

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

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# About This Report

## About This Supervisor Report

**Survey Background** – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 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.

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

**Composites** – The survey includes a number of scaled items that were grouped into 9 composites. Each composite is made up of multiple core items. In the table below are the composite labels, the items (in parentheses) and a brief composite description.

Composite Label	Composite Description
Leadership and Management (q2a-q2g)	Supervisors' view of management at and above their level.
Performance Culture (q3a-q3p)	Extent to which supervisors feel that the culture supports high performance.
Training and Development (q4a-q4d)	Satisfaction with the amount of training supervisors have received and ability to get training for their employees.
Fairness (q5a-q5d)	Supervisors' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Supervisory Authority (q15a-q15e, q16a-q16f)	Supervisors' perceptions of their authority to carry out a variety of responsibilities.
Overall Satisfaction (q23a-q23h, Q24-q25)	Supervisors' satisfaction with aspects of their current job.
Civilian Human Resources (Personnel) Services (q26a-q26y)	Supervisors' overall satisfaction with the level of service received from the Human Resource Office.
Impact of NSPS (q30a-q30g)	Supervisors' satisfaction with the perceived impact of the NSPS.

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

- Employee treatment compared to others (q6-q9)
- Personnel Actions (q10-q14)
- Harassment (q17-q19)
- Retention and Commitment (q20,q21a-q21d,q22)
- NSPS Feedback (q27-q29)
- BRAC/A-76 (q31a-q31c)

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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  $\pm 0.4$  percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

For Army civilian appropriated fund supervisors, the results are similar to the combined results above. Of the 24,708 supervisors who were invited to complete the survey, 8,543 responded for a response rate of 35%. This yields a margin for supervisors of  $\pm 0.9$  percentage points. This means that the data presented in this report are generalizable to the population of Army civilian supervisors.

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

<b>MACOM (AF)*</b>	<b>Population**</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
Total Army***	24,708	8,543	34.58%	0.9
AMC	4,220	1,285	30.45%	2.3
FORSCOM	385	166	43.12%	5.7
MEDCOM	2,397	837	34.92%	2.7
TRADOC	1,642	844	51.40%	2.4
USACE	3,713	908	24.45%	2.8
USAREUR	409	186	45.48%	5.3
OTHER	11,942	4,317	36.15%	1.2
<b>Region (AF)*</b>	<b>Population**</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
Europe	1,538	616	40.05%	3.1
Korea	526	189	35.93%	5.7
North Central	3,946	1,417	35.91%	2.1
Northeast	5,026	1,512	30.08%	2.1

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	Pacific	1,062	364	34.27%	4.2
	South Central	4,156	1,573	37.85%	1.9
	Southwest	4,393	1,281	29.16%	2.3
	West	3,952	1,415	35.80%	2.1
		<b>Population**</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
<b>Race (AF)*</b>	Non-Minority	18,731	6,609	35.28%	1.0
	Minority	5,997	1,934	32.25%	1.8
<b>Pay Plan (AF)*</b>	GS	19,551	6,961	35.60%	0.9
	WG	1,828	397	21.72%	4.4
<b>Gender (AF)*</b>	Female	6,668	2,284	34.25%	1.7
	Male	18,040	6,107	33.85%	1.0
<b>NAF</b>		2,287	671	29.34%	3.2

\*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 supervisor losses to Army during the survey administration period and therefore should be considered conservative. They do include non-Army commands serviced by Army.

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

Installation response rates and margins of error can also be obtained from the Army Point of Contact, Mr. Murray Mack at (703) 325-8713 (DSN 221-8713) or email [murray.mack@us.army.mil](mailto: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 prepared</i>	<i>Well prepared</i>	<i>Neither well nor poorly prepared</i>	<i>Poorly prepared</i>	<i>Very poorly prepared</i>
<i>Very well Very positive</i>	<i>Well Positive</i>	<i>Adequately Neither positive nor negative</i>	<i>Poorly Negative</i>	<i>Very poorly Very negative</i>
5	4	3	2	1

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

Results are presented in the following sections:

- Results Summary:** This section contains overall summary information which includes:
  - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for overall Army results and for each subgroup comparison.
  - ✓ Composite summaries: A quick overview of the Composite results for overall Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [overall Army and for each subgroup comparison] who responded to the items in the composite.
  
- Item Detail:** This section provides a detailed look at results for each question, including a composite summary at the beginning of each group of items.
  - ✓ For the scaled items (5=Strongly Agree, 4=Agree...), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the next columns display item means, standard deviations, and valid N's (the number of responses to each item).
  - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by a one-part bar, with the actual number who selected each option listed in the last column.

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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:

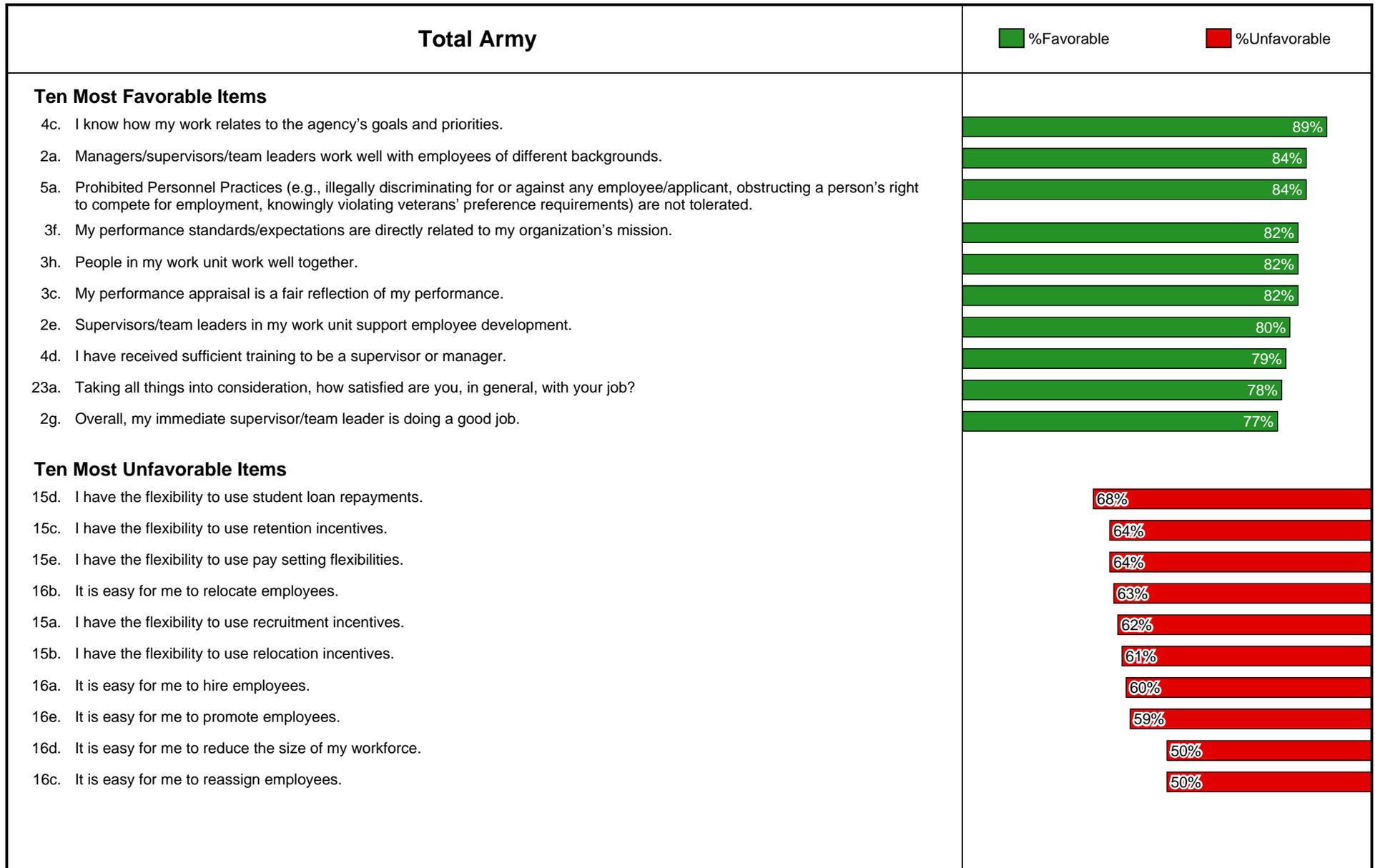
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number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

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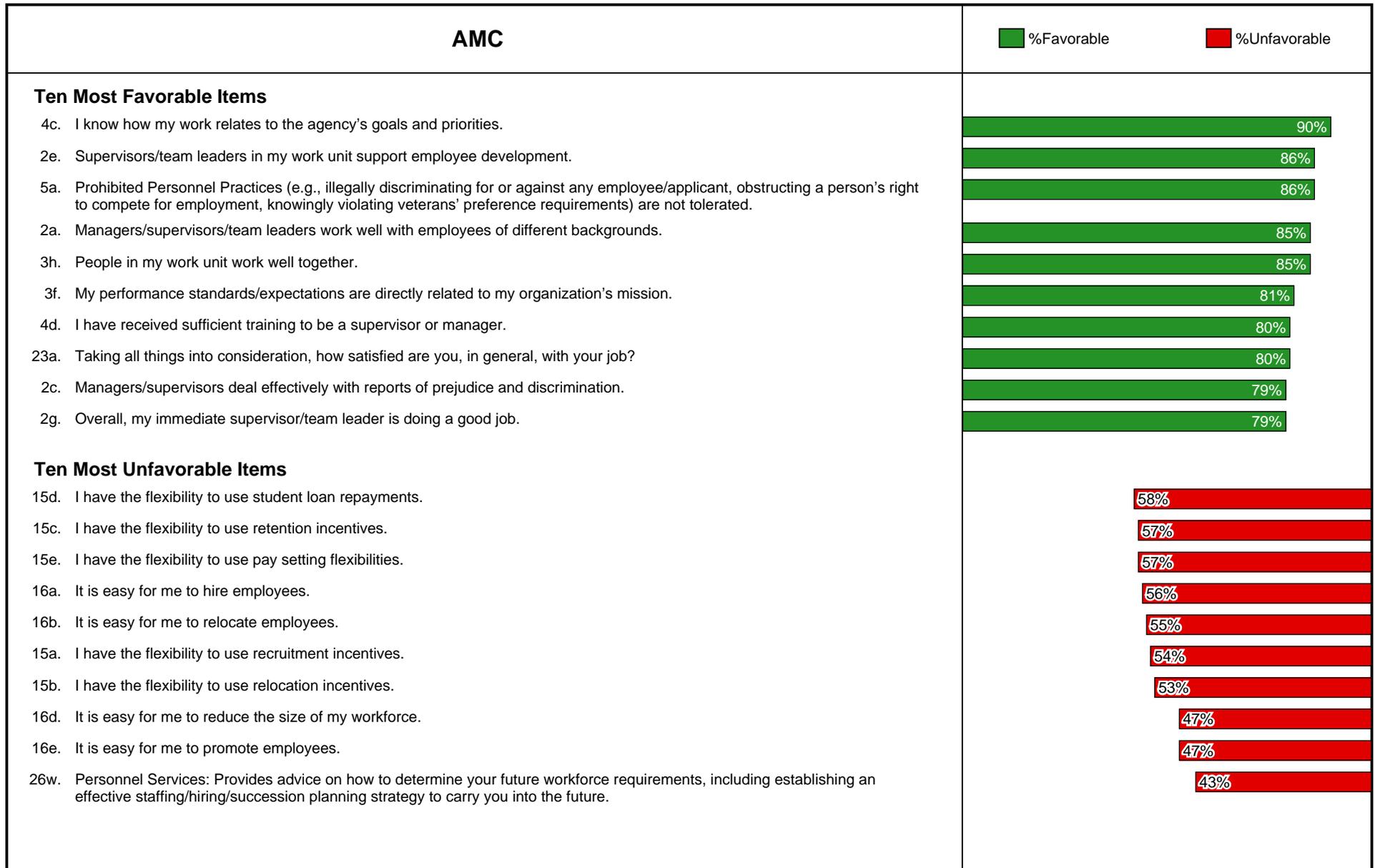
- 1. Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, Mandatory Mobility), problems in these areas could 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](mailto:murray.mack@us.army.mil).

# Ten Most Favorable/Unfavorable Items

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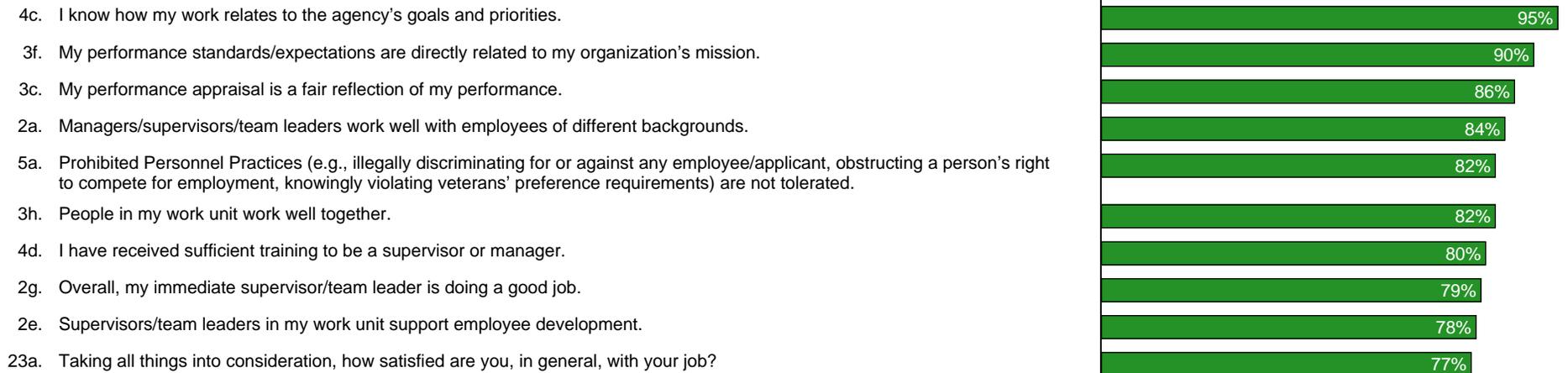
**Civilian Supervisors – FY06  
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**FORSCOM**

