



***FY10 Army Civilian
Attitude Survey***



***Civilian
Supervisors***



Total Army



**FY10 Army Civilian Attitude Survey
Total Army
Results for Supervisors**



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About This Report



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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 2010 Army used a web-based version of the Army Civilian Attitude Survey. Over 104,000 employees (supervisors and non-supervisors) "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of civilian incumbents in Appropriated (APF) and Non-appropriated (NAF) Fund positions. 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 13 composites. Each composite is made up of multiple core items. In the table below are the composite labels, the items and a brief composite description.

Composite Label	Composite Description
Leadership and Management (q2a-q2h)	Supervisors' view of leadership and management at and above their level.
Supervision (q4a-q4f)	Supervisors' view of immediate supervisors.
Training and Development (q5a-q5j, q8)	Satisfaction with the amount of training supervisors have received and ability to get training for their employees.
Leadership Development (q9a-q9f)	Satisfaction with opportunities for leadership development.
Personal Work Experiences (q10a-q10o)	Supervisors' view of the actual work they do, feelings of accomplishment, and safety.
Performance Culture (q11a-q11l)	Extent to which supervisors feel that the culture supports high performance.
Supervisory Authority (q14a-q14e, q15a-q15f)	Supervisors' perceptions of their authority to carry out a variety of responsibilities.
Fairness (q16a-q16e)	Supervisors' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Career Plans (q19, q20a-q20c, q21a-q21c)	Report of supervisors' intentions around continuing to work for their organization and willingness to relocate.
Overall Satisfaction (q24a-q24k, q26a-q26b)	Supervisors' satisfaction with aspects of their current job.
Quality of Work Life (q24l-q24q)	Satisfaction with issues related to work life balance.
Your Organization (q25, q27a-q27h)	Supervisors' perceptions around organizational preparedness to perform mission and manage human resources.
Satisfaction with Civilian Human Resources (q29a-q29o, q30a-q30l, q31a-q31b)	Supervisors' overall satisfaction with the level of service received from the Human Resource Office.
Conditions for Engagement (q2c, q2e, q4c, q4f, q10a, q10f, q10i, q10k)	Supervisors' overall level of motivation, commitment, and alignment with organization goals.

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

- Personnel Actions (q12-q13c)
- Discrimination (q17-q17b)
- Harassment (q18-q18b)
- Army Personnel Systems (q32-q32c)
- Organizational Information (q33a-q33d)



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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 survey electronically and an independent research and consulting firm processed the results. Of the approximately 294,972 Army civilian employees and supervisors who were invited to complete the attitude survey, 104,914 returned surveys for a 36% response rate. The response rate for overall Army allows results to be generalized at a 95% confidence level to ± 0.2 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 59.8% and 60.2% of the civilian employee population hold the same view.

For Army civilian supervisors, the results are similar to the combined results above. Of the 35,637 supervisors who were invited to complete the survey, 20,759 responded for a response rate of 58%. This yields a margin for supervisors of ± 0.4 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 Army Commands, Army Service Component Commands, and Direct Reporting Units, Race, Pay Plan, Gender, and NAF.

	Population**	Responses	Response Rate***	Margin of Error +/-
TOTAL ARMY SUPERVISORS (including NAF supervisors)	35637	20759	58%	0.4
TOTAL ARMY SUPERVISORS (excluding NAF supervisors)	32378	19070	59%	0.5

Army Commands, Army Service Component Commands, and Direct Reporting Units †					
	HQDA	2355	1305	55%	1.8
	FORCES COMMAND	517	380	74%	2.6
	TRAINING AND DOCTRINE COMMAND	2138	1511	71%	1.4
	ARMY MATERIEL COMMAND	6153	3334	54%	1.1
	U.S. ARMY CENTRAL	49	43	88%	5.2
	U.S. ARMY NORTH	89	49	55%	9.4
	U.S. ARMY SOUTH	63	41	65%	9.0
	U.S. ARMY EUROPE	479	334	70%	3.0
	U.S. ARMY PACIFIC	156	132	85%	3.3
	EIGHTH U.S. ARMY	151	144	95%	1.8
	USA SPECIAL OPS COMMAND	201	145	72%	4.3
	USA SPACE & MISSILE DEF CMD	163	70	43%	8.8
	USA NETCOM/9TH AR SIG CMD	766	387	51%	3.5
	USA MEDICAL COMMAND	4178	2521	60%	1.2
	USA INTEL AND SECURITY COMMAND	410	217	53%	4.6



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	Population**	Responses	Response Rate***	Margin of Error +/-
USA CRIMINAL INVEST COMMAND	137	89	65%	6.1
USA CORPS OF ENGINEERS	4800	1953	41%	1.7
USA MILITARY DISTRICT OF WASHINGTON	77	45	58%	9.4
USA TEST AND EVALUATION CMD	645	385	60%	3.2
U.S. MILITARY ACADEMY	114	64	56%	8.1
USA RESERVE COMMAND	1159	816	70%	1.9
USA ACQUISITION SUPPORT	990	478	48%	3.2
USA INST MANAGEMENT COMMAND	8769	5709	65%	0.8
JOINT ACTIVITIES	510	213	42%	5.1
U.S. ARMY ACCESSION COMMAND	241	178	74%	3.8
U.S. ARMY ELEMENT SHAPE	55	20	36%	17.4
U.S. MIL ENTRANCE PROC CMD	162	110	68%	5.3
USA NATIONAL GUARD BUREAU	91	86	95%	2.5

RACE (APF employees)*					
	Non-minority	24174	14248	59%	0.5
	Minority	8204	4822	59%	0.9

PAY PLAN‡					
	GS/GS Equivalents	17264	10734	62%	0.6
	Demonstration Projects	1096	556	51%	2.9
	DCIPS	1004	624	62%	2.4
	NSPS	10187	5609	55%	0.9
	Wage Grade	2251	1245	55%	1.9
	SES	299	143	48%	5.9
	NAF	3259	1689	52%	1.7
	Other	277	159	57%	5.1

GENDER					
	Female	11054	6219	56%	0.8
	Male	24583	14540	59%	0.5

NAF	3259	1689	52%	1.7
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*Response rates for Army Commands, Army Service Component Commands, and Direct Reporting Units, Pay Plan and Gender refer to Appropriated Fund (APF) and Non-appropriated Fund (NAF) employees. Response rates for Race refer to Appropriated Fund (APF) employees only. Non-Appropriated Fund (NAF) response rates are also represented in the last row. Also included are non-Army personnel serviced by the Army.



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**Population figures as of August, 2010. These population figures do not account for changes in employee headcounts during the survey administration period. They do include non-Army commands serviced by the Army.

***Response rates were calculated using both database information and responses to Q1 (What is your current employment status with the Army?).

†The following command groups are comprised of multiple command codes (HQDA = SE, SB, SJ, SF, SA, CS; TRADOC = TC, TW, TM, TA; AMC = X2, XK, XD, XR, XP, X7, XT, X4, XC, X6, XB, X8, XQ, XX; USAREUR = EN, E5, E2, E1).

‡Pay Plan groups are defined using the following pay plan codes (GS/GS Equivalent = GG, GL, GM, GS; Demonstration Projects = DB, DE, DJ, DK, NH, NJ, NK; DCIPS = IA; NSPS = YA, YB, YC, YD, YE, YF, YG, YH, YI, YJ, YK, YL, YM, YN, YP; Wage Grade = WA, WB, WD, WG, WJ, WK, WL, WN, WO, WR, WS, WT, WU, WY, XF, XG, XH; SES = EE, ES; NAF = NF, CY, NA, NL, NS, CC; Other = AD, CA, ED, EF, EH, EX, IE, IG, IP, SL, ST, ZZ).

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



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

FAVORABLE		NEUTRAL	UNFAVORABLE	
<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
<i>Very likely</i>	<i>Likely</i>	<i>Neither likely nor unlikely</i>	<i>Unlikely</i>	<i>Very unlikely</i>
<i>Very satisfied</i>	<i>Satisfied</i>	<i>Neither satisfied nor dissatisfied</i>	<i>Dissatisfied</i>	<i>Very dissatisfied</i>
<i>Very well 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</i>	<i>Well</i>	<i>Adequately</i>	<i>Poorly</i>	<i>Very poorly</i>
5	4	3	2	1



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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:
 - ✓ CCA: The Critical Components Analysis (CCA) tells you “at a glance” which survey areas are higher priorities to focus on for improving your organization.
 - ✓ 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 the 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.

- 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 other columns display percent favorable from 2006 and 2005, item means, standard deviations, and the valid 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 columns.
 - ✓ Due to rounding in the three-part bar graphs, the percentage values may not always add up to 100%.
 - ✓ Because of space limitations, bars containing low percentages might not have enough room to display the number and/or percent sign.

SPECIAL NOTE:

If fewer than 10 employees responded to the survey item, data results will be suppressed for the item. When interpreting the data, note the number of respondents listed in the column titled “# Resp.” Consider the number of employees who responded to the survey and how it compares with the total number of employees working in your group/organization. For data results in which a small number and/or a small percentage of employees responded, results should be interpreted with caution. Responses to questions from a small sample of your group/organization should not be interpreted as being indicative of the beliefs of your entire group/organization. In interpreting the data, it is important to respect the feedback that you received from those who took time to complete the survey, yet do not assume that those who did not respond to the survey feel the same way. Responses with fewer than 25 or 30 people should be examined with particular care: In these cases look at the results as the number of people in your group/organization who feel that way and not as percentages of the population. In groups this small, a few people can have a disproportional impact on the percentages reported, thus creating misleading interpretations of the percentages.



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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 55% 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., 54% favorable/ 20% neutral/ 26% 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.



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Results Summary



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Understanding and Using Your Critical Components Analysis (CCA)

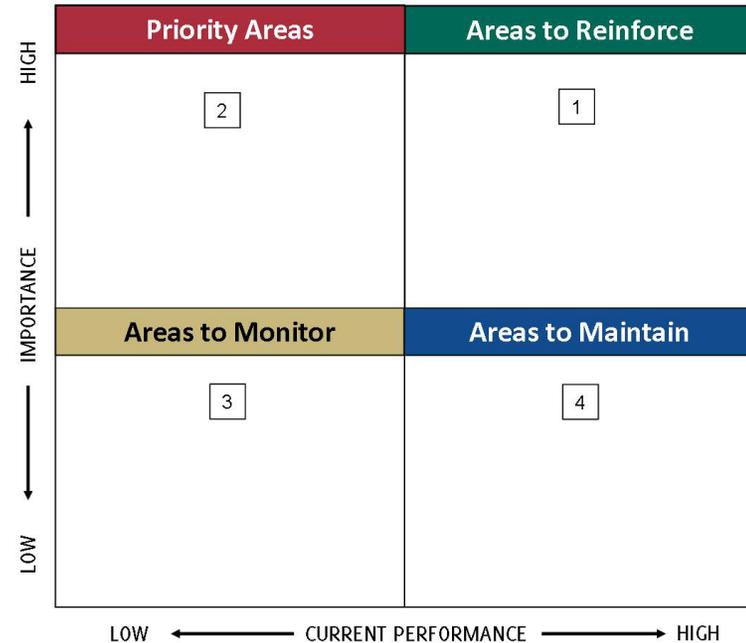
The Critical Components Analysis (CCA), shown on the following page(s), tells you "at a glance" which survey areas are higher priorities to focus on for improving your organization.

The CCA shows you the "key drivers" of your desired outcome (e.g., satisfaction). For instance, an area that is more strongly linked to your desired outcome and received high marks on the survey is an Area to Reinforce. A Priority Area is one that is more strongly linked to your desired outcomes but received low marks on the survey.

