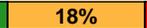
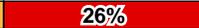
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
3b. Creativity and innovation are rewarded.												
Total Army	45%	24%	30%	12	33	24	18	12	↑1	3.14	1.21	35,142
AMC	46%	25%	29%	12	35	25	17	12	↑4	3.18	1.20	8,357
FORSCOM	50%	24%	26%	14	36	24	15	11	↓1	3.28	1.20	624
MEDCOM	40%	25%	34%	11	29	25	20	15	↑2	3.02	1.23	3,656
TRADOC	50%	23%	28%	14	36	23	17	10	↓2	3.26	1.20	3,151
USACE	45%	27%	29%	10	35	27	19	10	↓1	3.16	1.14	3,996
USAREUR	44%	27%	29%	10	34	27	17	12	↓2	3.13	1.18	440
OTHER	45%	24%	32%	12	33	24	18	13	0	3.12	1.23	14,918
3c. My performance appraisal is a fair reflection of my performance.												
Total Army	75%	13%	12%	28	47	13	7	5	↑1	3.85	1.06	34,527
AMC	74%	14%	12%	27	47	14	7	5	↑2	3.85	1.05	8,251
FORSCOM	80%	9%	11%	32	49	9	6	5	↓2	3.97	1.04	596
MEDCOM	72%	15%	13%	27	45	15	7	6	↑1	3.81	1.09	3,589
TRADOC	80%	11%	9%	33	47	11	5	3	↑1	4.01	0.98	3,137
USACE	74%	14%	12%	25	50	14	7	5	0	3.82	1.03	3,995
USAREUR	77%	12%	11%	31	46	12	6	5	↑3	3.93	1.05	429
OTHER	74%	13%	13%	28	46	13	7	6	0	3.84	1.08	14,530

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
3d. In my work unit, differences in performance are recognized in a meaningful way.												
Total Army	38%	27%	35%	10	28	27	22	13	0	3.00	1.19	34,098
AMC	37%	28%	35%	9	28	28	22	13	↑2	2.99	1.17	8,090
FORSCOM	45%	23%	32%	12	33	23	18	13	0	3.13	1.23	598
MEDCOM	35%	28%	37%	10	26	28	21	16	↓1	2.93	1.22	3,595
TRADOC	43%	26%	31%	13	30	26	19	12	↓3	3.13	1.21	3,078
USACE	35%	28%	36%	8	28	28	24	12	0	2.94	1.14	3,853
USAREUR	39%	26%	35%	10	29	26	22	13	↓2	3.01	1.19	426
OTHER	39%	26%	35%	11	28	26	21	13	0	3.01	1.21	14,458
3e. My pay increases depend on how well I perform my job.												
Total Army	36%	25%	39%	10	26	25	22	17	↑1	2.90	1.25	32,605
AMC	37%	25%	38%	10	27	25	22	16	↑2	2.93	1.24	7,798
FORSCOM	40%	27%	33%	13	27	27	17	16	↓3	3.05	1.26	580
MEDCOM	34%	23%	43%	10	24	23	23	20	↑3	2.80	1.27	3,383
TRADOC	37%	26%	37%	11	26	26	22	15	↓2	2.97	1.23	2,924
USACE	32%	26%	42%	7	24	26	26	16	↑1	2.81	1.19	3,765
USAREUR	39%	20%	41%	13	26	20	23	18	↑1	2.94	1.32	409
OTHER	37%	24%	39%	11	26	24	21	18	↑1	2.90	1.28	13,746

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					% Agree Diff from 2005	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	74%  15%  11% 	22	52	15	7	4	↑1	3.80	0.99	35,514
AMC	74%  15%  11% 	20	53	15	7	4	↑2	3.79	0.99	8,445
FORSCOM	76%  13%  11% 	27	49	13	6	5	↓1	3.87	1.04	634
MEDCOM	74%  16%  10% 	22	52	16	5	5	↑2	3.81	0.99	3,714
TRADOC	77%  13%  9% 	27	50	13	6	3	↓2	3.92	0.96	3,197
USACE	73%  16%  11% 	16	56	16	8	4	↑2	3.74	0.94	4,013
USAREUR	74%  14%  11% 	24	50	14	6	5	↓3	3.83	1.03	442
OTHER	73%  16%  11% 	22	51	16	7	5	↓1	3.79	1.01	15,069
3g. My cash awards depend on how well I perform my job.										
Total Army	54%  18%  27% 	18	36	18	13	14	0	3.31	1.30	32,185
AMC	55%  18%  27% 	18	37	18	14	13	↑3	3.32	1.28	7,769
FORSCOM	57%  18%  25% 	21	37	18	13	12	↓4	3.41	1.28	582
MEDCOM	50%  19%  31% 	16	33	19	14	17	↑2	3.18	1.34	3,254
TRADOC	55%  20%  25% 	21	34	20	12	13	↓3	3.38	1.29	2,867
USACE	55%  18%  26% 	16	40	18	15	11	↓1	3.33	1.23	3,830
USAREUR	57%  16%  27% 	20	37	16	14	14	↑2	3.36	1.31	383
OTHER	54%  18%  27% 	19	36	18	13	15	↑1	3.31	1.31	13,500

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
3h. People in my work unit work well together.												
Total Army	69%	15%	16%	22	47	15	10	6	↓1	3.70	1.10	36,044
AMC	72%	14%	13%	22	50	14	9	4	0	3.77	1.03	8,544
FORSCOM	71%	14%	15%	27	45	14	9	6	↓3	3.78	1.11	642
MEDCOM	63%	17%	20%	20	43	17	11	9	↑2	3.55	1.18	3,768
TRADOC	71%	15%	14%	24	47	15	9	6	↓1	3.75	1.09	3,232
USACE	72%	15%	14%	22	50	15	9	4	0	3.76	1.03	4,050
USAREUR	66%	19%	15%	24	42	19	11	5	↓2	3.70	1.09	450
OTHER	68%	15%	17%	22	46	15	10	7	↓2	3.66	1.12	15,358
3i. My work unit is able to recruit people with the right skills.												
Total Army	46%	27%	27%	11	35	27	16	11	↓1	3.19	1.16	33,926
AMC	46%	27%	26%	10	36	27	17	10	↑1	3.21	1.13	8,095
FORSCOM	53%	27%	19%	15	39	27	11	9	↑1	3.40	1.13	601
MEDCOM	46%	26%	28%	11	35	26	16	12	↑1	3.17	1.17	3,531
TRADOC	50%	27%	23%	13	37	27	15	8	↓3	3.31	1.13	3,050
USACE	47%	27%	26%	9	37	27	17	9	↑2	3.20	1.12	3,848
USAREUR	46%	25%	29%	12	34	25	17	11	↓9	3.18	1.20	420
OTHER	45%	27%	28%	11	34	27	16	12	↓3	3.16	1.18	14,381

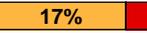
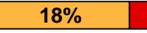
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
3j. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.												
Total Army	28%	28%	45%	6	22	28	24	21	↑2	2.68	1.19	31,812
AMC	25%	28%	47%	5	20	28	26	22	↑2	2.61	1.17	7,585
FORSCOM	30%	29%	41%	7	23	29	22	19	0	2.77	1.20	553
MEDCOM	29%	27%	44%	6	22	27	23	21	↑3	2.70	1.21	3,396
TRADOC	31%	28%	41%	7	24	28	23	18	0	2.80	1.19	2,822
USACE	24%	30%	46%	4	20	30	26	20	↑2	2.61	1.13	3,592
USAREUR	29%	27%	44%	10	19	27	23	21	↓2	2.72	1.26	392
OTHER	29%	27%	44%	6	23	27	23	21	0	2.71	1.21	13,472
3k. Discussions with my supervisor/team leader about my performance are worthwhile.												
Total Army	60%	21%	19%	17	42	21	11	8	0	3.50	1.14	35,229
AMC	59%	22%	19%	16	43	22	11	8	↑2	3.49	1.13	8,349
FORSCOM	62%	20%	18%	23	39	20	9	9	↓3	3.57	1.19	629
MEDCOM	58%	22%	20%	18	40	22	11	10	↑2	3.46	1.18	3,679
TRADOC	64%	19%	17%	21	43	19	10	7	↓2	3.61	1.13	3,183
USACE	59%	21%	19%	15	44	21	12	7	↓1	3.48	1.11	4,006
USAREUR	60%	23%	18%	18	41	23	10	8	↓3	3.53	1.13	440
OTHER	59%	21%	20%	18	42	21	11	9	↓1	3.49	1.16	14,943