 %Favorable

 %Unfavorable

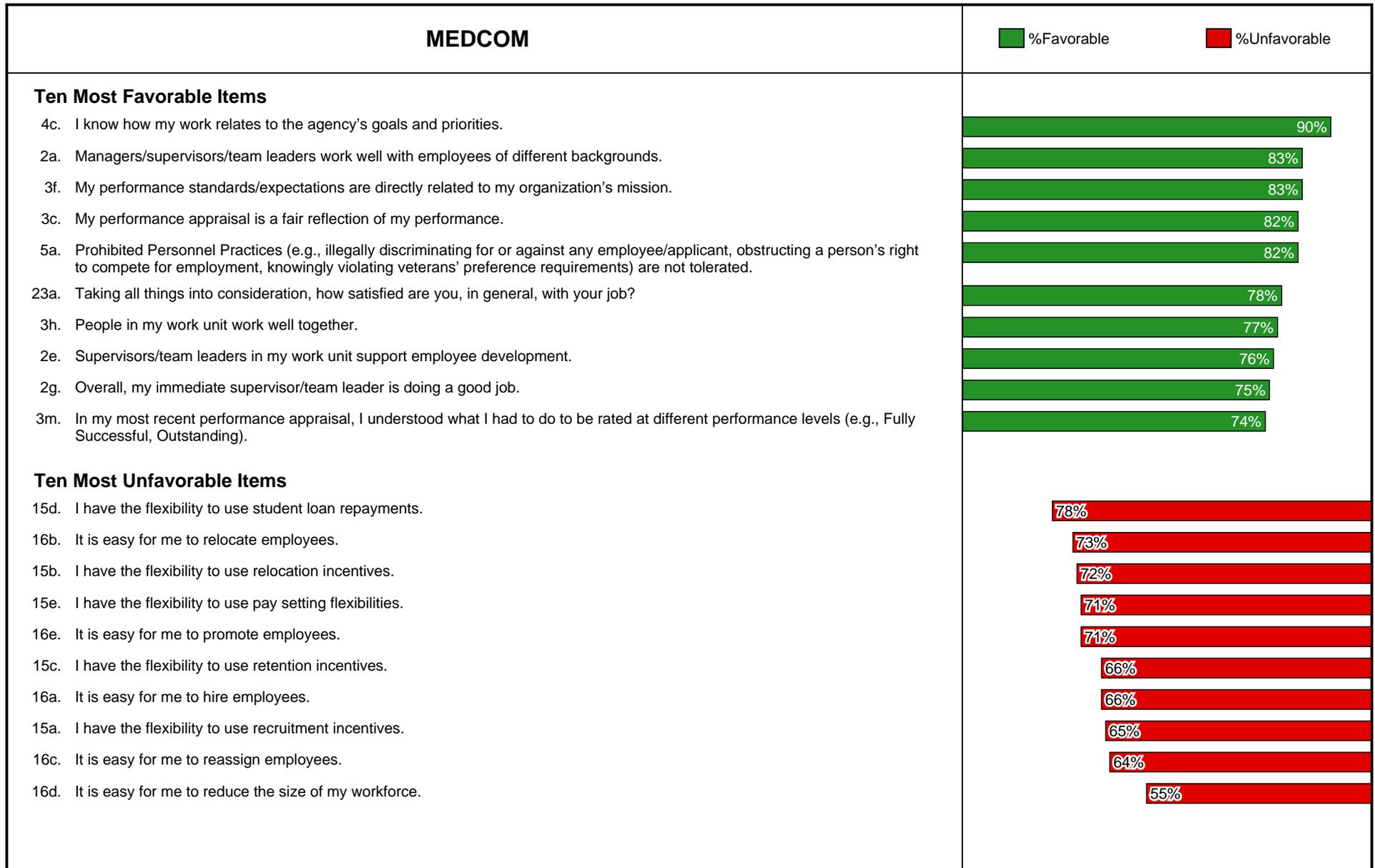
**Ten Most Favorable Items**



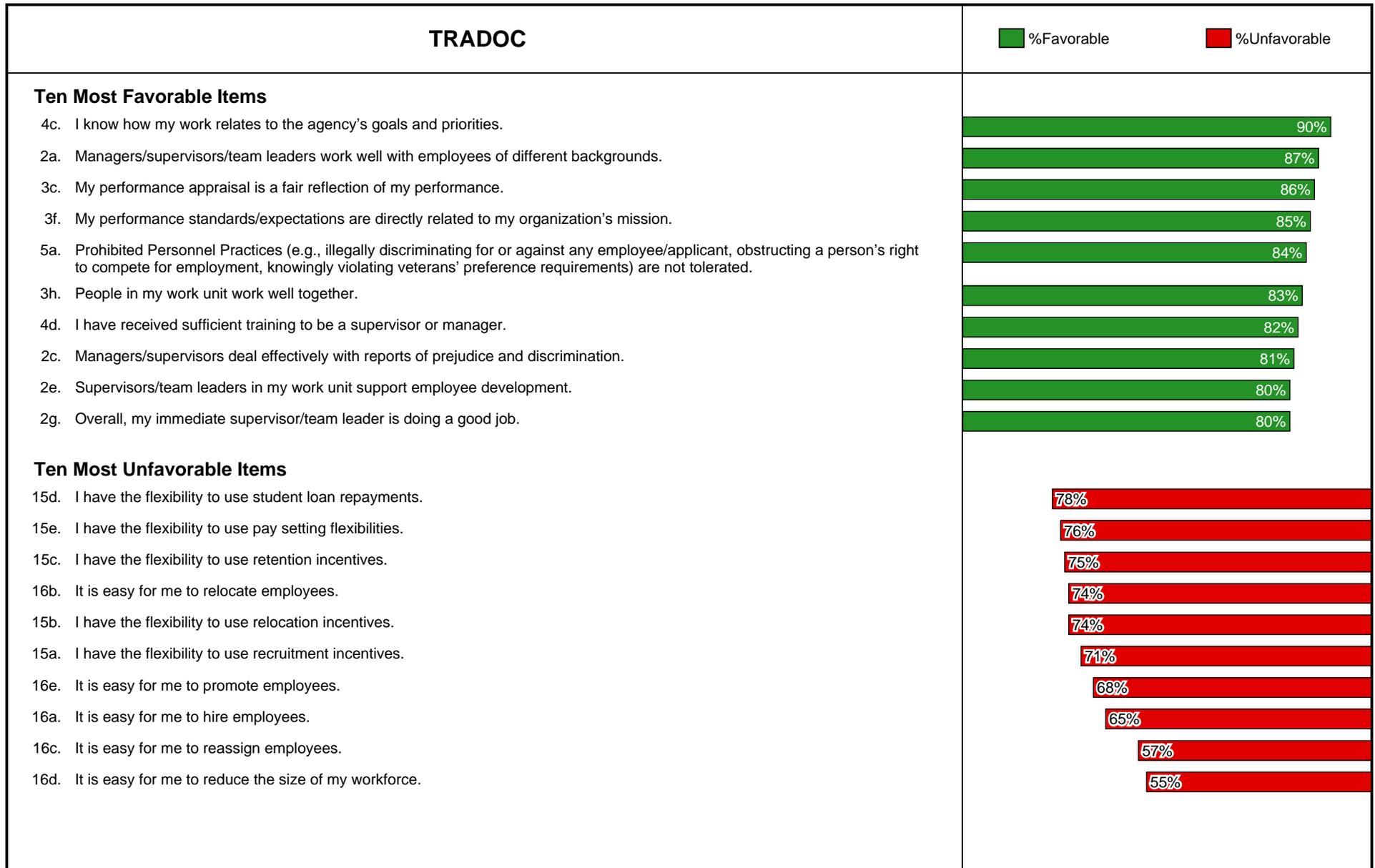
**Ten Most Unfavorable Items**



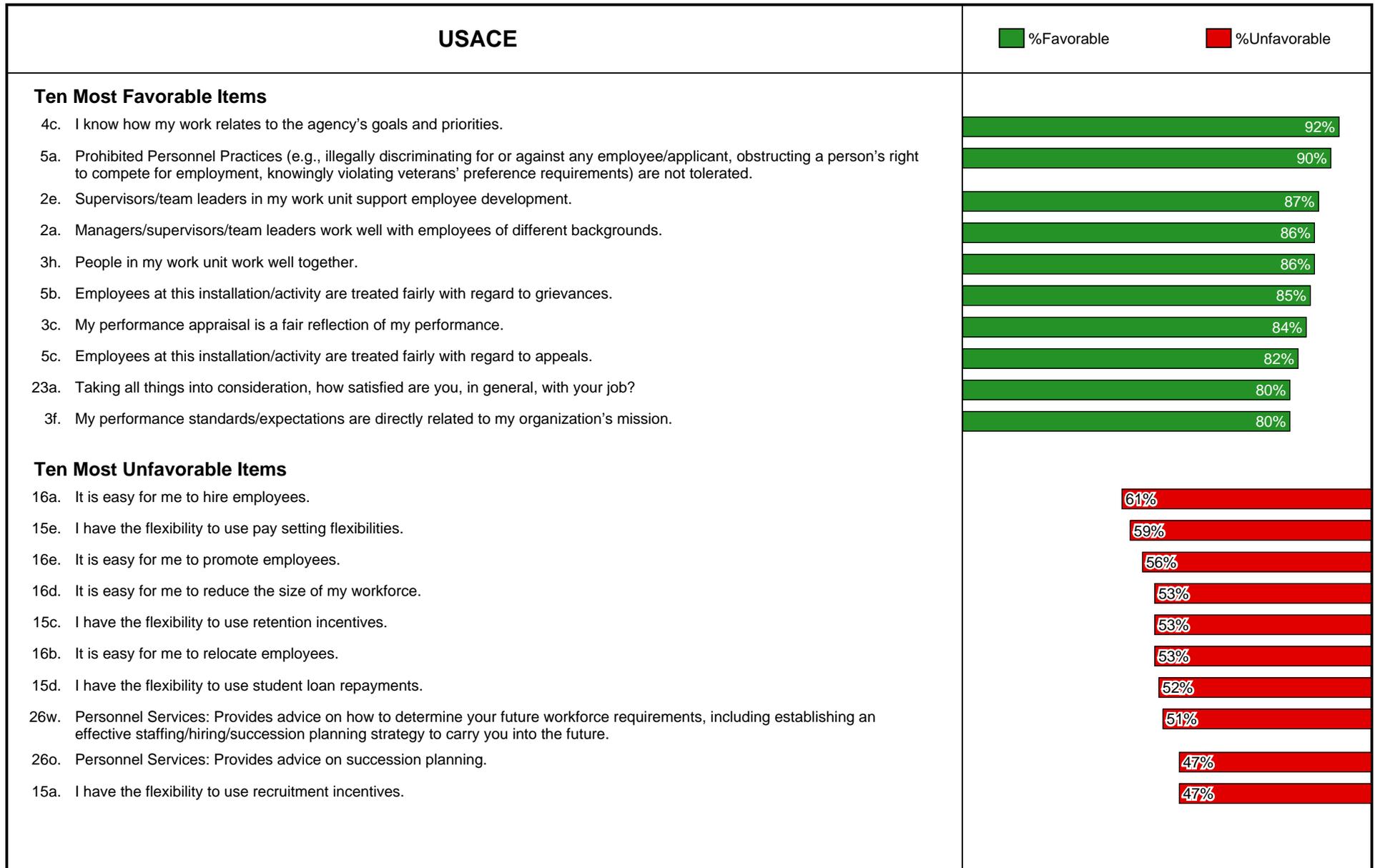
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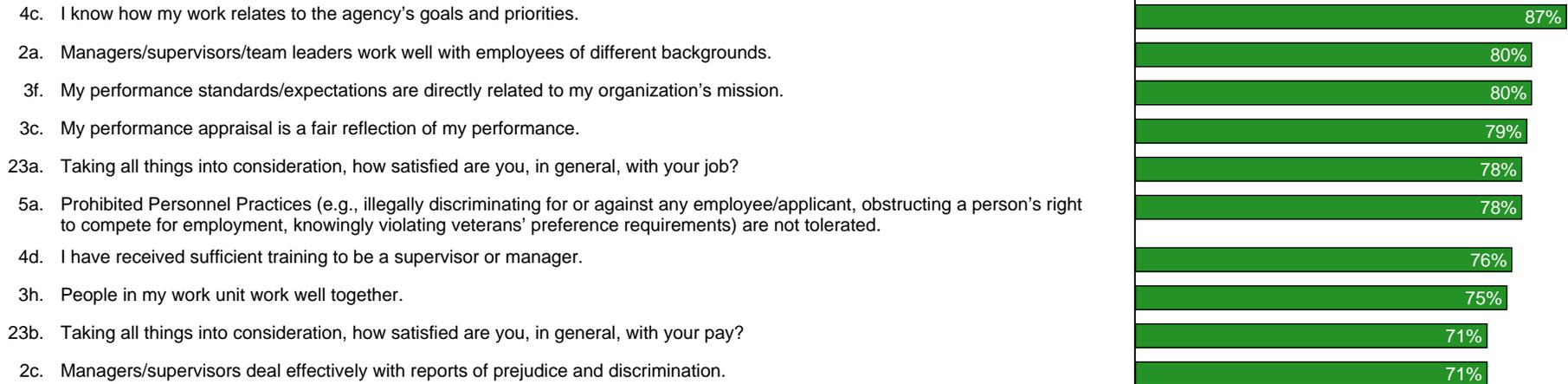
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**USAREUR**

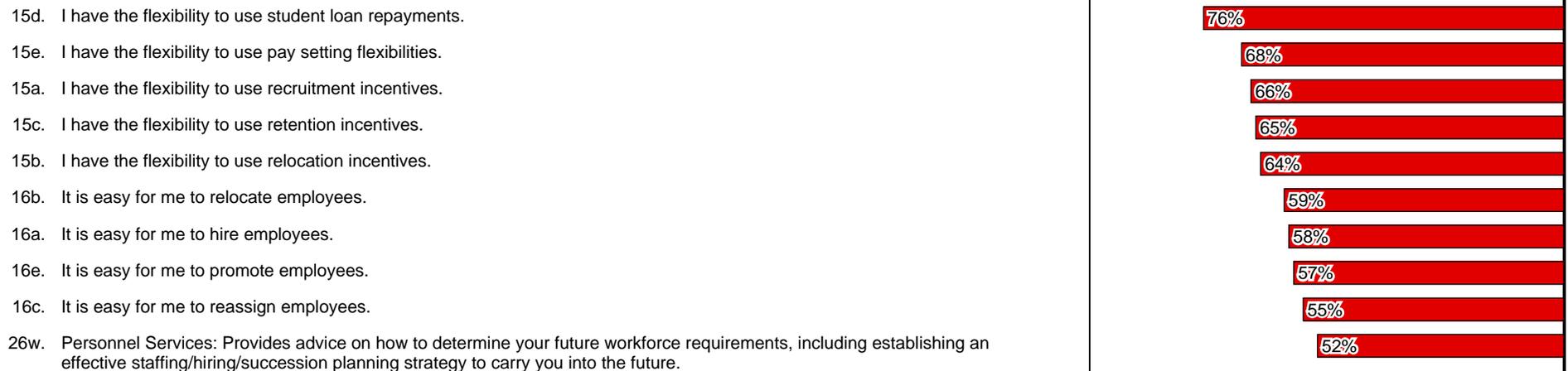
 %Favorable

 %Unfavorable

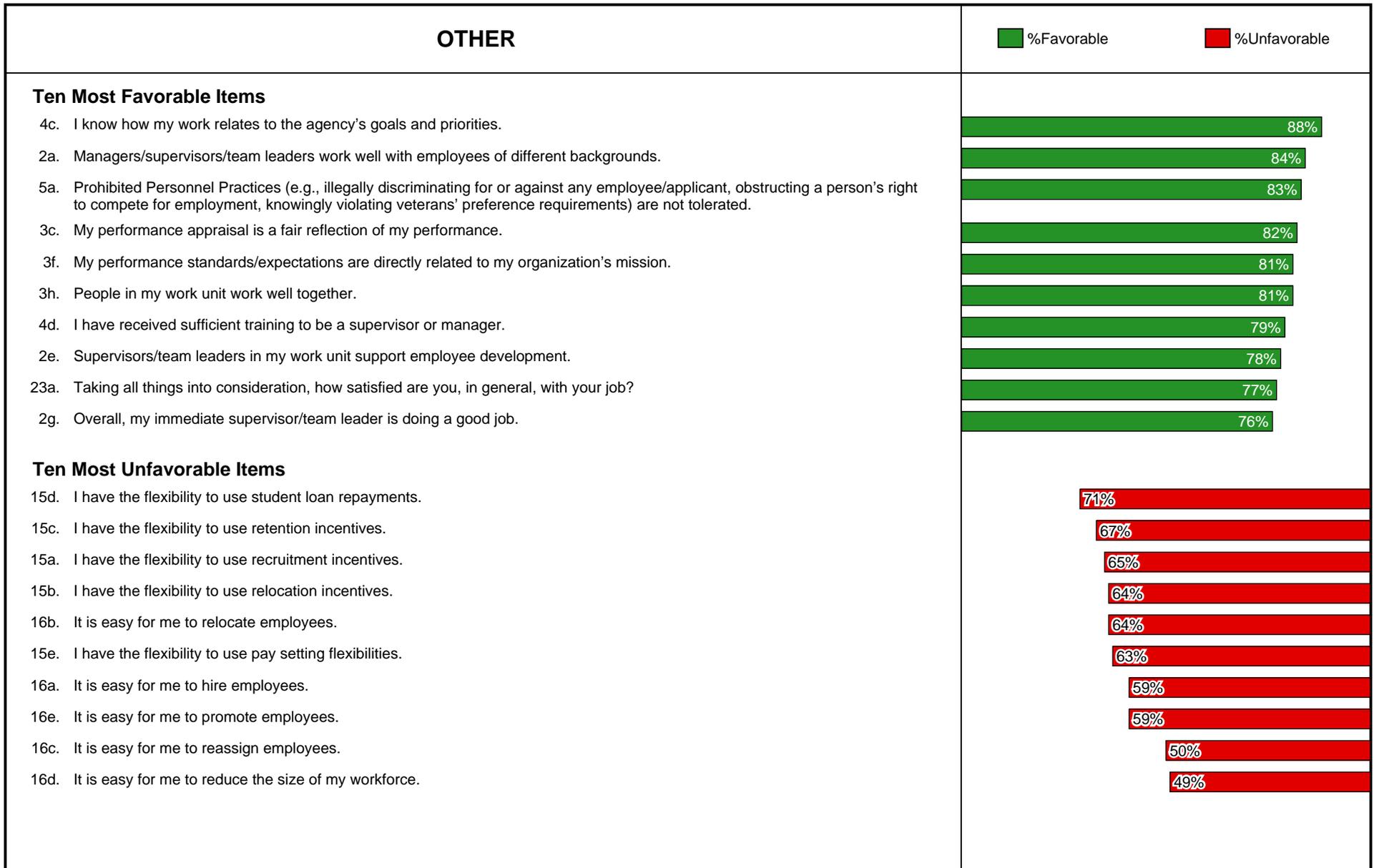
**Ten Most Favorable Items**



**Ten Most Unfavorable Items**



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# Composite Summary

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Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Leadership and Management</b>					
Total Army	73%	14%	13%	↑1	9,196
AMC	74%	15%	11%	↑3	1,296
FORSCOM	75%	15%	11%	↑5	167
MEDCOM	71%	15%	15%	↓1	837
TRADOC	76%	13%	11%	↑2	846
USACE	74%	14%	12%	↑1	907
USAREUR	66%	15%	19%	↓8	193
OTHER	72%	14%	14%	↑1	4,950
<b>Performance Culture</b>					
Total Army	61%	18%	21%	0	9,175
AMC	62%	19%	19%	↑2	1,292
FORSCOM	65%	19%	16%	↑4	167
MEDCOM	58%	19%	23%	↓1	834
TRADOC	62%	17%	21%	0	845
USACE	62%	17%	20%	↓1	907
USAREUR	58%	18%	24%	↓3	192
OTHER	61%	18%	21%	0	4,938

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Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Training and Development</b>					
Total Army	71%	13%	17%	↑1	9,146
AMC	75%	13%	12%	↑1	1,288
FORSCOM	71%	14%	15%	↓1	166
MEDCOM	65%	14%	21%	0	827
TRADOC	70%	13%	18%	↑1	841
USACE	77%	10%	13%	↑3	904
USAREUR	66%	14%	20%	↓4	190
OTHER	70%	13%	18%	↑1	4,930
<b>Fairness</b>					
Total Army	71%	17%	12%	↑7	9,062
AMC	74%	15%	10%	↑9	1,285
FORSCOM	68%	20%	12%	↑6	164
MEDCOM	69%	18%	14%	↑6	816
TRADOC	72%	16%	12%	↑9	832
USACE	78%	13%	9%	↑7	900
USAREUR	63%	20%	18%	↑6	187
OTHER	70%	18%	12%	↑7	4,878

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Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Supervisory Authority</b>					
Total Army	24%	19%	56%	↑3	8,814
AMC	29%	22%	49%	↑3	1,262
FORSCOM	26%	24%	51%	↑11	150
MEDCOM	19%	17%	64%	↑3	796
TRADOC	19%	17%	65%	↑4	805
USACE	31%	21%	48%	↑5	892
USAREUR	23%	20%	57%	↑6	181
OTHER	23%	19%	57%	↑2	4,728

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Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Overall Satisfaction</b>					
Total Army	58%	19%	23%	↓1	9,186
AMC	62%	19%	19%	0	1,293
FORSCOM	61%	17%	22%	↑2	167
MEDCOM	54%	19%	27%	↓2	835
TRADOC	59%	18%	23%	↓1	846
USACE	63%	17%	20%	0	905
USAREUR	55%	18%	27%	↓6	194
OTHER	57%	19%	24%	↓1	4,946
<b>Civilian Human Resources (Personnel) Services</b>					
Total Army	34%	34%	32%	↑2	9,132
AMC	38%	36%	27%	↑5	1,285
FORSCOM	36%	36%	28%	↑5	167
MEDCOM	28%	35%	37%	0	831
TRADOC	34%	35%	31%	↑2	840
USACE	34%	34%	32%	↑3	901
USAREUR	29%	33%	37%	↓1	194
OTHER	35%	33%	32%	↑1	4,914

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Composite Summary	PERCENT OF RESPONDENTS			%Fav Diff from 2005	Number of Respondents	
	 = Favorable	 = Neutral	 = Unfavorable			
<b>Impact of NSPS</b>	Total Army	43%	32%	25%	0	8,291
	AMC	40%	34%	26%	↓3	1,204
	FORSCOM	45%	30%	25%	↑6	152
	MEDCOM	45%	32%	23%	↓2	765
	TRADOC	42%	31%	27%	↑2	787
	USACE	38%	32%	30%	↓1	884
	USAREUR	41%	31%	28%	0	179
	OTHER	44%	32%	24%	0	4,320

# Item Detail

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N		
1. My immediate supervisor is:		Valid N		
		2,497		
			27%	6,681
			73%	
		<b>AMC</b>		
		Military	11%	137
		Civilian	89%	1,161
		<b>FORSCOM</b>		
		Military	58%	95
		Civilian	42%	70
		<b>MEDCOM</b>		
		Military	68%	569
		Civilian	32%	266
		<b>TRADOC</b>		
		Military	49%	410
		Civilian	51%	435
		<b>USACE</b>		
		Military	17%	149
		Civilian	83%	753
		<b>USAREUR</b>		
Military	47%	91		
Civilian	53%	102		
<b>OTHER</b>				
Military	21%	1,046		
Civilian	79%	3,894		

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Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
<b>Leadership and Management</b>										
Total Army	73% 14% 13%	29	44	14	8	5	↑1	3.83	0.84	9,196
AMC	74% 15% 11%	29	46	15	7	4	↑3	3.89	0.75	1,296
FORSCOM	75% 15% 11%	34	41	15	7	4	↑5	3.94	0.83	167
MEDCOM	71% 15% 15%	26	44	15	9	6	↓1	3.77	0.86	837
TRADOC	76% 13% 11%	33	43	13	7	4	↑2	3.93	0.81	846
USACE	74% 14% 12%	25	49	14	8	4	↑1	3.83	0.75	907
USAREUR	66% 15% 19%	31	35	15	11	8	↓8	3.70	1.01	193
OTHER	72% 14% 14%	29	43	14	8	5	↑1	3.82	0.87	4,950
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.										
Total Army	84% 8% 8%	32	52	8	5	3	↑1	4.06	0.91	9,173
AMC	85% 9% 6%	28	56	9	5	1	↑4	4.05	0.83	1,294
FORSCOM	84% 9% 7%	34	50	9	5	2	↑6	4.09	0.90	167
MEDCOM	83% 8% 9%	31	51	8	6	3	0	4.01	0.96	834
TRADOC	87% 7% 6%	38	49	7	4	3	↑3	4.15	0.90	846
USACE	86% 9% 6%	27	58	9	4	1	0	4.06	0.80	905
USAREUR	80% 8% 12%	34	47	8	8	4	↓3	3.97	1.05	191
OTHER	84% 8% 8%	33	51	8	5	3	↑2	4.06	0.94	4,936

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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.												
<b>Total Army</b>	<b>68%</b>	<b>15%</b>	<b>17%</b>	29	38	15	11	7	↑1	3.73	1.19	9,177
<b>AMC</b>	<b>67%</b>	<b>16%</b>	<b>17%</b>	27	40	16	11	6	↑2	3.71	1.15	1,294
<b>FORSCOM</b>	<b>75%</b>	<b>11%</b>	<b>14%</b>	43	32	11	10	4	↑1	4.01	1.13	167
<b>MEDCOM</b>	<b>69%</b>	<b>15%</b>	<b>16%</b>	29	40	15	10	7	↓2	3.75	1.17	833
<b>TRADOC</b>	<b>73%</b>	<b>13%</b>	<b>14%</b>	34	39	13	9	5	0	3.88	1.11	843
<b>USACE</b>	<b>65%</b>	<b>17%</b>	<b>18%</b>	23	43	17	12	6	↑1	3.64	1.13	906
<b>USAREUR</b>	<b>60%</b>	<b>18%</b>	<b>22%</b>	33	27	18	10	12	↓12	3.59	1.36	192
<b>OTHER</b>	<b>67%</b>	<b>15%</b>	<b>18%</b>	30	37	15	11	8	↑1	3.71	1.21	4,942
2c. Managers/supervisors deal effectively with reports of prejudice and discrimination.												
<b>Total Army</b>	<b>76%</b>	<b>14%</b>	<b>9%</b>	33	43	14	6	3	↑1	3.97	1.00	8,493
<b>AMC</b>	<b>79%</b>	<b>14%</b>	<b>8%</b>	33	46	14	5	2	↑4	4.01	0.94	1,230
<b>FORSCOM</b>	<b>77%</b>	<b>17%</b>	<b>7%</b>	36	41	17	5	1	↑6	4.05	0.93	151
<b>MEDCOM</b>	<b>73%</b>	<b>15%</b>	<b>12%</b>	31	43	15	8	4	↓1	3.88	1.05	762
<b>TRADOC</b>	<b>81%</b>	<b>12%</b>	<b>7%</b>	38	43	12	5	2	↑2	4.09	0.95	774
<b>USACE</b>	<b>79%</b>	<b>13%</b>	<b>7%</b>	28	52	13	5	2	↑3	3.98	0.90	840
<b>USAREUR</b>	<b>71%</b>	<b>16%</b>	<b>13%</b>	35	36	16	8	5	↓1	3.87	1.13	168
<b>OTHER</b>	<b>75%</b>	<b>15%</b>	<b>10%</b>	33	42	15	7	3	↑1	3.95	1.03	4,568