A priority, then, is determined by two things:

Importance: Shown on the vertical axis and determined statistically by identifying those survey composites that were more strongly related to Overall Job Satisfaction for your group.

Current Performance: Shown on the horizontal axis and determined by how favorably supervisors in your group responded to the survey questions. Composites with 55%+ favorable scores are considered high in performance.



Using The CCA For Action Planning

To help you identify the 2 or 3 most important things your group needs to focus on, it's often best to look at the CCA in the following order:

- 1. Areas to Reinforce:** Higher importance, higher results. This is where you are doing well. It is very important to reinforce these areas - to build your strengths so you can leverage them in accomplishing your goals.
- 2. Priority Areas:** Higher importance, lower results. These are priority areas for action; they may be actively causing supervisors to "disengage" from the organization.
- 3. Areas to Monitor:** Lower importance, lower results. These areas should be monitored because, if ignored, they could become more urgent issues in the future.
- 4. Areas to Maintain:** Lower importance, higher results. These are areas your employees feel good about, but they don't contribute as directly to Overall Job Satisfaction. These issues do not require immediate attention.

To help you focus on specific things to change, next to the chart are the items for each composite in the Areas to Reinforce quadrant and the Priority Areas quadrant that will have the biggest impact on employee engagement.

For more information regarding these results or how to better use this information, please phone Mr. Murray Mack at (703) 325-8713 (DSN 221-8713) or e-mail him at murray.mack@us.army.mil.



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HIGH ↑ IMPORTANCE ↓ LOW	Priority Areas	Areas to Reinforce
	YOUR ORGANIZATION (37%) LEADERSHIP DEVELOPMENT (41%) PERFORMANCE CULTURE (53%)	SUPERVISION (77%) PERSONAL WORK EXPERIENCES (74%) LEADERSHIP and MANAGEMENT (70%) TRAINING and DEVELOPMENT (57%)
	Areas to Monitor	Areas to Maintain
	SUPERVISORY AUTHORITY (20%) QUALITY OF WORK LIFE (41%)	FAIRNESS (59%)
	← LOW	← HIGH

Areas to Reinforce

SUPERVISION

- 4b. My supervisor supports my need to balance work and family issues. (83%)
- 4c. Supervisors/team leaders in my work unit support employee development. (80%)

PERSONAL WORK EXPERIENCES

- 10d. The work I do is important. (95%)
- 10e. I know how my work relates to the organization's goals and priorities. (92%)

LEADERSHIP and MANAGEMENT

- 2a. Managers/supervisors/team leaders work well with employees of different backgrounds. (84%)
- 2f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (78%)

TRAINING and DEVELOPMENT

- 5g. I have received sufficient training to be a supervisor or manager. (73%)
- 5i. I know what training I need to advance my career with the Army. (73%)

Priority Areas

YOUR ORGANIZATION

- 27g. How well or poorly does your organization fill vacancies quickly? (16%)
- 27b. How well or poorly does your organization discipline/correct poor work performance? (23%)

LEADERSHIP DEVELOPMENT

- 9e. The help you have received to plan your career path. (32%)
- 9c. Developmental assignments that give you experience in other functions in the organization. (38%)

PERFORMANCE CULTURE

- 11k. Pay raises in my work unit depend on how well employees perform their jobs. (38%)
- 11a. The performance management system I am under improves organizational performance. (38%)



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■ = % Favorable
 ■ = % Neutral
 ■ = % Unfavorable

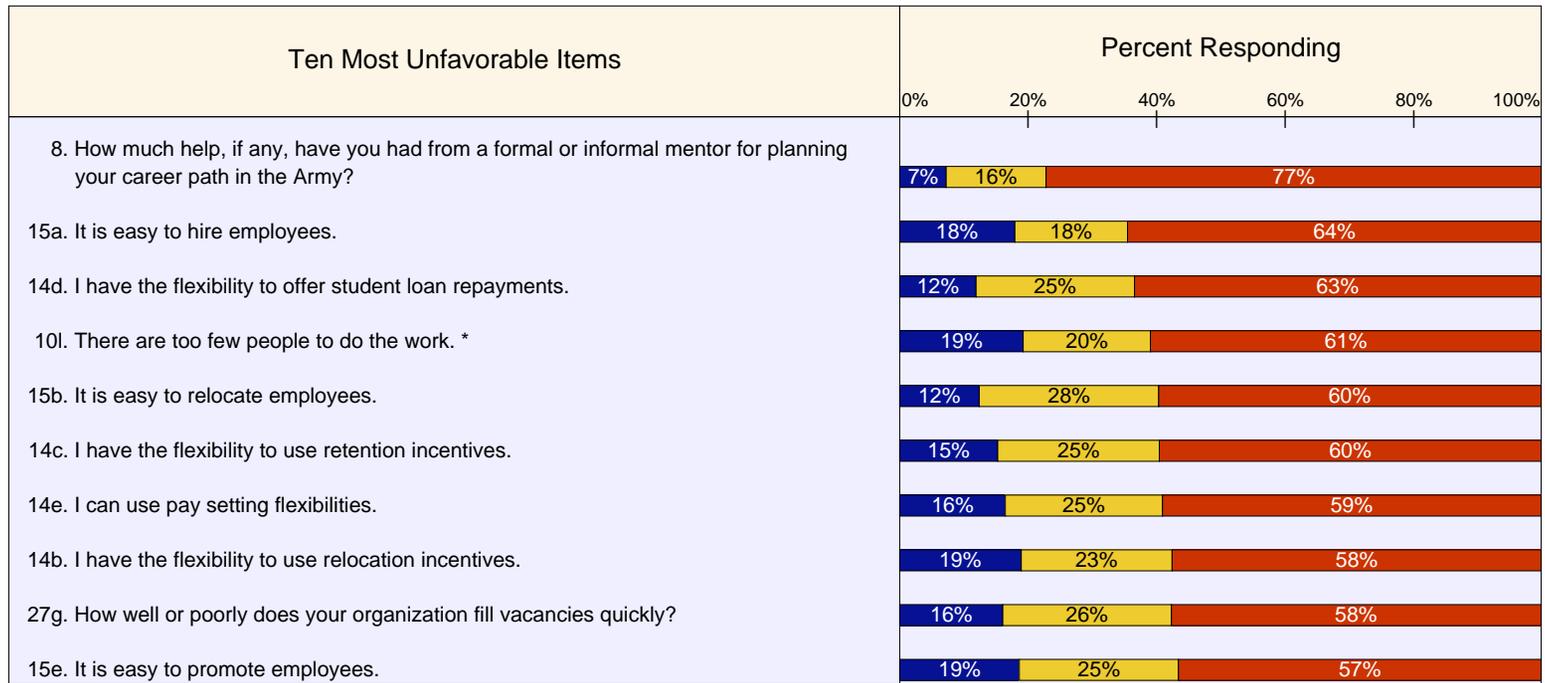
* Any item marked with an asterisk is phrased such that Disagree/Unlikely is a FAVORABLE response and is shown under the % Favorable category



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■ = % Favorable ■ = % Neutral ■ = % Unfavorable

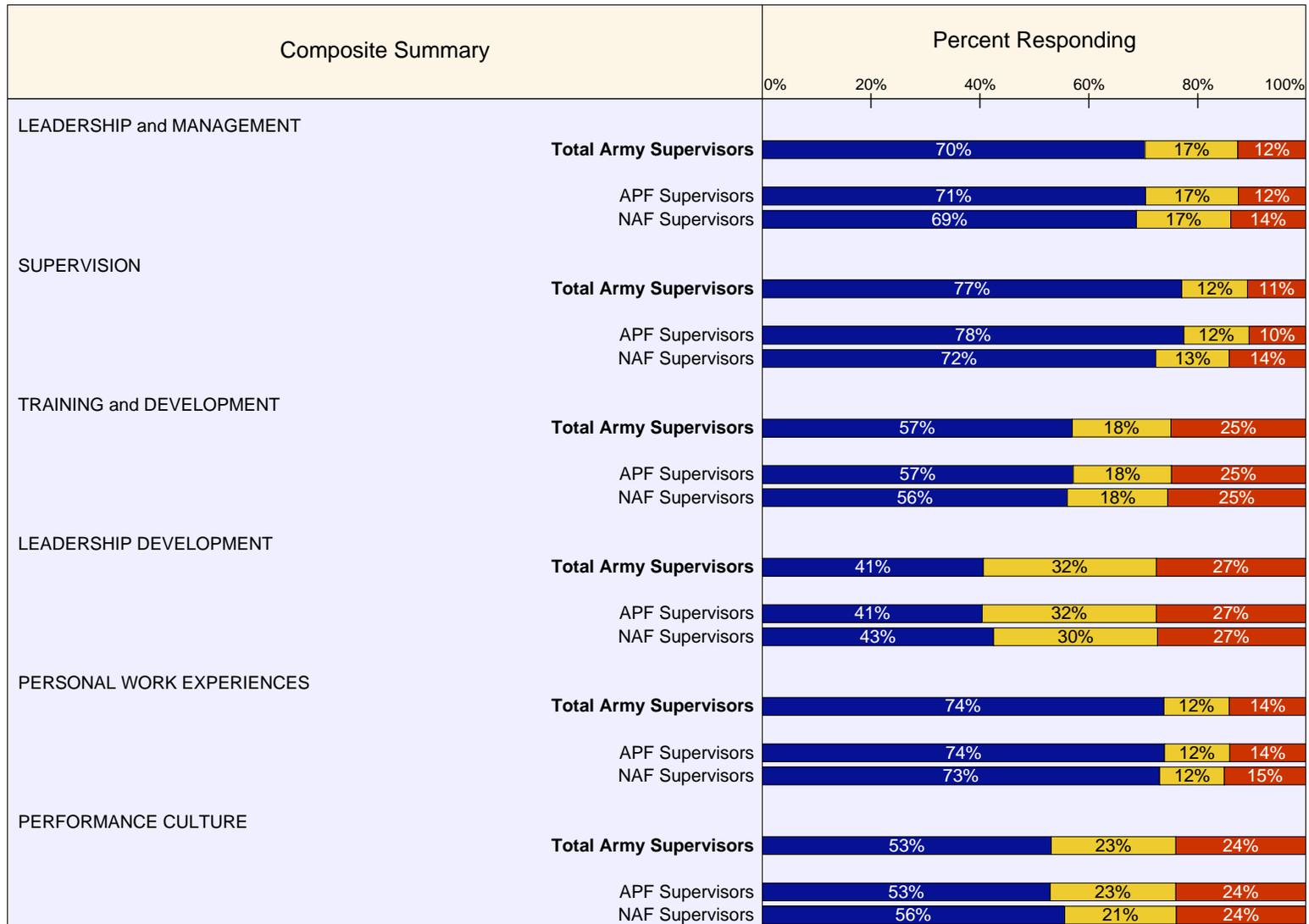
* Any item marked with an asterisk is phrased such that Disagree/Unlikely is a FAVORABLE response and is shown under the % Favorable category



