

***FY13 Army Civilian  
Attitude Survey***



***Civilian  
Non-Supervisors***



**Total Army**



**FY13 Army Civilian Attitude Survey  
Total Army  
Results for Non-Supervisors**



**Table of Contents**

About This Report .....	1
Response Rates .....	11
Results Summary .....	12
Ten Most Favorable/Unfavorable Items .....	13
Composite Summary .....	15
Item Detail .....	18
CURRENT EMPLOYMENT STATUS .....	19
LEADERSHIP and MANAGEMENT .....	21
SUPERVISION .....	24
TRAINING and DEVELOPMENT .....	27
LEADERSHIP DEVELOPMENT .....	31
PERSONAL WORK EXPERIENCES .....	34
PERFORMANCE CULTURE .....	38
FAIRNESS .....	41
DISCRIMINATION .....	43
HARASSMENT .....	45
CAREER PLANS .....	47
OVERALL SATISFACTION .....	51
QUALITY OF WORK LIFE .....	55
YOUR ORGANIZATION .....	58
SATISFACTION with CIVILIAN HUMAN RESOURCES ....	62
ORGANIZATIONAL INFORMATION .....	64
CONDITIONS FOR ENGAGEMENT .....	66
HUMAN CAPITAL FRAMEWORK (HCF) .....	68



**FY13 Army Civilian Attitude Survey  
Total Army  
Results for Non-Supervisors**



# About This Report



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



**Survey Background** – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 30 years, Army has periodically surveyed the morale of its workforce. In 2013 Army used a web-based version of the Army Civilian Attitude Survey. Slightly over 96,000 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 Fund (APF), Non-appropriated Fund (NAF), and Local National (LN) positions. What follows are the results from this survey.

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

**Composites** – The survey includes a number of scaled items that were grouped into 17 composites. Each composite is made up of multiple core items. In the table below are the composite labels and a brief composite description.

Composite Label	Composite Description
Leadership and Management (q3a-q3j)	Employees' view of leadership and management above their level.
Supervision (q5a-q5h)	Employees' view of immediate supervisors.
Training and Development (q6a-q6e, q6g-q6i, q8)	Satisfaction with the opportunities employees have to participate in training and development.
Leadership Development (q10a-q10f)	Satisfaction with opportunities for leadership development.
Personal Work Experiences (q11a-q11p)	Employees' view of the actual work they do, feelings of accomplishment, and safety.
Performance Culture (q12a-q12k, q12m)	Extent to which employees feel that the culture supports high performance.
Fairness (q13a-q13e)	Employees' 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 (q16, q17a-q17c, q18a-q18c)	Report of employees' intentions around continuing to work for their organization and willingness to relocate.
Overall Satisfaction (q21a-q21k, q22a-q22b)	Employees' satisfaction with aspects of their current job.
Quality of Work Life (q23a-q23f, q24a-q24c)	Satisfaction with issues related to work life balance.
Your Organization (q25, q26a-q26k)	Employees' perceptions around organizational preparedness to perform mission and manage human resources.
Satisfaction with Civilian Human Resources (q28a-q28d, q29a-q29b)	Employees' overall satisfaction with the level of service received from the Human Resource Office.
Conditions for Engagement (q3c, q3e, q5c, q5f, q11a, q11f, q11i, q11k)	Employees' overall level of motivation, commitment, and alignment with organization goals.
HCF - Leadership & Knowledge Management (q3a-q3c, q3e, q3g, q5e, q5h, q11j, q11o, q11p, q21j, 21k)	Identifying and addressing leadership competencies so that continuity of leadership is ensured, knowledge is shared across the organization, and an environment of continuous learning is present.
HCF - Results-Oriented Performance Culture (q5a, q5b, q11c, q11e, q11g, q11h, q11n, q12b, q12d, q12i-q12k, q21d)	Having a diverse, results-oriented, high-performing workforce, as well as a performance management system that effectively plans, monitors, develops, rates, and rewards employee performance.
HCF - Talent Management (q3f, q5c, q6a, q6e, q11f, q11m, q21c)	Having quality people with the appropriate competencies in mission-critical activities.
HCF - Job Satisfaction (q11a, q11b, q11d, q21a, q21b, q21e, q21g)	Satisfaction with facets of the job such as pay, personal involvement, achievement, importance of work, and opportunities for advancement.



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



## Human Capital Framework (HCF) Indices

The HCF Indices were developed to help agencies meet the requirements of the Office of Personnel Management's (OPM) mandate under the Chief Human Capital Officers Act of 2002 to design systems, set standards, and develop metrics for assessing the management of Federal Employees. The Federal Employee Viewpoint Survey (FEVS) results provide information to evaluate Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. The OPM FEVS HCF items were included in the Army Civilian Attitude Survey. The items in the HCF indices compare the Army Civilian Attitude Survey results to the 2012 OPM FEVS results for Army, DoD, and Government. Percent differences between the Army Civilian Attitude Survey and the OPM FEVS results are specifically noted.

**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:

- Discrimination (q14-q14b)
- Harassment (q15-q15b)
- Organizational Information (q30a-q30b,q31)

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, supplemental, and HCF) can be seen in the item detail section of the report immediately following the composite summary pages.



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



**Response Rates\*** – Participants were asked to take their survey electronically and an independent research and consulting firm processed the results. Of the approximately 250,332 Army civilian employees and supervisors who were invited to complete the attitude survey, 96,543 returned surveys for a 39% response rate. The response rate for overall Army allows results to be generalized at a 95% confidence level to  $\pm 0.2$  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 non-supervisors, the results are similar to the combined results above. Of the 212,977 non-supervisors who were invited to complete the survey, 77,545 responded for a response rate of 36%. This yields a margin for non-supervisors of  $\pm 0.3$  percentage points. This means that the data presented in this report are generalizable to the population of Army civilian non-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, NAF, and LN.

	Population**	Responses	Response Rate***	Margin of Error +/-
TOTAL ARMY NON-SUPERVISORS (including NAF non-supervisors)	212977	77545	36%	0.3
TOTAL ARMY NON-SUPERVISORS (excluding NAF non-supervisors)	205902	75566	37%	0.3
Army Commands, Army Service Component Commands, and Direct Reporting Units †				
Headquarters, Department of the Army	11332	5112	45%	1.0
US Army Forces Command	2622	1108	42%	2.2
US Army Training and Doctrine Command	10377	4680	45%	1.1
US Army Materiel Command	58408	20375	35%	0.6
US Army Cyber Command	158	67	42%	9.1
US Army Central/Third Army	449	103	23%	8.5
US Army North/Fifth Army	235	141	60%	5.2
US Army South/Sixth Army	238	96	40%	7.7
US Army Europe/Seventh Army	1571	655	42%	2.9
US Army Pacific	1199	414	35%	3.9
US Army Special Operations Command	1439	505	35%	3.5
US Army Space and Missile Command	748	327	44%	4.1
US Army Africa	139	76	55%	7.6
US Army Network Enterprise and Technology Command	4036	1687	42%	1.8



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



	Population**	Responses	Response Rate***	Margin of Error +/-
US Army Medical Command	38106	13555	36%	0.7
US Army Intelligence and Security Command	2575	1000	39%	2.4
US Army Criminal Investigation Command	655	264	40%	4.7
US Army Corps of Engineers	27668	8940	32%	0.9
US Army Military District of Washington	336	93	28%	8.6
US Army Test and Evaluation Command	3478	1527	44%	1.9
United State Military Academy	678	222	33%	5.4
US Army Reserve Command	7297	1997	27%	1.9
US Army Acquisitions Support Center	4156	1818	44%	1.7
US Army Installation Management Command	28468	10557	37%	0.8
Joint Activities/NATO SHAPE	1940	569	29%	3.5
US Army Accessions Command	2412	982	41%	2.4
US Military Entrance Processing Command	1643	438	27%	4.0
US Army National Guard (Title 5 and Title 32)	614	237	39%	5.0

RACE (APF employees)*					
	Non-minority	143331	54155	38%	0.3
	Minority	69001	23095	33%	0.5

PAY PLAN‡					
	GS/GS Equivalents	157599	62678	40%	0.3
	Demonstration Projects	15359	5788	38%	1.0
	Wage Grade	28382	5623	20%	1.2
	SES	16	3	19%	51.0
	NAF	7075	1979	28%	1.9
	Other	2777	842	30%	2.8

GENDER					
	Female	86015	34159	40%	0.4
	Male	126962	43386	34%	0.4

NAF		7075	1979	28%	1.9
LN		812	326	40%	4.2

\*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) and Local National (LN) response rates are also represented in the last two rows.