**Civilian Supervisors – 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. There are generally good relationships between the union(s) and management here.												
<b>Total Army</b>	63%	25%	12%	17	46	25	8	5	↑2	3.63	1.00	6,603
<b>AMC</b>	64%	24%	12%	18	46	24	8	4	↑4	3.66	0.98	1,124
<b>FORSCOM</b>	58%	34%	8%	20	38	34	6	3	↑7	3.66	0.96	106
<b>MEDCOM</b>	58%	25%	18%	13	45	25	12	5	↑1	3.48	1.04	622
<b>TRADOC</b>	66%	24%	10%	20	46	24	6	4	↑6	3.72	0.98	592
<b>USACE</b>	65%	24%	12%	12	53	24	8	4	↑3	3.62	0.93	676
<b>USAREUR</b>	65%	25%	10%	30	35	25	3	7	↑14	3.77	1.12	71
<b>OTHER</b>	63%	25%	12%	18	45	25	7	5	0	3.64	1.02	3,412
2e. Supervisors/team leaders in my work unit support employee development.												
<b>Total Army</b>	80%	10%	10%	32	48	10	7	4	↑1	3.98	1.00	9,132
<b>AMC</b>	86%	9%	5%	40	46	9	4	1	↑5	4.19	0.85	1,290
<b>FORSCOM</b>	78%	12%	10%	32	46	12	8	2	↑2	3.98	0.99	167
<b>MEDCOM</b>	76%	12%	12%	27	49	12	8	4	0	3.88	1.02	828
<b>TRADOC</b>	80%	8%	12%	37	43	8	8	5	↑1	4.00	1.08	842
<b>USACE</b>	87%	7%	6%	32	54	7	4	2	↑2	4.10	0.86	902
<b>USAREUR</b>	68%	13%	19%	27	41	13	12	7	↓14	3.69	1.19	189
<b>OTHER</b>	78%	11%	11%	30	48	11	7	4	0	3.93	1.03	4,914

**Civilian Supervisors – 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. In my organization, leaders generate high levels of motivation and commitment in the workforce.												
<b>Total Army</b>	<b>59%</b>	<b>20%</b>	<b>21%</b>	19	40	20	13	8	↑1	3.48	1.17	9,148
<b>AMC</b>	<b>61%</b>	<b>22%</b>	<b>18%</b>	19	42	22	12	6	↑3	3.56	1.10	1,291
<b>FORSCOM</b>	<b>66%</b>	<b>17%</b>	<b>17%</b>	26	40	17	9	8	↑6	3.68	1.18	167
<b>MEDCOM</b>	<b>57%</b>	<b>21%</b>	<b>23%</b>	15	42	21	14	9	0	3.40	1.16	831
<b>TRADOC</b>	<b>63%</b>	<b>17%</b>	<b>20%</b>	22	41	17	14	6	↓1	3.60	1.14	845
<b>USACE</b>	<b>56%</b>	<b>23%</b>	<b>21%</b>	15	42	23	14	7	↓2	3.43	1.11	905
<b>USAREUR</b>	<b>49%</b>	<b>19%</b>	<b>31%</b>	22	27	19	21	10	↓13	3.30	1.30	191
<b>OTHER</b>	<b>58%</b>	<b>19%</b>	<b>22%</b>	19	39	19	13	9	↑1	3.46	1.20	4,918
2g. Overall, my immediate supervisor/team leader is doing a good job.												
<b>Total Army</b>	<b>77%</b>	<b>11%</b>	<b>12%</b>	37	40	11	7	5	↑1	3.97	1.10	9,159
<b>AMC</b>	<b>79%</b>	<b>11%</b>	<b>10%</b>	36	43	11	6	4	↑4	4.00	1.04	1,294
<b>FORSCOM</b>	<b>79%</b>	<b>11%</b>	<b>10%</b>	42	37	11	4	5	↑5	4.05	1.09	166
<b>MEDCOM</b>	<b>75%</b>	<b>12%</b>	<b>13%</b>	34	41	12	7	6	↓3	3.90	1.14	832
<b>TRADOC</b>	<b>80%</b>	<b>11%</b>	<b>9%</b>	40	40	11	5	4	↑1	4.07	1.03	841
<b>USACE</b>	<b>78%</b>	<b>10%</b>	<b>12%</b>	33	45	10	8	4	↓1	3.97	1.04	904
<b>USAREUR</b>	<b>69%</b>	<b>13%</b>	<b>18%</b>	38	31	13	9	9	↓10	3.79	1.28	192
<b>OTHER</b>	<b>76%</b>	<b>11%</b>	<b>12%</b>	37	39	11	7	6	↑1	3.95	1.12	4,930

**Civilian Supervisors – 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				
<b>Performance Culture</b>										
Total Army	61%  18%  21%	20	41	18	13	8	0	3.52	0.79	9,175
AMC	62%  19%  19%	18	43	19	13	7	↑2	3.54	0.74	1,292
FORSCOM	65%  19%  16%	27	38	19	11	6	↑4	3.69	0.78	167
MEDCOM	58%  19%  23%	16	41	19	14	9	↓1	3.41	0.77	834
TRADOC	62%  17%  21%	21	41	17	14	7	0	3.54	0.77	845
USACE	62%  17%  20%	17	45	17	14	6	↓1	3.53	0.71	907
USAREUR	58%  18%  24%	21	37	18	15	9	↓3	3.45	0.87	192
OTHER	61%  18%  21%	21	40	18	13	8	0	3.52	0.82	4,938
3a. Promotions in my work unit are based on merit.										
Total Army	60%  18%  22%	19	41	18	13	9	↑1	3.48	1.20	8,809
AMC	67%  15%  18%	21	46	15	10	8	↑3	3.63	1.14	1,278
FORSCOM	59%  18%  23%	26	33	18	14	9	↑2	3.52	1.27	155
MEDCOM	50%  24%  25%	11	39	24	14	12	0	3.24	1.18	774
TRADOC	59%  16%  25%	20	39	16	14	11	↓1	3.43	1.26	806
USACE	70%  15%  15%	21	48	15	11	5	↑3	3.71	1.06	890
USAREUR	55%  13%  32%	18	37	13	18	14	↑4	3.27	1.32	180
OTHER	58%  19%  23%	19	39	19	14	10	0	3.44	1.21	4,726

**Civilian Supervisors – 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	62%	19%	20%	18	44	19	13	7	↑1	3.53	1.13	9,101
AMC	66%	18%	16%	18	48	18	11	5	↑3	3.62	1.06	1,288
FORSCOM	66%	17%	17%	24	42	17	11	5	↑3	3.67	1.12	166
MEDCOM	54%	24%	22%	12	41	24	13	10	↓4	3.34	1.15	826
TRADOC	64%	17%	19%	20	44	17	13	6	↑2	3.59	1.13	836
USACE	67%	17%	17%	17	49	17	13	3	↑2	3.64	1.02	907
USAREUR	53%	20%	27%	20	33	20	20	7	↓8	3.39	1.22	189
OTHER	61%	18%	21%	19	42	18	14	7	↑2	3.52	1.15	4,889
3c. My performance appraisal is a fair reflection of my performance.												
Total Army	82%	10%	8%	34	48	10	5	3	0	4.05	0.96	8,956
AMC	79%	11%	10%	29	51	11	6	3	↑1	3.95	0.98	1,276
FORSCOM	86%	10%	4%	42	44	10	3	2	↑6	4.21	0.86	159
MEDCOM	82%	10%	9%	32	50	10	5	4	0	4.02	0.97	814
TRADOC	86%	8%	6%	36	50	8	4	2	↓1	4.16	0.85	819
USACE	84%	9%	7%	31	53	9	4	2	0	4.06	0.89	896
USAREUR	79%	13%	8%	37	42	13	5	3	↓7	4.06	0.98	188
OTHER	82%	10%	8%	35	47	10	5	3	↑1	4.05	0.98	4,804

**Civilian Supervisors – 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.												
<b>Total Army</b>	<b>54%</b>	<b>23%</b>	<b>23%</b>	14	39	23	17	7	0	3.38	1.12	8,992
<b>AMC</b>	<b>52%</b>	<b>25%</b>	<b>23%</b>	11	41	25	17	6	0	3.35	1.07	1,280
<b>FORSCOM</b>	<b>56%</b>	<b>23%</b>	<b>21%</b>	21	35	23	15	6	↑1	3.50	1.16	163
<b>MEDCOM</b>	<b>50%</b>	<b>24%</b>	<b>26%</b>	11	38	24	18	9	↓2	3.26	1.13	815
<b>TRADOC</b>	<b>55%</b>	<b>21%</b>	<b>24%</b>	15	40	21	18	7	↑1	3.39	1.13	824
<b>USACE</b>	<b>55%</b>	<b>21%</b>	<b>24%</b>	11	44	21	18	6	↓2	3.37	1.08	895
<b>USAREUR</b>	<b>52%</b>	<b>17%</b>	<b>31%</b>	17	35	17	23	8	↓3	3.31	1.22	189
<b>OTHER</b>	<b>54%</b>	<b>23%</b>	<b>23%</b>	16	38	23	16	7	0	3.41	1.13	4,826
3e. My pay increases depend on how well I perform my job.												
<b>Total Army</b>	<b>42%</b>	<b>22%</b>	<b>36%</b>	14	28	22	23	13	↑2	3.07	1.26	8,573
<b>AMC</b>	<b>47%</b>	<b>22%</b>	<b>31%</b>	14	33	22	21	11	↑4	3.19	1.21	1,224
<b>FORSCOM</b>	<b>49%</b>	<b>25%</b>	<b>26%</b>	22	27	25	19	7	↑3	3.38	1.22	154
<b>MEDCOM</b>	<b>36%</b>	<b>22%</b>	<b>42%</b>	10	27	22	23	18	↑1	2.86	1.26	784
<b>TRADOC</b>	<b>38%</b>	<b>23%</b>	<b>40%</b>	13	25	23	26	14	0	2.97	1.25	768
<b>USACE</b>	<b>32%</b>	<b>26%</b>	<b>41%</b>	8	25	26	30	11	↓1	2.88	1.14	869
<b>USAREUR</b>	<b>47%</b>	<b>24%</b>	<b>29%</b>	16	31	24	14	15	↑4	3.19	1.30	182
<b>OTHER</b>	<b>44%</b>	<b>21%</b>	<b>35%</b>	16	29	21	21	13	↑1	3.12	1.28	4,592

**Civilian Supervisors – 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.												
<b>Total Army</b>	<b>82%</b>	<b>10%</b>	<b>8%</b>	30	52	10	5	3	0	4.00	0.94	9,103
<b>AMC</b>	<b>81%</b>	<b>11%</b>	<b>8%</b>	27	54	11	5	3	↑2	3.96	0.93	1,281
<b>FORSCOM</b>	<b>90%</b>			38	52	5	4	1	↑4	4.23	0.78	166
<b>MEDCOM</b>	<b>83%</b>	<b>10%</b>	<b>7%</b>	25	58	10	4	3	↑2	3.97	0.89	829
<b>TRADOC</b>	<b>85%</b>	<b>8%</b>	<b>7%</b>	32	53	8	4	3	↓2	4.08	0.90	840
<b>USACE</b>	<b>80%</b>	<b>10%</b>	<b>10%</b>	24	56	10	8	3	↓1	3.91	0.93	903
<b>USAREUR</b>	<b>80%</b>	<b>9%</b>	<b>11%</b>	34	46	9	8	3	↓6	4.00	1.00	190
<b>OTHER</b>	<b>81%</b>	<b>10%</b>	<b>9%</b>	32	49	10	6	3	↓1	4.01	0.96	4,894
3g. My cash awards depend on how well I perform my job.												
<b>Total Army</b>	<b>63%</b>	<b>15%</b>	<b>22%</b>	24	39	15	12	10	0	3.55	1.25	8,666
<b>AMC</b>	<b>63%</b>	<b>16%</b>	<b>21%</b>	22	41	16	12	9	↑2	3.54	1.22	1,238
<b>FORSCOM</b>	<b>65%</b>	<b>17%</b>	<b>18%</b>	31	34	17	11	7	↓1	3.71	1.21	156
<b>MEDCOM</b>	<b>56%</b>	<b>18%</b>	<b>26%</b>	19	38	18	13	12	↓1	3.37	1.27	772
<b>TRADOC</b>	<b>63%</b>	<b>14%</b>	<b>23%</b>	26	38	14	14	9	0	3.56	1.26	780
<b>USACE</b>	<b>67%</b>	<b>13%</b>	<b>20%</b>	20	48	13	11	8	↓1	3.59	1.17	883
<b>USAREUR</b>	<b>63%</b>	<b>18%</b>	<b>19%</b>	26	37	18	10	9	↑2	3.60	1.24	181
<b>OTHER</b>	<b>63%</b>	<b>15%</b>	<b>22%</b>	26	38	15	12	10	0	3.56	1.27	4,656

**Civilian Supervisors – FY06  
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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.												
<b>Total Army</b>	<b>82%</b>	<b>10%</b>	<b>8%</b>	30	52	10	6	3	0	4.01	0.93	9,134
<b>AMC</b>	<b>85%</b>	<b>9%</b>	<b>6%</b>	31	54	9	4	1	0	4.08	0.84	1,283
<b>FORSCOM</b>	<b>82%</b>	<b>10%</b>	<b>8%</b>	37	45	10	4	4	↓2	4.08	0.98	166
<b>MEDCOM</b>	<b>77%</b>	<b>11%</b>	<b>12%</b>	26	51	11	7	5	0	3.85	1.05	832
<b>TRADOC</b>	<b>83%</b>	<b>10%</b>	<b>7%</b>	31	52	10	5	2	↑1	4.05	0.90	841
<b>USACE</b>	<b>86%</b>	<b>8%</b>	<b>6%</b>	29	57	8	4	2	0	4.08	0.83	903
<b>USAREUR</b>	<b>75%</b>	<b>11%</b>	<b>14%</b>	29	46	11	10	4	↓8	3.85	1.07	192
<b>OTHER</b>	<b>81%</b>	<b>10%</b>	<b>9%</b>	30	52	10	6	3	↑1	4.00	0.94	4,917
3i. My work unit is able to recruit people with the right skills.												
<b>Total Army</b>	<b>53%</b>	<b>20%</b>	<b>27%</b>	13	40	20	17	10	↓2	3.30	1.17	8,899
<b>AMC</b>	<b>57%</b>	<b>19%</b>	<b>24%</b>	15	42	19	17	7	↑2	3.40	1.15	1,262
<b>FORSCOM</b>	<b>62%</b>	<b>21%</b>	<b>17%</b>	19	43	21	8	9	↑6	3.55	1.15	161
<b>MEDCOM</b>	<b>51%</b>	<b>19%</b>	<b>30%</b>	10	41	19	18	11	↓5	3.20	1.19	805
<b>TRADOC</b>	<b>54%</b>	<b>18%</b>	<b>28%</b>	14	39	18	18	10	↓3	3.30	1.21	813
<b>USACE</b>	<b>58%</b>	<b>18%</b>	<b>24%</b>	11	47	18	18	5	↓2	3.40	1.07	889
<b>USAREUR</b>	<b>54%</b>	<b>19%</b>	<b>27%</b>	15	39	19	18	9	↓2	3.32	1.20	184
<b>OTHER</b>	<b>51%</b>	<b>22%</b>	<b>27%</b>	13	39	22	17	11	↓2	3.26	1.19	4,785

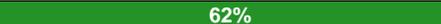
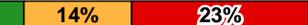
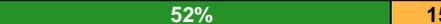
**Civilian Supervisors – FY06  
US Army and Major Commands**

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.												
<b>Total Army</b>	<b>52%</b>	<b>23%</b>	<b>25%</b>	11	41	23	17	9	↑2	3.29	1.13	8,754
<b>AMC</b>	<b>52%</b>	<b>25%</b>	<b>23%</b>	9	43	25	16	7	↑2	3.31	1.07	1,257
<b>FORSCOM</b>	<b>57%</b>	<b>22%</b>	<b>22%</b>	14	43	22	15	7	↑9	3.42	1.10	153
<b>MEDCOM</b>	<b>52%</b>	<b>21%</b>	<b>27%</b>	9	43	21	17	10	↑5	3.24	1.14	791
<b>TRADOC</b>	<b>51%</b>	<b>24%</b>	<b>24%</b>	12	40	24	17	8	↑4	3.31	1.11	794
<b>USACE</b>	<b>53%</b>	<b>24%</b>	<b>23%</b>	9	44	24	16	8	↑3	3.31	1.08	878
<b>USAREUR</b>	<b>48%</b>	<b>19%</b>	<b>33%</b>	11	37	19	21	11	↓1	3.15	1.21	177
<b>OTHER</b>	<b>52%</b>	<b>22%</b>	<b>26%</b>	12	40	22	17	9	↑1	3.28	1.15	4,704
3k. Discussions with my supervisor/senior leader about my performance are worthwhile.												
<b>Total Army</b>	<b>66%</b>	<b>19%</b>	<b>16%</b>	20	45	19	10	6	0	3.65	1.09	9,000
<b>AMC</b>	<b>67%</b>	<b>19%</b>	<b>14%</b>	19	48	19	9	5	↑5	3.66	1.04	1,274
<b>FORSCOM</b>	<b>71%</b>	<b>17%</b>	<b>12%</b>	27	44	17	8	4	↑10	3.82	1.06	165
<b>MEDCOM</b>	<b>63%</b>	<b>19%</b>	<b>17%</b>	19	44	19	10	7	↓4	3.58	1.12	817
<b>TRADOC</b>	<b>68%</b>	<b>17%</b>	<b>15%</b>	22	46	17	11	4	0	3.70	1.06	825
<b>USACE</b>	<b>69%</b>	<b>17%</b>	<b>14%</b>	19	50	17	9	5	↑1	3.69	1.04	894
<b>USAREUR</b>	<b>60%</b>	<b>20%</b>	<b>20%</b>	20	40	20	12	8	↓9	3.52	1.17	185
<b>OTHER</b>	<b>65%</b>	<b>19%</b>	<b>16%</b>	21	44	19	10	6	0	3.64	1.11	4,840

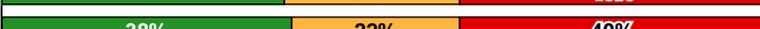
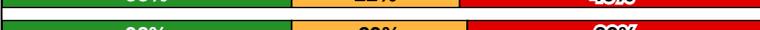
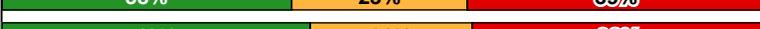
**Civilian Supervisors – FY06  
US Army and Major Commands**

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.												
<b>Total Army</b>	41%	32%	27%	11	30	32	18	9	↑1	3.16	1.12	8,823
<b>AMC</b>	40%	34%	26%	9	31	34	18	9	↑2	3.14	1.09	1,263
<b>FORSCOM</b>	47%	31%	22%	18	30	31	13	9	↑1	3.35	1.17	158
<b>MEDCOM</b>	38%	33%	29%	8	30	33	19	10	↓1	3.08	1.09	795
<b>TRADOC</b>	41%	33%	26%	11	30	33	18	8	↓1	3.19	1.10	809
<b>USACE</b>	39%	30%	32%	7	31	30	23	9	↑1	3.05	1.09	896
<b>USAREUR</b>	42%	26%	32%	13	28	26	22	11	↓2	3.12	1.21	179
<b>OTHER</b>	42%	31%	26%	12	30	31	17	9	↑1	3.19	1.13	4,723
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).												
<b>Total Army</b>	74%	13%	13%	29	45	13	8	5	↓7	3.86	1.07	8,798
<b>AMC</b>	72%	15%	13%	27	45	15	9	5	↓7	3.80	1.07	1,264
<b>FORSCOM</b>	75%	15%	9%	39	36	15	6	3	↓2	4.03	1.04	155
<b>MEDCOM</b>	74%	13%	13%	27	46	13	9	5	↓7	3.83	1.07	793
<b>TRADOC</b>	77%	11%	12%	29	48	11	8	4	↓8	3.91	1.02	808
<b>USACE</b>	72%	15%	13%	25	47	15	9	5	↓11	3.80	1.06	888
<b>USAREUR</b>	69%	16%	15%	34	36	16	9	6	↓13	3.81	1.18	185
<b>OTHER</b>	75%	13%	12%	30	45	13	8	5	↓6	3.87	1.07	4,705