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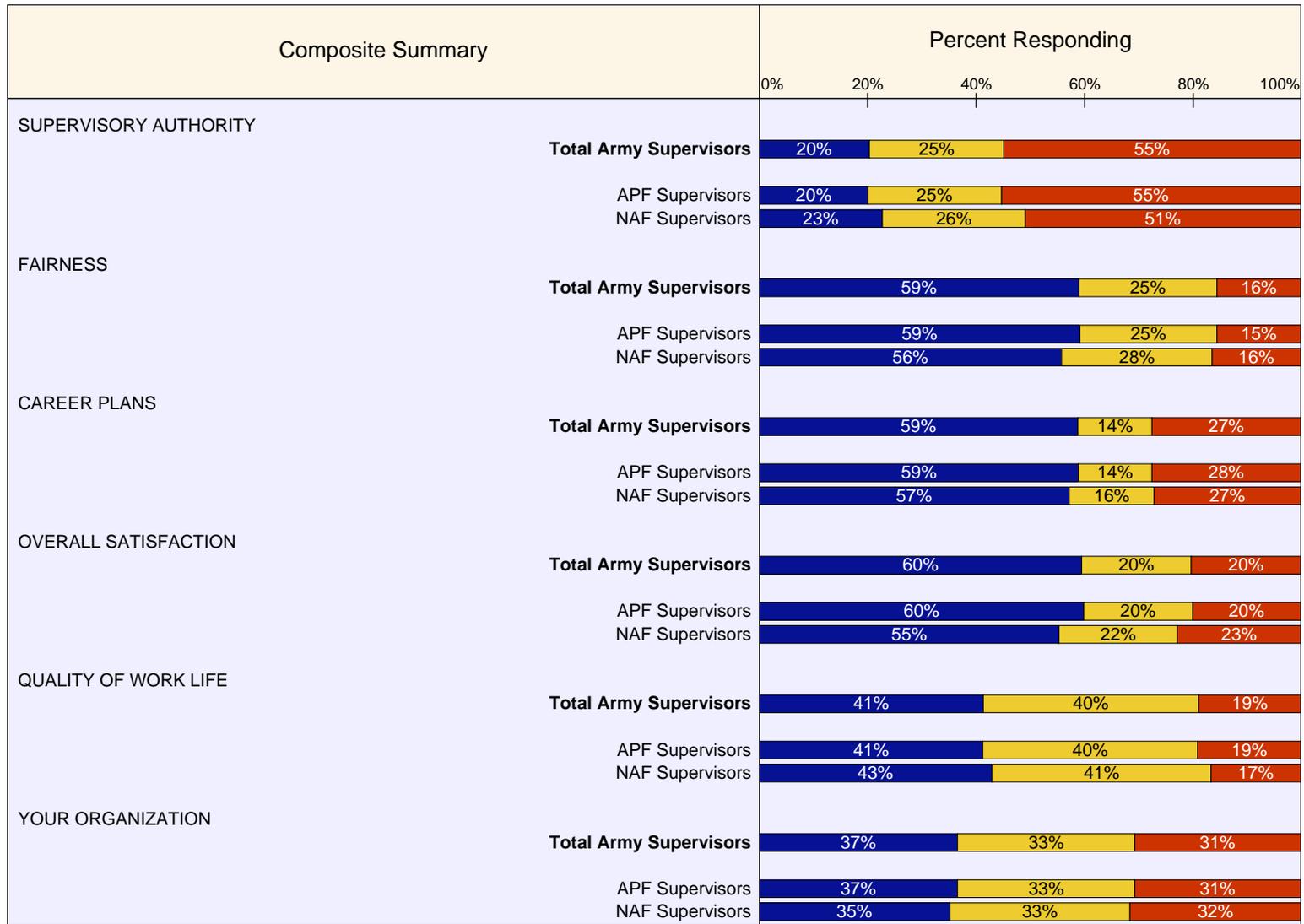
■ = % Favorable ■ = % Neutral ■ = % Unfavorable



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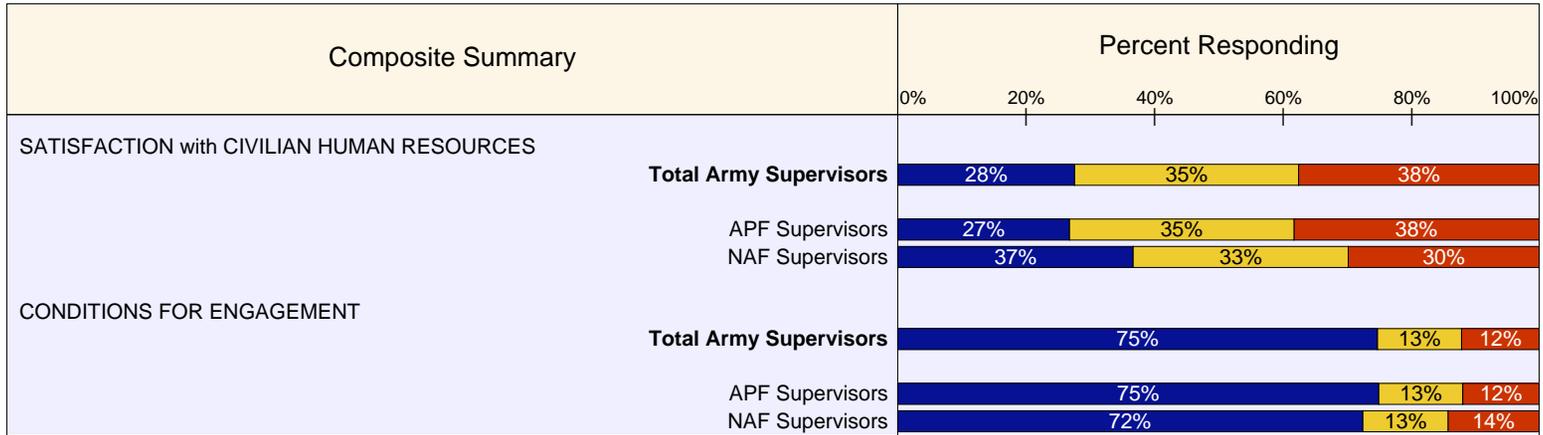
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■ = % Favorable ■ = % Neutral ■ = % Unfavorable



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■ = % Favorable
 ■ = % Neutral
 ■ = % Unfavorable



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Item Detail



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Item Detail	# Resp	Nonsupervisory employee	Team Leader	Supervisor	Manager	Executive	Contractor (not a federal employee)	I have retired from a civilian position with the Army.
CURRENT EMPLOYMENT STATUS								
1. What is your current employment status with the Army?								
Total Army Supervisors	20759	0%	0%	63%	34%	3%	0%	0%
APF Supervisors	19070	0%	0%	65%	33%	3%	0%	0%
NAF Supervisors	1689	0%	0%	44%	53%	3%	0%	0%



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Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
LEADERSHIP and MANAGEMENT																	
2a. Managers/supervisors/team leaders work well with employees of different backgrounds.																	
Total Army Supervisors	20625	84%					9%	6%	25	59	9	5	2	0	+2	4.01	0.82
APF Supervisors	18943	85%					9%	6%	25	60	9	5	2	0	+2	4.01	0.82
NAF Supervisors	1682	83%					9%	8%	28	55	9	6	2	+2	-2	4.02	0.88
2b. I have a high level of respect for my organization's senior leaders.																	
Total Army Supervisors	20657	67%					16%	17%	24	43	16	11	6	0	+1	3.69	1.12
APF Supervisors	18977	68%					16%	16%	24	43	16	11	6	0	+1	3.70	1.12
NAF Supervisors	1680	65%					17%	19%	24	41	17	13	6	0	+2	3.64	1.15
2c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																	
Total Army Supervisors	20604	55%					22%	22%	15	40	22	15	7	-3	-3	3.42	1.12
APF Supervisors	18928	56%					22%	22%	15	41	22	15	6	-3	-3	3.42	1.11
NAF Supervisors	1676	52%					23%	25%	16	37	23	17	8	-2	-4	3.34	1.17
2d. Managers/supervisors deal effectively with reports of prejudice and discrimination.																	
Total Army Supervisors	19089	75%					16%	9%	28	47	16	6	3	-1	0	3.91	0.98
APF Supervisors	17497	75%					16%	9%	28	47	16	6	3	-2	+1	3.91	0.98
NAF Supervisors	1592	74%					16%	10%	27	48	16	7	4	+3	-3	3.87	1.00
2e. Managers communicate the goals and priorities of the organization.																	
Total Army Supervisors	20587	72%					15%	13%	21	52	15	9	3	--	--	3.77	0.99
APF Supervisors	18910	72%					15%	13%	21	52	15	9	3	--	--	3.77	0.99
NAF Supervisors	1677	72%					14%	13%	21	51	14	9	4	--	--	3.76	1.01

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



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Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
LEADERSHIP and MANAGEMENT																
2f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.																
Total Army Supervisors	20588						22	56	12	8	2	--	--	3.88	0.91	
APF Supervisors	18910						22	56	12	8	2	--	--	3.89	0.91	
NAF Supervisors	1678						20	56	13	8	3	--	--	3.83	0.94	
2g. Managers review and evaluate the organization's progress toward meeting its goals and objectives.																
Total Army Supervisors	20363						19	53	17	8	3	--	--	3.78	0.93	
APF Supervisors	18704						19	54	17	8	2	--	--	3.78	0.93	
NAF Supervisors	1659						19	51	19	9	3	--	--	3.75	0.95	
2h. There are generally good relationships between the union(s) and management here.																
Total Army Supervisors	15420						13	43	33	7	4	-7	-6	3.52	0.96	
APF Supervisors	14184						13	43	33	7	4	-8	-5	3.52	0.96	
NAF Supervisors	1236						14	41	33	7	5	-4	-9	3.53	0.99	

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Military	Civilian
SUPERVISION			
3. Is your immediate supervisor military or civilian?			
Total Army Supervisors	18287	25%	75%
APF Supervisors	16785	27%	73%
NAF Supervisors	1502	2%	98%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SUPERVISION																
4a. Discussions with my supervisor/team leader about my performance are worthwhile.																
Total Army Supervisors	20355	71% 15% 14%					28	44	15	9	5	+6	+6	3.80	1.09	
APF Supervisors	18697	72% 15% 14%					28	44	15	9	5	+5	+6	3.81	1.09	
NAF Supervisors	1658	70% 14% 16%					29	41	14	9	7	+7	+5	3.75	1.17	
4b. My supervisor supports my need to balance work and family issues.																
Total Army Supervisors	20420	83% 10% 7%					41	42	10	4	3	--	--	4.13	0.96	
APF Supervisors	18761	83% 10% 7%					41	43	10	4	3	--	--	4.14	0.95	
NAF Supervisors	1659	78% 12% 10%					39	39	12	5	5	--	--	4.01	1.08	
4c. Supervisors/team leaders in my work unit support employee development.																
Total Army Supervisors	20473	80% 11% 9%					33	47	11	6	3	+1	+1	4.02	0.97	
APF Supervisors	18810	81% 11% 8%					34	47	11	6	3	+1	+1	4.03	0.96	
NAF Supervisors	1663	75% 13% 12%					31	44	13	8	5	-1	-1	3.89	1.07	
4d. Overall, my immediate supervisor/team leader is doing a good job.																
Total Army Supervisors	20489	77% 12% 11%					36	41	12	7	4	0	+1	3.98	1.06	
APF Supervisors	18819	77% 12% 11%					36	41	12	6	4	0	+1	3.99	1.05	
NAF Supervisors	1670	72% 14% 14%					33	39	14	8	6	-2	-3	3.86	1.13	
4e. I have trust and confidence in my supervisor.																
Total Army Supervisors	20515	73% 13% 13%					37	37	13	8	6	--	--	3.91	1.14	
APF Supervisors	18846	74% 13% 13%					37	37	13	8	5	--	--	3.92	1.13	
NAF Supervisors	1669	68% 15% 17%					35	33	15	10	8	--	--	3.77	1.24	

= % Favorable (Agree)
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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
SUPERVISION																	
4f. My supervisor/team leader listens to what I have to say.																	
Total Army Supervisors	20504	78%					12%	11%	38	40	12	6	5	--	--	4.01	1.07
APF Supervisors	18831	78%					11%	10%	38	40	11	6	4	--	--	4.02	1.06
NAF Supervisors	1673	73%					13%	14%	35	38	13	7	7	--	--	3.87	1.17