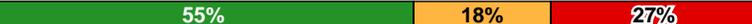
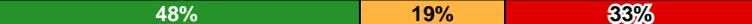
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
3l. The performance management system I am under improves organizational performance.												
Total Army	35%	35%	30%	9	26	35	18	12	0	3.02	1.13	33,393
AMC	34%	35%	30%	9	25	35	18	12	↑2	3.01	1.13	8,016
FORSCOM	40%	32%	27%	12	29	32	16	11	↓2	3.14	1.16	579
MEDCOM	36%	36%	28%	9	27	36	16	13	↑3	3.04	1.14	3,480
TRADOC	39%	35%	26%	11	27	35	17	10	↓3	3.14	1.12	3,024
USACE	30%	37%	33%	6	24	37	21	11	↓1	2.92	1.07	3,819
USAREUR	37%	36%	27%	10	27	36	16	11	↑1	3.09	1.13	422
OTHER	35%	35%	30%	10	26	35	17	13	↓2	3.02	1.15	14,053
3m. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).												
Total Army	69%	15%	15%	23	46	15	9	6	↓5	3.71	1.11	33,803
AMC	70%	15%	15%	22	48	15	9	6	↓1	3.71	1.09	8,105
FORSCOM	72%	13%	15%	30	42	13	8	6	↓8	3.80	1.14	586
MEDCOM	72%	15%	13%	24	48	15	7	6	↓3	3.77	1.07	3,526
TRADOC	71%	14%	15%	26	45	14	9	6	↓8	3.77	1.10	3,080
USACE	68%	15%	17%	21	48	15	11	6	↓6	3.66	1.10	3,932
USAREUR	69%	17%	14%	24	45	17	7	6	↓6	3.74	1.10	412
OTHER	68%	16%	16%	23	45	16	9	7	↓6	3.69	1.13	14,162

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
3n. I receive regular performance feedback.										
Total Army	54%  18%  28% 	15	39	18	17	11	↓1	3.30	1.22	35,672
AMC	52%  19%  28% 	13	39	19	17	11	↑2	3.27	1.21	8,454
FORSCOM	56%  17%  27% 	20	36	17	16	12	↓5	3.37	1.28	636
MEDCOM	54%  18%  28% 	15	39	18	17	11	↑1	3.31	1.23	3,734
TRADOC	59%  16%  25% 	18	41	16	15	10	↓2	3.42	1.23	3,214
USACE	55%  18%  27% 	13	42	18	18	9	↓1	3.32	1.17	4,045
USAREUR	52%  17%  31% 	15	37	17	18	13	↓4	3.24	1.27	449
OTHER	53%  19%  29% 	15	38	19	17	12	↓2	3.28	1.24	15,140
3o. The feedback I receive is useful.										
Total Army	56%  25%  19% 	16	40	25	11	8	↓1	3.46	1.13	34,164
AMC	56%  25%  19% 	15	41	25	11	8	↑3	3.44	1.12	8,086
FORSCOM	60%  22%  18% 	21	39	22	10	8	↓3	3.55	1.17	605
MEDCOM	56%  25%  19% 	17	39	25	10	9	↑1	3.46	1.15	3,563
TRADOC	61%  22%  17% 	19	42	22	11	7	↓2	3.55	1.12	3,104
USACE	58%  25%  18% 	14	43	25	11	7	0	3.47	1.08	3,902
USAREUR	54%  27%  19% 	18	36	27	11	8	↓8	3.44	1.15	429
OTHER	56%  25%  19% 	16	39	25	11	9	↓2	3.44	1.14	14,475

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N	
		5	4	3	2	1					
Training and Development	Total Army		17	39	17	15	12	0	3.34	0.96	36,248
	AMC		17	43	17	13	10	↑1	3.45	0.94	8,586
	FORSCOM		21	38	16	13	13	↑1	3.41	0.98	648
	MEDCOM		17	37	17	15	14	↑2	3.29	0.96	3,796
	TRADOC		19	37	16	17	12	↓1	3.35	0.95	3,257
	USACE		13	42	18	16	11	0	3.31	0.91	4,074
	USAREUR		17	35	17	18	13	↓8	3.26	0.96	456
	OTHER		17	37	16	16	14	↓1	3.29	0.99	15,431
	4a. I have received sufficient training to be competitive for jobs at the next higher level.										
	Total Army		14	34	19	19	14	↑1	3.15	1.27	35,159
	AMC		15	39	19	16	11	↑2	3.30	1.22	8,359
	FORSCOM		17	34	19	16	14	↑2	3.25	1.30	628
	MEDCOM		15	31	21	19	15	↑3	3.12	1.29	3,599
	TRADOC		15	30	19	21	14	↓1	3.11	1.30	3,145
	USACE		10	36	20	21	12	↑1	3.11	1.21	3,977
USAREUR		14	29	22	21	13	↓10	3.09	1.27	447	
OTHER		14	32	19	20	16	0	3.09	1.31	15,004	

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
4b. I am satisfied with the career progression opportunities available to me.												
Total Army	40%	19%	41%	11	29	19	22	19	0	2.90	1.30	35,576
AMC	48%	19%	33%	13	35	19	18	15	↑2	3.13	1.27	8,465
FORSCOM	41%	17%	41%	10	31	17	20	21	0	2.89	1.33	631
MEDCOM	34%	20%	47%	9	25	20	23	23	↑4	2.73	1.30	3,690
TRADOC	36%	20%	44%	10	26	20	24	20	↓2	2.83	1.29	3,189
USACE	40%	20%	40%	8	31	20	23	17	0	2.90	1.24	4,020
USAREUR	33%	19%	48%	9	24	19	26	22	↓6	2.71	1.29	448
OTHER	38%	18%	44%	11	27	18	22	21	↓2	2.84	1.32	15,133
4c. I know how my work relates to the agency's goals and priorities.												
Total Army	80%	12%	8%	26	54	12	5	3	↓1	3.95	0.93	36,018
AMC	80%	12%	8%	24	55	12	5	3	0	3.92	0.93	8,535
FORSCOM	82%	10%	7%	34	48	10	4	4	↑1	4.05	0.96	643
MEDCOM	81%	12%	7%	26	54	12	4	3	0	3.97	0.91	3,767
TRADOC	84%	9%	7%	31	53	9	4	2	↓2	4.06	0.88	3,249
USACE	80%	12%	8%	21	59	12	5	3	0	3.90	0.88	4,047
USAREUR	81%	10%	9%	28	52	10	6	3	↓6	3.97	0.96	452
OTHER	79%	12%	9%	27	53	12	5	4	↓2	3.93	0.97	15,325

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree % Neither Agree/Disagree % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Fairness										
Total Army	43% 32% 25%	14	29	32	14	11	↑2	3.26	0.92	34,956
AMC	41% 34% 25%	13	28	34	15	11	↑3	3.26	0.91	8,209
FORSCOM	45% 30% 26%	15	29	30	14	12	↑5	3.26	0.93	634
MEDCOM	42% 32% 26%	14	28	32	14	12	↑3	3.23	0.93	3,700
TRADOC	44% 31% 25%	16	28	31	14	11	↓1	3.28	0.93	3,176
USACE	45% 32% 23%	13	32	32	14	9	↑2	3.32	0.88	3,879
USAREUR	43% 32% 25%	15	28	32	15	10	↓3	3.26	0.93	440
OTHER	43% 32% 26%	15	28	32	14	12	↑2	3.25	0.93	14,918
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	68% 17% 15%	27	41	17	7	8	↑3	3.73	1.16	32,675
AMC	68% 17% 15%	25	42	17	8	8	↑5	3.70	1.15	7,712
FORSCOM	71% 15% 14%	30	41	15	7	7	↑6	3.81	1.14	599
MEDCOM	66% 18% 15%	27	39	18	7	8	↑3	3.69	1.17	3,444
TRADOC	70% 17% 13%	30	40	17	7	6	↑1	3.81	1.13	2,971
USACE	71% 15% 14%	25	46	15	8	6	↑3	3.76	1.10	3,661
USAREUR	64% 19% 17%	26	39	19	10	7	↓2	3.67	1.15	414
OTHER	68% 17% 15%	28	39	17	7	8	↑3	3.73	1.18	13,874

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
5b. Recently retired military are often selected over fully qualified civilian candidates.*												
Total Army	41%	35%	24%	18	24	35	16	8	↑5	3.27	1.16	27,156
AMC	38%	39%	24%	14	23	39	16	8	↑6	3.20	1.12	6,175
FORSCOM	48%	27%	26%	23	25	27	17	9	↑2	3.36	1.25	548
MEDCOM	46%	33%	20%	20	26	33	13	7	↑4	3.39	1.16	2,927
TRADOC	48%	28%	24%	24	24	28	15	8	↑6	3.39	1.23	2,697
USACE	31%	43%	26%	11	21	43	19	7	↑3	3.09	1.04	2,638
USAREUR	40%	28%	32%	17	22	28	21	11	↑1	3.14	1.25	353
OTHER	42%	33%	24%	19	24	33	16	9	↑4	3.28	1.19	11,818
5c. Employees at this installation/activity are treated fairly with regard to grievances.												
Total Army	41%	37%	22%	9	32	37	12	10	↑2	3.19	1.08	25,324
AMC	39%	39%	22%	8	31	39	12	10	↑4	3.16	1.06	5,803
FORSCOM	43%	38%	19%	9	33	38	10	9	↑5	3.24	1.06	466
MEDCOM	41%	36%	24%	9	32	36	13	11	↑5	3.15	1.10	2,794
TRADOC	42%	39%	19%	10	32	39	11	8	↓4	3.25	1.04	2,247
USACE	43%	36%	21%	9	35	36	13	8	↑2	3.23	1.05	2,648
USAREUR	38%	38%	24%	9	29	38	15	9	↓6	3.14	1.07	323
OTHER	41%	36%	22%	10	32	36	12	10	0	3.18	1.10	11,043