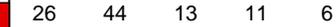
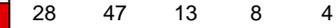
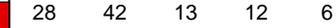
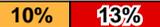
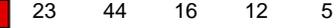
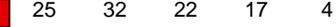
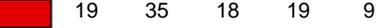
**Civilian Supervisors – FY06  
US Army and Major Commands**

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.										
<b>Total Army</b>	<b>59%</b>  <b>17%</b>  <b>23%</b> 	18	41	17	15	8	0	3.46	1.19	9,086
<b>AMC</b>	<b>58%</b>  <b>20%</b>  <b>21%</b> 	15	43	20	14	7	↑1	3.45	1.12	1,283
<b>FORSCOM</b>	<b>60%</b>  <b>20%</b>  <b>19%</b> 	28	33	20	13	7	↑9	3.62	1.20	167
<b>MEDCOM</b>	<b>58%</b>  <b>18%</b>  <b>24%</b> 	16	42	18	15	8	↓2	3.42	1.17	824
<b>TRADOC</b>	<b>62%</b>  <b>16%</b>  <b>22%</b> 	18	44	16	14	7	↓1	3.51	1.15	836
<b>USACE</b>	<b>62%</b>  <b>14%</b>  <b>23%</b> 	17	45	14	17	6	↓1	3.50	1.15	904
<b>USAREUR</b>	<b>52%</b>  <b>15%</b>  <b>33%</b> 	18	34	15	21	12	↓8	3.24	1.30	192
<b>OTHER</b>	<b>59%</b>  <b>17%</b>  <b>24%</b> 	19	40	17	15	9	↑1	3.45	1.22	4,880
3o. The feedback I receive is useful.										
<b>Total Army</b>	<b>62%</b>  <b>22%</b>  <b>16%</b> 	19	42	22	10	6	↑1	3.58	1.09	8,779
<b>AMC</b>	<b>60%</b>  <b>25%</b>  <b>15%</b> 	16	44	25	10	5	↑2	3.56	1.03	1,248
<b>FORSCOM</b>	<b>63%</b>  <b>25%</b>  <b>13%</b> 	30	33	25	7	6	↑4	3.74	1.13	160
<b>MEDCOM</b>	<b>61%</b>  <b>22%</b>  <b>16%</b> 	17	44	22	8	8	↓2	3.55	1.11	798
<b>TRADOC</b>	<b>63%</b>  <b>21%</b>  <b>16%</b> 	19	44	21	10	5	0	3.62	1.07	803
<b>USACE</b>	<b>65%</b>  <b>21%</b>  <b>14%</b> 	18	47	21	10	4	↓1	3.64	1.02	881
<b>USAREUR</b>	<b>56%</b>  <b>21%</b>  <b>23%</b> 	18	38	21	14	9	↓4	3.42	1.20	180
<b>OTHER</b>	<b>61%</b>  <b>22%</b>  <b>17%</b> 	20	41	22	10	7	↑1	3.59	1.12	4,709

**Civilian Supervisors – 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				
3p. I can influence my employees' pay to reflect performance.										
<b>Total Army</b>		11	29	22	23	16	↑2	2.95	1.25	8,515
<b>AMC</b>		11	30	22	23	14	↑4	3.00	1.23	1,213
<b>FORSCOM</b>		17	30	24	20	9	↑12	3.25	1.22	153
<b>MEDCOM</b>		7	26	22	27	19	↓1	2.75	1.22	765
<b>TRADOC</b>		10	27	23	26	15	↑2	2.92	1.23	764
<b>USACE</b>		8	30	22	26	14	↑2	2.93	1.20	872
<b>USAREUR</b>		11	27	23	22	17	↑4	2.94	1.27	172
<b>OTHER</b>		12	29	21	22	16	↑2	2.97	1.27	4,576

**Civilian Supervisors – 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					
<b>Training and Development</b>	<b>Total Army</b>	<b>71%</b>  <b>13%</b>  <b>17%</b> 	26	44	13	11	6	↑1	3.75	0.83	9,146
	<b>AMC</b>	<b>75%</b>  <b>13%</b>  <b>12%</b> 	28	47	13	8	4	↑1	3.88	0.77	1,288
	<b>FORSCOM</b>	<b>71%</b>  <b>14%</b>  <b>15%</b> 	34	37	14	11	4	↓1	3.85	0.72	166
	<b>MEDCOM</b>	<b>65%</b>  <b>14%</b>  <b>21%</b> 	23	43	14	13	8	0	3.60	0.85	827
	<b>TRADOC</b>	<b>70%</b>  <b>13%</b>  <b>18%</b> 	28	42	13	12	6	↑1	3.73	0.82	841
	<b>USACE</b>	<b>77%</b>  <b>10%</b>  <b>13%</b> 	26	51	10	9	4	↑3	3.86	0.76	904
	<b>USAREUR</b>	<b>66%</b>  <b>14%</b>  <b>20%</b> 	26	41	14	11	9	↓4	3.64	0.88	190
	<b>OTHER</b>	<b>70%</b>  <b>13%</b>  <b>18%</b> 	26	44	13	11	7	↑1	3.72	0.85	4,930
	4a. I have received sufficient training to be competitive for jobs at the next higher level.										
	<b>Total Army</b>	<b>61%</b>  <b>16%</b>  <b>23%</b> 	21	40	16	15	8	↑1	3.51	1.20	8,999
	<b>AMC</b>	<b>67%</b>  <b>16%</b>  <b>17%</b> 	23	44	16	12	5	↑2	3.68	1.10	1,278
	<b>FORSCOM</b>	<b>57%</b>  <b>22%</b>  <b>20%</b> 	25	32	22	17	4	↓5	3.59	1.15	162
	<b>MEDCOM</b>	<b>54%</b>  <b>18%</b>  <b>28%</b> 	19	35	18	19	9	↑2	3.35	1.24	794
	<b>TRADOC</b>	<b>58%</b>  <b>17%</b>  <b>25%</b> 	20	38	17	17	8	↑3	3.46	1.21	828
	<b>USACE</b>	<b>69%</b>  <b>14%</b>  <b>17%</b> 	21	48	14	13	4	↑4	3.69	1.07	896
<b>USAREUR</b>	<b>55%</b>  <b>20%</b>  <b>26%</b> 	20	35	20	14	11	↓3	3.37	1.27	187	
<b>OTHER</b>	<b>59%</b>  <b>16%</b>  <b>24%</b> 	21	39	16	16	9	0	3.47	1.22	4,854	

**Civilian Supervisors – FY06  
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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.	<b>Total Army</b>	<b>54%</b>	<b>16%</b>	<b>29%</b>	16	38	16	18	12	↓1	3.30	1.26	9,020
	<b>AMC</b>	<b>65%</b>	<b>16%</b>	<b>19%</b>	20	45	16	12	7	↑3	3.58	1.15	1,277
	<b>FORSCOM</b>	<b>51%</b>	<b>19%</b>	<b>30%</b>	18	33	19	19	11	↑3	3.28	1.26	165
	<b>MEDCOM</b>	<b>43%</b>	<b>19%</b>	<b>38%</b>	11	32	19	22	16	↓2	3.00	1.28	805
	<b>TRADOC</b>	<b>48%</b>	<b>18%</b>	<b>34%</b>	16	31	18	21	13	↓2	3.17	1.30	835
	<b>USACE</b>	<b>67%</b>	<b>12%</b>	<b>21%</b>	18	50	12	14	7	↑4	3.58	1.13	900
	<b>USAREUR</b>	<b>47%</b>	<b>15%</b>	<b>38%</b>	13	34	15	20	17	↓5	3.06	1.33	186
	<b>OTHER</b>	<b>53%</b>	<b>16%</b>	<b>31%</b>	16	37	16	19	12	0	3.25	1.27	4,852
	4c. I know how my work relates to the agency's goals and priorities.	<b>Total Army</b>	<b>89%</b>	<b>6%</b>		37	53	6	3	2	0	4.20	0.80
<b>AMC</b>		<b>90%</b>	<b>7%</b>		38	53	7	2	1	↑1	4.24	0.76	1,287
<b>FORSCOM</b>		<b>95%</b>			49	46	4	1	0	↑2	4.44	0.61	165
<b>MEDCOM</b>		<b>90%</b>	<b>6%</b>		32	57	6	3	1	↑2	4.16	0.78	824
<b>TRADOC</b>		<b>90%</b>	<b>6%</b>		39	51	6	3	1	↓2	4.24	0.79	839
<b>USACE</b>		<b>92%</b>			35	57	5	2	1	↑3	4.22	0.72	901
<b>USAREUR</b>		<b>87%</b>	<b>7%</b>		37	50	7	3	2	↓7	4.17	0.86	189
<b>OTHER</b>		<b>88%</b>	<b>7%</b>		36	52	7	3	2	0	4.18	0.84	4,916

**Civilian Supervisors – FY06  
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Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
4d. I have received sufficient training to be a supervisor or manager.										
<b>Total Army</b>		32	47	11	7	3	↑1	3.98	0.99	9,109
<b>AMC</b>		32	49	11	6	2	↓1	4.01	0.94	1,287
<b>FORSCOM</b>		42	37	11	7	2	↓3	4.11	0.99	166
<b>MEDCOM</b>		28	46	13	9	4	↓1	3.84	1.06	822
<b>TRADOC</b>		34	47	10	6	3	↑4	4.05	0.95	839
<b>USACE</b>		30	50	10	8	3	0	3.97	0.97	903
<b>USAREUR</b>		32	44	14	5	5	↑1	3.93	1.06	189
<b>OTHER</b>		33	46	11	7	3	↑2	3.99	1.00	4,903

**Civilian Supervisors – 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				
<b>Fairness</b>										
Total Army	71% 17% 12%	33	38	17	7	5	↑7	3.88	0.91	9,062
AMC	74% 15% 10%	35	39	15	6	4	↑9	3.94	0.87	1,285
FORSCOM	68% 20% 12%	33	35	20	7	4	↑6	3.82	0.96	164
MEDCOM	69% 18% 14%	29	40	18	8	6	↑6	3.79	0.94	816
TRADOC	72% 16% 12%	34	38	16	7	4	↑9	3.90	0.91	832
USACE	78% 13% 9%	36	43	13	7	3	↑7	4.03	0.80	900
USAREUR	63% 20% 18%	30	33	20	10	8	↑6	3.69	1.05	187
OTHER	70% 18% 12%	33	38	18	7	5	↑7	3.86	0.93	4,878
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	84% 8% 8%	45	39	8	4	4	↑2	4.18	1.00	8,913
AMC	86% 6% 8%	49	37	6	5	3	↑3	4.24	0.98	1,274
FORSCOM	82% 7% 10%	42	40	7	7	4	↑2	4.10	1.05	162
MEDCOM	82% 8% 10%	41	41	8	5	5	↑1	4.08	1.07	798
TRADOC	84% 8% 8%	47	37	8	5	3	↑1	4.20	1.00	817
USACE	90%	52	38	5	4	1	↑4	4.36	0.84	890
USAREUR	78% 8% 14%	39	39	8	5	9	↑5	3.95	1.22	185
OTHER	83% 9% 8%	43	40	9	4	4	↑2	4.15	1.00	4,787

**Civilian Supervisors – 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. Employees at this installation/activity are treated fairly with regard to grievances.												
<b>Total Army</b>	<b>74%</b>	<b>16%</b>	<b>9%</b>	30	44	16	6	4	↑8	3.91	1.01	7,915
<b>AMC</b>	<b>79%</b>	<b>13%</b>	<b>7%</b>	33	47	13	5	3	↑11	4.02	0.94	1,170
<b>FORSCOM</b>	<b>69%</b>	<b>22%</b>	<b>9%</b>	32	38	22	5	4	↑8	3.88	1.04	133
<b>MEDCOM</b>	<b>68%</b>	<b>19%</b>	<b>13%</b>	24	45	19	7	6	↑7	3.74	1.07	713
<b>TRADOC</b>	<b>75%</b>	<b>16%</b>	<b>9%</b>	29	46	16	5	3	↑10	3.93	0.98	709
<b>USACE</b>	<b>85%</b>	<b>10%</b>		34	51	10	4	2	↑10	4.11	0.86	782
<b>USAREUR</b>	<b>63%</b>	<b>20%</b>	<b>17%</b>	24	39	20	11	5	↑2	3.65	1.13	149
<b>OTHER</b>	<b>72%</b>	<b>18%</b>	<b>10%</b>	30	42	18	6	4	↑8	3.89	1.03	4,259
5c. Employees at this installation/activity are treated fairly with regard to appeals.												
<b>Total Army</b>	<b>73%</b>	<b>20%</b>	<b>8%</b>	30	43	20	5	3	↑10	3.91	0.97	7,436
<b>AMC</b>	<b>77%</b>	<b>16%</b>	<b>6%</b>	32	46	16	4	2	↑11	4.00	0.92	1,114
<b>FORSCOM</b>	<b>69%</b>	<b>26%</b>	<b>6%</b>	29	39	26	3	2	↑11	3.90	0.94	127
<b>MEDCOM</b>	<b>67%</b>	<b>23%</b>	<b>11%</b>	23	43	23	6	5	↑7	3.74	1.03	662
<b>TRADOC</b>	<b>72%</b>	<b>20%</b>	<b>7%</b>	28	44	20	5	3	↑12	3.90	0.95	659
<b>USACE</b>	<b>82%</b>	<b>12%</b>	<b>6%</b>	34	49	12	4	2	↑11	4.09	0.86	727
<b>USAREUR</b>	<b>64%</b>	<b>26%</b>	<b>10%</b>	27	37	26	5	5	↑9	3.77	1.05	132
<b>OTHER</b>	<b>71%</b>	<b>21%</b>	<b>8%</b>	30	41	21	5	3	↑10	3.89	0.99	4,015

**Civilian Supervisors – 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. If I complained of discrimination, it would be held against me.*										
<b>Total Army</b>		8	14	25	28	25	↓2	2.51	1.23	8,100
<b>AMC</b>		8	12	27	28	25	↓3	2.50	1.21	1,175
<b>FORSCOM</b>		8	13	28	24	27	↓6	2.49	1.23	146
<b>MEDCOM</b>		7	13	24	31	25	0	2.48	1.21	729
<b>TRADOC</b>		8	15	22	28	27	↓4	2.49	1.26	731
<b>USACE</b>		6	15	25	33	21	↑1	2.50	1.15	782
<b>USAREUR</b>		13	17	28	17	26	↓3	2.74	1.35	163
<b>OTHER</b>		8	14	25	28	25	↓4	2.52	1.24	4,374

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

**Civilian Supervisors – 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...		
<b>Total Army</b>		
Much Worse	1%	57
Somewhat Worse	5%	445
Equally	73%	6,631
Somewhat Better	16%	1,416
Much Better	6%	586
<b>AMC</b>		
Much Worse	1%	11
Somewhat Worse	4%	57
Equally	69%	880
Somewhat Better	19%	240
Much Better	7%	96
<b>FORSCOM</b>		
Much Worse	1%	1
Somewhat Worse	4%	7
Equally	72%	120
Somewhat Better	17%	29
Much Better	5%	9
<b>MEDCOM</b>		
Much Worse	1%	8
Somewhat Worse	5%	44
Equally	70%	578
Somewhat Better	17%	140
Much Better	7%	54
<b>TRADOC</b>		
Much Worse	0%	3
Somewhat Worse	4%	35
Equally	76%	634
Somewhat Better	14%	120
Much Better	6%	47
<b>USACE</b>		
Much Worse	0%	1
Somewhat Worse	4%	34
Equally	69%	625
Somewhat Better	20%	181
Much Better	7%	61

**Civilian Supervisors – 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...		
<b>USAREUR</b>		
Much Worse	1%	1
Somewhat Worse	4%	8
Equally	84%	157
Somewhat Better	6%	12
Much Better	5%	10
<b>OTHER</b>		
Much Worse	1%	32
Somewhat Worse	5%	260
Equally	74%	3,637
Somewhat Better	14%	694
Much Better	6%	309
7. Compared to male employees, female employees are treated...		
<b>Total Army</b>		
Much Worse	1%	121
Somewhat Worse	10%	944
Equally	71%	6,472
Somewhat Better	13%	1,185
Much Better	5%	412
<b>AMC</b>		
Much Worse	1%	9
Somewhat Worse	8%	107
Equally	66%	849
Somewhat Better	19%	240
Much Better	6%	78
<b>FORSCOM</b>		
Much Worse	1%	1
Somewhat Worse	12%	20
Equally	71%	118
Somewhat Better	13%	22
Much Better	3%	5

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
7. Compared to male employees, female employees are treated...		
<b>MEDCOM</b>		
Much Worse	2%	20
Somewhat Worse	13%	109
Equally	72%	599
Somewhat Better	9%	75
Much Better	3%	25
<b>TRADOC</b>		
Much Worse	2%	14
Somewhat Worse	11%	90
Equally	71%	600
Somewhat Better	12%	100
Much Better	5%	38
<b>USACE</b>		
Much Worse	0%	3
Somewhat Worse	8%	76
Equally	70%	630
Somewhat Better	16%	147
Much Better	5%	46
<b>USAREUR</b>		
Much Worse	2%	3
Somewhat Worse	13%	25
Equally	70%	132
Somewhat Better	11%	21
Much Better	4%	7
<b>OTHER</b>		
Much Worse	1%	71
Somewhat Worse	10%	517
Equally	72%	3,544
Somewhat Better	12%	580
Much Better	4%	213

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
8. Compared to younger employees, older employees are treated...		
<b>Total Army</b>		
Much Worse	2%	147
Somewhat Worse	10%	873
Equally	79%	7,208
Somewhat Better	9%	815
Much Better	1%	90
<b>AMC</b>		
Much Worse	2%	24
Somewhat Worse	13%	163
Equally	75%	963
Somewhat Better	10%	123
Much Better	1%	9
<b>FORSCOM</b>		
Much Worse	2%	4
Somewhat Worse	10%	16
Equally	80%	133
Somewhat Better	7%	12
Much Better	1%	1
<b>MEDCOM</b>		
Much Worse	2%	16
Somewhat Worse	11%	89
Equally	79%	651
Somewhat Better	7%	58
Much Better	1%	10
<b>TRADOC</b>		
Much Worse	1%	9
Somewhat Worse	10%	82
Equally	80%	675
Somewhat Better	8%	66
Much Better	1%	10
<b>USACE</b>		
Much Worse	1%	12
Somewhat Worse	8%	76
Equally	82%	741
Somewhat Better	8%	71
Much Better	0%	1

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
8. Compared to younger employees, older employees are treated...  <b>USAREUR</b> Much Worse 1% Somewhat Worse 14% Equally 76% Somewhat Better 9% Much Better 1%  <b>OTHER</b> Much Worse 2% Somewhat Worse 9% Equally 79% Somewhat Better 9% Much Better 1%		2 26 142 17 1  80 421 3,903 468 58
9. Compared with non-disabled employees, disabled employees are treated...  <b>Total Army</b> Much Worse 1% Somewhat Worse 4% Equally 83% Somewhat Better 11% Much Better 2%  <b>AMC</b> Much Worse 1% Somewhat Worse 4% Equally 78% Somewhat Better 15% Much Better 3%  <b>FORSCOM</b> Much Worse 0% Somewhat Worse 3% Equally 83% Somewhat Better 12% Much Better 2%		55 344 7,571 957 182  11 45 995 198 33  0 5 137 20 3

**Civilian Supervisors – 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...		
<b>MEDCOM</b>		
Much Worse	1%	5
Somewhat Worse	3%	27
Equally	82%	677
Somewhat Better	12%	102
Much Better	1%	11
<b>TRADOC</b>		
Much Worse	0%	3
Somewhat Worse	4%	31
Equally	84%	707
Somewhat Better	10%	81
Much Better	2%	20
<b>USACE</b>		
Much Worse	0%	1
Somewhat Worse	3%	29
Equally	83%	745
Somewhat Better	12%	108
Much Better	1%	13
<b>USAREUR</b>		
Much Worse	2%	3
Somewhat Worse	3%	5
Equally	90%	168
Somewhat Better	4%	8
Much Better	1%	2
<b>OTHER</b>		
Much Worse	1%	32
Somewhat Worse	4%	202
Equally	84%	4,142
Somewhat Better	9%	440
Much Better	2%	100