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
TRAINING and DEVELOPMENT																
5a. The Army invests adequate resources for training and developing its civilian work force.																
Total Army Supervisors	20176						14	45	16	19	7	--	--	3.40	1.15	
APF Supervisors	18532						14	44	16	19	7	--	--	3.38	1.15	
NAF Supervisors	1644						16	48	16	16	4	--	--	3.57	1.06	
5b. My training needs are assessed.																
Total Army Supervisors	20241						12	44	21	19	5	--	--	3.37	1.08	
APF Supervisors	18596						11	44	21	19	6	--	--	3.37	1.08	
NAF Supervisors	1645						14	45	19	17	5	--	--	3.46	1.08	
5c. My work unit is able to recruit people with the right skills.																
Total Army Supervisors	20166						10	44	21	18	7	+1	0	3.34	1.09	
APF Supervisors	18522						10	45	21	17	7	+2	0	3.35	1.09	
NAF Supervisors	1644						9	39	25	21	7	0	+1	3.22	1.09	
5d. I have received sufficient training to be competitive for jobs at the next higher level.																
Total Army Supervisors	20218						16	44	20	15	5	-1	0	3.50	1.09	
APF Supervisors	18570						16	44	20	15	5	-1	0	3.51	1.09	
NAF Supervisors	1648						16	40	20	18	6	+2	-2	3.42	1.14	
5e. I am satisfied with the career progression opportunities available to me.																
Total Army Supervisors	20253						16	42	18	16	8	+3	+3	3.41	1.17	
APF Supervisors	18600						16	42	18	16	8	+3	+3	3.41	1.16	
NAF Supervisors	1653						16	40	18	17	8	+7	+3	3.39	1.19	

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FY10 Army Civilian Attitude Survey

Total Army

Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
TRAINING and DEVELOPMENT																
5f. I am given a real opportunity to improve my skills in my organization.																
Total Army Supervisors	20274	61% 21% 18%					17	44	21	13	5	--	--	3.56	1.07	
APF Supervisors	18624	61% 21% 18%					17	44	21	13	5	--	--	3.56	1.06	
NAF Supervisors	1650	60% 20% 20%					18	42	20	13	6	--	--	3.52	1.12	
5g. I have received sufficient training to be a supervisor or manager.																
Total Army Supervisors	20271	73% 15% 12%					23	50	15	9	3	-6	-5	3.80	0.99	
APF Supervisors	18620	73% 15% 12%					23	50	15	9	3	-6	-5	3.80	0.99	
NAF Supervisors	1651	72% 15% 13%					22	50	15	10	3	-6	-5	3.78	1.00	
5h. I am interested in receiving training in skills related to but different from those I use on my current job.																
Total Army Supervisors	20304	70% 21% 9%					23	47	21	8	1	--	--	3.82	0.92	
APF Supervisors	18652	69% 21% 10%					22	47	21	8	1	--	--	3.80	0.92	
NAF Supervisors	1652	78% 16% 6%					32	46	16	5	1	--	--	4.03	0.88	
5i. I know what training I need to advance my career with the Army.																
Total Army Supervisors	20310	73% 17% 10%					21	52	17	9	2	--	--	3.82	0.92	
APF Supervisors	18662	73% 17% 10%					21	52	17	8	2	--	--	3.83	0.92	
NAF Supervisors	1648	69% 18% 13%					21	47	18	12	1	--	--	3.76	0.96	
5j. I know what developmental experiences I need to advance my career with the Army.																
Total Army Supervisors	20300	71% 18% 11%					20	51	18	10	2	--	--	3.77	0.94	
APF Supervisors	18653	71% 18% 11%					20	51	18	9	2	--	--	3.78	0.94	
NAF Supervisors	1647	68% 19% 13%					20	48	19	11	2	--	--	3.75	0.95	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Nothing at all	A little	Some	A lot
TRAINING and DEVELOPMENT					
6. How much, if anything, have you heard about the Enterprise Human Capital Lifecycle Management System? This is an Army initiative to establish new, broader career paths for civilians and help them manage their development and training.					
Total Army Supervisors	20341	69%	19%	10%	2%
APF Supervisors	18684	69%	20%	10%	2%
NAF Supervisors	1657	80%	12%	7%	1%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Do not know
TRAINING and DEVELOPMENT				
7. Are you in an Army career program?				
Total Army Supervisors	20329	47%	32%	20%
APF Supervisors	18675	49%	31%	20%
NAF Supervisors	1654	23%	50%	26%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	No help	A little help	A moderate amount of help	A lot of help	A great deal of help
TRAINING and DEVELOPMENT						
8. How much help, if any, have you had from a formal or informal mentor for planning your career path in the Army?						
Total Army Supervisors	20294	52%	25%	16%	5%	2%
APF Supervisors	18642	52%	25%	16%	5%	2%
NAF Supervisors	1652	54%	23%	15%	6%	2%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
LEADERSHIP DEVELOPMENT																
9a. The priority your organization places on leader development.																
Total Army Supervisors	19903						9	36	30	19	7	--	--	3.20	1.06	
APF Supervisors	18291						9	35	30	19	7	--	--	3.20	1.07	
NAF Supervisors	1612						9	36	29	20	6	--	--	3.21	1.05	
9b. The quality of available leader development training.																
Total Army Supervisors	19486						9	36	30	19	6	--	--	3.21	1.05	
APF Supervisors	17903						9	36	30	19	6	--	--	3.21	1.05	
NAF Supervisors	1583						9	37	29	20	5	--	--	3.23	1.04	
9c. Developmental assignments that give you experience in other functions in the organization.																
Total Army Supervisors	19558						7	30	35	20	7	--	--	3.10	1.04	
APF Supervisors	17964						7	30	35	20	8	--	--	3.10	1.04	
NAF Supervisors	1594						8	32	34	19	6	--	--	3.17	1.03	
9d. The availability of opportunities to expand the range of your skills.																
Total Army Supervisors	19841						8	35	29	20	7	--	--	3.19	1.06	
APF Supervisors	18231						8	35	30	20	7	--	--	3.18	1.06	
NAF Supervisors	1610						9	37	27	21	6	--	--	3.21	1.07	
9e. The help you have received to plan your career path.																
Total Army Supervisors	19964						6	26	33	23	11	--	--	2.92	1.09	
APF Supervisors	18350						6	26	33	23	12	--	--	2.92	1.09	
NAF Supervisors	1614						8	28	31	23	10	--	--	3.00	1.10	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
LEADERSHIP DEVELOPMENT																
9f. The way your supervisor creates or calls attention to leader development opportunities.																
Total Army Supervisors	19867						9	32	34	16	9	--	--	3.18	1.08	
APF Supervisors	18256						9	32	34	16	9	--	--	3.18	1.08	
NAF Supervisors	1611						10	33	30	17	9	--	--	3.19	1.11	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
PERSONAL WORK EXPERIENCES																	
10a. My work gives me a feeling of personal accomplishment.																	
Total Army Supervisors	19953	85%					8%	7%	38	47	8	5	2	--	--	4.13	0.92
APF Supervisors	18329	85%					8%	7%	38	48	8	5	2	--	--	4.13	0.91
NAF Supervisors	1624	84%					8%	8%	39	45	8	5	3	--	--	4.12	0.96
10b. I like the kind of work I do.																	
Total Army Supervisors	19958	91%					6	3	47	44	6	2	1	--	--	4.34	0.76
APF Supervisors	18333	91%					6	3	46	45	6	2	1	--	--	4.33	0.76
NAF Supervisors	1625	92%					6	1	53	39	6	2	1	--	--	4.42	0.73
10c. Creativity and innovation are rewarded.																	
Total Army Supervisors	19845	56%					21%	22%	21	36	21	15	7	-5	-4	3.48	1.17
APF Supervisors	18229	57%					22%	22%	21	36	22	15	7	-6	-5	3.49	1.17
NAF Supervisors	1616	55%					19%	26%	21	34	19	18	8	+4	+4	3.41	1.23
10d. The work I do is important.																	
Total Army Supervisors	19929	95%					4		56	39	4	1	0	--	--	4.50	0.65
APF Supervisors	18307	95%					4		56	39	4	1	0	--	--	4.49	0.65
NAF Supervisors	1622	95%					4		58	37	4	1	0	--	--	4.52	0.64
10e. I know how my work relates to the organization's goals and priorities.																	
Total Army Supervisors	19924	92%					6		48	43	6	2	1	--	--	4.36	0.75
APF Supervisors	18305	91%					6		48	43	6	2	1	--	--	4.36	0.75
NAF Supervisors	1619	92%					5		50	42	5	2	0	--	--	4.40	0.72

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-- No history data available

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FY10 Army Civilian Attitude Survey