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

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	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	38%	44%	18%	9	30	44	9	8	↑2	3.21	1.01	23,232
AMC	36%	46%	19%	8	28	46	10	9	↑4	3.16	1.00	5,430
FORSCOM	40%	45%	14%	9	32	45	7	7	↑3	3.28	0.98	435
MEDCOM	38%	44%	18%	9	29	44	9	9	↑5	3.20	1.03	2,532
TRADOC	39%	46%	15%	9	30	46	9	6	↓3	3.27	0.97	2,054
USACE	40%	44%	17%	8	32	44	10	7	↑2	3.24	0.98	2,338
USAREUR	36%	49%	15%	9	27	49	10	5	↓5	3.25	0.93	282
OTHER	40%	43%	18%	9	30	43	9	9	↑3	3.22	1.03	10,161
5e. If I complained of discrimination, it would be held against me.*												
Total Army	31%	33%	36%	12	19	33	22	14	↓3	2.93	1.20	28,588
AMC	33%	34%	33%	12	21	34	21	12	↓4	3.01	1.17	6,664
FORSCOM	32%	29%	39%	13	19	29	23	16	0	2.90	1.25	528
MEDCOM	27%	32%	41%	11	17	32	24	16	↓5	2.81	1.20	3,067
TRADOC	28%	32%	40%	11	17	32	24	16	↓1	2.83	1.21	2,572
USACE	33%	33%	34%	11	21	33	24	11	↓1	2.99	1.15	3,105
USAREUR	29%	34%	37%	12	17	34	23	15	↓1	2.90	1.21	363
OTHER	31%	33%	36%	12	19	33	22	14	↓3	2.93	1.21	12,289

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

**Civilian Employees – FY06
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%	530
Somewhat Worse	7%	2,652
Equally	65%	23,595
Somewhat Better	17%	6,175
Much Better	9%	3,185
AMC		
Much Worse	1%	111
Somewhat Worse	6%	552
Equally	60%	5,162
Somewhat Better	21%	1,782
Much Better	11%	948
FORSCOM		
Much Worse	2%	14
Somewhat Worse	8%	53
Equally	68%	440
Somewhat Better	14%	90
Much Better	7%	48
MEDCOM		
Much Worse	2%	62
Somewhat Worse	7%	282
Equally	67%	2,533
Somewhat Better	16%	600
Much Better	8%	305
TRADOC		
Much Worse	1%	44
Somewhat Worse	7%	240
Equally	70%	2,256
Somewhat Better	15%	472
Much Better	7%	234
USACE		
Much Worse	1%	52
Somewhat Worse	6%	253
Equally	61%	2,482
Somewhat Better	21%	850
Much Better	10%	411

**Civilian Employees – FY06
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%	4
Somewhat Worse	7%	33
Equally	73%	330
Somewhat Better	12%	54
Much Better	7%	34
OTHER		
Much Worse	2%	243
Somewhat Worse	8%	1,239
Equally	67%	10,392
Somewhat Better	15%	2,327
Much Better	8%	1,205
7. Compared to male employees, female employees are treated...		
Total Army		
Much Worse	2%	717
Somewhat Worse	13%	4,701
Equally	64%	22,999
Somewhat Better	15%	5,247
Much Better	7%	2,477
AMC		
Much Worse	2%	153
Somewhat Worse	12%	1,045
Equally	57%	4,894
Somewhat Better	19%	1,597
Much Better	10%	872
FORSCOM		
Much Worse	3%	21
Somewhat Worse	12%	79
Equally	68%	438
Somewhat Better	12%	79
Much Better	5%	30

**Civilian Employees – FY06
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%	55
Somewhat Worse	13%	502
Equally	72%	2,739
Somewhat Better	9%	342
Much Better	4%	142
TRADOC		
Much Worse	2%	73
Somewhat Worse	14%	443
Equally	67%	2,167
Somewhat Better	12%	394
Much Better	5%	173
USACE		
Much Worse	2%	69
Somewhat Worse	16%	631
Equally	59%	2,387
Somewhat Better	17%	691
Much Better	7%	272
USAREUR		
Much Worse	1%	6
Somewhat Worse	11%	48
Equally	67%	304
Somewhat Better	13%	59
Much Better	8%	38
OTHER		
Much Worse	2%	340
Somewhat Worse	13%	1,953
Equally	65%	10,070
Somewhat Better	14%	2,085
Much Better	6%	950

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
8. Compared to younger employees, older employees are treated...		
Total Army		
Much Worse	3%	1,033
Somewhat Worse	14%	4,949
Equally	70%	25,298
Somewhat Better	11%	4,039
Much Better	2%	815
AMC		
Much Worse	4%	358
Somewhat Worse	17%	1,483
Equally	63%	5,403
Somewhat Better	13%	1,104
Much Better	2%	205
FORSCOM		
Much Worse	2%	10
Somewhat Worse	12%	75
Equally	75%	485
Somewhat Better	9%	61
Much Better	2%	16
MEDCOM		
Much Worse	2%	94
Somewhat Worse	14%	514
Equally	75%	2,824
Somewhat Better	8%	295
Much Better	1%	48
TRADOC		
Much Worse	2%	66
Somewhat Worse	11%	364
Equally	75%	2,437
Somewhat Better	10%	314
Much Better	2%	68
USACE		
Much Worse	3%	109
Somewhat Worse	14%	578
Equally	68%	2,769
Somewhat Better	12%	501
Much Better	2%	91

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
8. Compared to younger employees, older employees are treated... USAREUR Much Worse 2% Somewhat Worse 9% Equally 75% Somewhat Better 12% Much Better 2% OTHER Much Worse 3% Somewhat Worse 12% Equally 72% Somewhat Better 11% Much Better 2%		7 41 343 55 9 389 1,894 11,037 1,709 378
9. Compared with non-disabled employees, disabled employees are treated... Total Army Much Worse 1% Somewhat Worse 6% Equally 81% Somewhat Better 10% Much Better 3% AMC Much Worse 1% Somewhat Worse 6% Equally 77% Somewhat Better 13% Much Better 3% FORSCOM Much Worse 1% Somewhat Worse 5% Equally 84% Somewhat Better 8% Much Better 2%		376 2,028 28,918 3,668 904 81 532 6,557 1,065 273 8 35 538 51 10

**Civilian Employees – FY06
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%	50
Somewhat Worse	6%	210
Equally	81%	3,025
Somewhat Better	10%	360
Much Better	3%	103
TRADOC		
Much Worse	1%	26
Somewhat Worse	5%	152
Equally	85%	2,735
Somewhat Better	8%	256
Much Better	2%	56
USACE		
Much Worse	1%	28
Somewhat Worse	5%	197
Equally	80%	3,236
Somewhat Better	12%	480
Much Better	2%	88
USAREUR		
Much Worse	1%	4
Somewhat Worse	4%	20
Equally	87%	393
Somewhat Better	7%	30
Much Better	1%	6
OTHER		
Much Worse	1%	179
Somewhat Worse	6%	882
Equally	81%	12,434
Somewhat Better	9%	1,426
Much Better	2%	368

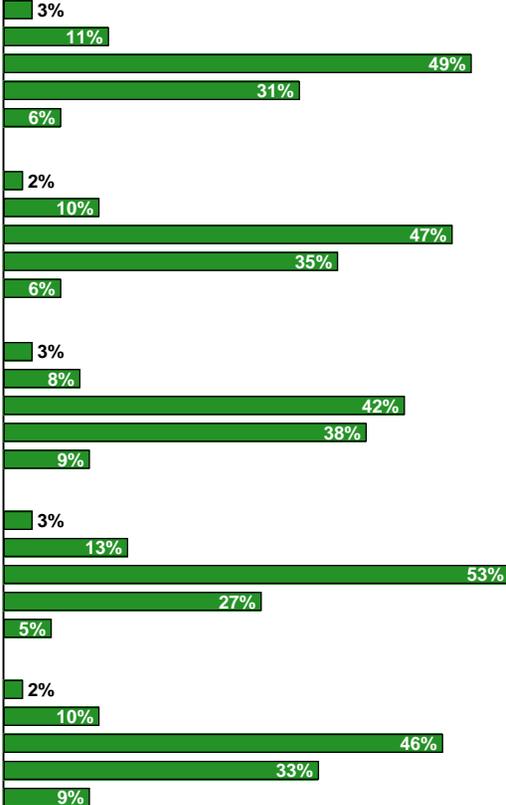
**Civilian Employees – FY06
US Army and Major Commands**

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	14%	5,081
Somewhat of a Problem	23%	8,327
Slight Problem	28%	10,095
Not a Problem	35%	12,617
AMC		
Serious Problem	10%	888
Somewhat of a Problem	21%	1,805
Slight Problem	29%	2,505
Not a Problem	39%	3,366
FORSCOM		
Serious Problem	9%	59
Somewhat of a Problem	19%	120
Slight Problem	24%	155
Not a Problem	48%	312
MEDCOM		
Serious Problem	15%	568
Somewhat of a Problem	24%	912
Slight Problem	30%	1,112
Not a Problem	31%	1,172
TRADOC		
Serious Problem	11%	350
Somewhat of a Problem	21%	688
Slight Problem	28%	921
Not a Problem	40%	1,280
USACE		
Serious Problem	15%	601
Somewhat of a Problem	26%	1,046
Slight Problem	27%	1,103
Not a Problem	32%	1,312