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<b>Personnel Actions</b>		
10. Over the last 2 years, how much of a problem has employee turnover been for your organization?		
<b>Total Army</b>		
Serious Problem	19%	1,755
Somewhat of a Problem	27%	2,459
Slight Problem	30%	2,715
Not a Problem	24%	2,219
<b>AMC</b>		
Serious Problem	15%	191
Somewhat of a Problem	25%	322
Slight Problem	33%	420
Not a Problem	27%	351
<b>FORSCOM</b>		
Serious Problem	13%	22
Somewhat of a Problem	17%	28
Slight Problem	32%	53
Not a Problem	38%	63
<b>MEDCOM</b>		
Serious Problem	20%	167
Somewhat of a Problem	30%	251
Slight Problem	29%	238
Not a Problem	21%	173
<b>TRADOC</b>		
Serious Problem	16%	133
Somewhat of a Problem	23%	194
Slight Problem	32%	270
Not a Problem	29%	246
<b>USACE</b>		
Serious Problem	17%	153
Somewhat of a Problem	30%	268
Slight Problem	30%	273
Not a Problem	23%	207

**Civilian Supervisors – 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?		
<b>USAREUR</b>		
Serious Problem	17%	32
Somewhat of a Problem	25%	47
Slight Problem	28%	53
Not a Problem	30%	57
<b>OTHER</b>		
Serious Problem	21%	1,057
Somewhat of a Problem	27%	1,349
Slight Problem	29%	1,408
Not a Problem	23%	1,122
11. Has your organization hired any new employees in the last 2 years?		
<b>Total Army</b>		
Yes	91%	8,346
No	9%	787
<b>AMC</b>		
Yes	93%	1,188
No	7%	91
<b>FORSCOM</b>		
Yes	90%	150
No	10%	16
<b>MEDCOM</b>		
Yes	92%	765
No	8%	63
<b>TRADOC</b>		
Yes	92%	775
No	8%	65
<b>USACE</b>		
Yes	88%	793
No	12%	109
<b>USAREUR</b>		
Yes	92%	175
No	8%	15

**Civilian Supervisors – 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?		
<b>OTHER</b>		
Yes	91%	4,500
No	9%	428
12. How would you rate the performance of employees hired in the last 2 years at your organization?		
<b>Total Army</b>		
Much Lower Than Average	1%	119
Lower Than Average	9%	749
Average	43%	3,558
Higher Than Average	39%	3,283
Much Higher Than Average	7%	616
<b>AMC</b>		
Much Lower Than Average	1%	17
Lower Than Average	7%	84
Average	34%	401
Higher Than Average	48%	564
Much Higher Than Average	10%	117
<b>FORSCOM</b>		
Much Lower Than Average	2%	3
Lower Than Average	6%	9
Average	35%	52
Higher Than Average	41%	62
Much Higher Than Average	16%	24
<b>MEDCOM</b>		
Much Lower Than Average	2%	14
Lower Than Average	10%	80
Average	48%	366
Higher Than Average	34%	260
Much Higher Than Average	6%	42
<b>TRADOC</b>		
Much Lower Than Average	2%	14
Lower Than Average	7%	56
Average	41%	314
Higher Than Average	42%	322
Much Higher Than Average	9%	69

**Civilian Supervisors – 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?		
	<b>USACE</b>	
Much Lower Than Average	1%	4
Lower Than Average	6%	44
Average	39%	309
Higher Than Average	47%	370
Much Higher Than Average	8%	62
	<b>USAREUR</b>	
Much Lower Than Average	1%	1
Lower Than Average	9%	15
Average	39%	68
Higher Than Average	43%	76
Much Higher Than Average	9%	15
	<b>OTHER</b>	
Much Lower Than Average	1%	66
Lower Than Average	10%	461
Average	46%	2,048
Higher Than Average	36%	1,629
Much Higher Than Average	6%	287
13. In the last 2 years, have you personally hired anyone to work for you?		
	<b>Total Army</b>	
Yes	70%	5,847
No	30%	2,472
	<b>AMC</b>	
Yes	74%	878
No	26%	304
	<b>FORSCOM</b>	
Yes	67%	100
No	33%	50
	<b>MEDCOM</b>	
Yes	71%	538
No	29%	225

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
13. In the last 2 years, have you personally hired anyone to work for you?  <b>TRADOC</b> Yes No  <b>USACE</b> Yes No  <b>USAREUR</b> Yes No  <b>OTHER</b> Yes No		   511 263  602 190  114 61  3,104 1,379
14. How would you rate the quality of the applicants for this position?  <b>Total Army</b> Much Worse Than Usual Worse Than Usual About The Same As Usual Better Than Usual Much Better Than Usual  <b>AMC</b> Much Worse Than Usual Worse Than Usual About The Same As Usual Better Than Usual Much Better Than Usual  <b>FORSCOM</b> Much Worse Than Usual Worse Than Usual About The Same As Usual Better Than Usual Much Better Than Usual		   104 823 3,799 2,511 770  10 96 488 415 137  5 10 58 49 20

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
14. How would you rate the quality of the applicants for this position?		
<b>MEDCOM</b>		
Much Worse Than Usual	2%	16
Worse Than Usual	12%	85
About The Same As Usual	47%	342
Better Than Usual	29%	213
Much Better Than Usual	10%	72
<b>TRADOC</b>		
Much Worse Than Usual	1%	9
Worse Than Usual	9%	68
About The Same As Usual	46%	338
Better Than Usual	33%	247
Much Better Than Usual	11%	78
<b>USACE</b>		
Much Worse Than Usual	1%	8
Worse Than Usual	11%	79
About The Same As Usual	45%	339
Better Than Usual	33%	251
Much Better Than Usual	10%	75
<b>USAREUR</b>		
Much Worse Than Usual	1%	2
Worse Than Usual	8%	13
About The Same As Usual	56%	95
Better Than Usual	26%	45
Much Better Than Usual	9%	15
<b>OTHER</b>		
Much Worse Than Usual	1%	54
Worse Than Usual	11%	472
About The Same As Usual	49%	2,139
Better Than Usual	30%	1,291
Much Better Than Usual	9%	373

**Civilian Supervisors – 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				
<b>Supervisory Authority</b>										
Total Army		5	20	19	29	27	↑3	2.53	0.90	8,814
AMC		6	24	22	28	21	↑3	2.70	0.86	1,262
FORSCOM		7	19	24	28	23	↑11	2.69	0.99	150
MEDCOM		3	17	17	32	32	↑3	2.35	0.86	796
TRADOC		4	14	17	32	32	↑4	2.39	0.94	805
USACE		5	26	21	30	18	↑5	2.73	0.82	892
USAREUR		4	19	20	26	31	↑6	2.52	0.98	181
OTHER		4	19	19	29	28	↑2	2.50	0.91	4,728
15a. I have the flexibility to use recruitment incentives.										
Total Army		5	17	16	31	31	↓1	2.34	1.21	7,225
AMC		7	22	17	29	25	↓1	2.57	1.27	1,085
FORSCOM		6	18	20	31	25	↑9	2.48	1.22	118
MEDCOM		5	17	13	33	33	↓1	2.28	1.21	640
TRADOC		4	12	13	34	37	↑1	2.12	1.16	648
USACE		7	27	19	28	18	↑4	2.75	1.22	779
USAREUR		3	20	12	27	39	↑8	2.21	1.23	137
OTHER		4	14	16	32	33	↓2	2.24	1.17	3,818

**Civilian Supervisors – 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				
15b. I have the flexibility to use relocation incentives.										
<b>Total Army</b>		4	18	17	31	30	↓2	2.35	1.20	7,197
<b>AMC</b>		5	22	20	29	23	0	2.57	1.22	1,076
<b>FORSCOM</b>		9	18	21	28	24	↑8	2.61	1.29	120
<b>MEDCOM</b>		2	12	14	36	36	0	2.08	1.08	634
<b>TRADOC</b>		3	10	13	35	38	↓2	2.04	1.08	638
<b>USACE</b>		7	38	17	23	14	↑3	3.00	1.21	794
<b>USAREUR</b>		4	15	17	27	37	↑1	2.23	1.22	138
<b>OTHER</b>		4	15	17	31	33	↓1	2.25	1.18	3,797
15c. I have the flexibility to use retention incentives.										
<b>Total Army</b>		4	13	18	33	32	0	2.25	1.15	7,055
<b>AMC</b>		5	16	22	31	27	↓3	2.42	1.19	1,059
<b>FORSCOM</b>		4	12	26	30	28	↑12	2.36	1.14	115
<b>MEDCOM</b>		3	16	15	32	34	0	2.23	1.17	631
<b>TRADOC</b>		3	7	15	36	39	↓1	2.00	1.05	628
<b>USACE</b>		6	22	20	34	19	↑5	2.62	1.19	752
<b>USAREUR</b>		2	15	17	27	38	↑4	2.16	1.16	136
<b>OTHER</b>		3	12	18	33	34	0	2.16	1.11	3,734

**Civilian Supervisors – 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				
15d. I have the flexibility to use student loan repayments.										
<b>Total Army</b>		3	9	20	33	35	0	2.11	1.07	6,423
<b>AMC</b>		6	14	22	31	27	0	2.40	1.18	998
<b>FORSCOM</b>		3	9	27	34	28	↑6	2.25	1.05	104
<b>MEDCOM</b>		1	5	16	37	41	↓1	1.87	0.91	558
<b>TRADOC</b>		2	4	16	37	42	0	1.87	0.93	582
<b>USACE</b>		5	18	25	31	21	↑2	2.55	1.16	672
<b>USAREUR</b>		1	4	19	30	45	0	1.85	0.94	119
<b>OTHER</b>		2	7	20	34	37	↓1	2.03	1.02	3,390
15e. I have the flexibility to use pay setting flexibilities.										
<b>Total Army</b>		3	15	17	31	33	0	2.26	1.17	7,037
<b>AMC</b>		5	21	18	31	26	0	2.47	1.21	1,049
<b>FORSCOM</b>		4	20	24	24	28	↑14	2.47	1.20	111
<b>MEDCOM</b>		2	14	13	33	38	↓3	2.09	1.12	616
<b>TRADOC</b>		2	7	15	36	41	0	1.94	1.01	619
<b>USACE</b>		3	18	20	35	24	0	2.42	1.13	742
<b>USAREUR</b>		3	11	17	30	38	↑9	2.11	1.13	132
<b>OTHER</b>		4	15	18	30	34	0	2.25	1.18	3,768

**Civilian Supervisors – 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				
16a. It is easy for me to hire employees.										
<b>Total Army</b>		4	20	16	32	28	↓6	2.40	1.20	8,259
<b>AMC</b>		5	22	18	33	23	↓4	2.53	1.19	1,207
<b>FORSCOM</b>		6	18	21	27	27	↓1	2.49	1.25	139
<b>MEDCOM</b>		2	20	12	34	32	↓2	2.25	1.16	738
<b>TRADOC</b>		5	15	14	32	33	↓9	2.26	1.21	730
<b>USACE</b>		2	20	17	38	23	↓5	2.41	1.12	860
<b>USAREUR</b>		5	18	19	25	33	↓6	2.36	1.25	165
<b>OTHER</b>		4	20	16	30	29	↓7	2.41	1.22	4,420
16b. It is easy for me to relocate employees.										
<b>Total Army</b>		2	11	24	34	29	↓2	2.22	1.04	7,114
<b>AMC</b>		2	14	29	33	23	↓1	2.39	1.03	1,071
<b>FORSCOM</b>		4	10	28	36	22	↑3	2.39	1.06	120
<b>MEDCOM</b>		1	6	19	37	36	↑1	1.99	0.95	603
<b>TRADOC</b>		2	7	17	38	36	↑1	1.99	0.98	622
<b>USACE</b>		2	17	28	34	19	↓2	2.48	1.03	750
<b>USAREUR</b>		2	14	25	30	29	0	2.31	1.10	143
<b>OTHER</b>		2	11	23	33	31	↓3	2.18	1.04	3,805

**Civilian Supervisors – 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				
16c. It is easy for me to reassign employees.										
<b>Total Army</b>		3	23	23	28	22	↓1	2.58	1.16	7,667
<b>AMC</b>		5	30	24	27	15	↓2	2.84	1.15	1,175
<b>FORSCOM</b>		5	21	27	28	19	↑10	2.64	1.16	124
<b>MEDCOM</b>		2	14	20	33	31	↓1	2.22	1.08	644
<b>TRADOC</b>		4	19	20	30	27	↑4	2.42	1.18	679
<b>USACE</b>		3	29	25	28	15	↑3	2.78	1.12	805
<b>USAREUR</b>		3	18	25	26	29	↓3	2.40	1.16	150
<b>OTHER</b>		3	23	23	27	23	↓3	2.56	1.16	4,090
16d. It is easy for me to reduce the size of my workforce.										
<b>Total Army</b>		5	18	27	28	22	↑4	2.56	1.16	7,200
<b>AMC</b>		4	19	30	29	18	↑4	2.63	1.11	1,117
<b>FORSCOM</b>		7	17	26	29	20	↑8	2.64	1.20	121
<b>MEDCOM</b>		3	17	26	27	28	↑4	2.39	1.13	584
<b>TRADOC</b>		7	16	22	30	25	↑9	2.49	1.22	623
<b>USACE</b>		4	18	26	33	20	↑1	2.53	1.11	777
<b>USAREUR</b>		5	20	28	22	25	↑5	2.58	1.21	138
<b>OTHER</b>		5	19	27	26	23	↑4	2.57	1.18	3,840

**Civilian Supervisors – 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				
16e. It is easy for me to promote employees.										
<b>Total Army</b>		3	18	20	32	27	↓2	2.39	1.14	8,182
<b>AMC</b>		4	26	22	30	17	0	2.69	1.15	1,212
<b>FORSCOM</b>		8	14	25	30	23	0	2.53	1.21	133
<b>MEDCOM</b>		1	11	17	35	36	↓2	2.07	1.04	724
<b>TRADOC</b>		3	12	17	35	32	↓1	2.18	1.11	728
<b>USACE</b>		2	19	22	37	19	↓2	2.48	1.07	858
<b>USAREUR</b>		2	16	25	29	28	↓2	2.35	1.11	159
<b>OTHER</b>		3	18	20	31	28	↓3	2.37	1.15	4,368
16f. It is easy for me to reward employees.										
<b>Total Army</b>		12	46	16	15	11		3.34	1.19	8,660
<b>AMC</b>		14	51	16	12	8		3.51	1.10	1,247
<b>FORSCOM</b>		18	41	18	12	11		3.42	1.23	147
<b>MEDCOM</b>		8	44	18	17	12		3.18	1.18	778
<b>TRADOC</b>		13	42	17	17	11		3.28	1.22	786
<b>USACE</b>		14	50	15	13	7		3.52	1.10	888
<b>USAREUR</b>		15	44	16	13	12		3.36	1.25	177
<b>OTHER</b>		12	45	15	16	12		3.30	1.21	4,637

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																																											
<p><b>Harassment</b></p> <p>17. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?</p>	<table border="1"> <thead> <tr> <th>Command</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td><b>Total Army</b></td> <td>6%</td> <td>94%</td> </tr> <tr> <td><b>AMC</b></td> <td>5%</td> <td>95%</td> </tr> <tr> <td><b>FORSCOM</b></td> <td>8%</td> <td>92%</td> </tr> <tr> <td><b>MEDCOM</b></td> <td>8%</td> <td>92%</td> </tr> <tr> <td><b>TRADOC</b></td> <td>6%</td> <td>94%</td> </tr> <tr> <td><b>USACE</b></td> <td>3%</td> <td>97%</td> </tr> <tr> <td><b>USAREUR</b></td> <td>5%</td> <td>95%</td> </tr> <tr> <td><b>OTHER</b></td> <td>7%</td> <td>93%</td> </tr> </tbody> </table>	Command	Yes (%)	No (%)	<b>Total Army</b>	6%	94%	<b>AMC</b>	5%	95%	<b>FORSCOM</b>	8%	92%	<b>MEDCOM</b>	8%	92%	<b>TRADOC</b>	6%	94%	<b>USACE</b>	3%	97%	<b>USAREUR</b>	5%	95%	<b>OTHER</b>	7%	93%	<p align="right">Valid N</p> <table border="1"> <tbody> <tr> <td>581</td> </tr> <tr> <td>8,590</td> </tr> <tr> <td>62</td> </tr> <tr> <td>1,228</td> </tr> <tr> <td>14</td> </tr> <tr> <td>152</td> </tr> <tr> <td>67</td> </tr> <tr> <td>767</td> </tr> <tr> <td>47</td> </tr> <tr> <td>798</td> </tr> <tr> <td>26</td> </tr> <tr> <td>878</td> </tr> <tr> <td>10</td> </tr> <tr> <td>183</td> </tr> <tr> <td>355</td> </tr> <tr> <td>4,584</td> </tr> </tbody> </table>	581	8,590	62	1,228	14	152	67	767	47	798	26	878	10	183	355	4,584
Command	Yes (%)	No (%)																																											
<b>Total Army</b>	6%	94%																																											
<b>AMC</b>	5%	95%																																											
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**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
18. If you were harassed, did you report the incident?		
<b>Total Army</b>		
Yes	43%	247
No	57%	325
<b>AMC</b>		
Yes	37%	22
No	63%	38
<b>FORSCOM</b>		
Yes	21%	3
No	79%	11
<b>MEDCOM</b>		
Yes	44%	29
No	56%	37
<b>TRADOC</b>		
Yes	34%	16
No	66%	31
<b>USACE</b>		
Yes	36%	9
No	64%	16
<b>USAREUR</b>		
Yes	50%	5
No	50%	5
<b>OTHER</b>		
Yes	47%	163
No	53%	187

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
19. If you reported the incident, did you experience any adverse consequences?		167
		79
		17
		5
		--
		--
		21
		8
		10
		6
		6
		3
		4
		1
		107
		55

**Civilian Supervisors – 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				
<b>Retention and Commitment</b>  20. 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?												
<b>Total Army</b>	68%	11%	21%	39	29	11	13	8	↓5	3.78	1.30	9,138
<b>AMC</b>	73%	11%	17%	43	30	11	11	6	0	3.93	1.22	1,284
<b>FORSCOM</b>	66%	8%	26%	43	24	8	17	8	↓8	3.75	1.38	167
<b>MEDCOM</b>	67%	15%	18%	36	32	15	11	7	↓8	3.78	1.24	827
<b>TRADOC</b>	68%	12%	20%	37	31	12	13	7	↓8	3.77	1.27	843
<b>USACE</b>	72%	10%	18%	44	29	10	11	7	↓6	3.91	1.26	901
<b>USAREUR</b>	64%	12%	24%	41	23	12	12	12	↓14	3.69	1.41	193
<b>OTHER</b>	66%	11%	23%	38	29	11	14	9	↓4	3.72	1.33	4,923

**Civilian Supervisors – 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				
21a. In the next 5 years, how likely is it that you will leave your organization to take another job within the DoD?*										
<b>Total Army</b>		22	18	18	21	21	↑2	3.01	1.45	9,138
<b>AMC</b>		14	15	18	25	27	0	2.63	1.39	1,281
<b>FORSCOM</b>		27	17	20	18	17	↑3	3.19	1.45	167
<b>MEDCOM</b>		19	17	23	23	18	↑1	2.96	1.37	827
<b>TRADOC</b>		21	19	18	21	21	↑1	2.98	1.45	843
<b>USACE</b>		11	12	17	28	32	↑2	2.41	1.33	900
<b>USAREUR</b>		52	15	12	11	9	↓3	3.89	1.39	193
<b>OTHER</b>		26	20	17	18	18	↑1	3.20	1.45	4,927
21b. 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?*										
<b>Total Army</b>		10	15	21	27	27	↑2	2.54	1.31	9,127
<b>AMC</b>		5	9	17	30	38	↑2	2.15	1.18	1,281
<b>FORSCOM</b>		11	17	22	24	26	↑2	2.63	1.32	167
<b>MEDCOM</b>		11	15	24	26	24	0	2.62	1.30	825
<b>TRADOC</b>		10	13	20	28	29	↑4	2.47	1.29	844
<b>USACE</b>		5	11	19	32	33	↓2	2.24	1.17	898
<b>USAREUR</b>		15	18	25	21	21	↑1	2.84	1.35	192
<b>OTHER</b>		12	16	22	26	24	↑2	2.68	1.33	4,920