Total Army

Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERSONAL WORK EXPERIENCES																
10f. My talents are used well in the workplace.																
Total Army Supervisors	19937	74% 12% 13%					32	42	12	9	4	--	--	3.89	1.09	
APF Supervisors	18318	74% 12% 13%					32	42	12	9	4	--	--	3.89	1.08	
NAF Supervisors	1619	73% 12% 15%					34	40	12	10	5	--	--	3.87	1.12	
10g. The people I work with cooperate to get the job done.																
Total Army Supervisors	19944	81% 11% 9%					33	48	11	6	3	--	--	4.02	0.95	
APF Supervisors	18321	81% 11% 8%					33	48	11	6	3	--	--	4.03	0.94	
NAF Supervisors	1623	75% 13% 12%					32	43	13	8	4	--	--	3.91	1.06	
10h. Employees have a feeling of personal empowerment with respect to work processes.																
Total Army Supervisors	19830	64% 19% 16%					21	44	19	11	5	--	--	3.63	1.09	
APF Supervisors	18225	65% 19% 16%					21	44	19	11	5	--	--	3.64	1.09	
NAF Supervisors	1605	61% 20% 19%					20	40	20	12	7	--	--	3.56	1.14	
10i. I feel encouraged to come up with better ways of doing things.																
Total Army Supervisors	19932	71% 15% 14%					29	42	15	9	5	--	--	3.81	1.10	
APF Supervisors	18314	71% 15% 14%					29	42	15	9	5	--	--	3.81	1.09	
NAF Supervisors	1618	70% 14% 16%					29	40	14	11	6	--	--	3.77	1.15	
10j. My workload is reasonable.																
Total Army Supervisors	19924	58% 15% 28%					15	43	15	17	11	--	--	3.34	1.23	
APF Supervisors	18302	58% 14% 28%					15	43	14	17	11	--	--	3.34	1.23	
NAF Supervisors	1622	56% 15% 29%					17	39	15	17	12	--	--	3.33	1.27	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERSONAL WORK EXPERIENCES																
10k. I know what is expected of me on the job.																
Total Army Supervisors	19879	82% 10% 8%					30	52	10	6	2	--	--	4.03	0.91	
APF Supervisors	18263	82% 10% 8%					30	52	10	5	2	--	--	4.03	0.90	
NAF Supervisors	1616	81% 9% 9%					34	47	9	7	3	--	--	4.04	0.96	
10l. There are too few people to do the work. *																
Total Army Supervisors	19884	19% 20% 61%					4	15	20	31	30	--	--	2.33	1.17	
APF Supervisors	18269	19% 20% 61%					4	15	20	31	30	--	--	2.32	1.17	
NAF Supervisors	1615	19% 21% 60%					4	15	21	33	27	--	--	2.37	1.15	
10m. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																
Total Army Supervisors	19870	71% 15% 15%					21	50	15	10	5	--	--	3.72	1.06	
APF Supervisors	18256	70% 14% 15%					21	50	14	10	5	--	--	3.71	1.06	
NAF Supervisors	1614	72% 15% 13%					23	49	15	8	5	--	--	3.77	1.04	
10n. Employees are protected from health and safety hazards on the job.																
Total Army Supervisors	19866	85% 9% 6%					31	53	9	4	2	--	--	4.08	0.86	
APF Supervisors	18251	85% 9% 6%					31	53	9	4	2	--	--	4.08	0.86	
NAF Supervisors	1615	85% 9% 6%					32	53	9	4	2	--	--	4.08	0.88	
10o. My organization has prepared employees for potential security threats.																
Total Army Supervisors	19828	84% 11% 6%					29	55	11	4	2	--	--	4.05	0.83	
APF Supervisors	18216	84% 11% 6%					28	55	11	4	2	--	--	4.05	0.83	
NAF Supervisors	1612	86% 9% 5%					33	53	9	4	2	--	--	4.12	0.84	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERFORMANCE CULTURE																
11a. The performance management system I am under improves organizational performance.																
Total Army Supervisors	18868						8	31	33	20	9	-3	-2	3.09	1.07	
APF Supervisors	17377						7	30	33	20	9	-3	-2	3.07	1.07	
NAF Supervisors	1491						11	37	33	14	5	-1	-2	3.34	1.02	
11b. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.																
Total Army Supervisors	18914						8	39	24	19	10	-5	-3	3.16	1.13	
APF Supervisors	17351						8	39	24	19	10	-6	-3	3.15	1.12	
NAF Supervisors	1563						10	40	20	19	11	+2	-2	3.20	1.18	
11c. My performance standards/expectations are directly related to my organization's mission.																
Total Army Supervisors	19363						21	59	14	5	2	-2	-3	3.92	0.83	
APF Supervisors	17797						21	59	14	5	2	-2	-2	3.92	0.82	
NAF Supervisors	1566						23	57	13	4	3	+1	-5	3.93	0.87	
11d. My most recent performance appraisal is a fair reflection of my performance.																
Total Army Supervisors	18844						26	49	14	8	4	-7	-7	3.85	1.02	
APF Supervisors	17329						25	50	14	8	4	-8	-7	3.84	1.01	
NAF Supervisors	1515						32	42	13	7	6	0	+1	3.89	1.11	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERFORMANCE CULTURE																
11e. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.																
Total Army Supervisors	19067						22	44	17	12	5	-8	--	3.65	1.10	
APF Supervisors	17543						21	44	17	12	5	-9	--	3.64	1.10	
NAF Supervisors	1524						28	41	16	9	6	-4	--	3.77	1.12	
11f. I receive regular performance feedback.																
Total Army Supervisors	19531						14	38	21	18	8	-7	-7	3.32	1.16	
APF Supervisors	17934						14	39	21	18	8	-7	-7	3.32	1.16	
NAF Supervisors	1597						18	37	17	18	10	-1	-3	3.35	1.25	
11g. The performance feedback I receive is useful.																
Total Army Supervisors	19073						15	39	27	13	7	-7	-7	3.43	1.09	
APF Supervisors	17526						14	40	27	13	7	-8	-8	3.43	1.09	
NAF Supervisors	1547						19	38	23	12	8	-2	0	3.47	1.17	
11h. My cash awards depend on how well I perform my job.																
Total Army Supervisors	18219						16	37	22	13	12	-10	-10	3.31	1.24	
APF Supervisors	16765						16	37	22	13	12	-11	-11	3.31	1.24	
NAF Supervisors	1454						17	35	21	13	15	-1	-1	3.26	1.29	
11i. In my work unit, differences in performance are recognized in a meaningful way.																
Total Army Supervisors	18888						10	35	27	18	11	-8	-9	3.17	1.15	
APF Supervisors	17346						10	35	27	18	10	-9	-9	3.17	1.15	
NAF Supervisors	1542						12	34	23	16	15	-1	-4	3.13	1.25	

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERFORMANCE CULTURE																
11j. I can influence my employees' pay to reflect performance.																
Total Army Supervisors	18753						9	33	25	21	12	+3	+5	3.06	1.17	
APF Supervisors	17220						9	33	25	21	12	+3	+5	3.06	1.17	
NAF Supervisors	1533						11	34	23	18	14	0	+2	3.11	1.23	
11k. Pay raises in my work unit depend on how well employees perform their jobs.																
Total Army Supervisors	18749						9	29	26	22	14	-4	-2	2.96	1.20	
APF Supervisors	17216						9	29	26	22	14	-4	-2	2.95	1.19	
NAF Supervisors	1533						13	34	20	17	16	-2	-3	3.10	1.29	
11l. Promotions in my work unit are based on merit.																
Total Army Supervisors	18660						12	35	26	14	13	-13	-12	3.20	1.20	
APF Supervisors	17141						12	35	26	14	12	-14	-13	3.21	1.19	
NAF Supervisors	1519						11	32	26	15	16	-5	-7	3.06	1.24	
11m. Personnel with recent military experience perform better in Army civilian positions than those without recent military experience.																
Total Army Supervisors	18534						15	22	32	18	13	--	--	3.08	1.24	
APF Supervisors	17137						16	22	31	18	13	--	--	3.09	1.24	
NAF Supervisors	1397						11	18	37	21	13	--	--	2.93	1.15	

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Not a problem	Slight problem	Somewhat of a problem	Serious problem	Do not know
PERSONNEL ACTIONS						
12. Over the last 2 years, how would you rate employee turnover in your organization?						
Total Army Supervisors	19594	28%	23%	26%	19%	4%
APF Supervisors	17994	29%	23%	26%	19%	4%
NAF Supervisors	1600	24%	21%	29%	21%	5%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Do not know
PERSONNEL ACTIONS				
13. Has your organization hired any new employees in the last 2 years?				
Total Army Supervisors	19564	94%	5%	1%
APF Supervisors	17967	94%	5%	1%
NAF Supervisors	1597	95%	4%	1%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Much higher than average	Higher than average	Average	Lower than average	Much lower than average	Do not know
PERSONNEL ACTIONS							
13a. How would you rate the performance of employees hired in the last 2 years at your organization?							
Total Army Supervisors	18353	6%	36%	43%	8%	2%	4%
APF Supervisors	16836	7%	37%	42%	8%	2%	4%
NAF Supervisors	1517	5%	23%	53%	13%	2%	5%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No
PERSONNEL ACTIONS			
13b. Over the last 2 years, have you personally hired anyone to work for you?			
Total Army Supervisors	18286	66%	34%
APF Supervisors	16772	66%	34%
NAF Supervisors	1514	68%	32%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Much better than usual	Better than usual	About the same as usual	Worse than usual	Much worse than usual
PERSONNEL ACTIONS						
13c. How would you rate the quality of applicants for this position?						
Total Army Supervisors	12261	10%	33%	46%	10%	1%
APF Supervisors	11216	10%	33%	45%	10%	1%
NAF Supervisors	1045	7%	27%	52%	13%	1%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SUPERVISORY AUTHORITY																
14a. I have the flexibility to use recruitment incentives.	Total Army Supervisors	17142						3	17	23	35	21	-2	-2	2.46	1.10
	APF Supervisors	15762						3	17	23	35	21	-2	-2	2.46	1.10
	NAF Supervisors	1380						4	15	26	33	22	-3	-7	2.45	1.10
14b. I have the flexibility to use relocation incentives.	Total Army Supervisors	17082						3	16	23	35	22	-4	-5	2.42	1.09
	APF Supervisors	15716						3	16	23	35	22	-3	-5	2.43	1.09
	NAF Supervisors	1366						3	12	26	35	24	-4	-5	2.35	1.06
14c. I have the flexibility to use retention incentives.	Total Army Supervisors	16792						3	13	25	36	23	-2	-2	2.35	1.05
	APF Supervisors	15436						3	13	25	37	23	-2	-2	2.35	1.05
	NAF Supervisors	1356						3	13	27	34	23	-3	-7	2.38	1.07
14d. I have the flexibility to offer student loan repayments.	Total Army Supervisors	15907						2	10	25	37	26	0	0	2.25	1.02
	APF Supervisors	14629						2	10	25	37	26	+1	0	2.26	1.02
	NAF Supervisors	1278						1	5	24	38	31	-1	-2	2.08	0.94
14e. I can use pay setting flexibilities.	Total Army Supervisors	16663						2	14	25	35	24	-2	-2	2.36	1.06
	APF Supervisors	15315						2	14	24	36	24	-2	-2	2.34	1.06
	NAF Supervisors	1348						4	19	25	29	23	-11	-17	2.52	1.15

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SUPERVISORY AUTHORITY																
15a. It is easy to hire employees.	Total Army Supervisors	18680						2	16	18	36	29	-6	-12	2.27	1.10
	APF Supervisors	17133						2	15	17	36	29	-6	-12	2.24	1.09
	NAF Supervisors	1547						5	23	19	32	20	-13	-17	2.60	1.18
15b. It is easy to relocate employees.	Total Army Supervisors	16353						1	11	28	35	24	0	-2	2.30	1.00
	APF Supervisors	15046						1	11	28	36	25	0	-2	2.29	0.99
	NAF Supervisors	1307						2	13	33	33	20	-2	-6	2.45	1.01
15c. It is easy to reassign employees.	Total Army Supervisors	17349						2	22	27	29	19	-2	-3	2.59	1.10
	APF Supervisors	15919						2	22	27	30	19	-2	-3	2.57	1.09
	NAF Supervisors	1430						4	28	29	25	15	-1	-7	2.82	1.12
15d. It is easy to reduce the size of my workforce.	Total Army Supervisors	16168						4	14	33	30	20	-6	-2	2.51	1.06
	APF Supervisors	14781						3	13	33	30	20	-6	-1	2.49	1.06
	NAF Supervisors	1387						4	21	34	24	15	-8	-14	2.75	1.09
15e. It is easy to promote employees.	Total Army Supervisors	18226						2	17	25	34	23	-3	-5	2.41	1.07
	APF Supervisors	16726						2	16	25	34	23	-2	-5	2.40	1.07
	NAF Supervisors	1500						3	19	26	31	20	-9	-10	2.55	1.11

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 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SUPERVISORY AUTHORITY																
15f. It is easy to reward employees.																
Total Army Supervisors	18611						7	40	23	18	13	-12	--	3.09	1.16	
APF Supervisors	17083						6	40	23	18	13	-12	--	3.10	1.16	
NAF Supervisors	1528						7	36	22	19	16	-6	--	2.99	1.21	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
FAIRNESS																
16a. Personnel who recently retired from the military and then are hired by the Army are often selected over fully qualified civilian candidates who have not served in the military.																
Total Army Supervisors	17115						22	32	26	15	5	--	--	3.50	1.15	
APF Supervisors	15845						22	32	25	15	6	--	--	3.49	1.16	
NAF Supervisors	1270						21	35	29	13	3	--	--	3.58	1.05	
16b. Employees at this installation/activity are treated fairly with regard to grievances.																
Total Army Supervisors	15164						14	49	26	7	5	-12	-3	3.59	0.98	
APF Supervisors	13905						14	49	25	7	5	-12	-3	3.60	0.97	
NAF Supervisors	1259						14	45	27	8	6	-9	-3	3.52	1.03	
16c. Employees at this installation/activity are treated fairly with regard to appeals.																
Total Army Supervisors	13866						13	46	31	6	4	-14	-4	3.58	0.94	
APF Supervisors	12706						13	46	31	6	4	-14	-4	3.58	0.94	
NAF Supervisors	1160						14	43	32	6	5	-11	-4	3.54	0.98	
16d. 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 Supervisors	17388						29	45	17	5	4	-10	-8	3.90	1.01	
APF Supervisors	16021						30	44	17	5	4	-10	-8	3.90	1.01	
NAF Supervisors	1367						24	46	20	6	5	-12	-9	3.80	1.02	

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
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-- No history data available

* Any item marked with an asterisk within this composite is phrased such that Disagree is a FAVORABLE response and is shown under the % Favorable (Agree) category