**Civilian Employees – FY06
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	15%	69
Somewhat of a Problem	22%	98
Slight Problem	30%	134
Not a Problem	34%	152
OTHER		
Serious Problem	17%	2,546
Somewhat of a Problem	24%	3,658
Slight Problem	27%	4,165
Not a Problem	33%	5,023
11. Has your organization hired any new employees in the last 2 years?		
Total Army		
Yes	89%	32,204
No	11%	3,932
AMC		
Yes	93%	7,921
No	7%	638
FORSCOM		
Yes	86%	555
No	14%	91
MEDCOM		
Yes	93%	3,497
No	7%	283
TRADOC		
Yes	89%	2,905
No	11%	344
USACE		
Yes	83%	3,383
No	17%	683
USAREUR		
Yes	90%	409
No	10%	45

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
11. Has your organization hired any new employees in the last 2 years? OTHER Yes No		13,534 1,848
12. How would you rate the performance of employees hired in the last 2 years at your organization? Total Army Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average AMC Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average FORSCOM Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average MEDCOM Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average TRADOC Much Lower Than Average Lower Than Average Average Higher Than Average Much Higher Than Average		887 3,467 15,615 10,064 1,933 196 805 3,668 2,723 480 16 46 232 211 50 115 445 1,819 921 159 68 286 1,330 960 250

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
12. How would you rate the performance of employees hired in the last 2 years at your organization?		
USACE		
Much Lower Than Average	■ 2%	67
Lower Than Average	■ 9%	315
Average	■ 50%	1,674
Higher Than Average	■ 34%	1,142
Much Higher Than Average	■ 5%	154
USAREUR		
Much Lower Than Average	■ 2%	7
Lower Than Average	■ 11%	45
Average	■ 48%	192
Higher Than Average	■ 32%	130
Much Higher Than Average	■ 7%	30
OTHER		
Much Lower Than Average	■ 3%	418
Lower Than Average	■ 11%	1,525
Average	■ 50%	6,700
Higher Than Average	■ 30%	3,977
Much Higher Than Average	■ 6%	810

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>Harassment</p> <p>13. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?</p>	<p>Total Army</p> <p>Yes 8%</p> <p>No 92%</p> <p>AMC</p> <p>Yes 7%</p> <p>No 93%</p> <p>FORSCOM</p> <p>Yes 8%</p> <p>No 92%</p> <p>MEDCOM</p> <p>Yes 9%</p> <p>No 91%</p> <p>TRADOC</p> <p>Yes 7%</p> <p>No 93%</p> <p>USACE</p> <p>Yes 7%</p> <p>No 93%</p> <p>USAREUR</p> <p>Yes 9%</p> <p>No 91%</p> <p>OTHER</p> <p>Yes 9%</p> <p>No 91%</p>	<p></p> <p>2,940</p> <p>33,484</p> <p>642</p> <p>7,977</p> <p>52</p> <p>602</p> <p>359</p> <p>3,466</p> <p>223</p> <p>3,059</p> <p>303</p> <p>3,786</p> <p>43</p> <p>414</p> <p>1,318</p> <p>14,180</p>
<p>14. If you were harassed, did you report the incident?</p>	<p>Total Army</p> <p>Yes 44%</p> <p>No 56%</p>	<p></p> <p>1,272</p> <p>1,644</p>

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																																																								
14. If you were harassed, did you report the incident?	<table border="0"> <tr> <td colspan="2">AMC</td> </tr> <tr> <td>Yes</td> <td>40%</td> </tr> <tr> <td>No</td> <td>60%</td> </tr> <tr> <td colspan="2">FORSCOM</td> </tr> <tr> <td>Yes</td> <td>41%</td> </tr> <tr> <td>No</td> <td>59%</td> </tr> <tr> <td colspan="2">MEDCOM</td> </tr> <tr> <td>Yes</td> <td>49%</td> </tr> <tr> <td>No</td> <td>51%</td> </tr> <tr> <td colspan="2">TRADOC</td> </tr> <tr> <td>Yes</td> <td>51%</td> </tr> <tr> <td>No</td> <td>49%</td> </tr> <tr> <td colspan="2">USACE</td> </tr> <tr> <td>Yes</td> <td>39%</td> </tr> <tr> <td>No</td> <td>61%</td> </tr> <tr> <td colspan="2">USAREUR</td> </tr> <tr> <td>Yes</td> <td>42%</td> </tr> <tr> <td>No</td> <td>58%</td> </tr> <tr> <td colspan="2">OTHER</td> </tr> <tr> <td>Yes</td> <td>44%</td> </tr> <tr> <td>No</td> <td>56%</td> </tr> </table>	AMC		Yes	40%	No	60%	FORSCOM		Yes	41%	No	59%	MEDCOM		Yes	49%	No	51%	TRADOC		Yes	51%	No	49%	USACE		Yes	39%	No	61%	USAREUR		Yes	42%	No	58%	OTHER		Yes	44%	No	56%	<table border="0"> <tr><td>257</td></tr> <tr><td>379</td></tr> <tr><td>21</td></tr> <tr><td>30</td></tr> <tr><td>175</td></tr> <tr><td>183</td></tr> <tr><td>113</td></tr> <tr><td>110</td></tr> <tr><td>117</td></tr> <tr><td>183</td></tr> <tr><td>18</td></tr> <tr><td>25</td></tr> <tr><td>571</td></tr> <tr><td>734</td></tr> </table>	257	379	21	30	175	183	113	110	117	183	18	25	571	734
AMC																																																										
Yes	40%																																																									
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571																																																										
734																																																										
15. If you reported the incident, did you experience any adverse consequences?	<table border="0"> <tr> <td colspan="2">Total Army</td> </tr> <tr> <td>Yes</td> <td>65%</td> </tr> <tr> <td>No</td> <td>35%</td> </tr> <tr> <td colspan="2">AMC</td> </tr> <tr> <td>Yes</td> <td>69%</td> </tr> <tr> <td>No</td> <td>31%</td> </tr> <tr> <td colspan="2">FORSCOM</td> </tr> <tr> <td>Yes</td> <td>67%</td> </tr> <tr> <td>No</td> <td>33%</td> </tr> </table>	Total Army		Yes	65%	No	35%	AMC		Yes	69%	No	31%	FORSCOM		Yes	67%	No	33%	<table border="0"> <tr><td>823</td></tr> <tr><td>446</td></tr> <tr><td>177</td></tr> <tr><td>80</td></tr> <tr><td>14</td></tr> <tr><td>7</td></tr> </table>	823	446	177	80	14	7																																
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**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																		
<p>15. If you reported the incident, did you experience any adverse consequences?</p>	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>MEDCOM</td> <td>61%</td> <td>39%</td> </tr> <tr> <td>TRADOC</td> <td>62%</td> <td>38%</td> </tr> <tr> <td>USACE</td> <td>63%</td> <td>37%</td> </tr> <tr> <td>USAREUR</td> <td>71%</td> <td>29%</td> </tr> <tr> <td>OTHER</td> <td>65%</td> <td>35%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	MEDCOM	61%	39%	TRADOC	62%	38%	USACE	63%	37%	USAREUR	71%	29%	OTHER	65%	35%	<p align="right">Valid N</p> <p align="right">107 67 70 43 74 43 12 5 369 201</p>
Command	Yes (%)	No (%)																		
MEDCOM	61%	39%																		
TRADOC	62%	38%																		
USACE	63%	37%																		
USAREUR	71%	29%																		
OTHER	65%	35%																		

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Likely  % Neither Likely/ Unlikely  % Unlikely	Category Percents					%Likely Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Retention and Commitment 16. 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	62% 14% 23%	33	30	14	14	9	↓6	3.62	1.31	36,381
AMC	64% 15% 21%	34	30	15	13	8	↓5	3.69	1.28	8,607
FORSCOM	67% 11% 22%	39	28	11	12	10	↓5	3.74	1.34	653
MEDCOM	64% 15% 21%	33	31	15	14	8	↓3	3.69	1.27	3,822
TRADOC	65% 14% 21%	35	29	14	13	9	↓7	3.70	1.30	3,279
USACE	65% 15% 20%	33	32	15	14	6	↓5	3.71	1.23	4,082
USAREUR	59% 13% 28%	34	24	13	17	11	↓5	3.54	1.39	458
OTHER	60% 14% 26%	31	29	14	15	11	↓6	3.53	1.35	15,480

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Likely	% Neither Likely/ Unlikely	% Unlikely	Category Percents					%Likely Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
17a. In the next 5 years, how likely is it that you will leave your organization to take another job within the DoD?*												
Total Army	44%	22%	34%	23	21	22	19	15	↑4	3.18	1.38	36,393
AMC	38%	24%	39%	18	20	24	21	18	↑4	2.99	1.35	8,614
FORSCOM	48%	19%	32%	25	24	19	19	13	↑4	3.27	1.37	653
MEDCOM	43%	22%	34%	23	20	22	19	15	↑1	3.18	1.38	3,818
TRADOC	49%	21%	30%	27	23	21	16	13	↑1	3.33	1.37	3,279
USACE	29%	25%	47%	12	16	25	26	21	↑6	2.73	1.30	4,087
USAREUR	74%	12%	13%	52	22	12	7	6	↑3	4.07	1.22	458
OTHER	50%	21%	30%	27	22	21	16	13	↑2	3.34	1.38	15,484
17b. 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	26%	26%	48%	11	16	26	26	22	↑1	2.66	1.27	36,368
AMC	18%	25%	56%	7	12	25	29	27	0	2.41	1.20	8,611
FORSCOM	28%	24%	49%	11	17	24	29	19	↓1	2.71	1.25	651
MEDCOM	26%	27%	47%	10	16	27	26	21	↓1	2.69	1.26	3,813
TRADOC	26%	25%	49%	10	16	25	26	22	↑1	2.65	1.26	3,277
USACE	24%	28%	49%	8	16	28	27	21	↑2	2.61	1.20	4,082
USAREUR	38%	27%	35%	16	22	27	21	14	↑4	3.05	1.28	458
OTHER	30%	25%	45%	13	17	25	24	20	0	2.79	1.31	15,476