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

**Civilian Supervisors – 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				
21c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job?*										
<b>Total Army</b>		8	12	17	28	34	↑2	2.32	1.28	9,122
<b>AMC</b>		8	12	15	26	39	↓1	2.22	1.29	1,282
<b>FORSCOM</b>		8	8	22	28	33	0	2.30	1.23	166
<b>MEDCOM</b>		8	12	20	28	32	↑4	2.35	1.26	825
<b>TRADOC</b>		7	11	17	30	34	↑3	2.26	1.24	843
<b>USACE</b>		10	11	15	30	35	↑3	2.30	1.31	896
<b>USAREUR</b>		4	10	18	31	37	↓5	2.14	1.14	191
<b>OTHER</b>		9	13	18	28	33	↑2	2.37	1.29	4,919
21d. In the next 5 years, how likely is it that you will retire from Federal service?*										
<b>Total Army</b>		27	16	11	19	27	↑2	2.98	1.58	9,120
<b>AMC</b>		34	18	10	15	24	↑3	3.22	1.61	1,280
<b>FORSCOM</b>		23	16	13	27	22	0	2.90	1.49	167
<b>MEDCOM</b>		22	19	12	21	27	↑5	2.89	1.53	825
<b>TRADOC</b>		24	15	12	22	27	↓2	2.86	1.54	843
<b>USACE</b>		33	19	7	15	25	↑6	3.20	1.63	900
<b>USAREUR</b>		17	13	15	22	33	↑5	2.60	1.49	191
<b>OTHER</b>		26	16	12	19	28	↑1	2.92	1.58	4,914

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

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
22. In the coming year, do you plan to look for another job?		
<b>Total Army</b>		
I have not decided whether to look for another job	14%	1,271
Yes, but only within the Federal government	22%	1,966
Yes, but only outside the Federal government	4%	324
Yes, I plan to look both inside and outside the Federal government	16%	1,432
No	45%	4,130
<b>AMC</b>		
I have not decided whether to look for another job	13%	162
Yes, but only within the Federal government	17%	224
Yes, but only outside the Federal government	4%	51
Yes, I plan to look both inside and outside the Federal government	10%	126
No	56%	719
<b>FORSCOM</b>		
I have not decided whether to look for another job	11%	18
Yes, but only within the Federal government	25%	41
Yes, but only outside the Federal government	5%	8
Yes, I plan to look both inside and outside the Federal government	14%	24
No	46%	76
<b>MEDCOM</b>		
I have not decided whether to look for another job	15%	121
Yes, but only within the Federal government	19%	157
Yes, but only outside the Federal government	4%	30
Yes, I plan to look both inside and outside the Federal government	18%	147
No	45%	368
<b>TRADOC</b>		
I have not decided whether to look for another job	14%	114
Yes, but only within the Federal government	21%	177
Yes, but only outside the Federal government	3%	26
Yes, I plan to look both inside and outside the Federal government	17%	141
No	46%	384
<b>USACE</b>		
I have not decided whether to look for another job	15%	138
Yes, but only within the Federal government	16%	145
Yes, but only outside the Federal government	6%	51
Yes, I plan to look both inside and outside the Federal government	11%	95
No	52%	471

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
22. In the coming year, do you plan to look for another job?		
<b>USAREUR</b>		
I have not decided whether to look for another job	10%	20
Yes, but only within the Federal government	30%	57
Yes, but only outside the Federal government	1%	2
Yes, I plan to look both inside and outside the Federal government	21%	41
No	37%	71
<b>OTHER</b>		
I have not decided whether to look for another job	14%	698
Yes, but only within the Federal government	24%	1,165
Yes, but only outside the Federal government	3%	156
Yes, I plan to look both inside and outside the Federal government	17%	858
No	42%	2,041

**Civilian Supervisors – 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				
<b>Overall Satisfaction</b>										
Total Army		18	40	19	14	9	↓1	3.44	0.88	9,186
AMC		21	41	19	12	7	0	3.57	0.84	1,293
FORSCOM		27	34	17	11	11	↑2	3.55	0.97	167
MEDCOM		15	39	19	17	10	↓2	3.32	0.85	835
TRADOC		19	39	18	14	9	↓1	3.46	0.88	846
USACE		18	45	17	13	7	0	3.53	0.82	905
USAREUR		20	35	18	15	13	↓6	3.35	0.95	194
OTHER		18	39	19	14	10	↓1	3.41	0.89	4,946
23a. Taking all things into consideration, how satisfied are you, in general, with your job?										
Total Army		29	50	10	8	4	↓2	3.91	1.02	9,181
AMC		30	50	10	8	3	↑2	3.96	0.98	1,293
FORSCOM		38	38	11	5	7	↓2	3.96	1.15	167
MEDCOM		27	51	11	7	4	↓1	3.89	1.00	833
TRADOC		27	52	9	9	3	↓4	3.89	1.01	846
USACE		31	50	9	8	3	↓4	3.97	0.99	904
USAREUR		29	48	8	9	5	↓2	3.88	1.09	194
OTHER		28	49	10	9	4	↓2	3.89	1.04	4,944

**Civilian Supervisors – 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				
23b. Taking all things into consideration, how satisfied are you, in general, with your pay?										
<b>Total Army</b>	<b>67%</b> <b>13%</b> <b>20%</b>	19	48	13	14	6	↓2	3.60	1.12	9,177
<b>AMC</b>	<b>75%</b> <b>13%</b> <b>12%</b>	25	50	13	9	3	↓1	3.85	0.99	1,292
<b>FORSCOM</b>	<b>68%</b> <b>14%</b> <b>18%</b>	23	44	14	11	7	↓2	3.66	1.16	167
<b>MEDCOM</b>	<b>54%</b> <b>15%</b> <b>31%</b>	13	41	15	21	10	↓3	3.26	1.21	834
<b>TRADOC</b>	<b>68%</b> <b>13%</b> <b>19%</b>	20	49	13	14	5	0	3.63	1.11	846
<b>USACE</b>	<b>72%</b> <b>12%</b> <b>16%</b>	20	53	12	12	4	↓2	3.72	1.03	904
<b>USAREUR</b>	<b>71%</b> <b>12%</b> <b>17%</b>	20	52	12	13	4	↑1	3.70	1.06	194
<b>OTHER</b>	<b>65%</b> <b>14%</b> <b>21%</b>	18	47	14	15	7	↓3	3.55	1.14	4,940
23c. Taking all things into consideration, how satisfied are you, in general, with your opportunities to be innovative or expand the scope of your job?										
<b>Total Army</b>	<b>60%</b> <b>17%</b> <b>23%</b>	20	40	17	15	8	↓3	3.50	1.19	9,130
<b>AMC</b>	<b>64%</b> <b>18%</b> <b>18%</b>	24	41	18	12	6	↓1	3.64	1.14	1,289
<b>FORSCOM</b>	<b>65%</b> <b>13%</b> <b>22%</b>	31	34	13	14	8	↑6	3.65	1.28	167
<b>MEDCOM</b>	<b>57%</b> <b>16%</b> <b>28%</b>	16	41	16	18	10	↓1	3.35	1.22	827
<b>TRADOC</b>	<b>61%</b> <b>16%</b> <b>23%</b>	22	39	16	16	7	↓3	3.54	1.19	843
<b>USACE</b>	<b>66%</b> <b>15%</b> <b>19%</b>	22	44	15	15	4	↓1	3.64	1.11	900
<b>USAREUR</b>	<b>55%</b> <b>15%</b> <b>29%</b>	21	34	15	18	12	↓11	3.35	1.31	194
<b>OTHER</b>	<b>59%</b> <b>18%</b> <b>24%</b>	19	40	18	16	8	↓2	3.46	1.19	4,910

**Civilian Supervisors – 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				
23d. Taking all things into consideration, how satisfied are you, in general, with your opportunities for promotion?										
<b>Total Army</b>		8	27	25	23	17	↓2	2.86	1.21	8,930
<b>AMC</b>		11	31	30	17	10	↓1	3.16	1.15	1,270
<b>FORSCOM</b>		14	23	23	17	23	↑6	2.87	1.36	162
<b>MEDCOM</b>		5	19	24	32	21	↓6	2.54	1.15	800
<b>TRADOC</b>		7	23	25	25	19	↓2	2.74	1.21	824
<b>USACE</b>		8	37	25	20	10	↑2	3.13	1.14	890
<b>USAREUR</b>		10	23	24	24	19	↓2	2.80	1.27	191
<b>OTHER</b>		7	26	25	24	18	↓3	2.80	1.21	4,793
23e. Taking all things into consideration, how satisfied are you, in general, with your opportunity to get a better job in your organization?										
<b>Total Army</b>		8	25	30	22	16	↓1	2.88	1.18	8,746
<b>AMC</b>		10	29	33	18	9	↓1	3.12	1.12	1,255
<b>FORSCOM</b>		11	26	27	15	21	↑6	2.90	1.31	154
<b>MEDCOM</b>		5	17	32	29	18	↓3	2.64	1.11	773
<b>TRADOC</b>		7	23	28	24	17	↑1	2.80	1.19	805
<b>USACE</b>		9	35	28	19	9	↑3	3.15	1.11	880
<b>USAREUR</b>		8	21	28	20	23	↓5	2.71	1.26	183
<b>OTHER</b>		7	24	29	22	17	↓1	2.83	1.19	4,696

**Civilian Supervisors – 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				
23f. Taking all things into consideration, how satisfied are you, in general, with the recognition you receive for doing a good job?										
<b>Total Army</b>	<b>58%</b> <b>18%</b> <b>24%</b>	19	39	18	13	10	↓1	3.43	1.23	9,117
<b>AMC</b>	<b>59%</b> <b>19%</b> <b>21%</b>	18	41	19	13	9	↑2	3.47	1.18	1,288
<b>FORSCOM</b>	<b>59%</b> <b>17%</b> <b>24%</b>	29	30	17	13	11	↑6	3.54	1.33	167
<b>MEDCOM</b>	<b>53%</b> <b>20%</b> <b>27%</b>	15	38	20	16	11	↓4	3.31	1.22	828
<b>TRADOC</b>	<b>60%</b> <b>18%</b> <b>22%</b>	21	39	18	12	10	↓1	3.48	1.23	841
<b>USACE</b>	<b>64%</b> <b>17%</b> <b>19%</b>	18	45	17	12	7	0	3.56	1.13	900
<b>USAREUR</b>	<b>53%</b> <b>18%</b> <b>29%</b>	20	33	18	16	12	↓6	3.32	1.30	194
<b>OTHER</b>	<b>57%</b> <b>18%</b> <b>24%</b>	19	38	18	13	11	0	3.41	1.25	4,899
23g. Taking all things into consideration, how satisfied are you, in general, with management at your organization?										
<b>Total Army</b>	<b>57%</b> <b>17%</b> <b>25%</b>	18	40	17	13	12	0	3.38	1.25	9,141
<b>AMC</b>	<b>58%</b> <b>17%</b> <b>25%</b>	18	41	17	14	11	↑3	3.41	1.23	1,288
<b>FORSCOM</b>	<b>59%</b> <b>16%</b> <b>25%</b>	26	33	16	11	14	↓2	3.45	1.36	166
<b>MEDCOM</b>	<b>55%</b> <b>19%</b> <b>26%</b>	14	41	19	14	12	↓2	3.30	1.22	827
<b>TRADOC</b>	<b>61%</b> <b>16%</b> <b>23%</b>	21	40	16	13	10	0	3.49	1.24	846
<b>USACE</b>	<b>59%</b> <b>17%</b> <b>24%</b>	16	43	17	14	10	↑1	3.40	1.21	899
<b>USAREUR</b>	<b>52%</b> <b>17%</b> <b>31%</b>	19	32	17	12	19	↓6	3.20	1.39	194
<b>OTHER</b>	<b>57%</b> <b>17%</b> <b>25%</b>	18	39	17	13	12	0	3.37	1.26	4,921

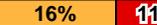
**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	 % Satisfied  % Neither Satisfied/ Dissatisfied  % Dissatisfied	Category Percents					%Sat Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
23h. Taking all things into consideration, how satisfied are you, in general, with policies and practices of your senior leaders?										
<b>Total Army</b>		16	36	19	15	14	0	3.25	1.28	9,120
<b>AMC</b>		15	36	20	15	13	↑2	3.25	1.26	1,285
<b>FORSCOM</b>		28	31	17	10	13	↑3	3.51	1.35	167
<b>MEDCOM</b>		14	39	21	13	13	↓1	3.27	1.23	823
<b>TRADOC</b>		18	37	18	15	12	0	3.35	1.26	845
<b>USACE</b>		12	41	18	16	14	↑4	3.21	1.24	897
<b>USAREUR</b>		18	26	18	16	22	↓15	3.01	1.43	194
<b>OTHER</b>		16	35	19	15	15	0	3.23	1.30	4,909

**Civilian Supervisors – 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				
24. Overall, how well prepared is your organization to perform its mission?										
<b>Total Army</b>	75% 16% 8%	24	51	16	7	1	↓1	3.90	0.89	9,158
<b>AMC</b>	77% 16% 7%	28	50	16	6	1	0	3.97	0.87	1,292
<b>FORSCOM</b>	81% 14% 5%	34	46	14	4	1	↑1	4.08	0.87	166
<b>MEDCOM</b>	78% 16% 6%	22	56	16	5	1	↑2	3.92	0.83	834
<b>TRADOC</b>	75% 17% 9%	26	49	17	7	2	↓4	3.91	0.92	841
<b>USACE</b>	76% 15% 9%	21	55	15	7	1	↓1	3.87	0.88	901
<b>USAREUR</b>	76% 15% 9%	28	47	15	7	2	↓2	3.94	0.93	194
<b>OTHER</b>	74% 17% 9%	24	50	17	8	1	↓1	3.88	0.90	4,930

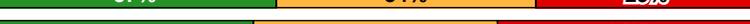
**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	 % Agree  % Neither Agree/ Disagree  % Disagree	Category Percents					%Agree Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
25. Overall, I would recommend that others pursue a career as a civilian with this organization.										
<b>Total Army</b>	<b>63%</b>  <b>20%</b>  <b>17%</b> 	23	41	20	10	7	↓3	3.62	1.14	9,133
<b>AMC</b>	<b>73%</b>  <b>16%</b>  <b>11%</b> 	28	45	16	7	4	0	3.86	1.04	1,288
<b>FORSCOM</b>	<b>68%</b>  <b>17%</b>  <b>15%</b> 	33	35	17	10	5	↓3	3.80	1.16	165
<b>MEDCOM</b>	<b>62%</b>  <b>21%</b>  <b>17%</b> 	19	43	21	12	5	↓4	3.59	1.08	830
<b>TRADOC</b>	<b>64%</b>  <b>20%</b>  <b>15%</b> 	24	40	20	9	7	↓5	3.66	1.14	842
<b>USACE</b>	<b>67%</b>  <b>17%</b>  <b>16%</b> 	23	44	17	9	7	↓1	3.67	1.13	898
<b>USAREUR</b>	<b>57%</b>  <b>23%</b>  <b>21%</b> 	23	34	23	11	9	↓9	3.49	1.22	194
<b>OTHER</b>	<b>60%</b>  <b>21%</b>  <b>19%</b> 	21	39	21	11	8	↓2	3.55	1.16	4,916

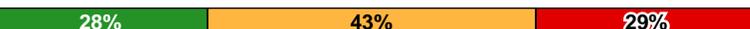
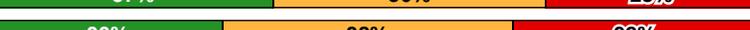
**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	% Well	% Adequately	% Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
<b>Civilian Human Resources (Personnel) Services</b>												
(How well is Personnel Services doing in supporting your ability to accomplish mission critical work?)												
<b>Total Army</b>	34%	34%	32%	9	25	34	20	12	↑2	3.01	0.91	9,132
<b>AMC</b>	38%	36%	27%	10	28	36	18	9	↑5	3.13	0.86	1,285
<b>FORSCOM</b>	36%	36%	28%	10	25	36	16	12	↑5	3.05	0.92	167
<b>MEDCOM</b>	28%	35%	37%	6	21	35	22	15	0	2.83	0.86	831
<b>TRADOC</b>	34%	35%	31%	10	24	35	20	11	↑2	3.02	0.90	840
<b>USACE</b>	34%	34%	32%	8	26	34	21	11	↑3	2.99	0.87	901
<b>USAREUR</b>	29%	33%	37%	7	23	33	21	16	↓1	2.85	0.90	194
<b>OTHER</b>	35%	33%	32%	10	25	33	20	12	↑1	3.02	0.93	4,914
26a. Personnel Services: Processes my personnel actions (e.g., pay, promotions, benefits) accurately and quickly.												
<b>Total Army</b>	45%	32%	24%	14	31	32	14	10	↑1	3.25	1.15	8,868
<b>AMC</b>	48%	31%	21%	14	34	31	12	9	↑4	3.32	1.12	1,249
<b>FORSCOM</b>	45%	33%	22%	18	27	33	13	9	↑8	3.33	1.18	163
<b>MEDCOM</b>	35%	34%	31%	9	25	34	16	16	↓1	2.97	1.19	802
<b>TRADOC</b>	46%	31%	23%	14	32	31	15	8	↑3	3.29	1.13	812
<b>USACE</b>	42%	33%	25%	13	30	33	16	9	↓3	3.22	1.13	881
<b>USAREUR</b>	43%	29%	29%	11	32	29	16	12	↓5	3.13	1.18	189
<b>OTHER</b>	46%	31%	23%	15	31	31	14	9	↑1	3.28	1.15	4,772

**Civilian Supervisors – FY06  
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Item Detail	 % Well  % Adequately  % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26b. Personnel Services: Refers candidates for vacancies in a reasonable amount of time.										
<b>Total Army</b>	<b>39%</b> 	11	28	32	19	10	↑1	3.10	1.14	8,504
<b>AMC</b>	<b>43%</b> 	11	32	33	16	8	↑4	3.23	1.09	1,218
<b>FORSCOM</b>	<b>42%</b> 	16	26	32	18	7	↑3	3.26	1.15	149
<b>MEDCOM</b>	<b>30%</b> 	7	23	29	23	18	↓1	2.76	1.18	759
<b>TRADOC</b>	<b>37%</b> 	11	26	33	20	10	↑1	3.07	1.15	775
<b>USACE</b>	<b>38%</b> 	10	29	34	19	9	0	3.12	1.10	856
<b>USAREUR</b>	<b>30%</b> 	9	21	31	24	15	↓4	2.86	1.18	182
<b>OTHER</b>	<b>40%</b> 	12	28	32	19	10	0	3.13	1.14	4,565
26c. Personnel Services: Provides "New Employee Orientation"										
<b>Total Army</b>	<b>44%</b> 	13	31	34	14	8	↑8	3.28	1.10	8,196
<b>AMC</b>	<b>47%</b> 	14	33	35	12	7	↑11	3.36	1.06	1,144
<b>FORSCOM</b>	<b>40%</b> 	12	28	40	12	8	↑7	3.24	1.07	150
<b>MEDCOM</b>	<b>48%</b> 	13	35	34	12	7	↑13	3.36	1.06	763
<b>TRADOC</b>	<b>45%</b> 	13	32	36	13	6	↑8	3.33	1.05	757
<b>USACE</b>	<b>37%</b> 	9	28	34	19	10	↑5	3.06	1.11	786
<b>USAREUR</b>	<b>34%</b> 	8	25	32	19	15	↑7	2.94	1.17	165
<b>OTHER</b>	<b>45%</b> 	14	31	34	13	8	↑7	3.30	1.11	4,431

**Civilian Supervisors – FY06  
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Item Detail	 % Well  % Adequately  % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26d. Personnel Services: Finds sources for all types of training.										
<b>Total Army</b>	<b>32%</b> 	9	24	35	21	11	↑4	2.97	1.12	8,120
<b>AMC</b>	<b>41%</b> 	12	29	36	14	8	↑8	3.23	1.09	1,150
<b>FORSCOM</b>	<b>31%</b> 	8	22	41	17	11	↑8	2.99	1.09	143
<b>MEDCOM</b>	<b>28%</b> 	6	22	36	24	12	↑5	2.86	1.08	723
<b>TRADOC</b>	<b>32%</b> 	8	23	35	22	11	↑4	2.97	1.11	758
<b>USACE</b>	<b>27%</b> 	6	21	37	22	14	↑4	2.82	1.09	778
<b>USAREUR</b>	<b>30%</b> 	8	22	31	25	14	↑3	2.85	1.15	170
<b>OTHER</b>	<b>32%</b> 	9	24	34	22	12	↑3	2.95	1.13	4,398
26e. Personnel Services: Provides guidance and program assistance on family friendly quality of work life issues.										
<b>Total Army</b>	<b>34%</b> 	9	25	37	18	11	↑5	3.03	1.11	7,095
<b>AMC</b>	<b>37%</b> 	9	28	40	15	8	↑7	3.14	1.05	1,025
<b>FORSCOM</b>	<b>28%</b> 	8	20	43	17	13	↑4	2.95	1.10	120
<b>MEDCOM</b>	<b>27%</b> 	7	20	37	21	15	↑4	2.83	1.12	595
<b>TRADOC</b>	<b>34%</b> 	9	24	37	19	10	↑8	3.04	1.10	639
<b>USACE</b>	<b>37%</b> 	9	28	36	19	9	↑6	3.09	1.08	743
<b>USAREUR</b>	<b>30%</b> 	5	25	38	15	17	↑2	2.86	1.14	149
<b>OTHER</b>	<b>34%</b> 	10	24	36	19	11	↑5	3.03	1.12	3,824