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



\*\*Population figures as of December, 2012. These population figures do not account for changes in employee headcounts during the survey administration period.

\*\*\*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; AMC = X1-XX; USAREUR = E1-EN).

‡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; 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 = unlisted or missing).

If you have additional questions please contact Mr. Murray Mack at (703) 806-4881, (DSN 656-4881) or email [murray.j.mack.civ@mail.mil](mailto:murray.j.mack.civ@mail.mil).



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



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

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



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

Results are presented in the following sections:

- Results Summary:** This section contains overall summary information which includes:
  - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for overall Army and for 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 2010 and 2006, 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:**

Survey line item breakouts cover Army organizations with at least 50 employees and 10 survey respondents. Organizations with fewer than 50 employees have been combined in an "other" category. If fewer than 10 respond for an organization with 50 or more employees, that information is only included in parent level organizations (e.g., higher level commands up to the Total Army). 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.



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



**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 50% 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 45% 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., 47% favorable/ 26% neutral/ 27% unfavorable.

**Undecided:** If the neutral category is 35% or more, the issue is *undecided*, which may be the result of respondents' unfamiliarity with the issue, concerns about confidentiality, inconsistency, or perceptions of the issue as "average." In certain cases, *undecided* items may also be **Opportunities for Improvement**.

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

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

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

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

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



- 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, Career Plans), 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) 806-4881, (DSN 656-4881) or email [murray.j.mack.civ@mail.mil](mailto:murray.j.mack.civ@mail.mil).



FY13 Army Civilian Attitude Survey  
Total Army  
Results for Non-Supervisors



Response Rates

<u>Group Name</u>	<u>Responses</u>	<u>Population</u>	<u>Resp Rate</u>
<b>Total Army Non-Supervisors</b>	77545	212977	36%
APF Non-Supervisors	75240	205090	37%
NAF Non-Supervisors	1979	7075	28%



**FY13 Army Civilian Attitude Survey  
Total Army  
Results for Non-Supervisors**



# **Results Summary**



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



## Total Army Non-Supervisors



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

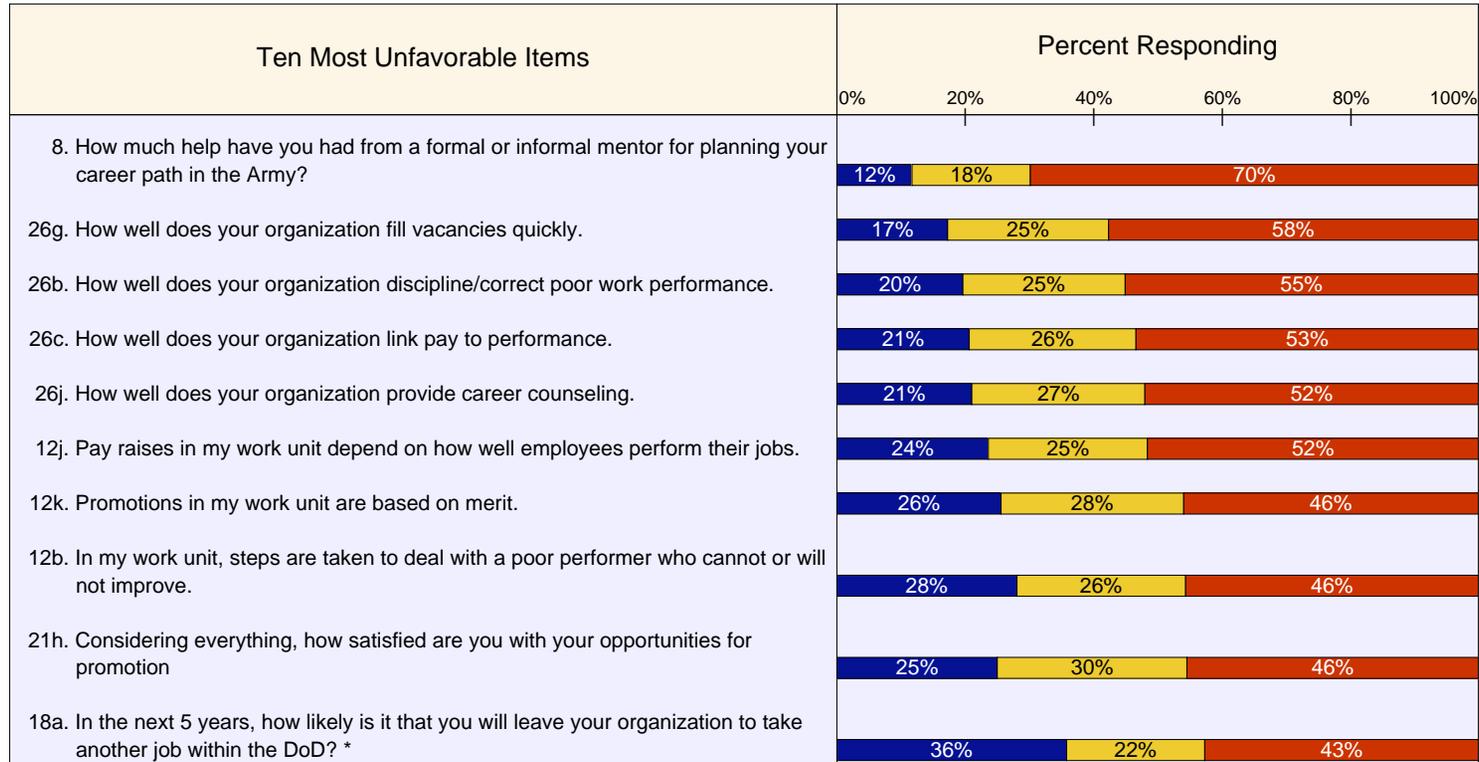
\* Any item marked with an asterisk is phrased such that Disagree/Unlikely is a FAVORABLE response and is shown under the % Favorable category