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

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Likely	% Neither Likely/ Unlikely	% Unlikely	Category Percents					%Likely Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
17c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job?*												
Total Army	17%	19%	64%	6	10	19	29	35	↑1	2.24	1.22	36,348
AMC	15%	17%	68%	5	9	17	28	40	0	2.13	1.19	8,598
FORSCOM	17%	17%	66%	8	9	17	32	34	↑4	2.24	1.23	652
MEDCOM	18%	20%	62%	7	11	20	29	33	↑1	2.31	1.23	3,813
TRADOC	14%	20%	67%	5	9	20	31	36	↑3	2.17	1.16	3,274
USACE	17%	20%	63%	5	12	20	29	33	↑1	2.27	1.19	4,083
USAREUR	21%	24%	55%	6	15	24	27	28	↑4	2.44	1.21	458
OTHER	18%	20%	62%	7	11	20	28	34	↑1	2.30	1.24	15,470
17d. In the next 5 years, how likely is it that you will retire from Federal service?*												
Total Army	36%	12%	52%	21	14	12	17	35	↑2	2.70	1.58	36,367
AMC	37%	11%	52%	23	14	11	16	36	↑2	2.72	1.61	8,608
FORSCOM	40%	12%	48%	24	16	12	19	29	↑4	2.87	1.57	653
MEDCOM	37%	13%	50%	21	16	13	20	30	↑2	2.79	1.53	3,814
TRADOC	34%	12%	55%	20	14	12	20	35	↓1	2.64	1.55	3,278
USACE	35%	10%	55%	22	13	10	16	39	↑2	2.63	1.61	4,084
USAREUR	24%	17%	59%	13	10	17	18	41	↑3	2.37	1.44	458
OTHER	35%	13%	52%	21	14	13	17	35	↑1	2.70	1.57	15,472

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

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
18. In the coming year, do you plan to look for another job?		
Total Army		
I have not decided whether to look for another job	15%	5,506
Yes, but only within the Federal government	27%	9,827
Yes, but only outside the Federal government	2%	892
Yes, I plan to look both inside and outside the Federal government	15%	5,547
No	40%	14,610
AMC		
I have not decided whether to look for another job	15%	1,272
Yes, but only within the Federal government	25%	2,194
Yes, but only outside the Federal government	2%	195
Yes, I plan to look both inside and outside the Federal government	11%	927
No	47%	4,024
FORSCOM		
I have not decided whether to look for another job	15%	97
Yes, but only within the Federal government	28%	184
Yes, but only outside the Federal government	3%	18
Yes, I plan to look both inside and outside the Federal government	15%	99
No	39%	254
MEDCOM		
I have not decided whether to look for another job	16%	602
Yes, but only within the Federal government	25%	949
Yes, but only outside the Federal government	2%	85
Yes, I plan to look both inside and outside the Federal government	17%	635
No	40%	1,541
TRADOC		
I have not decided whether to look for another job	15%	492
Yes, but only within the Federal government	32%	1,052
Yes, but only outside the Federal government	2%	65
Yes, I plan to look both inside and outside the Federal government	16%	513
No	35%	1,155
USACE		
I have not decided whether to look for another job	17%	675
Yes, but only within the Federal government	22%	884
Yes, but only outside the Federal government	3%	114
Yes, I plan to look both inside and outside the Federal government	13%	551
No	46%	1,862

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
18. In the coming year, do you plan to look for another job?		
USAREUR		
I have not decided whether to look for another job	11%	52
Yes, but only within the Federal government	35%	160
Yes, but only outside the Federal government	1%	6
Yes, I plan to look both inside and outside the Federal government	26%	121
No	26%	119
OTHER		
I have not decided whether to look for another job	15%	2,316
Yes, but only within the Federal government	28%	4,404
Yes, but only outside the Federal government	3%	409
Yes, I plan to look both inside and outside the Federal government	17%	2,701
No	37%	5,655

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Satisfied % Neither Satisfied/ Dissatisfied % Dissatisfied	Category Percents					%Sat Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Overall Satisfaction										
Total Army	51% 21% 28%	15	36	21	16	12	↓1	3.26	0.91	36,490
AMC	54% 20% 25%	16	38	20	15	11	0	3.35	0.90	8,629
FORSCOM	56% 18% 26%	19	37	18	14	11	↓1	3.39	0.92	655
MEDCOM	48% 21% 31%	13	34	21	17	14	↑1	3.17	0.89	3,831
TRADOC	54% 19% 27%	17	37	19	16	11	↓3	3.32	0.90	3,288
USACE	50% 22% 28%	12	38	22	17	11	↓1	3.24	0.85	4,094
USAREUR	49% 22% 29%	15	34	22	17	13	↓5	3.22	0.89	459
OTHER	50% 21% 30%	15	35	21	16	13	↓2	3.22	0.93	15,534
19a. Taking all things into consideration, how satisfied are you, in general, with your job?										
Total Army	73% 13% 14%	24	49	13	9	5	↓2	3.78	1.07	36,432
AMC	74% 12% 14%	24	49	12	9	5	↓1	3.80	1.06	8,623
FORSCOM	81% 8% 11%	32	49	8	6	5	↑1	3.96	1.05	654
MEDCOM	73% 13% 14%	25	49	13	9	5	0	3.79	1.06	3,825
TRADOC	76% 11% 13%	28	48	11	8	5	↓3	3.85	1.07	3,286
USACE	73% 13% 14%	21	52	13	10	4	↓2	3.75	1.03	4,092
USAREUR	70% 17% 13%	26	44	17	9	4	↓6	3.79	1.05	458
OTHER	72% 13% 15%	24	48	13	10	6	↓1	3.75	1.10	15,494

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Satisfied % Neither Satisfied/ Dissatisfied % Dissatisfied	Category Percents					%Sat Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
19b. Taking all things into consideration, how satisfied are you, in general, with your pay?										
Total Army	60% 16% 24%	15	45	16	16	9	0	3.42	1.17	36,424
AMC	68% 14% 18%	19	49	14	12	6	↑2	3.64	1.09	8,619
FORSCOM	63% 16% 21%	15	48	16	14	7	↓4	3.51	1.12	653
MEDCOM	47% 18% 35%	10	37	18	21	14	↓1	3.09	1.24	3,824
TRADOC	60% 16% 24%	14	46	16	16	8	↑1	3.41	1.15	3,286
USACE	62% 17% 21%	14	48	17	15	6	↓2	3.48	1.10	4,092
USAREUR	60% 16% 23%	14	46	16	16	8	↓1	3.43	1.15	458
OTHER	58% 16% 27%	14	43	16	17	10	0	3.35	1.19	15,492
19c. 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	50% 21% 29%	14	36	21	18	11	↓1	3.24	1.22	36,107
AMC	54% 21% 25%	16	38	21	16	9	↑2	3.35	1.19	8,555
FORSCOM	57% 16% 27%	17	40	16	18	9	↑1	3.37	1.22	646
MEDCOM	45% 22% 34%	12	33	22	20	14	↑2	3.09	1.24	3,766
TRADOC	51% 21% 28%	15	36	21	18	10	↓3	3.28	1.21	3,260
USACE	51% 22% 27%	13	38	22	17	9	↓1	3.28	1.17	4,065
USAREUR	47% 19% 34%	14	33	19	23	11	↓7	3.16	1.24	456
OTHER	48% 21% 31%	14	34	21	18	13	↓2	3.19	1.25	15,359

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Satisfied % Neither Satisfied/ Dissatisfied % Dissatisfied	Category Percents					%Sat Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
19d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?										
Total Army		7	23	22	25	22	↓2	2.68	1.25	35,510
AMC		10	28	23	22	18	↑1	2.90	1.26	8,439
FORSCOM		8	22	22	26	22	↓6	2.68	1.25	638
MEDCOM		5	18	22	29	27	↑1	2.46	1.20	3,663
TRADOC		7	21	22	27	23	↓5	2.60	1.23	3,203
USACE		5	23	23	27	21	↓1	2.65	1.19	4,013
USAREUR		6	21	22	26	25	↓5	2.57	1.24	453
OTHER		7	22	22	25	24	↓3	2.64	1.26	15,101
19e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?										
Total Army		7	22	27	24	20	↓2	2.72	1.20	35,033
AMC		9	27	28	21	16	0	2.91	1.21	8,371
FORSCOM		8	22	27	24	20	↓3	2.75	1.23	627
MEDCOM		5	18	27	26	23	↑1	2.55	1.18	3,590
TRADOC		6	19	27	27	21	↓5	2.64	1.19	3,134
USACE		5	23	30	25	17	↓2	2.74	1.14	3,975
USAREUR		6	19	28	25	22	↓4	2.60	1.18	441
OTHER		7	21	26	24	21	↓3	2.68	1.22	14,895