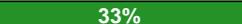
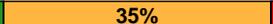
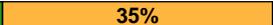
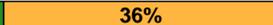
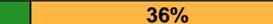
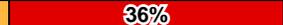
**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	% Well          % Adequately          % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26f. Personnel Services: Provides advice on compensation/pay options to attract and retain employees.										
<b>Total Army</b>		8	22	32	23	14	↑3	2.86	1.15	7,672
<b>AMC</b>		9	26	35	20	10	↑6	3.03	1.10	1,109
<b>FORSCOM</b>		9	21	36	19	16	↑4	2.88	1.17	139
<b>MEDCOM</b>		6	16	33	27	19	↑1	2.63	1.13	690
<b>TRADOC</b>		9	21	33	24	13	↑6	2.88	1.15	690
<b>USACE</b>		7	25	32	23	12	↑5	2.93	1.11	767
<b>USAREUR</b>		4	20	34	23	19	↑3	2.69	1.13	159
<b>OTHER</b>		9	21	31	24	15	↑1	2.85	1.18	4,118
26g. Personnel Services: Provides counseling, information, or training on retirement and benefits.										
<b>Total Army</b>		11	28	34	17	11	↑2	3.10	1.14	8,252
<b>AMC</b>		13	33	34	12	8	↑6	3.31	1.09	1,194
<b>FORSCOM</b>		9	29	37	14	12	↓1	3.08	1.12	150
<b>MEDCOM</b>		7	25	36	20	12	↑3	2.96	1.11	724
<b>TRADOC</b>		10	26	36	16	11	↓1	3.08	1.13	765
<b>USACE</b>		10	30	34	18	9	↑3	3.14	1.10	846
<b>USAREUR</b>		5	22	37	21	15	↑2	2.82	1.10	174
<b>OTHER</b>		11	27	33	17	12	↑1	3.08	1.16	4,399

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Item Detail	% Well          % Adequately          % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26h. Personnel Services: Is customer service focused.										
<b>Total Army</b>		13	27	33	16	11	↑1	3.15	1.17	8,761
<b>AMC</b>		13	31	35	12	9	↑7	3.28	1.11	1,235
<b>FORSCOM</b>		12	22	39	13	14	↑5	3.04	1.18	157
<b>MEDCOM</b>		9	26	33	18	14	↑2	2.99	1.17	786
<b>TRADOC</b>		12	25	36	17	11	↓2	3.10	1.15	805
<b>USACE</b>		13	29	31	16	10	0	3.18	1.17	878
<b>USAREUR</b>		9	21	35	21	14	↓5	2.89	1.16	188
<b>OTHER</b>		14	27	32	16	11	0	3.17	1.19	4,712
26i. Personnel Services: Keeps me informed of the status of personnel action requests (e.g., filling vacancies, establishing positions) through communication or use of automated tools (CPOL Portal).										
<b>Total Army</b>		12	26	32	18	12	↑1	3.08	1.18	8,323
<b>AMC</b>		13	29	32	16	10	↑6	3.20	1.15	1,193
<b>FORSCOM</b>		13	28	27	19	13	↑8	3.09	1.22	151
<b>MEDCOM</b>		7	20	32	23	18	↓4	2.76	1.17	748
<b>TRADOC</b>		12	25	32	18	13	0	3.05	1.20	749
<b>USACE</b>		11	28	31	19	10	0	3.12	1.14	832
<b>USAREUR</b>		9	23	28	23	17	0	2.83	1.22	178
<b>OTHER</b>		13	26	32	18	11	↑1	3.12	1.18	4,472

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Item Detail	 % Well  % Adequately  % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26j. Personnel Services: Provides advice for identifying recruitment sources and issues.										
<b>Total Army</b>	<b>33%</b>  <b>35%</b>  <b>32%</b> 	9	23	35	21	11	↑1	2.99	1.13	7,725
<b>AMC</b>	<b>38%</b>  <b>35%</b>  <b>26%</b> 	10	28	35	18	8	↑4	3.13	1.08	1,136
<b>FORSCOM</b>	<b>36%</b>  <b>38%</b>  <b>26%</b> 	12	24	38	17	10	↑8	3.12	1.12	136
<b>MEDCOM</b>	<b>22%</b>  <b>36%</b>  <b>42%</b> 	5	17	36	26	15	↓5	2.70	1.07	692
<b>TRADOC</b>	<b>31%</b>  <b>36%</b>  <b>33%</b> 	11	21	36	23	10	0	2.99	1.12	682
<b>USACE</b>	<b>35%</b>  <b>33%</b>  <b>32%</b> 	8	27	33	22	10	↑2	3.03	1.10	799
<b>USAREUR</b>	<b>25%</b>  <b>39%</b>  <b>36%</b> 	4	21	39	20	16	↓2	2.78	1.09	156
<b>OTHER</b>	<b>33%</b>  <b>34%</b>  <b>32%</b> 	10	23	34	21	11	↑1	3.00	1.14	4,124
26k. Personnel Services: Assists me in finding quality applicants by tapping identified recruitment sources.										
<b>Total Army</b>	<b>29%</b>  <b>36%</b>  <b>35%</b> 	8	21	36	22	13	↑1	2.90	1.12	7,450
<b>AMC</b>	<b>32%</b>  <b>38%</b>  <b>30%</b> 	9	23	38	21	9	↑4	3.02	1.08	1,113
<b>FORSCOM</b>	<b>31%</b>  <b>43%</b>  <b>26%</b> 	12	19	43	16	10	↓1	3.08	1.11	131
<b>MEDCOM</b>	<b>23%</b>  <b>35%</b>  <b>42%</b> 	5	18	35	25	18	↓3	2.68	1.11	654
<b>TRADOC</b>	<b>28%</b>  <b>36%</b>  <b>36%</b> 	8	20	36	23	13	0	2.88	1.12	657
<b>USACE</b>	<b>28%</b>  <b>35%</b>  <b>37%</b> 	6	21	35	25	12	↑2	2.85	1.09	761
<b>USAREUR</b>	<b>26%</b>  <b>38%</b>  <b>36%</b> 	5	22	38	22	14	↓1	2.81	1.07	151
<b>OTHER</b>	<b>30%</b>  <b>36%</b>  <b>35%</b> 	8	21	36	22	13	0	2.91	1.13	3,983

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Item Detail	% Well	% Adequately	% Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
26l. Personnel Services: Refers a reasonable number of candidates for vacancies.												
<b>Total Army</b>	<b>39%</b>	<b>42%</b>	<b>19%</b>	10	30	42	13	7	↑1	3.23	1.01	8,015
<b>AMC</b>	<b>43%</b>	<b>43%</b>	<b>14%</b>	10	33	43	9	5	↑2	3.35	0.95	1,175
<b>FORSCOM</b>	<b>44%</b>	<b>37%</b>	<b>19%</b>	13	30	37	10	9	↑1	3.29	1.11	141
<b>MEDCOM</b>	<b>30%</b>	<b>41%</b>	<b>29%</b>	6	24	41	19	10	0	2.98	1.03	704
<b>TRADOC</b>	<b>38%</b>	<b>42%</b>	<b>20%</b>	11	27	42	12	8	↓1	3.21	1.05	727
<b>USACE</b>	<b>38%</b>	<b>45%</b>	<b>18%</b>	8	30	45	12	5	↑2	3.23	0.94	816
<b>USAREUR</b>	<b>37%</b>	<b>45%</b>	<b>18%</b>	8	28	45	10	7	↑1	3.21	0.99	165
<b>OTHER</b>	<b>40%</b>	<b>41%</b>	<b>19%</b>	10	30	41	13	7	↑1	3.25	1.02	4,287
26m. Personnel Services: Refers high quality candidates.												
<b>Total Army</b>	<b>31%</b>	<b>41%</b>	<b>29%</b>	7	23	41	19	10	↑1	3.00	1.05	8,050
<b>AMC</b>	<b>34%</b>	<b>43%</b>	<b>23%</b>	8	27	43	16	7	↑2	3.12	1.00	1,178
<b>FORSCOM</b>	<b>36%</b>	<b>41%</b>	<b>24%</b>	9	26	41	13	11	↑1	3.11	1.09	140
<b>MEDCOM</b>	<b>24%</b>	<b>41%</b>	<b>35%</b>	5	19	41	22	13	↓2	2.81	1.04	709
<b>TRADOC</b>	<b>31%</b>	<b>40%</b>	<b>29%</b>	9	22	40	19	10	↑1	3.01	1.08	726
<b>USACE</b>	<b>30%</b>	<b>43%</b>	<b>28%</b>	6	23	43	19	9	↑1	3.00	1.01	816
<b>USAREUR</b>	<b>27%</b>	<b>43%</b>	<b>30%</b>	4	23	43	21	9	0	2.91	0.99	164
<b>OTHER</b>	<b>31%</b>	<b>40%</b>	<b>29%</b>	8	23	40	19	10	↑1	3.00	1.06	4,317

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Item Detail	% Well	% Adequately	% Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
26n. Personnel Services: Provides advice on assessing employees' competencies/skills and making appropriate placements.												
<b>Total Army</b>	29%	39%	33%	7	22	39	21	11	↑2	2.92	1.07	7,545
<b>AMC</b>	31%	42%	28%	7	24	42	20	8	↑5	3.03	1.01	1,093
<b>FORSCOM</b>	32%	41%	28%	8	24	41	16	12	↑5	2.99	1.09	133
<b>MEDCOM</b>	24%	38%	38%	5	19	38	23	15	0	2.75	1.08	674
<b>TRADOC</b>	29%	39%	32%	8	21	39	21	11	↑2	2.95	1.08	676
<b>USACE</b>	27%	38%	35%	5	22	38	23	12	↑4	2.86	1.06	760
<b>USAREUR</b>	24%	40%	37%	5	19	40	19	18	↓1	2.74	1.11	156
<b>OTHER</b>	30%	38%	33%	8	22	38	22	11	↑2	2.94	1.08	4,053
26o. Personnel Services: Provides advice on succession planning.												
<b>Total Army</b>	24%	35%	41%	6	18	35	26	15	↑3	2.74	1.11	6,737
<b>AMC</b>	24%	38%	38%	6	18	38	26	11	↑4	2.81	1.05	1,007
<b>FORSCOM</b>	25%	40%	34%	9	17	40	20	14	↑3	2.86	1.13	114
<b>MEDCOM</b>	16%	35%	48%	4	12	35	28	20	↓2	2.53	1.07	578
<b>TRADOC</b>	25%	37%	38%	7	18	37	24	14	↑3	2.80	1.11	587
<b>USACE</b>	21%	33%	47%	4	16	33	31	15	↑4	2.63	1.06	681
<b>USAREUR</b>	21%	34%	45%	3	18	34	22	24	↑2	2.55	1.12	143
<b>OTHER</b>	25%	34%	40%	7	18	34	25	16	↑2	2.77	1.13	3,627

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Item Detail	% Well          % Adequately          % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26p. Personnel Services: Provides advice on how to enhance employee productivity and assessing employee performance.										
<b>Total Army</b>		6	18	35	26	14	↑2	2.76	1.09	7,434
<b>AMC</b>		5	19	38	27	11	↑3	2.81	1.03	1,083
<b>FORSCOM</b>		8	17	42	18	16	↑1	2.82	1.13	131
<b>MEDCOM</b>		4	16	36	27	18	0	2.62	1.07	660
<b>TRADOC</b>		7	18	37	27	11	↑3	2.82	1.07	669
<b>USACE</b>		4	18	35	27	15	↑3	2.70	1.06	739
<b>USAREUR</b>		5	16	32	23	24	0	2.54	1.16	150
<b>OTHER</b>		7	19	34	26	15	↑1	2.77	1.12	4,002
26q. Personnel Services: Provides training in overall Civilian Human Resources functions, processes, and responsibilities.										
<b>Total Army</b>		7	22	37	22	12	↓4	2.91	1.10	7,953
<b>AMC</b>		7	24	41	19	8	↓3	3.03	1.03	1,152
<b>FORSCOM</b>		9	26	33	17	16	↑1	2.95	1.19	141
<b>MEDCOM</b>		6	19	41	21	14	↓7	2.82	1.07	715
<b>TRADOC</b>		7	20	36	24	12	↓7	2.86	1.10	732
<b>USACE</b>		6	22	38	22	12	↓2	2.88	1.09	805
<b>USAREUR</b>		5	18	33	24	20	↓10	2.64	1.14	165
<b>OTHER</b>		8	22	35	22	12	↓4	2.91	1.12	4,243

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Item Detail	% Well	% Adequately	% Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
26r. Personnel Services: Provides advice on dealing with "problem" employees.												
<b>Total Army</b>	<b>39%</b>	<b>35%</b>	<b>26%</b>	12	27	35	16	10	↑1	3.16	1.13	7,913
<b>AMC</b>	<b>44%</b>	<b>35%</b>	<b>21%</b>	14	30	35	15	7	↑6	3.30	1.08	1,167
<b>FORSCOM</b>	<b>41%</b>	<b>36%</b>	<b>24%</b>	9	31	36	10	14	↑7	3.12	1.16	138
<b>MEDCOM</b>	<b>33%</b>	<b>39%</b>	<b>28%</b>	8	24	39	17	12	0	3.01	1.10	723
<b>TRADOC</b>	<b>38%</b>	<b>38%</b>	<b>24%</b>	12	26	38	15	9	↑5	3.16	1.10	701
<b>USACE</b>	<b>41%</b>	<b>33%</b>	<b>26%</b>	12	29	33	17	9	↑2	3.19	1.13	816
<b>USAREUR</b>	<b>33%</b>	<b>35%</b>	<b>32%</b>	8	25	35	22	10	↑2	2.98	1.10	143
<b>OTHER</b>	<b>39%</b>	<b>34%</b>	<b>27%</b>	12	27	34	17	10	0	3.14	1.15	4,225
26s. Personnel Services: Provides workforce data/reports for decision making.												
<b>Total Army</b>	<b>27%</b>	<b>37%</b>	<b>37%</b>	7	20	37	23	14	↑2	2.83	1.11	6,785
<b>AMC</b>	<b>27%</b>	<b>41%</b>	<b>32%</b>	6	21	41	21	11	↑2	2.90	1.05	1,005
<b>FORSCOM</b>	<b>32%</b>	<b>34%</b>	<b>34%</b>	9	22	34	21	14	↑9	2.93	1.17	116
<b>MEDCOM</b>	<b>20%</b>	<b>35%</b>	<b>45%</b>	4	16	35	26	19	↑1	2.60	1.10	574
<b>TRADOC</b>	<b>26%</b>	<b>37%</b>	<b>36%</b>	7	19	37	23	13	↑2	2.84	1.10	596
<b>USACE</b>	<b>24%</b>	<b>35%</b>	<b>40%</b>	5	19	35	26	14	↑1	2.75	1.08	668
<b>USAREUR</b>	<b>27%</b>	<b>34%</b>	<b>39%</b>	4	23	34	21	18	↑5	2.74	1.13	144
<b>OTHER</b>	<b>28%</b>	<b>36%</b>	<b>36%</b>	8	20	36	22	14	↑1	2.86	1.13	3,682

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Item Detail	% Well          % Adequately          % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26t. Personnel Services: Provides advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures.										
<b>Total Army</b>	<b>26%</b> <b>34%</b> <b>40%</b>	7	19	34	24	16	↑3	2.76	1.14	6,858
<b>AMC</b>	<b>28%</b> <b>35%</b> <b>37%</b>	6	22	35	25	12	↑6	2.85	1.08	1,014
<b>FORSCOM</b>	<b>32%</b> <b>37%</b> <b>31%</b>	10	23	37	15	15	↑7	2.96	1.18	124
<b>MEDCOM</b>	<b>19%</b> <b>33%</b> <b>48%</b>	4	15	33	27	21	↑1	2.54	1.10	598
<b>TRADOC</b>	<b>24%</b> <b>35%</b> <b>41%</b>	7	17	35	24	17	0	2.74	1.14	616
<b>USACE</b>	<b>25%</b> <b>35%</b> <b>40%</b>	6	20	35	24	15	↑5	2.75	1.11	666
<b>USAREUR</b>	<b>23%</b> <b>34%</b> <b>42%</b>	5	19	34	23	19	↑2	2.67	1.13	145
<b>OTHER</b>	<b>27%</b> <b>33%</b> <b>40%</b>	8	19	33	24	17	↑2	2.78	1.17	3,695
26u. Personnel Services: Provides advice on recognizing employees and granting awards to them.										
<b>Total Army</b>	<b>32%</b> <b>37%</b> <b>31%</b>	8	24	37	20	12	↑2	2.97	1.10	7,860
<b>AMC</b>	<b>33%</b> <b>39%</b> <b>28%</b>	7	26	39	20	9	↑4	3.02	1.03	1,124
<b>FORSCOM</b>	<b>34%</b> <b>37%</b> <b>29%</b>	8	25	37	18	11	↑7	3.03	1.10	142
<b>MEDCOM</b>	<b>27%</b> <b>38%</b> <b>35%</b>	5	22	38	22	13	↑2	2.83	1.07	706
<b>TRADOC</b>	<b>31%</b> <b>38%</b> <b>31%</b>	9	23	38	21	10	0	2.99	1.09	710
<b>USACE</b>	<b>29%</b> <b>40%</b> <b>31%</b>	6	23	40	20	11	↑2	2.93	1.04	780
<b>USAREUR</b>	<b>29%</b> <b>36%</b> <b>35%</b>	6	24	36	18	16	↓2	2.84	1.14	170
<b>OTHER</b>	<b>33%</b> <b>35%</b> <b>32%</b>	9	24	35	19	12	↑2	2.98	1.14	4,228

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Item Detail	% Well            % Adequately            % Poorly	Category Percents					%Well Diff from 2005	Mean	Std Dev	Valid N
		5	4	3	2	1				
26v. Personnel Services: Assists in identifying human capital goals and objectives for strategic plans and/or annual performance/budget plans.										
<b>Total Army</b>	<b>23%</b> <b>35%</b> <b>42%</b>	6	17	35	26	16	↑2	2.71	1.11	6,449
<b>AMC</b>	<b>24%</b> <b>37%</b> <b>39%</b>	6	18	37	26	13	↑3	2.77	1.07	958
<b>FORSCOM</b>	<b>30%</b> <b>32%</b> <b>38%</b>	7	23	32	22	15	↑8	2.85	1.16	112
<b>MEDCOM</b>	<b>16%</b> <b>38%</b> <b>46%</b>	4	12	38	26	20	↓1	2.55	1.06	553
<b>TRADOC</b>	<b>23%</b> <b>35%</b> <b>42%</b>	7	16	35	27	15	↑3	2.73	1.11	558
<b>USACE</b>	<b>21%</b> <b>34%</b> <b>44%</b>	4	17	34	28	16	↑4	2.66	1.08	647
<b>USAREUR</b>	<b>22%</b> <b>29%</b> <b>49%</b>	4	18	29	25	23	↑3	2.55	1.16	138
<b>OTHER</b>	<b>24%</b> <b>34%</b> <b>42%</b>	7	18	34	25	17	↑1	2.72	1.13	3,483
26w. Personnel Services: Provides advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring/succession planning strategy to carry you into the future.										
<b>Total Army</b>	<b>22%</b> <b>31%</b> <b>48%</b>	6	16	31	28	20	↑2	2.60	1.14	6,613
<b>AMC</b>	<b>23%</b> <b>34%</b> <b>43%</b>	5	17	34	28	15	↑3	2.70	1.09	963
<b>FORSCOM</b>	<b>23%</b> <b>35%</b> <b>42%</b>	4	18	35	24	18	0	2.67	1.11	114
<b>MEDCOM</b>	<b>15%</b> <b>32%</b> <b>54%</b>	3	12	32	30	24	↓1	2.40	1.07	583
<b>TRADOC</b>	<b>21%</b> <b>32%</b> <b>47%</b>	6	15	32	27	20	↑1	2.61	1.14	573
<b>USACE</b>	<b>21%</b> <b>28%</b> <b>51%</b>	5	16	28	32	19	↑5	2.55	1.11	651
<b>USAREUR</b>	<b>18%</b> <b>29%</b> <b>52%</b>	5	13	29	27	26	0	2.45	1.16	141
<b>OTHER</b>	<b>23%</b> <b>30%</b> <b>47%</b>	6	16	30	27	20	↑1	2.62	1.16	3,588