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



## Total Army Non-Supervisors



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

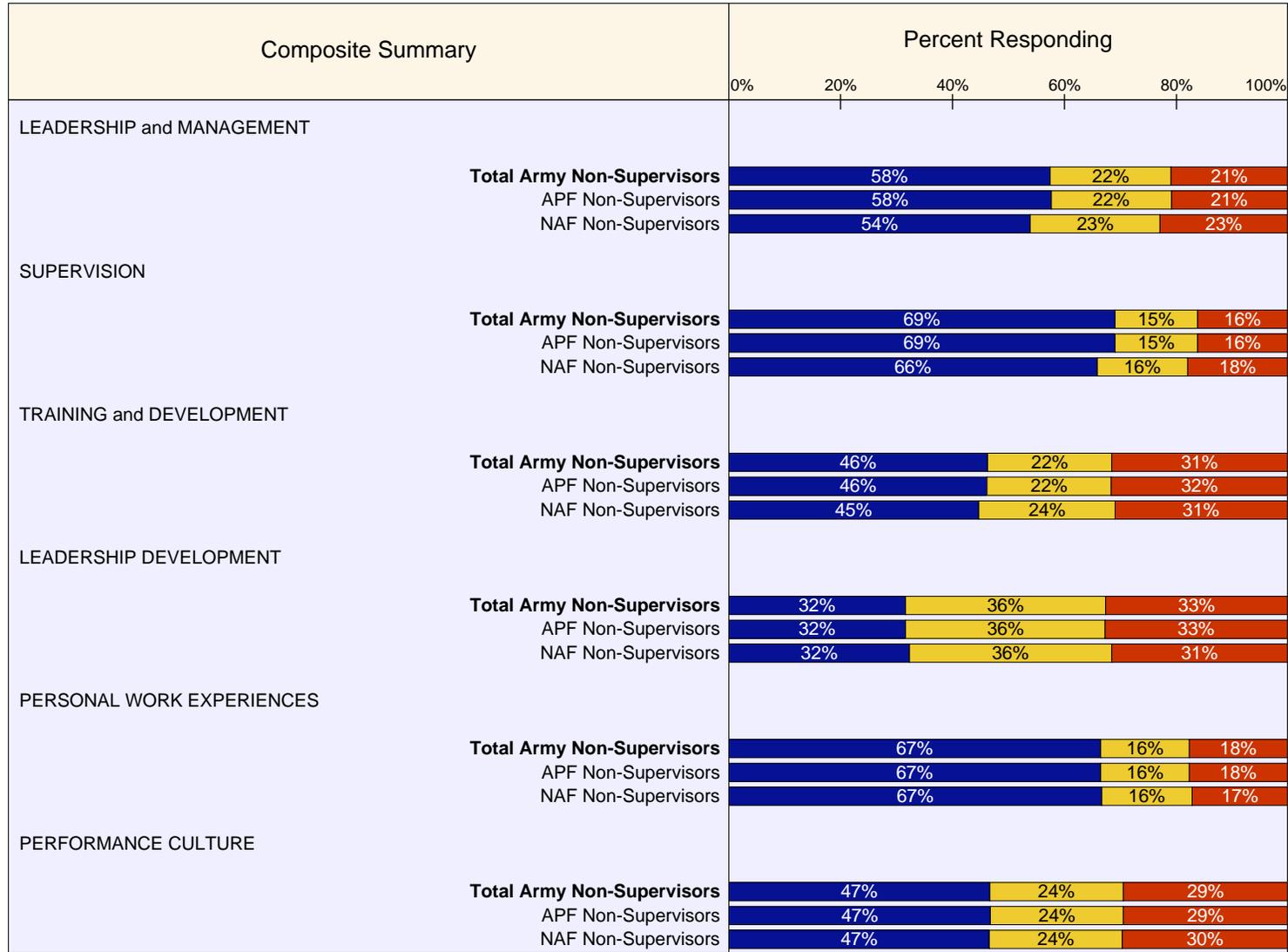
\* Any item marked with an asterisk is phrased such that Disagree/Unlikely is a FAVORABLE response and is shown under the % Favorable category