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Satisfied % Neither Satisfied/ Dissatisfied % Dissatisfied	Category Percents					%Sat Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
19f. Taking all things into consideration, how satisfied are you, in general, with the recognition you receive for doing a good job?										
Total Army	51% 20% 29%	16	36	20	16	13	0	3.25	1.26	36,068
AMC	52% 21% 27%	16	36	21	15	12	↑2	3.29	1.24	8,546
FORSCOM	57% 18% 25%	21	36	18	12	12	0	3.41	1.28	645
MEDCOM	45% 20% 34%	14	31	20	18	16	0	3.10	1.30	3,780
TRADOC	56% 18% 26%	19	37	18	14	12	↓2	3.37	1.27	3,247
USACE	53% 20% 27%	14	39	20	17	11	↑1	3.28	1.21	4,066
USAREUR	50% 22% 28%	16	34	22	16	12	↓2	3.26	1.25	454
OTHER	50% 20% 30%	15	35	20	16	14	↓2	3.22	1.27	15,330
19g. Taking all things into consideration, how satisfied are you, in general, with management at your organization?										
Total Army	47% 20% 33%	13	34	20	17	16	↓1	3.12	1.29	36,219
AMC	47% 21% 32%	13	34	21	16	16	↑1	3.12	1.29	8,574
FORSCOM	54% 16% 30%	20	34	16	16	14	0	3.30	1.33	649
MEDCOM	45% 22% 34%	13	32	22	18	16	↑1	3.07	1.28	3,795
TRADOC	53% 18% 29%	16	37	18	15	14	↓3	3.27	1.28	3,268
USACE	44% 22% 34%	10	34	22	19	15	↓1	3.04	1.24	4,073
USAREUR	47% 21% 33%	15	31	21	15	18	↓4	3.12	1.33	455
OTHER	47% 20% 33%	14	34	20	16	17	↓3	3.11	1.30	15,405

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Satisfied  % Neither Satisfied/ Dissatisfied  % Dissatisfied	Category Percents					%Sat Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
19h. Taking all things into consideration, how satisfied are you, in general, with policies and practices of your senior leaders?										
Total Army		12	32	23	17	17	↑1	3.05	1.28	35,947
AMC		12	31	23	17	17	↑2	3.03	1.28	8,515
FORSCOM		19	35	18	13	15	↑5	3.30	1.32	645
MEDCOM		12	31	24	15	17	↑2	3.07	1.28	3,766
TRADOC		15	35	21	15	14	↓3	3.22	1.27	3,254
USACE		8	31	26	19	16	↑1	2.96	1.21	4,026
USAREUR		15	30	22	16	17	↓5	3.10	1.33	453
OTHER		12	32	22	17	18	↓1	3.04	1.29	15,288

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Well Prepared % Neither Well Prepared/ Poorly Prepared % Poorly Prepared	Category Percents					%Well Prep. Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
20. Overall, how well prepared is your organization to perform its mission?										
Total Army	70% 20% 9%	21	50	20	8	2	↓2	3.81	0.91	36,355
AMC	71% 20% 9%	21	50	20	7	2	0	3.82	0.90	8,598
FORSCOM	76% 17% 6%	31	45	17	5	1	↓4	4.00	0.88	653
MEDCOM	73% 19% 7%	21	52	19	6	1	↑1	3.86	0.86	3,817
TRADOC	75% 17% 8%	24	51	17	7	1	↓3	3.91	0.87	3,274
USACE	68% 22% 10%	15	52	22	9	2	↓1	3.71	0.89	4,082
USAREUR	70% 21% 9%	23	47	21	7	2	↓7	3.82	0.92	458
OTHER	69% 21% 10%	21	48	21	8	2	↓3	3.78	0.93	15,473

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
21. Overall, I would recommend that others pursue a career as a civilian with this organization.										
Total Army	57%  24%  19% 	18	38	24	11	8	↓2	3.48	1.15	36,133
AMC	61%  22%  17% 	21	40	22	10	7	↓1	3.58	1.13	8,548
FORSCOM	59%  23%  17% 	23	36	23	9	8	↓3	3.57	1.17	650
MEDCOM	57%  26%  17% 	17	40	26	10	7	↑1	3.51	1.09	3,784
TRADOC	61%  22%  17% 	21	40	22	10	7	↓6	3.57	1.13	3,259
USACE	58%  24%  18% 	16	42	24	12	6	↓2	3.50	1.09	4,071
USAREUR	51%  26%  23% 	15	36	26	13	9	↓7	3.34	1.16	456
OTHER	53%  25%  22% 	17	36	25	13	10	↓4	3.38	1.19	15,365

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Well  % Adequately  % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Civilian Human Resources (Personnel) Services										
Total Army	44% Well, 32% Adequately, 24% Poorly	11	33	32	14	9	↑3	3.22	0.95	35,908
AMC	46% Well, 33% Adequately, 21% Poorly	11	35	33	13	8	↑5	3.28	0.92	8,478
FORSCOM	42% Well, 31% Adequately, 26% Poorly	10	32	31	15	11	↑4	3.16	0.98	648
MEDCOM	39% Well, 33% Adequately, 28% Poorly	9	30	33	16	12	↑3	3.09	0.96	3,740
TRADOC	46% Well, 32% Adequately, 22% Poorly	13	33	32	14	8	↑1	3.28	0.94	3,239
USACE	40% Well, 33% Adequately, 26% Poorly	9	32	33	17	10	↑1	3.13	0.92	4,037
USAREUR	38% Well, 30% Adequately, 32% Poorly	10	28	30	19	13	↓1	3.02	1.01	455
OTHER	45% Well, 31% Adequately, 24% Poorly	13	32	31	14	10	↑2	3.23	0.97	15,311
22a. Personnel Services: Processes personnel actions (e.g., pay, promotions, benefits) accurately and in a timely manner.										
Total Army	49% Well, 32% Adequately, 20% Poorly	16	32	32	11	8	↓2	3.37	1.13	33,277
AMC	49% Well, 32% Adequately, 19% Poorly	15	33	32	11	8	↓1	3.37	1.11	7,859
FORSCOM	47% Well, 30% Adequately, 23% Poorly	15	32	30	14	10	↓2	3.29	1.16	613
MEDCOM	43% Well, 32% Adequately, 24% Poorly	13	30	32	13	11	↓2	3.21	1.17	3,384
TRADOC	53% Well, 31% Adequately, 16% Poorly	20	33	31	10	6	↓3	3.50	1.11	3,022
USACE	44% Well, 34% Adequately, 22% Poorly	13	31	34	14	8	↓6	3.26	1.10	3,736
USAREUR	44% Well, 31% Adequately, 25% Poorly	14	30	31	14	10	↓4	3.23	1.18	439
OTHER	50% Well, 31% Adequately, 19% Poorly	18	32	31	11	8	↓2	3.41	1.14	14,224

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Well % Adequately % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
22b. Personnel Services: Finds sources for all types of training.										
Total Army	36% 35% 30%	10	26	35	18	11	↑7	3.04	1.13	30,555
AMC	41% 35% 23%	11	30	35	15	8	↑8	3.21	1.09	7,416
FORSCOM	34% 36% 30%	10	24	36	18	13	↑7	3.01	1.15	567
MEDCOM	31% 35% 34%	8	23	35	21	14	↑6	2.91	1.13	3,045
TRADOC	35% 35% 30%	10	25	35	19	11	↑3	3.04	1.12	2,744
USACE	29% 38% 33%	6	23	38	21	12	↑6	2.90	1.07	3,284
USAREUR	32% 32% 36%	8	24	32	22	14	↑4	2.89	1.15	404
OTHER	35% 33% 31%	10	26	33	19	12	↑4	3.02	1.16	13,095
22c. Personnel Services: Provides guidance and program assistance on family friendly quality of work life issues.										
Total Army	35% 36% 29%	9	26	36	17	12	↑5	3.04	1.13	26,913
AMC	36% 38% 26%	9	27	38	15	10	↑6	3.10	1.09	6,329
FORSCOM	32% 40% 29%	8	23	40	15	13	↑7	2.98	1.12	490
MEDCOM	32% 35% 34%	9	23	35	19	15	↑6	2.92	1.16	2,706
TRADOC	37% 36% 27%	10	27	36	17	10	↑3	3.11	1.11	2,400
USACE	32% 37% 31%	7	25	37	19	12	↑4	2.96	1.10	3,048
USAREUR	31% 34% 35%	7	24	34	22	14	↑5	2.89	1.13	355
OTHER	36% 35% 29%	10	26	35	17	12	↑5	3.05	1.14	11,585