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
FAIRNESS																
16e. If I complained of discrimination, it would be held against me. *																
Total Army Supervisors	16708						15	30	30	16	9	-8	+1	3.28	1.16	
APF Supervisors	15349						16	31	29	16	8	-7	+2	3.30	1.16	
NAF Supervisors	1359						12	26	32	19	10	-10	-2	3.11	1.16	

■ = % Favorable (Agree)
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-- No history data available

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No
DISCRIMINATION			
17. During the last 12 months, have you been discriminated against (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working in the Army?			
Total Army Supervisors	19374	10%	90%
APF Supervisors	17791	10%	90%
NAF Supervisors	1583	11%	89%
17a. If you were discriminated against, did you report the incident?			
Total Army Supervisors	1985	30%	70%
APF Supervisors	1805	30%	70%
NAF Supervisors	180	28%	72%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Too soon to know
DISCRIMINATION				
17b. If you reported the incident, did you experience any adverse consequences?				
Total Army Supervisors	590	58%	19%	24%
APF Supervisors	539	57%	18%	25%
NAF Supervisors	51	67%	22%	12%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No
HARASSMENT			
18. 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 in the Army?			
Total Army Supervisors	19254	6%	94%
APF Supervisors	17680	6%	94%
NAF Supervisors	1574	7%	93%
18a. If you were harassed, did you report the incident?			
Total Army Supervisors	1302	37%	63%
APF Supervisors	1170	39%	61%
NAF Supervisors	132	28%	72%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Too soon to know
HARASSMENT				
18b. If you reported the incident, did you experience any adverse consequences?				
Total Army Supervisors	484	60%	21%	19%
APF Supervisors	447	59%	22%	20%
NAF Supervisors	37	70%	16%	14%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CAREER PLANS																
19. Suppose that you have to decide whether or not to continue to work for your organization. If you had to make this decision now, how likely or unlikely is it that you would choose to stay?																
Total Army Supervisors	19335	70% 11% 19%					43	27	11	11	8	+2	-2	3.86	1.29	
APF Supervisors	17755	70% 11% 19%					43	27	11	11	8	+2	-2	3.86	1.30	
NAF Supervisors	1580	70% 12% 18%					42	28	12	11	7	+3	-4	3.87	1.26	
20a. Do you see yourself working at your current organization one year from now?																
Total Army Supervisors	18175	79% 6 14%					53	26	6	7	7	--	--	4.11	1.24	
APF Supervisors	16725	79% 6 15%					53	26	6	7	8	--	--	4.10	1.24	
NAF Supervisors	1450	81% 7% 12%					54	27	7	6	6	--	--	4.17	1.16	
20b. Do you see yourself working at your current organization three years from now?																
Total Army Supervisors	18075	57% 12% 31%					33	24	12	14	17	--	--	3.43	1.48	
APF Supervisors	16626	57% 12% 31%					33	24	12	14	17	--	--	3.42	1.49	
NAF Supervisors	1449	61% 13% 26%					37	24	13	14	12	--	--	3.59	1.41	
20c. Do you see yourself working at your current organization five years from now?																
Total Army Supervisors	18570	41% 14% 45%					25	16	14	17	28	--	--	2.93	1.57	
APF Supervisors	17065	40% 14% 46%					25	16	14	17	29	--	--	2.91	1.57	
NAF Supervisors	1505	48% 15% 37%					32	16	15	16	22	--	--	3.21	1.55	

■ = % Favorable (Likely) ■ = % Neither likely/unlikely ■ = % Unfavorable (Unlikely)

-- No history data available

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CAREER PLANS																
21a. In the next 5 years, how likely or unlikely is it that you will leave your organization to take another job within the DoD? *																
Total Army Supervisors	19039						19	21	18	22	21	-2	-4	2.94	1.42	
APF Supervisors	17479						19	21	18	22	21	-2	-4	2.96	1.42	
NAF Supervisors	1560						15	18	19	24	23	+2	-5	2.78	1.38	
21b. In the next 5 years, how likely or unlikely is it that you will leave to take another job in the Federal government outside of the DoD? *																
Total Army Supervisors	18940						26	28	20	16	10	0	-1	3.44	1.29	
APF Supervisors	17391						26	28	20	16	9	-1	-1	3.45	1.29	
NAF Supervisors	1549						20	27	24	17	12	+1	-4	3.27	1.28	
21c. In the next 5 years, how likely or unlikely is it that you will leave the Federal government for a private sector job? *																
Total Army Supervisors	18937						39	32	15	10	5	+8	+5	3.90	1.16	
APF Supervisors	17390						40	32	15	10	4	+8	+6	3.93	1.15	
NAF Supervisors	1547						29	32	19	13	7	+8	+3	3.64	1.22	
21d. In the next 5 years, how likely or unlikely is it that you will retire from Federal service? *																
Total Army Supervisors	19225						35	18	10	15	23	+7	+5	3.29	1.60	
APF Supervisors	17655						35	17	10	15	23	+8	+5	3.27	1.60	
NAF Supervisors	1570						37	18	13	14	18	+2	+5	3.44	1.52	

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 ■ = % Neither likely/unlikely
 ■ = % Unfavorable (Unlikely)

-- No history data available

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	No	Yes, but only within the Federal government	Yes, but only outside the Federal government	Yes, I plan to look both within and outside the Federal government	I have not decided whether or not to look for another job
CAREER PLANS						
22. In the coming year (the next 12 months), do you plan to look for another job?						
Total Army Supervisors	19297	47%	29%	2%	11%	11%
APF Supervisors	17715	48%	29%	2%	11%	11%
NAF Supervisors	1582	46%	24%	1%	15%	14%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Not willing to relocate	Within my immediate area	Within my CONUS region	Within my OCONUS region	Anywhere
CAREER PLANS						
23a. Would you be willing to relocate to stay with your job if it moved?						
Total Army Supervisors	19132	29%	31%	16%	5%	19%
APF Supervisors	17564	29%	31%	16%	5%	19%
NAF Supervisors	1568	27%	26%	11%	10%	26%
23b. Would you be willing to relocate for a career enhancing development opportunity?						
Total Army Supervisors	19107	25%	28%	17%	5%	25%
APF Supervisors	17541	25%	28%	18%	4%	25%
NAF Supervisors	1566	21%	24%	13%	9%	33%
23c. Would you be willing to relocate to get an increase in pay?						
Total Army Supervisors	19086	26%	31%	17%	5%	22%
APF Supervisors	17522	26%	31%	17%	4%	21%
NAF Supervisors	1564	20%	27%	13%	10%	30%
23d. Would you be willing to relocate to get a promotion?						
Total Army Supervisors	19085	24%	29%	18%	5%	24%
APF Supervisors	17524	24%	30%	18%	4%	24%
NAF Supervisors	1561	19%	26%	13%	10%	32%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
OVERALL SATISFACTION																	
24a. Considering everything, how satisfied or dissatisfied are you with your job?																	
Total Army Supervisors	19212	83%					9%	8%	35	48	9	6	2	+5	+3	4.08	0.93
APF Supervisors	17647	83%					9%	8%	36	48	9	6	2	+5	+4	4.09	0.93
NAF Supervisors	1565	81%					10%	9%	34	46	10	6	3	+4	+1	4.03	0.96
24b. Considering everything, how satisfied or dissatisfied are you with your pay?																	
Total Army Supervisors	19234	73%					12%	16%	24	48	12	12	4	+6	+4	3.78	1.06
APF Supervisors	17663	74%					11%	15%	25	49	11	11	3	+6	+4	3.81	1.04
NAF Supervisors	1571	54%					18%	28%	15	39	18	21	7	+3	+2	3.34	1.17
24c. Considering everything, how satisfied or dissatisfied are you with the training you receive for your present job?																	
Total Army Supervisors	19214	54%					25%	21%	14	40	25	16	5	--	--	3.43	1.07
APF Supervisors	17647	55%					25%	20%	14	40	25	16	5	--	--	3.44	1.06
NAF Supervisors	1567	51%					25%	24%	14	38	25	19	6	--	--	3.35	1.10
24d. Considering everything, how satisfied or dissatisfied are you with the recognition you receive for doing a good job?																	
Total Army Supervisors	19220	53%					22%	25%	16	37	22	17	8	-5	-6	3.36	1.18
APF Supervisors	17652	54%					22%	25%	16	37	22	16	8	-5	-6	3.37	1.17
NAF Supervisors	1568	47%					21%	33%	15	32	21	21	12	-1	-4	3.17	1.25
24e. Considering everything, how satisfied or dissatisfied are you with your involvement in decisions that affect your work?																	
Total Army Supervisors	19216	63%					17%	20%	21	42	17	14	6	--	--	3.56	1.15
APF Supervisors	17644	63%					17%	20%	21	43	17	14	6	--	--	3.57	1.15
NAF Supervisors	1572	59%					17%	24%	19	40	17	17	8	--	--	3.46	1.18

■ = % Favorable (Satisfied)
 ■ = % Neither satisfied/dissatisfied
 ■ = % Unfavorable (Dissatisfied)



FY10 Army Civilian Attitude Survey

Total Army

Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
OVERALL SATISFACTION																
24f. Considering everything, how satisfied or dissatisfied are you with your opportunities to be innovative or expand the scope of your job?																
Total Army Supervisors	19215						20	41	20	13	6	+1	-2	3.57	1.12	
APF Supervisors	17650						20	41	20	13	5	+1	-1	3.58	1.11	
NAF Supervisors	1565						19	39	21	14	7	+1	-4	3.49	1.15	
24g. Considering everything, how satisfied or dissatisfied are you with your opportunity to get a better job in your organization?																
Total Army Supervisors	19222						10	27	35	19	9	+4	+3	3.09	1.11	
APF Supervisors	17652						10	27	35	19	9	+4	+3	3.09	1.11	
NAF Supervisors	1570						11	26	36	17	10	+5	+1	3.11	1.13	
24h. Considering everything, how satisfied or dissatisfied are you with your opportunities for promotion?																
Total Army Supervisors	19212						9	26	32	22	11	0	-2	2.99	1.13	
APF Supervisors	17643						8	26	32	22	11	0	-2	2.99	1.13	
NAF Supervisors	1569						10	25	34	20	11	+1	-3	3.02	1.14	
24i. Considering everything, how satisfied or dissatisfied are you with management at your organization?																
Total Army Supervisors	19210						15	39	21	15	10	-4	-4	3.35	1.19	
APF Supervisors	17643						15	39	21	15	9	-3	-3	3.36	1.19	
NAF Supervisors	1567						15	35	22	17	11	-4	-9	3.26	1.23	

■ = % Favorable (Satisfied)
 ■ = % Neither satisfied/dissatisfied
 ■ = % Unfavorable (Dissatisfied)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev
		0%	20%	40%	60%	80%					
OVERALL SATISFACTION											
24j. Considering everything, how satisfied or dissatisfied are you with the information you receive from management on what's going on in your organization?											
Total Army Supervisors	19229						16 40 20 15 8	--	--	3.40	1.17
APF Supervisors	17659						16 41 20 15 8	--	--	3.40	1.17
NAF Supervisors	1570						16 37 21 16 10	--	--	3.34	1.20
24k. Considering everything, how satisfied or dissatisfied are you with policies and practices of your senior leaders?											
Total Army Supervisors	19220						14 36 23 16 10	-2	-1	3.28	1.19
APF Supervisors	17652						14 37 23 16 10	-1	-1	3.29	1.19
NAF Supervisors	1568						14 33 25 18 11	-2	-3	3.20	1.20