# FY13 Army Civilian Attitude Survey

## Total Army

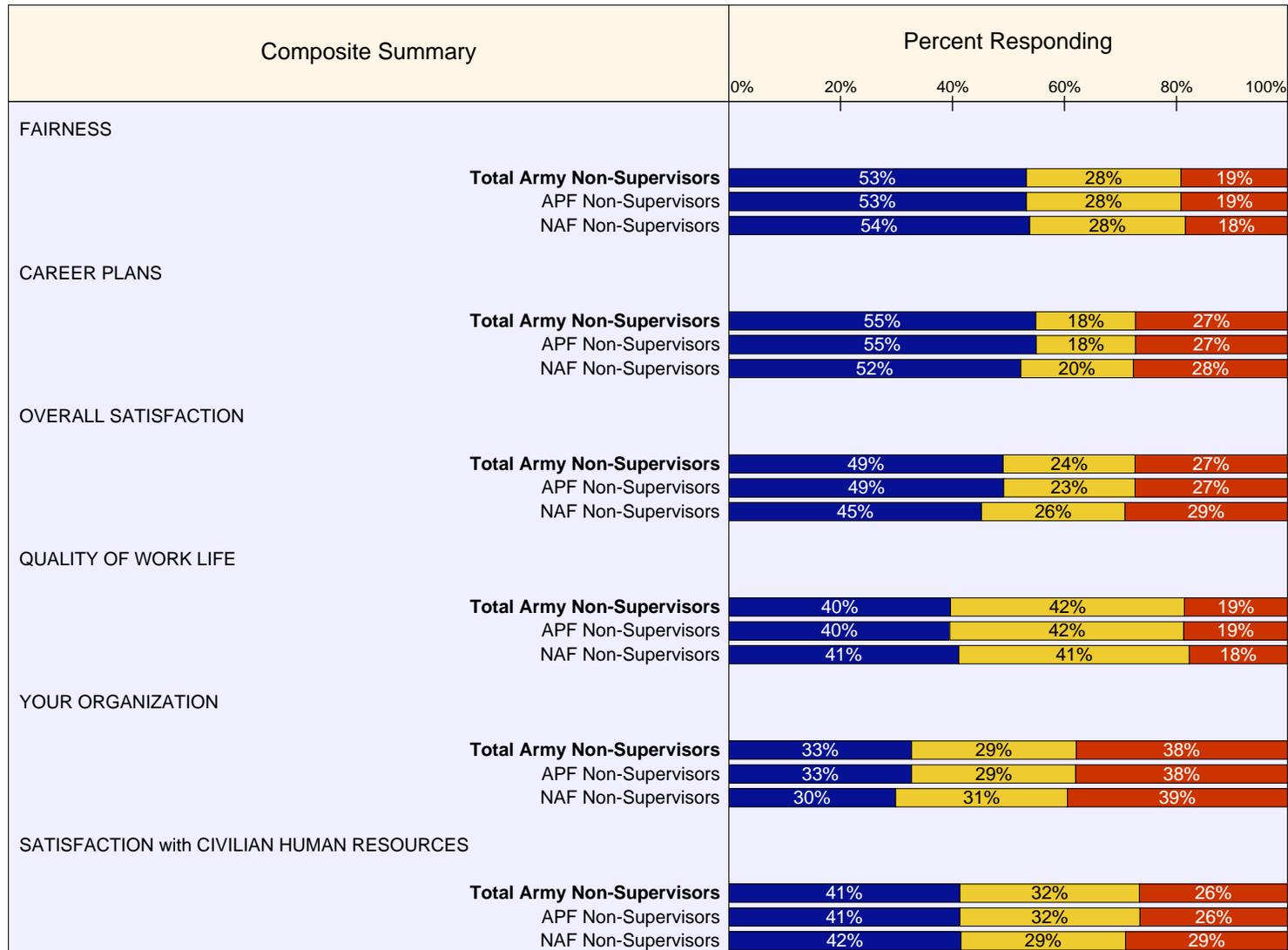
### Results for Non-Supervisors



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



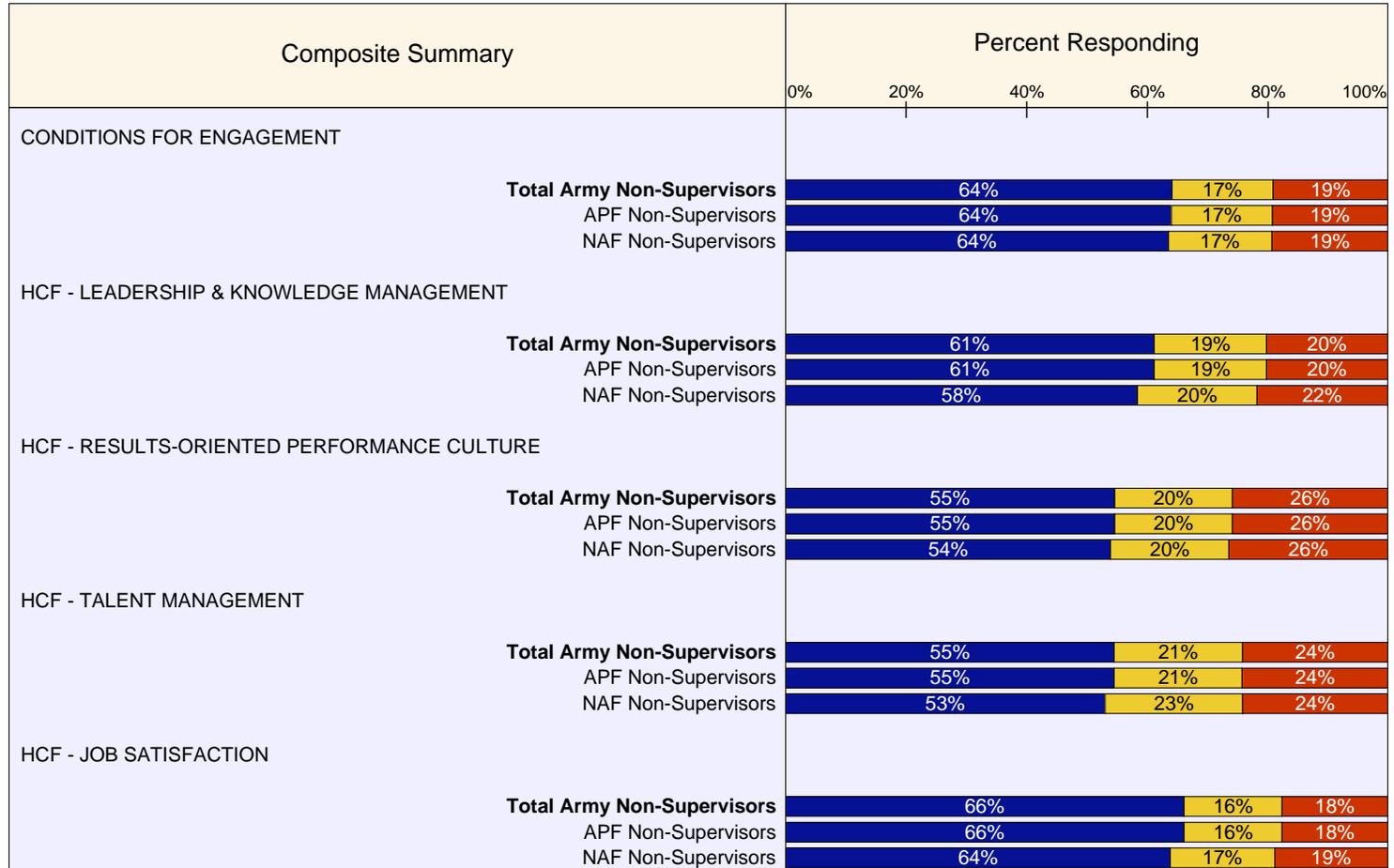
## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



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



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



= % Favorable
  = % Neutral
  = % Unfavorable



**FY13 Army Civilian Attitude Survey  
Total Army  
Results for Non-Supervisors**



# Item Detail



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Non-Supervisory (Employee/ Team Leader)	Supervisory (Supervisor, Manager, Executive)	Contractor (not a federal employee)
CURRENT EMPLOYMENT STATUS				
1. What is your current employment status with the Army?				
<b>Total Army Non-Supervisors</b>	77543	100%	0%	0%
APF Non-Supervisors	75238	100%	0%	0%
NAF Non-Supervisors	1979	100%	0%	0%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No
CURRENT EMPLOYMENT STATUS			
2. Are you a Reemployed Annuitant?			
<b>Total Army Non-Supervisors</b>	69835	3%	97%
APF Non-Supervisors	67831	3%	97%
NAF Non-Supervisors	1731	5%	95%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>LEADERSHIP and MANAGEMENT</b>																
3a. Managers/Supervisors/Team Leaders work well with employees of different backgrounds.																
<b>Total Army Non-Supervisors</b>	70980						20	46	17	10	7	-3	-7	3.62	1.11	
APF Non-Supervisors	68913						20	46	17	10	7	-3	-7	3.62	1.11	
NAF Non-Supervisors	1795						18	44	19	11	8	-5	-10	3.55	1.14	
3b. I have a high level of respect for my organization's senior leaders.																
<b>Total Army Non-Supervisors</b>	71524						18	38	20	13	10	-3	-2	3.40	1.23	
APF Non-Supervisors	69446						18	38	20	13	10	-3	-2	3.40	1.23	
NAF Non-Supervisors	1800						18	35	21	14	12	-4	-4	3.33	1.26	
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																
<b>Total Army Non-Supervisors</b>	71131						12	31	24	19	14	-3	-4	3.09	1.23	
APF Non-Supervisors	69068						12	31	24	19	14	-3	-4	3.09	1.23	
NAF Non-Supervisors	1787						10	30	24	20	15	-3	-4	3.01	1.24	
3d. Managers/Supervisors/Team Leaders deal effectively with reports of prejudice and discrimination.																
<b>Total Army Non-Supervisors</b>	57201						18	36	27	10	9	-1	-4	3.43	1.17	
APF Non-Supervisors	55418						18	36	27	10	9	-1	-4	3.43	1.17	
NAF Non-Supervisors	1553						17	37	26	11	9	-4	-5	3.41	1.16	
3e. Managers communicate the goals and priorities of the organization.																
<b>Total Army Non-Supervisors</b>	71115						15	44	19	13	8	-2	--	3.45	1.15	
APF Non-Supervisors	69054						15	44	18	13	8	-2	--	3.45	1.15	
NAF Non-Supervisors	1790						15	42	20	14	9	-4	--	3.42	1.16	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>LEADERSHIP and MANAGEMENT</b>																
3f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.																
<b>Total Army Non-Supervisors</b>	71031	72% Favorable, 15% Neither, 14% Unfavorable					20	52	15	9	5	-1	--	3.73	1.02	
APF Non-Supervisors	68974	72% Favorable, 15% Neither, 14% Unfavorable					20	52	15	9	5	-1	--	3.74	1.02	
NAF Non-Supervisors	1782	65% Favorable, 19% Neither, 16% Unfavorable					17	48	19	11	5	-3	--	3.60	1.05	
3g. Managers review and evaluate the organization's progress toward meeting its goals and objectives.																
<b>Total Army Non-Supervisors</b>	67306	61% Favorable, 23% Neither, 17% Unfavorable					15	46	23	11	6	-2	--	3.53	1.06	
APF Non-Supervisors	65347	61% Favorable, 23% Neither, 17% Unfavorable					15	46	23	11	6	-2	--	3.53	1.06	
NAF Non-Supervisors	1708	58% Favorable, 24% Neither, 19% Unfavorable					13	44	24	12	6	-4	--	3.46	1.07	
3h. There are generally good relationships between the union(s) and management here.																
<b>Total Army Non-Supervisors</b>	44864	43% Favorable, 38% Neither, 19% Unfavorable					10	32	38	9	9	-1	--	3.25	1.07	
APF Non-Supervisors	43514	43% Favorable, 38% Neither, 19% Unfavorable					11	32	38	9	9	-1	--	3.25	1.07	
NAF Non-Supervisors	1130	40% Favorable, 40% Neither, 20% Unfavorable					9	31	40	10	10	-3	--	3.19	1.07	
3i. My organization's leaders maintain high standards of honesty and integrity.																
<b>Total Army Non-Supervisors</b>	69587	56% Favorable, 22% Neither, 22% Unfavorable					18	38	22	11	11	--	--	3.40	1.22	
APF Non-Supervisors	67550	56% Favorable, 21% Neither, 22% Unfavorable					18	38	21	11	11	--	--	3.41	1.22	
NAF Non-Supervisors	1771	49% Favorable, 24% Neither, 27% Unfavorable					15	34	24	14	13	--	--	3.23	1.25	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
LEADERSHIP and MANAGEMENT																
3j. Overall, the manager above my immediate supervisor/team leader is doing a good job.																
<b>Total Army Non-Supervisors</b>	70184						21	40	19	11	10	--	--	3.50	1.21	
APF Non-Supervisors	68136						21	40	19	11	10	--	--	3.50	1.21	
NAF Non-Supervisors	1783						19	37	21	12	11	--	--	3.41	1.23	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Military	Civilian
SUPERVISION			
4. Is your immediate supervisor military or civilian?			
<b>Total Army Non-Supervisors</b>	67196	15%	85%
APF Non-Supervisors	65253	15%	85%
NAF Non-Supervisors	1687	2%	98%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>SUPERVISION</b>																
5a. Discussions with my supervisor/team leader about my performance are worthwhile.																
<b>Total Army Non-Supervisors</b>	69805						26	41	16	10	8	-2	+7	3.66	1.19	
APF Non-Supervisors	67788						26	41	16	10	8	-2	+7	3.67	1.19	
NAF Non-Supervisors	1753						26	39	15	11	8	-2	+8	3.63	1.22	
5b. My supervisor supports my need to balance work and family issues.																
<b>Total Army Non-Supervisors</b>	69665						40	41	11	4	4	0	--	4.09	1.01	
APF Non-Supervisors	67639						40	41	11	4	4	0	--	4.10	1.01	
NAF Non-Supervisors	1758						38	41	12	6	4	0	--	4.03	1.04	
5c. Supervisors/Team Leaders in my work unit support employee development.																
<b>Total Army Non-Supervisors</b>	69679						28	40	16	9	7	-2	+3	3.73	1.16	
APF Non-Supervisors	67664						28	40	16	9	7	-2	+3	3.74	1.16	
NAF Non-Supervisors	1750						26	38	19	10	7	-2	+1	3.67	1.18	
5d. Decisions in my organization are done in a timely manner.																
<b>Total Army Non-Supervisors</b>	69611						17	35	21	16	11	--	--	3.30	1.24	
APF Non-Supervisors	67588						17	35	21	16	11	--	--	3.31	1.24	
NAF Non-Supervisors	1761						15	33	21	17	14	--	--	3.19	1.27	
5e. I have trust and confidence in my supervisor.																
<b>Total Army Non-Supervisors</b>	70213						30	36	16	9	10	-2	--	3.67	1.26	
APF Non-Supervisors	68177						30	36	15	9	10	-2	--	3.67	1.26	
NAF Non-Supervisors	1768						29	33	17	10	11	-2	--	3.59	1.30	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>SUPERVISION</b>																
5f. My supervisor/team leader listens to what I have to say.																
<b>Total Army Non-Supervisors</b>	70167	72% Favorable, 13% Neither, 15% Unfavorable					32	40	13	8	7	0	--	3.83	1.17	
APF Non-Supervisors	68126	72% Favorable, 13% Neither, 15% Unfavorable					32	40	13	8	7	0	--	3.83	1.17	
NAF Non-Supervisors	1772	68% Favorable, 16% Neither, 16% Unfavorable					30	38	16	8	8	-1	--	3.74	1.20	
5g. My supervisor/team leader treats me with respect.																
<b>Total Army Non-Supervisors</b>	70363	77% Favorable, 12% Neither, 11% Unfavorable					37	41	12	5	6	--	--	3.97	1.10	
APF Non-Supervisors	68322	77% Favorable, 12% Neither, 11% Unfavorable					37	41	12	5	6	--	--	3.98	1.10	
NAF Non-Supervisors	1773	74% Favorable, 14% Neither, 12% Unfavorable					33	41	14	5	7	--	--	3.88	1.14	
5h. Overall, my immediate supervisor/team leaders is doing a good job.																
<b>Total Army Non-Supervisors</b>	70116	70% Favorable, 15% Neither, 15% Unfavorable					33	37	15	8	8	-1	0	3.81	1.19	
APF Non-Supervisors	68083	70% Favorable, 15% Neither, 15% Unfavorable					33	37	15	8	8	-1	0	3.81	1.19	
NAF Non-Supervisors	1765	67% Favorable, 16% Neither, 17% Unfavorable					32	35	16	8	9	-2	0	3.74	1.23	