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	■ % Well	■ % Adequately	■ % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
22d. Personnel Services: Provides counseling, information, or training on retirement and benefits.												
Total Army	39%	33%	28%	11	28	33	16	12	↑2	3.10	1.16	30,456
AMC	43%	34%	23%	11	32	34	13	10	↑4	3.22	1.11	7,246
FORSCOM	38%	36%	27%	11	27	36	15	11	↓1	3.11	1.14	551
MEDCOM	32%	36%	32%	8	24	36	17	15	↑1	2.93	1.16	3,083
TRADOC	39%	34%	28%	12	27	34	16	12	↑1	3.11	1.16	2,750
USACE	36%	35%	29%	8	28	35	18	11	↑2	3.04	1.11	3,449
USAREUR	29%	32%	39%	8	21	32	22	17	↓1	2.81	1.18	386
OTHER	39%	32%	29%	12	27	32	16	12	↑1	3.09	1.18	12,991
22e. Personnel Services: Is customer service focused.												
Total Army	40%	34%	26%	12	28	34	15	11	↑4	3.15	1.16	32,624
AMC	41%	35%	24%	11	30	35	14	10	↑6	3.19	1.12	7,592
FORSCOM	35%	35%	30%	10	24	35	16	14	↑2	3.01	1.17	603
MEDCOM	37%	33%	29%	11	26	33	16	13	↑6	3.06	1.18	3,378
TRADOC	41%	35%	24%	13	28	35	14	11	0	3.19	1.15	2,955
USACE	35%	35%	30%	9	26	35	18	12	↑2	3.02	1.14	3,654
USAREUR	35%	31%	34%	11	24	31	19	15	↓1	2.96	1.21	433
OTHER	42%	33%	26%	14	27	33	14	11	↑3	3.19	1.18	14,009

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
22f. Overall, I am satisfied with the timeliness of personnel services I receive.												
Total Army	53%	28%	19%	11	43	28	12	7	↑3	3.38	1.04	34,949
AMC	54%	28%	18%	9	45	28	12	6	↑5	3.40	1.02	8,225
FORSCOM	51%	25%	24%	9	42	25	14	9	↑7	3.27	1.11	637
MEDCOM	47%	31%	22%	8	39	31	14	8	↑4	3.26	1.05	3,616
TRADOC	57%	27%	16%	13	44	27	11	6	↑2	3.48	1.03	3,164
USACE	51%	28%	21%	8	43	28	14	7	↑1	3.31	1.03	3,910
USAREUR	46%	27%	27%	10	36	27	17	11	↓3	3.18	1.15	449
OTHER	54%	27%	18%	12	42	27	12	7	↑2	3.41	1.05	14,948
22g. Overall, I am satisfied with the quality of personnel services I receive.												
Total Army	53%	28%	19%	10	43	28	13	6	↑3	3.38	1.04	34,985
AMC	55%	28%	17%	9	46	28	11	6	↑6	3.41	1.00	8,227
FORSCOM	54%	22%	24%	10	45	22	14	9	↑10	3.31	1.12	636
MEDCOM	48%	30%	22%	8	40	30	14	7	↑5	3.27	1.05	3,608
TRADOC	56%	28%	16%	13	43	28	11	6	↑1	3.47	1.03	3,172
USACE	50%	28%	21%	8	43	28	15	6	↑1	3.31	1.03	3,936
USAREUR	45%	28%	28%	10	35	28	17	11	↓5	3.15	1.15	447
OTHER	54%	27%	19%	12	42	27	12	6	↑2	3.41	1.05	14,959

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Impact of NSPS		
23. 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)?		
Total Army		
Yes	86%	31,416
No	14%	4,948
AMC		
Yes	88%	7,592
No	12%	1,009
FORSCOM		
Yes	90%	588
No	10%	66
MEDCOM		
Yes	87%	3,309
No	13%	509
TRADOC		
Yes	89%	2,907
No	11%	375
USACE		
Yes	96%	3,905
No	4%	179
USAREUR		
Yes	88%	405
No	12%	54
OTHER		
Yes	82%	12,710
No	18%	2,756

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
24. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
Total Army		
Communicating performance expectations	29%	9,069
Career counseling	2%	734
Dealing with poor performers and disruptive employees	13%	4,057
Teaching job skills	2%	587
Motivating employees to perform well	10%	3,011
Communicating effectively with people of diverse backgrounds	3%	955
Making fair personnel decisions	28%	8,791
Encouraging teamwork and cooperation	6%	1,767
Other	7%	2,249
AMC		
Communicating performance expectations	25%	1,918
Career counseling	2%	126
Dealing with poor performers and disruptive employees	14%	1,065
Teaching job skills	2%	146
Motivating employees to perform well	11%	833
Communicating effectively with people of diverse backgrounds	3%	212
Making fair personnel decisions	30%	2,234
Encouraging teamwork and cooperation	6%	444
Other	7%	560
FORSCOM		
Communicating performance expectations	34%	200
Career counseling	3%	18
Dealing with poor performers and disruptive employees	12%	70
Teaching job skills	2%	10
Motivating employees to perform well	6%	37
Communicating effectively with people of diverse backgrounds	3%	16
Making fair personnel decisions	26%	150
Encouraging teamwork and cooperation	5%	32
Other	9%	51

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
24. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
MEDCOM		
Communicating performance expectations	28%	905
Career counseling	2%	66
Dealing with poor performers and disruptive employees	16%	530
Teaching job skills	2%	50
Motivating employees to perform well	9%	307
Communicating effectively with people of diverse backgrounds	3%	96
Making fair personnel decisions	28%	910
Encouraging teamwork and cooperation	6%	208
Other	7%	218
TRADOC		
Communicating performance expectations	32%	938
Career counseling	4%	104
Dealing with poor performers and disruptive employees	12%	342
Teaching job skills	2%	51
Motivating employees to perform well	9%	250
Communicating effectively with people of diverse backgrounds	3%	93
Making fair personnel decisions	26%	760
Encouraging teamwork and cooperation	5%	156
Other	7%	195
USACE		
Communicating performance expectations	28%	1,103
Career counseling	1%	54
Dealing with poor performers and disruptive employees	12%	484
Teaching job skills	1%	50
Motivating employees to perform well	10%	382
Communicating effectively with people of diverse backgrounds	3%	101
Making fair personnel decisions	31%	1,217
Encouraging teamwork and cooperation	5%	194
Other	8%	292

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
24. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
	USAREUR	
Communicating performance expectations	29%	117
Career counseling	3%	13
Dealing with poor performers and disruptive employees	12%	50
Teaching job skills	3%	12
Motivating employees to perform well	8%	33
Communicating effectively with people of diverse backgrounds	4%	15
Making fair personnel decisions	26%	103
Encouraging teamwork and cooperation	7%	30
Other	7%	30
	OTHER	
Communicating performance expectations	31%	3,888
Career counseling	3%	353
Dealing with poor performers and disruptive employees	12%	1,516
Teaching job skills	2%	268
Motivating employees to perform well	9%	1,169
Communicating effectively with people of diverse backgrounds	3%	422
Making fair personnel decisions	27%	3,417
Encouraging teamwork and cooperation	6%	703
Other	7%	903
25. I would like to see NSPS training provided in the following area:		
	Total Army	
The use of pay setting flexibility	16%	4,888
Hiring, placement, and advancement processes	23%	6,994
The pay pool panel process	15%	4,633
The performance management evaluation system	31%	9,510
Alternatives to discipline	1%	296
Adverse actions and appeals	2%	546
Labor-management relations	4%	1,345
Other	8%	2,489

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
25. I would like to see NSPS training provided in the following area:		
AMC		
The use of pay setting flexibility	16%	1,173
Hiring, placement, and advancement processes	20%	1,493
The pay pool panel process	16%	1,178
The performance management evaluation system	32%	2,354
Alternatives to discipline	1%	86
Adverse actions and appeals	2%	157
Labor–management relations	5%	340
Other	8%	611
FORSCOM		
The use of pay setting flexibility	16%	91
Hiring, placement, and advancement processes	23%	135
The pay pool panel process	14%	78
The performance management evaluation system	32%	185
Alternatives to discipline	0%	2
Adverse actions and appeals	1%	6
Labor–management relations	4%	23
Other	10%	57
MEDCOM		
The use of pay setting flexibility	18%	576
Hiring, placement, and advancement processes	25%	822
The pay pool panel process	13%	416
The performance management evaluation system	30%	970
Alternatives to discipline	1%	36
Adverse actions and appeals	1%	44
Labor–management relations	5%	149
Other	7%	211
TRADOC		
The use of pay setting flexibility	17%	490
Hiring, placement, and advancement processes	27%	760
The pay pool panel process	15%	425
The performance management evaluation system	29%	822
Alternatives to discipline	1%	21
Adverse actions and appeals	1%	33
Labor–management relations	3%	99
Other	7%	209

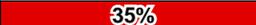
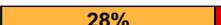
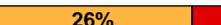
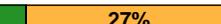
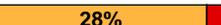
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
25. I would like to see NSPS training provided in the following area:		
USACE		
The use of pay setting flexibility	16%	594
Hiring, placement, and advancement processes	17%	635
The pay pool panel process	19%	712
The performance management evaluation system	34%	1,293
Alternatives to discipline	1%	39
Adverse actions and appeals	2%	62
Labor-management relations	4%	137
Other	9%	353
USAREUR		
The use of pay setting flexibility	13%	50
Hiring, placement, and advancement processes	31%	122
The pay pool panel process	9%	37
The performance management evaluation system	35%	138
Alternatives to discipline	1%	2
Adverse actions and appeals	2%	7
Labor-management relations	4%	14
Other	7%	29
OTHER		
The use of pay setting flexibility	15%	1,914
Hiring, placement, and advancement processes	24%	3,027
The pay pool panel process	14%	1,787
The performance management evaluation system	30%	3,748
Alternatives to discipline	1%	110
Adverse actions and appeals	2%	237
Labor-management relations	5%	583
Other	8%	1,019