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Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
26x. Overall, I am satisfied with the timeliness of personnel services I receive.												
<b>Total Army</b>	<b>47%</b>	<b>25%</b>	<b>29%</b>	9	37	25	18	10	↑2	3.17	1.15	8,964
<b>AMC</b>	<b>52%</b>	<b>25%</b>	<b>23%</b>	10	41	25	16	8	↑7	3.31	1.09	1,268
<b>FORSCOM</b>	<b>48%</b>	<b>28%</b>	<b>24%</b>	11	37	28	15	9	↑8	3.26	1.12	165
<b>MEDCOM</b>	<b>35%</b>	<b>27%</b>	<b>38%</b>	5	31	27	22	16	↓2	2.87	1.15	806
<b>TRADOC</b>	<b>48%</b>	<b>22%</b>	<b>29%</b>	9	39	22	19	10	↑2	3.19	1.15	826
<b>USACE</b>	<b>47%</b>	<b>24%</b>	<b>29%</b>	8	39	24	18	11	↑1	3.15	1.15	887
<b>USAREUR</b>	<b>43%</b>	<b>24%</b>	<b>33%</b>	10	33	24	21	12	↓3	3.08	1.18	191
<b>OTHER</b>	<b>47%</b>	<b>24%</b>	<b>28%</b>	10	37	24	19	10	↑1	3.19	1.15	4,821
26y. Overall, I am satisfied with the quality of personnel services I receive.												
<b>Total Army</b>	<b>48%</b>	<b>25%</b>	<b>27%</b>	10	38	25	18	9	↑2	3.22	1.13	8,937
<b>AMC</b>	<b>52%</b>	<b>25%</b>	<b>22%</b>	10	42	25	16	7	↑5	3.34	1.07	1,262
<b>FORSCOM</b>	<b>48%</b>	<b>27%</b>	<b>25%</b>	10	38	27	14	11	↑7	3.20	1.15	166
<b>MEDCOM</b>	<b>42%</b>	<b>26%</b>	<b>32%</b>	6	36	26	20	11	↑1	3.04	1.12	802
<b>TRADOC</b>	<b>50%</b>	<b>24%</b>	<b>26%</b>	10	40	24	17	9	↑2	3.25	1.11	821
<b>USACE</b>	<b>48%</b>	<b>23%</b>	<b>29%</b>	9	39	23	19	10	↑1	3.19	1.14	889
<b>USAREUR</b>	<b>41%</b>	<b>21%</b>	<b>37%</b>	9	32	21	24	14	↓4	3.00	1.22	191
<b>OTHER</b>	<b>48%</b>	<b>25%</b>	<b>27%</b>	11	37	25	18	10	↑2	3.22	1.15	4,806

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N			
<p><b>Impact of NSPS</b></p> <p>27. Before taking this survey, were you aware of the Department's legislative authority to implement a new personnel system for civilian employees to be known as the National Security Personnel System (NSPS)?</p>					
			<b>Total Army</b>		
			Yes	92%	8,417
			No	8%	730
			<b>AMC</b>		
			Yes	95%	1,222
			No	5%	68
			<b>FORSCOM</b>		
			Yes	92%	154
			No	8%	13
			<b>MEDCOM</b>		
			Yes	94%	784
			No	6%	48
			<b>TRADOC</b>		
			Yes	94%	794
			No	6%	50
			<b>USACE</b>		
			Yes	99%	891
No	1%	11			
<b>USAREUR</b>					
Yes	93%	180			
No	7%	14			
<b>OTHER</b>					
Yes	89%	4,392			
No	11%	526			

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
28. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
<b>Total Army</b>		
Communicating performance expectations	46%	3,819
Career counseling	1%	120
Dealing with poor performers and disruptive employees	10%	809
Teaching job skills	1%	70
Motivating employees to perform well	15%	1,240
Communicating effectively with people of diverse backgrounds	3%	259
Making fair personnel decisions	13%	1,068
Encouraging teamwork and cooperation	5%	434
Other	6%	539
<b>AMC</b>		
Communicating performance expectations	47%	565
Career counseling	1%	12
Dealing with poor performers and disruptive employees	12%	142
Teaching job skills	1%	8
Motivating employees to perform well	15%	183
Communicating effectively with people of diverse backgrounds	3%	37
Making fair personnel decisions	11%	128
Encouraging teamwork and cooperation	5%	60
Other	6%	78
<b>FORSCOM</b>		
Communicating performance expectations	45%	69
Career counseling	5%	7
Dealing with poor performers and disruptive employees	10%	15
Teaching job skills	1%	2
Motivating employees to perform well	14%	22
Communicating effectively with people of diverse backgrounds	4%	6
Making fair personnel decisions	9%	14
Encouraging teamwork and cooperation	4%	6
Other	8%	12

**Civilian Supervisors – FY06  
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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
28. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
<b>MEDCOM</b>		
Communicating performance expectations	41%	324
Career counseling	2%	19
Dealing with poor performers and disruptive employees	11%	89
Teaching job skills	1%	5
Motivating employees to perform well	15%	121
Communicating effectively with people of diverse backgrounds	3%	22
Making fair personnel decisions	13%	104
Encouraging teamwork and cooperation	6%	44
Other	7%	54
<b>TRADOC</b>		
Communicating performance expectations	47%	373
Career counseling	1%	11
Dealing with poor performers and disruptive employees	10%	76
Teaching job skills	1%	6
Motivating employees to perform well	14%	111
Communicating effectively with people of diverse backgrounds	2%	19
Making fair personnel decisions	12%	96
Encouraging teamwork and cooperation	6%	45
Other	7%	52
<b>USACE</b>		
Communicating performance expectations	54%	478
Career counseling	0%	4
Dealing with poor performers and disruptive employees	8%	67
Teaching job skills	0%	1
Motivating employees to perform well	13%	115
Communicating effectively with people of diverse backgrounds	2%	18
Making fair personnel decisions	10%	88
Encouraging teamwork and cooperation	5%	44
Other	8%	71

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
28. Which of the following do you feel is the single most important skill or ability for supervisors under NSPS?		
<b>USAREUR</b>		
Communicating performance expectations	33%	59
Career counseling	1%	1
Dealing with poor performers and disruptive employees	8%	15
Teaching job skills	1%	2
Motivating employees to perform well	20%	36
Communicating effectively with people of diverse backgrounds	7%	13
Making fair personnel decisions	17%	30
Encouraging teamwork and cooperation	4%	8
Other	8%	15
<b>OTHER</b>		
Communicating performance expectations	45%	1,951
Career counseling	2%	66
Dealing with poor performers and disruptive employees	9%	405
Teaching job skills	1%	46
Motivating employees to perform well	15%	652
Communicating effectively with people of diverse backgrounds	3%	144
Making fair personnel decisions	14%	608
Encouraging teamwork and cooperation	5%	227
Other	6%	257
29. I would like to see additional NSPS training provided in the following area:		
<b>Total Army</b>		
The use of pay setting flexibility	18%	1,475
Hiring, placement, and advancement processes	15%	1,239
The pay pool panel process	17%	1,381
The performance management evaluation system	34%	2,771
Alternatives to discipline	3%	209
Adverse actions and appeals	2%	193
Labor-management relations	3%	258
Other	8%	686

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
29. I would like to see additional NSPS training provided in the following area:		
<b>AMC</b>		
The use of pay setting flexibility	18%	212
Hiring, placement, and advancement processes	14%	163
The pay pool panel process	15%	182
The performance management evaluation system	34%	408
Alternatives to discipline	4%	49
Adverse actions and appeals	3%	37
Labor–management relations	3%	38
Other	9%	107
<b>FORSCOM</b>		
The use of pay setting flexibility	23%	34
Hiring, placement, and advancement processes	11%	17
The pay pool panel process	16%	24
The performance management evaluation system	35%	52
Alternatives to discipline	1%	1
Adverse actions and appeals	1%	1
Labor–management relations	4%	6
Other	10%	15
<b>MEDCOM</b>		
The use of pay setting flexibility	19%	144
Hiring, placement, and advancement processes	14%	105
The pay pool panel process	14%	107
The performance management evaluation system	37%	284
Alternatives to discipline	3%	20
Adverse actions and appeals	2%	17
Labor–management relations	4%	33
Other	7%	57
<b>TRADOC</b>		
The use of pay setting flexibility	23%	179
Hiring, placement, and advancement processes	16%	124
The pay pool panel process	16%	126
The performance management evaluation system	33%	255
Alternatives to discipline	1%	9
Adverse actions and appeals	2%	12
Labor–management relations	2%	13
Other	8%	62

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
29. I would like to see additional NSPS training provided in the following area:		
<b>USACE</b>		
The use of pay setting flexibility	14%	120
Hiring, placement, and advancement processes	15%	129
The pay pool panel process	24%	211
The performance management evaluation system	30%	262
Alternatives to discipline	3%	24
Adverse actions and appeals	3%	26
Labor–management relations	1%	12
Other	9%	79
<b>USAREUR</b>		
The use of pay setting flexibility	16%	29
Hiring, placement, and advancement processes	23%	41
The pay pool panel process	9%	16
The performance management evaluation system	37%	65
Alternatives to discipline	2%	3
Adverse actions and appeals	3%	5
Labor–management relations	3%	5
Other	8%	14
<b>OTHER</b>		
The use of pay setting flexibility	18%	757
Hiring, placement, and advancement processes	15%	660
The pay pool panel process	17%	715
The performance management evaluation system	34%	1,445
Alternatives to discipline	2%	103
Adverse actions and appeals	2%	95
Labor–management relations	4%	151
Other	8%	352

**Civilian Supervisors – 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				
<b>Impact of NSPS</b>												
Total Army	43%	32%	25%	8	35	32	17	9	0	3.14	0.90	8,291
AMC	40%	34%	26%	7	33	34	18	9	↓3	3.11	0.88	1,204
FORSCOM	45%	30%	25%	9	37	30	17	8	↑6	3.18	0.91	152
MEDCOM	45%	32%	23%	9	36	32	15	8	↓2	3.20	0.90	765
TRADOC	42%	31%	27%	8	34	31	18	9	↑2	3.12	0.90	787
USACE	38%	32%	30%	5	33	32	20	11	↓1	3.02	0.86	884
USAREUR	41%	31%	28%	8	33	31	18	10	0	3.08	0.89	179
OTHER	44%	32%	24%	8	36	32	16	9	0	3.18	0.91	4,320
30a. Do you agree or disagree that NSPS will improve personnel processes for hiring new employees?												
Total Army	32%	38%	29%	6	27	38	18	12	0	2.97	1.07	7,330
AMC	29%	41%	30%	5	24	41	19	11	↓4	2.92	1.03	1,084
FORSCOM	35%	38%	26%	5	30	38	17	10	↑5	3.05	1.04	133
MEDCOM	35%	39%	26%	6	29	39	17	9	↓3	3.07	1.04	649
TRADOC	29%	39%	33%	6	22	39	20	13	↑1	2.89	1.09	662
USACE	31%	35%	34%	4	27	35	20	14	↑3	2.87	1.09	800
USAREUR	30%	38%	32%	6	24	38	21	10	↓2	2.94	1.05	154
OTHER	34%	38%	28%	6	28	38	17	12	↑1	3.00	1.07	3,848

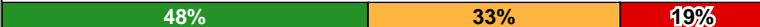
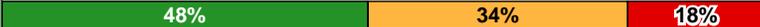
**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
30b. Do you agree or disagree that NSPS will improve personnel processes for disciplining/correcting poor work performance?												
<b>Total Army</b>	<b>41%</b>	<b>32%</b>	<b>27%</b>	7	34	32	19	8	↓2	3.13	1.06	7,540
<b>AMC</b>	<b>37%</b>	<b>34%</b>	<b>30%</b>	6	31	34	21	9	↓3	3.04	1.05	1,100
<b>FORSCOM</b>	<b>42%</b>	<b>29%</b>	<b>28%</b>	11	32	29	19	9	↑3	3.16	1.14	139
<b>MEDCOM</b>	<b>44%</b>	<b>30%</b>	<b>25%</b>	8	37	30	17	8	↓5	3.19	1.07	677
<b>TRADOC</b>	<b>42%</b>	<b>30%</b>	<b>28%</b>	8	34	30	20	8	↑2	3.14	1.07	687
<b>USACE</b>	<b>36%</b>	<b>30%</b>	<b>33%</b>	4	32	30	23	10	↓4	2.97	1.07	829
<b>USAREUR</b>	<b>40%</b>	<b>33%</b>	<b>27%</b>	5	35	33	18	8	0	3.10	1.03	157
<b>OTHER</b>	<b>43%</b>	<b>32%</b>	<b>26%</b>	8	35	32	18	8	↓2	3.17	1.06	3,951
30c. Do you agree or disagree that NSPS will improve personnel processes for rewarding good work performance?												
<b>Total Army</b>	<b>50%</b>	<b>25%</b>	<b>25%</b>	11	39	25	15	10	↓3	3.26	1.13	7,679
<b>AMC</b>	<b>50%</b>	<b>26%</b>	<b>25%</b>	10	40	26	16	8	↓4	3.27	1.11	1,118
<b>FORSCOM</b>	<b>49%</b>	<b>25%</b>	<b>26%</b>	11	39	25	16	10	↑4	3.24	1.15	140
<b>MEDCOM</b>	<b>52%</b>	<b>26%</b>	<b>22%</b>	11	41	26	14	8	↓3	3.32	1.11	697
<b>TRADOC</b>	<b>50%</b>	<b>23%</b>	<b>27%</b>	10	39	23	18	9	0	3.24	1.14	711
<b>USACE</b>	<b>44%</b>	<b>27%</b>	<b>29%</b>	7	37	27	18	11	↓10	3.11	1.13	836
<b>USAREUR</b>	<b>52%</b>	<b>21%</b>	<b>28%</b>	9	43	21	15	13	↑3	3.20	1.18	159
<b>OTHER</b>	<b>51%</b>	<b>25%</b>	<b>24%</b>	11	40	25	14	10	↓1	3.29	1.14	4,018

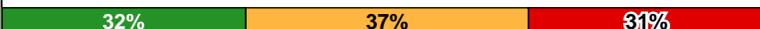
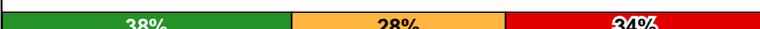
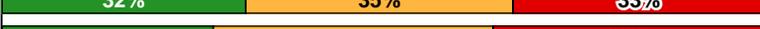
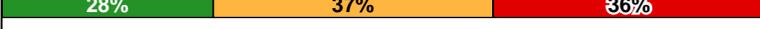
**Civilian Supervisors – FY06  
US Army and Major Commands**

Item Detail	% Agree	% Neither Agree/ Disagree	% Disagree	Category Percents					% Agree Diff from 2005	Mean	Std Dev	Valid N
				5	4	3	2	1				
30d. Do you agree or disagree that NSPS will improve personnel processes for linking pay to performance?												
Total Army	50%	25%	25%	12	38	25	15	10	↓2	3.27	1.15	7,715
AMC	48%	28%	24%	10	38	28	15	9	↓4	3.26	1.11	1,128
FORSCOM	53%	24%	24%	12	41	24	14	10	↑4	3.31	1.16	140
MEDCOM	52%	25%	23%	14	38	25	15	8	↓3	3.34	1.14	700
TRADOC	48%	23%	28%	11	38	23	17	11	↑2	3.20	1.18	714
USACE	47%	26%	27%	9	38	26	17	10	↓5	3.18	1.13	835
USAREUR	45%	25%	30%	12	32	25	16	14	↓2	3.14	1.23	161
OTHER	51%	24%	25%	12	39	24	15	10	↓1	3.29	1.16	4,037
30e. Do you agree or disagree that NSPS will improve personnel processes for communication between supervisors and employees?												
Total Army	45%	35%	21%	8	37	35	14	7	↑6	3.25	1.02	7,666
AMC	41%	36%	23%	7	35	36	16	7	↑1	3.19	1.01	1,118
FORSCOM	50%	31%	19%	8	42	31	15	4	↑16	3.35	0.98	142
MEDCOM	45%	35%	19%	9	36	35	13	6	↑2	3.28	1.02	699
TRADOC	45%	34%	21%	9	37	34	14	7	↑4	3.26	1.02	703
USACE	40%	34%	25%	5	35	34	17	8	↑6	3.12	1.02	837
USAREUR	43%	36%	21%	9	34	36	12	9	0	3.23	1.06	162
OTHER	46%	34%	20%	8	38	34	13	7	↑6	3.28	1.02	4,005

**Civilian Supervisors – 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				
30f. Do you agree or disagree that NSPS will improve personnel processes for ensuring individual performance supports organizational mission effectiveness?										
<b>Total Army</b>		7	39	35	13	7	↑3	3.28	1.00	7,676
<b>AMC</b>		6	38	35	14	7	↓1	3.21	0.99	1,123
<b>FORSCOM</b>		9	40	34	13	4	↑10	3.37	0.97	141
<b>MEDCOM</b>		8	39	35	11	7	0	3.31	1.00	696
<b>TRADOC</b>		9	39	33	13	6	↑7	3.32	1.01	702
<b>USACE</b>		4	34	37	17	8	↑2	3.08	1.00	837
<b>USAREUR</b>		9	37	33	14	8	↑2	3.24	1.06	163
<b>OTHER</b>		8	40	34	12	6	↑4	3.32	0.99	4,014

**Civilian Supervisors – 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				
30g. Overall, what type of impact do you think NSPS will have on personnel practices in the DoD?										
<b>Total Army</b>		5	30	34	22	9	↓1	3.00	1.04	8,275
<b>AMC</b>		4	28	37	22	9	↓3	2.96	1.01	1,202
<b>FORSCOM</b>		4	34	28	24	11	↑2	2.97	1.08	152
<b>MEDCOM</b>		7	32	33	20	8	↓4	3.10	1.05	763
<b>TRADOC</b>		4	28	35	24	9	0	2.95	1.02	786
<b>USACE</b>		2	25	37	25	11	↓3	2.83	1.00	882
<b>USAREUR</b>		4	29	31	25	12	↑2	2.89	1.08	179
<b>OTHER</b>		5	32	34	20	9	↓1	3.04	1.05	4,311

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
31a. My organization has been identified for BRAC realignment/relocation.	<b>Total Army</b>	
	Yes	28%
	No	65%
	Don't Know	7%
	<b>AMC</b>	
	Yes	29%
	No	68%
	Don't Know	3%
	<b>FORSCOM</b>	
	Yes	35%
	No	62%
	Don't Know	3%
	<b>MEDCOM</b>	
	Yes	34%
	No	57%
	Don't Know	9%
	<b>TRADOC</b>	
	Yes	36%
	No	61%
	Don't Know	3%
	<b>USACE</b>	
	Yes	1%
	No	94%
	Don't Know	6%
	<b>USAREUR</b>	
	Yes	24%
	No	65%
Don't Know	11%	
<b>OTHER</b>		
Yes	31%	
No	60%	
Don't Know	9%	
		2,561
		5,833
		642
		374
		858
		39
		58
		103
		5
		277
		465
		74
		298
		510
		27
		6
		837
		50
		47
		126
		21
		1,501
		2,934
		426

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
31b. My organization has been identified for BRAC closure.		
<b>Total Army</b>		
Yes	9%	780
No	84%	7,528
Don't Know	7%	618
<b>AMC</b>		
Yes	12%	149
No	86%	1,082
Don't Know	2%	27
<b>FORSCOM</b>		
Yes	19%	31
No	79%	130
Don't Know	2%	3
<b>MEDCOM</b>		
Yes	8%	66
No	82%	665
Don't Know	10%	78
<b>TRADOC</b>		
Yes	8%	65
No	89%	732
Don't Know	3%	28
<b>USACE</b>		
Yes	0%	0
No	95%	842
Don't Know	5%	47
<b>USAREUR</b>		
Yes	8%	16
No	78%	149
Don't Know	14%	27
<b>OTHER</b>		
Yes	9%	453
No	82%	3,928
Don't Know	9%	408

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
31c. My organization has been identified for A-76/Outsourcing.		
<b>Total Army</b>		
Yes	10%	930
No	65%	5,743
Don't Know	25%	2,211
<b>AMC</b>		
Yes	5%	60
No	78%	978
Don't Know	17%	215
<b>FORSCOM</b>		
Yes	2%	3
No	66%	108
Don't Know	32%	52
<b>MEDCOM</b>		
Yes	9%	69
No	50%	403
Don't Know	42%	338
<b>TRADOC</b>		
Yes	4%	37
No	69%	571
Don't Know	26%	216
<b>USACE</b>		
Yes	20%	178
No	72%	638
Don't Know	8%	72
<b>USAREUR</b>		
Yes	1%	1
No	68%	130
Don't Know	32%	61
<b>OTHER</b>		
Yes	12%	582
No	61%	2,915
Don't Know	26%	1,257