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



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>TRAINING and DEVELOPMENT</b>																
6a. My training needs are assessed.																
<b>Total Army Non-Supervisors</b>	69692						12	41	23	16	9	-7	--	3.29	1.14	
APF Non-Supervisors	67676						11	41	23	16	9	-7	--	3.29	1.14	
NAF Non-Supervisors	1764						13	40	23	16	8	-8	--	3.34	1.13	
6b. I have received sufficient training to be competitive for jobs at the next higher level.																
<b>Total Army Non-Supervisors</b>	69525						12	33	22	20	12	-4	-2	3.12	1.22	
APF Non-Supervisors	67499						12	34	22	20	12	-4	-3	3.12	1.22	
NAF Non-Supervisors	1769						11	30	24	21	13	-4	-1	3.05	1.22	
6c. I am satisfied with the career progression opportunities available to me.																
<b>Total Army Non-Supervisors</b>	69665						9	29	22	22	18	-10	-2	2.88	1.26	
APF Non-Supervisors	67656						9	29	22	22	18	-10	-2	2.88	1.26	
NAF Non-Supervisors	1757						9	27	25	22	17	-8	0	2.87	1.23	
6d. The Army invests adequate resources for training and developing its civilian work force.																
<b>Total Army Non-Supervisors</b>	68495						11	36	23	18	13	+3	--	3.15	1.20	
APF Non-Supervisors	66519						11	36	23	18	13	+3	--	3.14	1.21	
NAF Non-Supervisors	1724						11	36	27	15	10	+8	--	3.25	1.14	
6e. I am given a real opportunity to improve my skills in my organization.																
<b>Total Army Non-Supervisors</b>	69993						11	34	24	18	12	-6	--	3.14	1.20	
APF Non-Supervisors	67967						11	34	24	18	12	-6	--	3.14	1.20	
NAF Non-Supervisors	1769						11	33	26	19	12	-3	--	3.12	1.19	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>TRAINING and DEVELOPMENT</b>																
6f. I am interested in receiving training in skills related to but different from those I use on my current job.																
<b>Total Army Non-Supervisors</b>	69803	74% Favorable, 18% Neither, 8% Unfavorable					29	46	18	6	2	-2	--	3.93	0.94	
APF Non-Supervisors	67769	74% Favorable, 18% Neither, 8% Unfavorable					29	46	18	6	2	-2	--	3.93	0.94	
NAF Non-Supervisors	1777	78% Favorable, 17% Neither, 5% Unfavorable					31	46	17	4	2	-1	--	4.02	0.89	
6g. I know what training I need to advance my career with the Army.																
<b>Total Army Non-Supervisors</b>	68896	61% Favorable, 21% Neither, 17% Unfavorable					16	45	21	12	5	-2	--	3.55	1.06	
APF Non-Supervisors	66927	61% Favorable, 21% Neither, 17% Unfavorable					16	45	21	12	5	-2	--	3.55	1.06	
NAF Non-Supervisors	1723	57% Favorable, 24% Neither, 19% Unfavorable					16	41	24	13	6	-1	--	3.48	1.09	
6h. I know what developmental experiences I need to advance my career with the Army.																
<b>Total Army Non-Supervisors</b>	68674	59% Favorable, 22% Neither, 19% Unfavorable					15	44	22	14	5	-1	--	3.50	1.07	
APF Non-Supervisors	66712	59% Favorable, 22% Neither, 19% Unfavorable					15	44	22	14	5	-1	--	3.50	1.07	
NAF Non-Supervisors	1717	55% Favorable, 25% Neither, 20% Unfavorable					14	41	25	14	6	-2	--	3.43	1.09	
6i. I can find sources for all types of training.																
<b>Total Army Non-Supervisors</b>	69090	59% Favorable, 24% Neither, 18% Unfavorable					14	45	24	12	5	--	--	3.49	1.05	
APF Non-Supervisors	67094	59% Favorable, 24% Neither, 18% Unfavorable					14	45	24	12	5	--	--	3.49	1.05	
NAF Non-Supervisors	1743	57% Favorable, 24% Neither, 18% Unfavorable					13	44	24	13	6	--	--	3.47	1.05	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No
TRAINING and DEVELOPMENT			
7. Do you know which Army career program you are in?			
<b>Total Army Non-Supervisors</b>	70436	70%	30%
APF Non-Supervisors	68390	71%	29%
NAF Non-Supervisors	1786	51%	49%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	No help	A little help	A moderate amount of help	A lot of help	A great deal of help
<b>TRAINING and DEVELOPMENT</b>						
8. How much help have you had from a formal or informal mentor for planning your career path in the Army?						
<b>Total Army Non-Supervisors</b>	70335	46%	24%	18%	8%	4%
APF Non-Supervisors	68312	46%	24%	18%	8%	4%
NAF Non-Supervisors	1766	44%	23%	20%	8%	4%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No	Not sure
LEADERSHIP DEVELOPMENT				
9. Are you interested in advancing to a leadership position within the Army?				
<b>Total Army Non-Supervisors</b>	69597	57%	20%	23%
APF Non-Supervisors	67609	57%	20%	23%
NAF Non-Supervisors	1736	58%	16%	26%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