■ = % Favorable (Satisfied)
 ■ = % Neither satisfied/dissatisfied
 ■ = % Unfavorable (Dissatisfied)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev		
		0%	20%	40%	60%	80%	100%	5	4	3	2					1	
OVERALL SATISFACTION																	
26a. I would recommend that others pursue a career as a civilian with this organization.																	
Total Army Supervisors	19240						28	42	17	9	4	+6	+4	3.79	1.08		
APF Supervisors	17670						28	42	16	9	4	+6	+4	3.80	1.08		
NAF Supervisors	1570						25	40	21	10	4	+6	+3	3.72	1.08		
26b. I would recommend that others pursue a career as a civilian with the Army.																	
Total Army Supervisors	19196						38	47	11	3	1	--	--	4.17	0.84		
APF Supervisors	17625						38	47	10	3	1	--	--	4.17	0.85		
NAF Supervisors	1571						37	48	12	2	1	--	--	4.16	0.81		

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev
		0%	20%	40%	60%	80%					
QUALITY OF WORK LIFE											
24l. Considering everything, how satisfied or dissatisfied are you with the opportunity you have to Telework?											
Total Army Supervisors	13858						7 19 38 19 16	--	--	2.82	1.13
APF Supervisors	12812						7 19 38 20 16	--	--	2.81	1.14
NAF Supervisors	1046						7 19 45 15 14	--	--	2.89	1.07
24m. Considering everything, how satisfied or dissatisfied are you with Alternative Work Schedules?											
Total Army Supervisors	16423						16 35 27 12 11	--	--	3.32	1.19
APF Supervisors	15144						16 35 26 12 11	--	--	3.32	1.19
NAF Supervisors	1279						13 32 31 13 11	--	--	3.22	1.17
24n. Considering everything, how satisfied or dissatisfied are you with Health and Wellness Programs (e.g., exercise, medical screening, quit smoking programs)?											
Total Army Supervisors	16470						13 39 30 10 7	--	--	3.41	1.07
APF Supervisors	15137						13 39 30 10 7	--	--	3.41	1.07
NAF Supervisors	1333						13 37 33 10 7	--	--	3.40	1.05
24o. Considering everything, how satisfied or dissatisfied are you with Employee Assistance Program (EAP)?											
Total Army Supervisors	13382						12 38 41 5 4	--	--	3.48	0.93
APF Supervisors	12277						12 38 40 5 4	--	--	3.48	0.92
NAF Supervisors	1105						12 35 41 6 5	--	--	3.45	0.95

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 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
QUALITY OF WORK LIFE																
24p. Considering everything, how satisfied or dissatisfied are you with Child Care Programs (e.g., daycare, parenting classes, parenting support groups)?																
Total Army Supervisors	9722						11	25	55	5	5	--	--	3.31	0.90	
APF Supervisors	8683						9	24	57	5	5	--	--	3.27	0.89	
NAF Supervisors	1039						20	34	39	3	3	--	--	3.64	0.95	
24q. Considering everything, how satisfied or dissatisfied are you with Elder Care Programs (e.g., support groups, speakers)?																
Total Army Supervisors	8771						6	17	66	6	5	--	--	3.13	0.80	
APF Supervisors	7979						6	17	66	6	5	--	--	3.13	0.80	
NAF Supervisors	792						7	20	64	4	5	--	--	3.21	0.82	

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	I telework on a regular basis (at least one entire work day a week).	I telework infrequently (less than one entire work day a week).	I DO NOT telework because I have to be physically present on the job.	I DO NOT telework because I have technical issues that prevent me from teleworking.	I DO NOT telework because I am not allowed to.	I DO NOT telework because I choose not to telework.
QUALITY OF WORK LIFE							
28. Please select the response below that best describes your telework situation.							
Total Army Supervisors	18721	3%	8%	36%	6%	30%	17%
APF Supervisors	17217	3%	7%	36%	6%	31%	17%
NAF Supervisors	1504	7%	9%	42%	7%	21%	13%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
YOUR ORGANIZATION																
25. Overall, how well or poorly prepared is your organization to perform its mission?																
Total Army Supervisors	19216						25	51	17	6	1	+1	0	3.93	0.88	
APF Supervisors	17648						26	51	16	6	1	+1	0	3.93	0.88	
NAF Supervisors	1568						23	50	20	6	1	+2	-7	3.88	0.88	

■ = % Favorable (Well prepared)
 ■ = % Neither well/poorly prepared
 ■ = % Unfavorable (Poorly prepared)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
YOUR ORGANIZATION																
27a. How well or poorly does your organization reward good work performance?																
Total Army Supervisors	18704						12	27	33	18	9	--	--	3.13	1.13	
APF Supervisors	17164						12	27	34	18	9	--	--	3.15	1.13	
NAF Supervisors	1540						11	23	33	21	13	--	--	2.98	1.17	
27b. How well or poorly does your organization discipline/correct poor work performance?																
Total Army Supervisors	17979						5	18	35	30	13	--	--	2.73	1.06	
APF Supervisors	16467						5	17	35	30	13	--	--	2.72	1.06	
NAF Supervisors	1512						7	21	33	26	13	--	--	2.82	1.11	
27c. How well or poorly does your organization link pay to performance?																
Total Army Supervisors	17942						6	18	33	29	15	--	--	2.70	1.10	
APF Supervisors	16444						6	18	33	29	15	--	--	2.71	1.09	
NAF Supervisors	1498						6	17	32	29	17	--	--	2.66	1.12	
27d. How well or poorly does your organization promote good communication between supervisors and employees?																
Total Army Supervisors	18943						11	31	34	16	9	--	--	3.20	1.10	
APF Supervisors	17397						11	31	34	15	8	--	--	3.21	1.09	
NAF Supervisors	1546						11	27	35	17	10	--	--	3.11	1.13	
27e. How well or poorly does your organization ensure individual performance supports organizational mission effectiveness?																
Total Army Supervisors	18687						11	33	38	13	6	--	--	3.30	1.01	
APF Supervisors	17163						11	33	38	13	5	--	--	3.31	1.00	
NAF Supervisors	1524						11	30	39	14	6	--	--	3.25	1.03	

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 ■ = % Adequately
 ■ = % Unfavorable (Poorly)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
YOUR ORGANIZATION																
27f. How well or poorly does your organization attract new employees?																
Total Army Supervisors	18028						8	25	39	20	8	--	--	3.04	1.05	
APF Supervisors	16526						8	26	39	19	8	--	--	3.05	1.05	
NAF Supervisors	1502						8	21	40	22	9	--	--	2.97	1.04	
27g. How well or poorly does your organization fill vacancies quickly?																
Total Army Supervisors	18647						4	12	26	30	28	--	--	2.34	1.12	
APF Supervisors	17112						4	12	26	30	28	--	--	2.33	1.12	
NAF Supervisors	1535						6	16	27	28	22	--	--	2.55	1.17	
27h. How well or poorly does your organization link individual and organizational performance?																
Total Army Supervisors	18170						7	24	41	19	9	--	--	3.02	1.03	
APF Supervisors	16680						7	25	41	19	9	--	--	3.02	1.03	
NAF Supervisors	1490						8	22	41	21	9	--	--	2.98	1.06	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
29a. How well or poorly does the Human Resources Office (Personnel) support you in processing personnel actions (e.g., pay, promotions, benefits) accurately and in a timely manner?																
Total Army Supervisors	18285						11	25	36	17	11	-8	-8	3.08	1.14	
APF Supervisors	16785						11	25	36	17	11	-8	-7	3.07	1.14	
NAF Supervisors	1500						16	28	32	15	9	-8	-12	3.27	1.17	
29b. How well or poorly does the Human Resources Office (Personnel) support you in providing customer-focused service?																
Total Army Supervisors	18075						11	26	36	17	10	-3	-2	3.12	1.12	
APF Supervisors	16593						11	26	36	17	10	-3	-2	3.09	1.12	
NAF Supervisors	1482						18	30	33	11	8	-5	-9	3.40	1.13	
29c. How well or poorly does the Human Resources Office (Personnel) support you in providing guidance and program assistance on family-friendly quality of work life issues?																
Total Army Supervisors	14754						10	25	38	17	11	+1	+6	3.05	1.11	
APF Supervisors	13438						9	24	38	18	11	0	+5	3.02	1.10	
NAF Supervisors	1316						16	30	33	13	8	0	+5	3.34	1.12	
29d. How well or poorly does the Human Resources Office (Personnel) support you in providing career counseling?																
Total Army Supervisors	15067						6	15	30	30	19	--	--	2.59	1.14	
APF Supervisors	13809						6	15	30	30	20	--	--	2.56	1.13	
NAF Supervisors	1258						11	20	31	24	14	--	--	2.89	1.20	

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FY10 Army Civilian Attitude Survey

Total Army

Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
29e. How well or poorly does the Human Resources Office (Personnel) support you in providing counseling, information, or training on retirement and benefits?																
Total Army Supervisors	16286						8	22	37	19	13	-8	-6	2.93	1.12	
APF Supervisors	14926						8	22	38	20	13	-8	-6	2.90	1.12	
NAF Supervisors	1360						15	26	34	16	9	-9	-8	3.20	1.16	
29f. How well or poorly does the Human Resources Office (Personnel) support you in finding sources for all types of training?																
Total Army Supervisors	15813						7	19	36	24	14	-7	-2	2.80	1.11	
APF Supervisors	14543						6	19	36	24	15	-7	-2	2.78	1.10	
NAF Supervisors	1270						11	22	34	20	12	-6	-1	2.98	1.16	
29g. How well or poorly does the Human Resources Office (Personnel) support you in providing counseling, information, or training on financial planning?																
Total Army Supervisors	14175						6	17	34	27	17	--	--	2.68	1.12	
APF Supervisors	12984						6	16	34	27	18	--	--	2.65	1.11	
NAF Supervisors	1191						10	22	34	22	12	--	--	2.95	1.16	
29h. How well or poorly does the Human Resources Office (Personnel) support you in providing counseling, information, or training on employee wellness (e.g., employee assistance/physical fitness programs)?																
Total Army Supervisors	14876						6	19	36	24	15	--	--	2.77	1.11	
APF Supervisors	13664						6	19	36	24	16	--	--	2.75	1.11	
NAF Supervisors	1212						11	21	34	22	12	--	--	2.97	1.16	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
29i. How well or poorly does the Human Resources Office (Personnel) support you in providing training in supervisory/management skills?																
Total Army Supervisors	17242						7	22	38	22	12	--	--	2.89	1.09	
APF Supervisors	15864						6	21	38	22	12	--	--	2.88	1.08	
NAF Supervisors	1378						12	23	35	20	11	--	--	3.04	1.16	
29j. How well or poorly does the Human Resources Office (Personnel) support you in explaining and providing training in the way Civilian Human Resources functions and its processes and responsibilities?																
Total Army Supervisors	16630						6	18	35	26	16	-5	--	2.73	1.11	
APF Supervisors	15271						6	17	35	26	16	-5	--	2.71	1.10	
NAF Supervisors	1359						12	23	34	20	12	-6	--	3.03	1.17	
29k. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on assessing employees' competencies/skills so that they are matched to appropriate jobs?																
Total Army Supervisors	15883						6	18	35	26	16	-5	-3	2.72	1.11	
APF Supervisors	14568						6	17	35	26	16	-6	-3	2.70	1.10	
NAF Supervisors	1315						11	23	34	21	12	-4	+1	3.00	1.16	
29l. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on how to enhance employee productivity by accurately assessing employee performance?																
Total Army Supervisors	15812						6	17	35	27	16	-1	0	2.70	1.10	
APF Supervisors	14505						5	17	35	27	16	-1	0	2.68	1.09	
NAF Supervisors	1307						11	23	33	21	13	-4	-1	2.98	1.18	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
29m. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on compensation/pay options to attract and retain employees?																
Total Army Supervisors	15651						6	17	32	27	18	-7	-4	2.66	1.13	
APF Supervisors	14347						5	16	32	28	18	-7	-4	2.63	1.12	
NAF Supervisors	1304						10	22	32	22	14	-8	-10	2.92	1.18	
29n. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on recognizing employees and granting awards to them?																
Total Army Supervisors	16329						6	20	35	24	15	-6	-3	2.78	1.12	
APF Supervisors	14996						6	20	35	24	16	-6	-3	2.76	1.11	
NAF Supervisors	1333						10	24	34	19	14	-3	-9	2.98	1.18	
29o. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on dealing with "problem" employees?																
Total Army Supervisors	16430						9	22	35	20	15	-9	-7	2.90	1.16	
APF Supervisors	15041						8	22	35	21	15	-9	-7	2.87	1.15	
NAF Supervisors	1389						15	25	32	15	12	-11	-8	3.15	1.21	
30a. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring/succession planning strategy?																
Total Army Supervisors	14415						5	15	33	29	17	-1	0	2.62	1.09	
APF Supervisors	13183						5	14	33	30	18	-1	0	2.59	1.08	
NAF Supervisors	1232						10	22	35	22	12	-1	+2	2.96	1.14	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
30b. How well or poorly does the Human Resources Office (Personnel) support you in assisting in identifying human capital goals and objectives for strategic plans and/or annual performance/budget plans?																
Total Army Supervisors	13432						5	15	33	29	17	-3	-1	2.62	1.09	
APF Supervisors	12294						5	14	33	30	17	-3	-1	2.59	1.08	
NAF Supervisors	1138						9	20	36	22	13	-3	-4	2.91	1.14	
30c. How well or poorly does the Human Resources Office (Personnel) support you in providing workforce data/reports for decision making?																
Total Army Supervisors	13437						5	16	34	28	17	-5	-4	2.66	1.10	
APF Supervisors	12299						5	16	34	28	17	-5	-4	2.63	1.09	
NAF Supervisors	1138						10	22	35	20	13	-7	-6	2.96	1.16	
30d. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on succession planning?																
Total Army Supervisors	12955						5	15	32	30	18	-4	-1	2.58	1.10	
APF Supervisors	11863						5	14	31	31	19	-4	-2	2.55	1.09	
NAF Supervisors	1092						9	21	34	23	13	-5	-3	2.90	1.15	
30e. How well or poorly does the Human Resources Office (Personnel) support you in providing advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures?																
Total Army Supervisors	13646						6	16	33	28	18	-5	-2	2.63	1.12	
APF Supervisors	12487						5	15	32	29	18	-5	-2	2.60	1.10	
NAF Supervisors	1159						11	22	34	20	12	-6	-6	2.99	1.17	