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree % Neither Agree/Disagree % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
Impact of NSPS										
Total Army		6	28	34	20	13	0	2.93	0.93	30,971
AMC		5	24	34	21	15	0	2.84	0.94	7,476
FORSCOM		6	29	33	19	14	↑2	2.94	0.95	583
MEDCOM		8	32	33	16	11	↑3	3.09	0.93	3,249
TRADOC		6	29	34	19	12	↓2	2.99	0.93	2,872
USACE		3	24	35	23	15	↓2	2.78	0.88	3,854
USAREUR		6	29	34	18	12	↑3	2.98	0.91	401
OTHER		6	29	34	19	12	↓1	2.98	0.93	12,536
26a. Do you agree or disagree that NSPS will improve personnel processes for hiring new employees?										
Total Army		4	22	41	18	15	0	2.83	1.06	26,521
AMC		4	20	42	18	16	0	2.77	1.06	6,354
FORSCOM		4	21	41	17	17	↑3	2.78	1.09	501
MEDCOM		5	26	42	15	13	↑1	2.95	1.05	2,767
TRADOC		4	22	42	19	14	0	2.84	1.04	2,497
USACE		2	20	42	20	16	0	2.73	1.04	3,126
USAREUR		5	26	38	17	14	↑6	2.91	1.09	349
OTHER		5	23	40	18	14	↓1	2.87	1.07	10,927

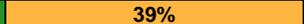
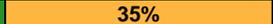
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?										
Total Army	35%  31%  35% 	6	29	31	22	13	↓1	2.93	1.12	27,754
AMC	30%  31%  39% 	5	25	31	24	15	↓1	2.81	1.13	6,704
FORSCOM	35%  30%  35% 	5	30	30	21	14	↑2	2.92	1.13	524
MEDCOM	42%  29%  28% 	8	34	29	17	11	↑1	3.11	1.12	2,904
TRADOC	36%  31%  33% 	6	31	31	21	11	↓3	2.98	1.09	2,609
USACE	32%  29%  39% 	4	28	29	24	15	↓1	2.82	1.11	3,337
USAREUR	37%  32%  31% 	6	30	32	22	10	↑3	3.02	1.08	359
OTHER	36%  31%  33% 	6	30	31	21	12	↓2	2.97	1.11	11,317
26c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?										
Total Army	39%  28%  33% 	8	31	28	19	14	0	2.99	1.18	28,266
AMC	36%  28%  37% 	7	28	28	21	16	0	2.90	1.19	6,838
FORSCOM	38%  26%  36% 	7	31	26	18	17	↓1	2.92	1.21	526
MEDCOM	45%  27%  28% 	11	34	27	16	12	↑3	3.16	1.17	2,963
TRADOC	40%  28%  32% 	8	32	28	18	13	↓4	3.03	1.17	2,655
USACE	33%  28%  40% 	5	28	28	23	17	↓4	2.81	1.15	3,396
USAREUR	40%  29%  31% 	9	31	29	18	13	↑1	3.04	1.18	365
OTHER	40%  28%  32% 	9	32	28	18	13	↓2	3.04	1.17	11,523

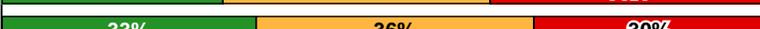
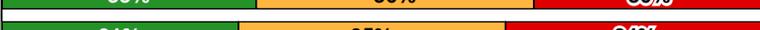
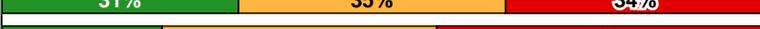
**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
26d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?												
Total Army	38%	27%	35%	8	30	27	20	15	0	2.96	1.19	28,376
AMC	34%	26%	39%	7	27	26	23	17	0	2.85	1.20	6,864
FORSCOM	37%	27%	36%	8	29	27	21	15	↑1	2.94	1.18	531
MEDCOM	45%	26%	28%	10	35	26	16	12	↑4	3.15	1.18	2,972
TRADOC	38%	28%	33%	9	30	28	19	14	↓5	3.00	1.19	2,676
USACE	32%	27%	41%	5	27	27	25	16	↓3	2.79	1.15	3,413
USAREUR	38%	30%	32%	7	31	30	16	16	0	2.97	1.19	368
OTHER	40%	26%	34%	9	31	26	19	14	↓1	3.01	1.20	11,552
26e. Do you agree or disagree that NSPS will improve personnel processes for communication between supervisors and employees?												
Total Army	32%	37%	31%	6	27	37	19	12	↑2	2.95	1.07	28,117
AMC	27%	38%	35%	5	22	38	21	14	↑1	2.82	1.07	6,792
FORSCOM	36%	36%	28%	7	30	36	15	13	↑3	3.03	1.11	525
MEDCOM	38%	36%	26%	8	30	36	15	11	↑2	3.09	1.09	2,921
TRADOC	36%	37%	27%	6	30	37	17	11	0	3.04	1.07	2,645
USACE	26%	40%	34%	3	23	40	21	13	0	2.82	1.02	3,402
USAREUR	31%	39%	30%	4	26	39	20	10	0	2.95	1.03	365
OTHER	35%	37%	28%	6	28	37	18	11	↑1	3.02	1.07	11,467

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26f. Do you agree or disagree that NSPS will improve personnel processes for ensuring individual performance supports organizational mission effectiveness?										
Total Army	36%  39%  25% 	5	31	39	15	10	↑1	3.07	1.04	27,979
AMC	31%  40%  29% 	5	27	40	17	12	0	2.95	1.05	6,739
FORSCOM	40%  35%  25% 	5	35	35	14	11	↑1	3.10	1.05	529
MEDCOM	44%  37%  19% 	7	37	37	10	8	↑3	3.24	1.01	2,926
TRADOC	40%  38%  22% 	6	34	38	14	9	↓2	3.15	1.03	2,645
USACE	26%  43%  31% 	3	23	43	19	11	↓3	2.87	0.99	3,351
USAREUR	38%  37%  25% 	4	34	37	16	8	↑5	3.10	1.00	360
OTHER	39%  38%  23% 	6	33	38	14	9	↓1	3.12	1.03	11,429

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	 % Positive  % Neither Positive/ Negative  % Negative	Category Percents					%Positive Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?										
Total Army		4	24	36	24	13	0	2.82	1.05	30,882
AMC		3	21	36	25	15	0	2.73	1.05	7,457
FORSCOM		3	26	35	24	13	↑4	2.84	1.05	582
MEDCOM		5	29	36	20	10	↑2	2.98	1.04	3,230
TRADOC		4	27	35	23	11	0	2.89	1.04	2,869
USACE		2	19	36	30	14	↓3	2.65	0.99	3,846
USAREUR		4	27	37	20	14	↑3	2.88	1.07	400
OTHER		4	26	35	23	12	↓1	2.87	1.05	12,498

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
27a. My organization has been identified for BRAC realignment/relocation.		
Total Army		
Yes	24%	8,630
No	61%	21,753
Don't Know	15%	5,400
AMC		
Yes	28%	2,402
No	64%	5,420
Don't Know	8%	685
FORSCOM		
Yes	36%	235
No	53%	347
Don't Know	11%	69
MEDCOM		
Yes	19%	719
No	54%	2,029
Don't Know	27%	1,010
TRADOC		
Yes	31%	1,007
No	58%	1,874
Don't Know	11%	369
USACE		
Yes	1%	52
No	81%	3,263
Don't Know	18%	724
USAREUR		
Yes	23%	103
No	49%	220
Don't Know	29%	130
OTHER		
Yes	27%	4,112
No	57%	8,600
Don't Know	16%	2,413

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
27b. My organization has been identified for BRAC closure.		
Total Army		
Yes	8%	2,731
No	78%	27,752
Don't Know	14%	4,910
AMC		
Yes	11%	931
No	83%	6,949
Don't Know	6%	537
FORSCOM		
Yes	21%	136
No	69%	442
Don't Know	10%	64
MEDCOM		
Yes	4%	138
No	72%	2,698
Don't Know	24%	886
TRADOC		
Yes	9%	291
No	80%	2,565
Don't Know	11%	355
USACE		
Yes	0%	17
No	83%	3,323
Don't Know	17%	687
USAREUR		
Yes	12%	52
No	60%	269
Don't Know	29%	131
OTHER		
Yes	8%	1,166
No	77%	11,506
Don't Know	15%	2,250

**Civilian Employees – FY06
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
27c. My organization has been identified for A-76/Outsourcing.		
Total Army		
Yes	8%	2,741
No	49%	17,398
Don't Know	43%	15,117
AMC		
Yes	4%	300
No	57%	4,773
Don't Know	39%	3,296
FORSCOM		
Yes	2%	12
No	57%	365
Don't Know	41%	258
MEDCOM		
Yes	4%	133
No	33%	1,214
Don't Know	64%	2,362
TRADOC		
Yes	3%	98
No	51%	1,621
Don't Know	46%	1,481
USACE		
Yes	22%	903
No	51%	2,055
Don't Know	27%	1,070
USAREUR		
Yes	1%	4
No	46%	208
Don't Know	53%	239
OTHER		
Yes	9%	1,291
No	48%	7,162
Don't Know	43%	6,411