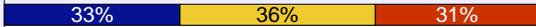
Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>LEADERSHIP DEVELOPMENT</b>																
10a. The priority your organization places on leader development																
<b>Total Army Non-Supervisors</b>	70166						7	28	37	20	8	+3	--	3.05	1.03	
APF Non-Supervisors	68154						7	28	37	20	8	+3	--	3.05	1.03	
NAF Non-Supervisors	1759						8	26	37	22	8	+1	--	3.04	1.04	
10b. The quality of available leader development training																
<b>Total Army Non-Supervisors</b>	69702						6	26	40	21	7	+2	--	3.03	1.00	
APF Non-Supervisors	67702						6	26	40	21	7	+2	--	3.03	1.01	
NAF Non-Supervisors	1748						7	26	40	21	6	+2	--	3.06	0.99	
10c. Developmental assignments that give you experience in other functions in the organization																
<b>Total Army Non-Supervisors</b>	69643						6	25	37	23	9	+1	--	2.95	1.04	
APF Non-Supervisors	67648						6	25	37	24	9	0	--	2.95	1.04	
NAF Non-Supervisors	1744						7	28	36	22	8	+3	--	3.03	1.04	
10d. The availability of opportunities to expand the range of your skills																
<b>Total Army Non-Supervisors</b>	69662						6	26	32	25	10	0	--	2.94	1.08	
APF Non-Supervisors	67664						6	26	32	26	10	-1	--	2.94	1.08	
NAF Non-Supervisors	1749						7	27	33	24	8	+1	--	3.01	1.06	
10e. The help you have received to plan your career path																
<b>Total Army Non-Supervisors</b>	69951						5	21	33	26	14	+3	--	2.77	1.10	
APF Non-Supervisors	67948						5	21	33	26	14	+3	--	2.77	1.10	
NAF Non-Supervisors	1751						6	21	35	26	13	+4	--	2.81	1.08	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
LEADERSHIP DEVELOPMENT																
10f. The way your supervisor creates or calls attention to leader development opportunities																
<b>Total Army Non-Supervisors</b>	69993						8	25	37	20	11	+3	--	2.99	1.09	
APF Non-Supervisors	67989						8	25	36	20	11	+3	--	2.99	1.09	
NAF Non-Supervisors	1753						8	25	37	19	11	+3	--	2.98	1.10	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>PERSONAL WORK EXPERIENCES</b>																
11a. My work gives me a feeling of personal accomplishment.																
<b>Total Army Non-Supervisors</b>	69077						29	47	12	7	5	-1	--	3.88	1.07	
APF Non-Supervisors	67100						29	47	12	7	5	-1	--	3.88	1.07	
NAF Non-Supervisors	1726						31	45	12	7	5	+2	--	3.90	1.07	
11b. I like the kind of work I do.																
<b>Total Army Non-Supervisors</b>	68978						38	46	9	4	2	-1	--	4.15	0.90	
APF Non-Supervisors	67002						38	46	9	4	2	-1	--	4.14	0.90	
NAF Non-Supervisors	1725						45	44	7	3	2	+1	--	4.28	0.82	
11c. Creativity and innovation are rewarded.																
<b>Total Army Non-Supervisors</b>	68041						15	30	24	17	14	-2	0	3.16	1.26	
APF Non-Supervisors	66088						15	30	24	17	14	-2	0	3.16	1.26	
NAF Non-Supervisors	1707						17	30	24	16	14	+2	+7	3.20	1.27	
11d. The work I do is important.																
<b>Total Army Non-Supervisors</b>	68570						45	44	7	2	1	-1	--	4.30	0.80	
APF Non-Supervisors	66610						45	44	7	2	1	-1	--	4.30	0.80	
NAF Non-Supervisors	1713						46	44	7	2	1	0	--	4.34	0.75	
11e. I know how my work relates to the organization's goals and priorities.																
<b>Total Army Non-Supervisors</b>	68645						37	48	10	3	2	-1	--	4.14	0.88	
APF Non-Supervisors	66686						37	48	10	3	2	-1	--	4.14	0.88	
NAF Non-Supervisors	1712						41	46	9	2	1	+1	--	4.23	0.82	

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

-- No history data available

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>PERSONAL WORK EXPERIENCES</b>																
11f. My talents are used well in the workplace.																
<b>Total Army Non-Supervisors</b>	68648	60% Favorable, 18% Neither, 22% Unfavorable					22	38	18	12	10	-2	--	3.50	1.24	
APF Non-Supervisors	66687	60% Favorable, 18% Neither, 22% Unfavorable					22	38	18	12	10	-2	--	3.50	1.24	
NAF Non-Supervisors	1715	64% Favorable, 17% Neither, 19% Unfavorable					27	37	17	11	8	-1	--	3.63	1.22	
11g. The people I work with cooperate to get the job done.																
<b>Total Army Non-Supervisors</b>	68821	71% Favorable, 15% Neither, 14% Unfavorable					25	46	15	8	6	-1	--	3.76	1.10	
APF Non-Supervisors	66864	71% Favorable, 14% Neither, 14% Unfavorable					25	46	14	8	6	-1	--	3.77	1.10	
NAF Non-Supervisors	1710	66% Favorable, 17% Neither, 17% Unfavorable					23	43	17	10	7	+1	--	3.66	1.14	
11h. Employees have a feeling of personal empowerment with respect to work processes.																
<b>Total Army Non-Supervisors</b>	67581	48% Favorable, 25% Neither, 27% Unfavorable					15	34	25	15	11	-2	--	3.25	1.21	
APF Non-Supervisors	65641	48% Favorable, 25% Neither, 27% Unfavorable					15	34	25	15	11	-2	--	3.25	1.21	
NAF Non-Supervisors	1697	46% Favorable, 26% Neither, 28% Unfavorable					16	30	26	16	12	0	--	3.22	1.23	
11i. I feel encouraged to come up with better ways of doing things.																
<b>Total Army Non-Supervisors</b>	68641	54% Favorable, 21% Neither, 25% Unfavorable					19	35	21	14	11	-4	--	3.38	1.25	
APF Non-Supervisors	66688	54% Favorable, 21% Neither, 25% Unfavorable					19	35	21	14	11	-4	--	3.38	1.24	
NAF Non-Supervisors	1709	56% Favorable, 19% Neither, 25% Unfavorable					23	34	19	14	10	-4	--	3.44	1.27	
11j. My workload is reasonable.																
<b>Total Army Non-Supervisors</b>	68679	64% Favorable, 15% Neither, 21% Unfavorable					16	48	15	12	9	-2	--	3.50	1.16	
APF Non-Supervisors	66720	64% Favorable, 15% Neither, 21% Unfavorable					16	48	15	12	9	-2	--	3.50	1.16	
NAF Non-Supervisors	1712	62% Favorable, 16% Neither, 21% Unfavorable					18	45	16	11	10	0	--	3.49	1.19	

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

-- No history data available

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>PERSONAL WORK EXPERIENCES</b>																
11k. I know what is expected of me on the job.																
<b>Total Army Non-Supervisors</b>	68793						28	53	11	5	3	0	--	3.96	0.95	
APF Non-Supervisors	66823						27	53	11	5	3	0	--	3.95	0.95	
NAF Non-Supervisors	1721						31	51	10	5	2	-1	--	4.03	0.92	
11l. There are a sufficient number of people to do the work.																
<b>Total Army Non-Supervisors</b>	68186						12	34	17	20	17	--	--	3.06	1.30	
APF Non-Supervisors	66231						12	34	17	20	17	--	--	3.06	1.30	
NAF Non-Supervisors	1714						11	31	19	19	19	--	--	2.95	1.32	
11m. My work unit is able to recruit people with the right skills.																
<b>Total Army Non-Supervisors</b>	64671						9	27	28	18	18	-17	-11	2.90	1.23	
APF Non-Supervisors	62808						9	27	28	18	18	-17	-11	2.90	1.23	
NAF Non-Supervisors	1627						10	27	29	17	16	-18	-7	2.97	1.23	
11n. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																
<b>Total Army Non-Supervisors</b>	68509						18	46	17	11	8	0	--	3.57	1.14	
APF Non-Supervisors	66555						18	46	17	11	8	0	--	3.56	1.14	
NAF Non-Supervisors	1709						20	45	19	9	7	0	--	3.62	1.11	
11o. Employees are protected from health and safety hazards on the job.																
<b>Total Army Non-Supervisors</b>	68262						25	53	13	5	4	+1	--	3.91	0.95	
APF Non-Supervisors	66314						25	53	13	5	4	+1	--	3.92	0.95	
NAF Non-Supervisors	1704						24	52	15	6	4	-1	--	3.86	0.97	