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FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
30f. How well or poorly does the Human Resources Office (Personnel) support you in providing advice for identifying recruitment sources and issues?																
Total Army Supervisors	14454						6	17	36	25	16	-10	-9	2.73	1.10	
APF Supervisors	13223						6	17	36	26	16	-10	-9	2.71	1.09	
NAF Supervisors	1231						10	23	35	19	13	-12	-10	2.99	1.16	
30g. How well or poorly does the Human Resources Office (Personnel) support you in finding quality applicants by tapping identified recruitment sources?																
Total Army Supervisors	14951						6	17	37	25	16	-6	-5	2.72	1.10	
APF Supervisors	13660						5	17	37	25	16	-6	-5	2.70	1.09	
NAF Supervisors	1291						11	21	35	19	14	-8	-9	2.94	1.18	
30h. How well or poorly does the Human Resources Office (Personnel) support you in referring high quality candidates?																
Total Army Supervisors	16290						6	19	41	22	13	-7	-6	2.83	1.05	
APF Supervisors	14913						5	18	42	22	13	-7	-6	2.81	1.05	
NAF Supervisors	1377						10	20	39	20	11	-3	-3	2.97	1.11	
30i. How well or poorly does the Human Resources Office (Personnel) support you in referring a reasonable number of candidates for vacancies?																
Total Army Supervisors	16420						7	22	47	15	9	-10	-9	3.03	1.01	
APF Supervisors	15012						7	22	47	15	9	-10	-9	3.02	1.00	
NAF Supervisors	1408						11	23	42	15	10	-11	-10	3.10	1.09	

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FY10 Army Civilian Attitude Survey

Total Army

Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
30j. How well or poorly does the Human Resources Office (Personnel) support you in referring candidates for vacancies in a reasonable amount of time?																
Total Army Supervisors	16592						6	19	36	23	16	-14	-13	2.77	1.12	
APF Supervisors	15172						6	18	37	23	16	-14	-13	2.75	1.11	
NAF Supervisors	1420						12	23	35	18	12	-15	-18	3.04	1.17	
30k. How well or poorly does the Human Resources Office (Personnel) keep you informed of the status of personnel action requests (e.g., vacancies, establishing positions)?																
Total Army Supervisors	16465						7	18	35	23	17	-13	-12	2.75	1.15	
APF Supervisors	15069						7	18	35	23	18	-13	-12	2.72	1.14	
NAF Supervisors	1396						12	23	33	18	12	-13	-14	3.05	1.19	
30l. How well or poorly does the Human Resources Office (Personnel) support you in providing "New Employee Orientation?"																
Total Army Supervisors	16590						12	26	39	13	10	-6	+2	3.17	1.11	
APF Supervisors	15199						11	26	39	14	10	-6	+3	3.16	1.10	
NAF Supervisors	1391						18	28	36	10	8	-10	-9	3.37	1.13	

■ = % Favorable (Well)
 ■ = % Adequately
 ■ = % Unfavorable (Poorly)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
31a. Overall, I am satisfied with the timeliness of personnel services I receive.																
Total Army Supervisors	18492						8	33	25	21	14	-6	-5	3.00	1.18	
APF Supervisors	16967						7	32	25	21	14	-7	-5	2.97	1.18	
NAF Supervisors	1525						14	38	22	16	10	-4	-7	3.31	1.19	
31b. Overall, I am satisfied with the quality of personnel services I receive.																
Total Army Supervisors	18474						8	35	26	19	12	-5	-3	3.09	1.15	
APF Supervisors	16952						8	35	26	19	12	-5	-3	3.07	1.15	
NAF Supervisors	1522						15	38	23	14	9	-4	-7	3.36	1.18	

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	I was never in NSPS	Do not know
ARMY PERSONNEL SYSTEMS					
32. Was your position converted back to GS from NSPS?					
Total Army Supervisors	19041	57%	20%	21%	2%
APF Supervisors	17482	62%	19%	18%	1%
NAF Supervisors	1559	1%	33%	57%	9%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Do not know
ARMY PERSONNEL SYSTEMS				
32a. Did you receive information in writing on the transition (e.g., an NSPS Employee Bulletin dealing with the impact of the transition on your pay and pay grade) from your supervisor?				
Total Army Supervisors	10814	86%	13%	2%
APF Supervisors	10793	86%	13%	2%
NAF Supervisors	21	67%	33%	0%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Not at all	A little helpful	Somewhat helpful	Very helpful
ARMY PERSONNEL SYSTEMS					
32b. How helpful was the information provided to you?					
Total Army Supervisors	9288	7%	29%	38%	26%
APF Supervisors	9274	7%	29%	38%	26%
NAF Supervisors	14	0%	43%	43%	14%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Do not know
ARMY PERSONNEL SYSTEMS				
32c. Did you receive information about your transition back to GS prior to the date that you were converted back to GS?				
Total Army Supervisors	9244	96%	3%	1%
APF Supervisors	9230	96%	3%	1%
NAF Supervisors	14	79%	7%	14%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No	Do not know
ORGANIZATIONAL INFORMATION				
33a. Has your organization been identified for BRAC realignment/relocation?				
Total Army Supervisors	18618	24%	64%	12%
APF Supervisors	17103	24%	65%	11%
NAF Supervisors	1515	21%	52%	27%
33b. Has your organization been identified for BRAC closure?				
Total Army Supervisors	17886	8%	80%	12%
APF Supervisors	16431	8%	81%	11%
NAF Supervisors	1455	7%	65%	28%
33c. Has your organization been identified for A-76/Outsourcing?				
Total Army Supervisors	17745	5%	66%	29%
APF Supervisors	16304	5%	68%	27%
NAF Supervisors	1441	3%	52%	45%
33d. Has your organization been identified for other orders impacting location?				
Total Army Supervisors	17279	3%	60%	37%
APF Supervisors	15866	4%	61%	36%
NAF Supervisors	1413	3%	45%	53%



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CONDITIONS FOR ENGAGEMENT																
2c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																
Total Army Supervisors	20604	55% 22% 22%					15	40	22	15	7	-3	-3	3.42	1.12	
APF Supervisors	18928	56% 22% 22%					15	41	22	15	6	-3	-3	3.42	1.11	
NAF Supervisors	1676	52% 23% 25%					16	37	23	17	8	-2	-4	3.34	1.17	
2e. Managers communicate the goals and priorities of the organization.																
Total Army Supervisors	20587	72% 15% 13%					21	52	15	9	3	--	--	3.77	0.99	
APF Supervisors	18910	72% 15% 13%					21	52	15	9	3	--	--	3.77	0.99	
NAF Supervisors	1677	72% 14% 13%					21	51	14	9	4	--	--	3.76	1.01	
4c. Supervisors/team leaders in my work unit support employee development.																
Total Army Supervisors	20473	80% 11% 9%					33	47	11	6	3	+1	+1	4.02	0.97	
APF Supervisors	18810	81% 11% 8%					34	47	11	6	3	+1	+1	4.03	0.96	
NAF Supervisors	1663	75% 13% 12%					31	44	13	8	5	-1	-1	3.89	1.07	
4f. My supervisor/team leader listens to what I have to say.																
Total Army Supervisors	20504	78% 12% 11%					38	40	12	6	5	--	--	4.01	1.07	
APF Supervisors	18831	78% 11% 10%					38	40	11	6	4	--	--	4.02	1.06	
NAF Supervisors	1673	73% 13% 14%					35	38	13	7	7	--	--	3.87	1.17	
10a. My work gives me a feeling of personal accomplishment.																
Total Army Supervisors	19953	85% 8% 7%					38	47	8	5	2	--	--	4.13	0.92	
APF Supervisors	18329	85% 8% 7%					38	48	8	5	2	--	--	4.13	0.91	
NAF Supervisors	1624	84% 8% 8%					39	45	8	5	3	--	--	4.12	0.96	

■ = % Favorable (Agree)
■ = % Neither agree/disagree
■ = % Unfavorable (Disagree)



FY10 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2006	% Fav Diff from 2005	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
CONDITIONS FOR ENGAGEMENT																
10f. My talents are used well in the workplace.	Total Army Supervisors	19937	74%					32	42	12	9	4	--	--	3.89	1.09
	APF Supervisors	18318	74%					32	42	12	9	4	--	--	3.89	1.08
	NAF Supervisors	1619	73%					34	40	12	10	5	--	--	3.87	1.12
10i. I feel encouraged to come up with better ways of doing things.	Total Army Supervisors	19932	71%					29	42	15	9	5	--	--	3.81	1.10
	APF Supervisors	18314	71%					29	42	15	9	5	--	--	3.81	1.09
	NAF Supervisors	1618	70%					29	40	14	11	6	--	--	3.77	1.15
10k. I know what is expected of me on the job.	Total Army Supervisors	19879	82%					30	52	10	6	2	--	--	4.03	0.91
	APF Supervisors	18263	82%					30	52	10	5	2	--	--	4.03	0.90
	NAF Supervisors	1616	81%					34	47	9	7	3	--	--	4.04	0.96

■ = % Favorable (Agree)
 ■ = % Neither agree/disagree
 ■ = % Unfavorable (Disagree)