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

-- No history data available

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
PERSONAL WORK EXPERIENCES																
11p. My organization has prepared employees for potential security threats.																
<b>Total Army Non-Supervisors</b>	68169	80% 13% 7%					26	54	13	4	3	+1	--	3.96	0.89	
APF Non-Supervisors	66233	80% 13% 7%					26	54	13	4	3	+1	--	3.96	0.89	
NAF Non-Supervisors	1694	80% 13% 7%					27	53	13	3	3	+3	--	3.97	0.92	

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

-- No history data available

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>PERFORMANCE CULTURE</b>																
12a. The performance management system I am under improves organizational performance.																
<b>Total Army Non-Supervisors</b>	61627						7	28	36	17	12	0	0	3.02	1.10	
APF Non-Supervisors	59901						7	28	36	17	12	0	0	3.01	1.10	
NAF Non-Supervisors	1508						9	30	36	16	10	0	-3	3.11	1.09	
12b. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.																
<b>Total Army Non-Supervisors</b>	59950						6	22	26	21	24	0	0	2.64	1.23	
APF Non-Supervisors	58209						6	22	26	21	24	0	0	2.63	1.23	
NAF Non-Supervisors	1526						7	24	27	20	23	-3	-2	2.74	1.25	
12c. My performance standards/expectations are directly related to my organization's mission.																
<b>Total Army Non-Supervisors</b>	65428						18	55	18	5	4	0	-1	3.78	0.93	
APF Non-Supervisors	63605						18	55	18	5	4	0	-1	3.77	0.93	
NAF Non-Supervisors	1596						20	55	16	5	3	+1	+2	3.84	0.91	
12d. My most recent performance appraisal is a fair reflection of my performance.																
<b>Total Army Non-Supervisors</b>	65186						30	48	12	5	5	+3	+3	3.91	1.05	
APF Non-Supervisors	63430						30	48	11	5	5	+3	+3	3.91	1.05	
NAF Non-Supervisors	1556						30	43	14	6	7	+2	+3	3.84	1.12	

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



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>PERFORMANCE CULTURE</b>																
12e. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.																
<b>Total Army Non-Supervisors</b>	65374						24	44	16	9	7	+4	-2	3.69	1.13	
APF Non-Supervisors	63617						24	44	16	9	7	+5	-2	3.69	1.13	
NAF Non-Supervisors	1565						26	42	17	8	8	+3	0	3.71	1.16	
12f. I receive regular performance feedback.																
<b>Total Army Non-Supervisors</b>	66706						16	38	20	15	11	+4	0	3.33	1.22	
APF Non-Supervisors	64844						16	38	20	15	11	+4	0	3.33	1.22	
NAF Non-Supervisors	1632						17	35	20	15	12	+2	+2	3.30	1.26	
12g. The performance feedback I receive is useful.																
<b>Total Army Non-Supervisors</b>	65418						16	38	25	11	9	+2	-2	3.40	1.17	
APF Non-Supervisors	63595						16	38	25	11	10	+2	-2	3.40	1.17	
NAF Non-Supervisors	1602						18	36	26	10	10	-1	-2	3.42	1.17	
12h. My cash awards depend on how well I perform my job.																
<b>Total Army Non-Supervisors</b>	59508						15	30	21	12	22	-4	-10	3.03	1.37	
APF Non-Supervisors	57868						15	30	21	12	22	-4	-10	3.03	1.37	
NAF Non-Supervisors	1424						15	25	22	10	27	-5	-10	2.91	1.43	
12i. In my work unit, differences in performance are recognized in a meaningful way.																
<b>Total Army Non-Supervisors</b>	61898						9	24	27	19	22	-1	-6	2.78	1.27	
APF Non-Supervisors	60154						9	24	27	19	22	-1	-6	2.78	1.27	
NAF Non-Supervisors	1522						11	24	26	17	24	0	-3	2.80	1.32	

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



# FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>PERFORMANCE CULTURE</b>																
12j. Pay raises in my work unit depend on how well employees perform their jobs.																
<b>Total Army Non-Supervisors</b>	58516						7	17	25	20	32	-4	-12	2.47	1.28	
APF Non-Supervisors	56856						7	17	25	20	32	-4	-12	2.47	1.27	
NAF Non-Supervisors	1459						9	18	21	15	37	-6	-15	2.48	1.38	
12k. Promotions in my work unit are based on merit.																
<b>Total Army Non-Supervisors</b>	58152						7	19	28	17	29	-2	-13	2.57	1.26	
APF Non-Supervisors	56515						6	19	28	17	29	-2	-14	2.57	1.26	
NAF Non-Supervisors	1431						8	17	27	16	33	-2	-11	2.52	1.31	
12l. Personnel with recent military experience DO NOT perform better in Army civilian positions than those without recent military experience.																
<b>Total Army Non-Supervisors</b>	56677						14	22	34	13	17	--	--	3.03	1.27	
APF Non-Supervisors	55230						14	22	33	13	17	--	--	3.02	1.27	
NAF Non-Supervisors	1261						17	23	42	9	10	--	--	3.29	1.13	
12m. I am satisfied with the Army's current performance management system I work under.																
<b>Total Army Non-Supervisors</b>	65033						8	30	33	15	14	--	--	3.02	1.15	
APF Non-Supervisors	63270						8	30	33	15	14	--	--	3.02	1.15	
NAF Non-Supervisors	1544						8	26	35	15	15	--	--	2.98	1.16	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>FAIRNESS</b>																
13a. No official in my work unit has inappropriately favored a veteran.																
<b>Total Army Non-Supervisors</b>	51474						22	42	21	6	8	--	--	3.65	1.12	
APF Non-Supervisors	50108						22	42	21	7	8	--	--	3.65	1.13	
NAF Non-Supervisors	1202						23	45	23	4	5	--	--	3.77	1.02	
13b. Employees at this installation/activity are treated fairly with regard to grievances.																
<b>Total Army Non-Supervisors</b>	45644						14	35	29	11	12	+9	+7	3.27	1.19	
APF Non-Supervisors	44212						14	34	29	11	12	+9	+7	3.27	1.19	
NAF Non-Supervisors	1234						14	35	27	12	12	+8	+4	3.26	1.20	
13c. Employees at this installation/activity are treated fairly with regard to appeals.																
<b>Total Army Non-Supervisors</b>	40975						13	32	36	8	10	+9	+7	3.30	1.12	
APF Non-Supervisors	39646						13	32	36	8	10	+9	+7	3.30	1.12	
NAF Non-Supervisors	1137						13	34	34	9	10	+9	+6	3.32	1.12	
13d. 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.																
<b>Total Army Non-Supervisors</b>	51004						20	40	24	7	9	+4	-8	3.55	1.16	
APF Non-Supervisors	49537						20	40	24	7	9	+4	-8	3.55	1.16	
NAF Non-Supervisors	1273						21	39	26	5	8	+5	-10	3.59	1.13	

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

-- No history data available

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%	100%	5	4	3	2				
FAIRNESS															
13e. If I complain about discrimination, it will NOT be held against me.															
<b>Total Army Non-Supervisors</b>	48312						15	31	29	11	14	--	--	3.22	1.23
APF Non-Supervisors	46883						14	31	29	11	14	--	--	3.22	1.23
NAF Non-Supervisors	1260						15	29	29	11	15	--	--	3.19	1.26

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

-- No history data available

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No
<b>DISCRIMINATION</b>			
14. 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?			
<b>Total Army Non-Supervisors</b>	67578	11%	89%
APF Non-Supervisors	65658	11%	89%
NAF Non-Supervisors	1674	11%	89%
14a. If you were discriminated against, did you report the incident?			
<b>Total Army Non-Supervisors</b>	7410	32%	68%
APF Non-Supervisors	7197	32%	68%
NAF Non-Supervisors	182	31%	69%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No	Too soon to know
DISCRIMINATION				
14b. If you reported the incident, did you experience any adverse consequences?				
<b>Total Army Non-Supervisors</b>	2362	56%	19%	26%
APF Non-Supervisors	2299	56%	18%	26%
NAF Non-Supervisors	56	55%	21%	23%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No
<b>HARASSMENT</b>			
15. 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?			
<b>Total Army Non-Supervisors</b>	67590	7%	93%
APF Non-Supervisors	65676	7%	93%
NAF Non-Supervisors	1669	8%	92%
15a. If you were harassed, did you report the incident?			
<b>Total Army Non-Supervisors</b>	5011	43%	57%
APF Non-Supervisors	4860	43%	57%
NAF Non-Supervisors	135	47%	53%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No	Too soon to know
<b>HARASSMENT</b>				
15b. If you reported the incident, did you experience any adverse consequences?				
<b>Total Army Non-Supervisors</b>	2129	53%	23%	23%
APF Non-Supervisors	2060	54%	23%	23%
NAF Non-Supervisors	64	45%	30%	25%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%					
<b>CAREER PLANS</b>											
16. Suppose that you have to decide whether to continue to work for your organization. If you had to make this decision now, how likely is it that you would choose to stay?											
<b>Total Army Non-Supervisors</b>	67516						35 29 14 13 10	-5	+1	3.66	1.32
APF Non-Supervisors	65596						35 29 14 13 10	-5	+1	3.66	1.32
NAF Non-Supervisors	1674						34 29 15 13 9	--	+3	3.65	1.31
17a. Do you see yourself working at your current organization one year from now?											
<b>Total Army Non-Supervisors</b>	62075						49 30 9 5 6	+1	--	4.10	1.17
APF Non-Supervisors	60397						49 30 9 5 6	+2	--	4.10	1.17
NAF Non-Supervisors	1506						44 33 11 5 7	+1	--	4.01	1.19
17b. Do you see yourself working at your current organization three years from now?											
<b>Total Army Non-Supervisors</b>	62112						31 27 16 12 14	+2	--	3.50	1.39
APF Non-Supervisors	60446						31 27 16 12 14	+2	--	3.50	1.39
NAF Non-Supervisors	1498						30 28 18 9 14	+6	--	3.51	1.38
17c. Do you see yourself working at your current organization five years from now?											
<b>Total Army Non-Supervisors</b>	64881						26 19 18 12 24	+2	--	3.12	1.52
APF Non-Supervisors	63059						26 19 18 12 24	+2	--	3.11	1.52
NAF Non-Supervisors	1602						29 20 18 12 21	+7	--	3.24	1.49

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

-- No history data available

\* Any item marked with an asterisk phrased such that Unlikely is a FAVORABLE response and is shown under the % Favorable (Likely) category



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%					
<b>CAREER PLANS</b>											
18a. In the next 5 years, how likely is it that you will leave your organization to take another job within the DoD? *											
<b>Total Army Non-Supervisors</b>	66621						18 17 22 22 20	+5	+2	2.91	1.39
APF Non-Supervisors	64754						18 17 21 22 20	+5	+2	2.91	1.39
NAF Non-Supervisors	1643						17 17 24 21 21	+9	+5	2.88	1.37
18b. In the next 5 years, how likely is it that you will leave to take another job in the Federal government outside of the DoD? *											
<b>Total Army Non-Supervisors</b>	66208						24 21 24 18 13	-4	-3	3.26	1.34
APF Non-Supervisors	64352						24 21 24 18 13	-4	-4	3.26	1.34
NAF Non-Supervisors	1635						21 18 27 18 15	+1	0	3.13	1.34
18c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job? *											
<b>Total Army Non-Supervisors</b>	66292						37 23 20 11 9	-12	-5	3.67	1.31
APF Non-Supervisors	64434						37 23 20 11 9	-12	-5	3.68	1.31
NAF Non-Supervisors	1634						28 20 26 13 13	-9	+2	3.38	1.35
18d. In the next 5 years, how likely is it that you will retire from Federal service? *											
<b>Total Army Non-Supervisors</b>	66861						43 13 13 12 20	-3	+3	3.46	1.59
APF Non-Supervisors	64975						43 13 13 12 20	-3	+3	3.47	1.59
NAF Non-Supervisors	1654						40 11 17 12 20	-5	-4	3.38	1.58

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

-- No history data available

\* Any item marked with an asterisk phrased such that Unlikely is a FAVORABLE response and is shown under the % Favorable (Likely) category



## FY13 Army Civilian Attitude Survey Total Army Results for Non-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 to look for another job
<b>CAREER PLANS</b>						
19. In the coming year (the next 12 months), do you plan to look for another job?						
<b>Total Army Non-Supervisors</b>	67275	41%	27%	2%	16%	14%
APF Non-Supervisors	65371	41%	27%	2%	16%	14%
NAF Non-Supervisors	1663	40%	20%	2%	22%	15%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Not willing to relocate	Within my immediate area	Within my CONUS region	Within my OCONUS region	Anywhere
<b>CAREER PLANS</b>						
20a. Where would you be willing to relocate to stay with your job if it moved?						
<b>Total Army Non-Supervisors</b>	67242	25%	32%	16%	4%	23%
APF Non-Supervisors	65346	25%	32%	16%	4%	23%
NAF Non-Supervisors	1658	27%	28%	11%	6%	28%
20b. Where would you be willing to relocate for a career enhancing development opportunity?						
<b>Total Army Non-Supervisors</b>	67004	19%	29%	18%	5%	30%
APF Non-Supervisors	65121	19%	29%	18%	4%	30%
NAF Non-Supervisors	1654	19%	25%	13%	7%	36%
20c. Where would you be willing to relocate to get an increase in pay?						
<b>Total Army Non-Supervisors</b>	67148	17%	33%	18%	4%	28%
APF Non-Supervisors	65260	17%	33%	18%	4%	28%
NAF Non-Supervisors	1659	18%	28%	11%	7%	36%
20d. Where would you be willing to relocate to get a promotion?						
<b>Total Army Non-Supervisors</b>	67145	17%	31%	18%	4%	29%
APF Non-Supervisors	65256	17%	31%	18%	4%	29%
NAF Non-Supervisors	1660	18%	27%	12%	7%	36%



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>OVERALL SATISFACTION</b>																
21a. Considering everything, how satisfied are you with your job																
<b>Total Army Non-Supervisors</b>	66425	77%					28	48	12	8	3	-1	+4	3.91	1.00	
APF Non-Supervisors	64543	77%					28	48	12	8	3	-1	+4	3.91	1.00	
NAF Non-Supervisors	1644	76%					28	48	14	7	3	+1	+4	3.90	0.99	
21b. Considering everything, how satisfied are you with your pay																
<b>Total Army Non-Supervisors</b>	66204	58%					15	43	17	17	8	-7	-2	3.40	1.16	
APF Non-Supervisors	64326	58%					15	43	17	17	8	-7	-2	3.41	1.16	
NAF Non-Supervisors	1641	37%					8	29	23	26	14	-7	-1	2.90	1.19	
21c. Considering everything, how satisfied are you with the training you receive for your present job																
<b>Total Army Non-Supervisors</b>	66282	48%					11	36	26	19	8	-1	--	3.25	1.12	
APF Non-Supervisors	64406	48%					11	36	26	19	8	-2	--	3.25	1.12	
NAF Non-Supervisors	1640	44%					11	33	27	21	8	0	--	3.18	1.12	
21d. Considering everything, how satisfied are you with the recognition you receive for doing a good job																
<b>Total Army Non-Supervisors</b>	66209	48%					13	34	23	18	11	0	-3	3.21	1.21	
APF Non-Supervisors	64333	48%					14	34	23	18	11	0	-4	3.21	1.21	
NAF Non-Supervisors	1638	43%					12	32	23	21	14	+2	-2	3.07	1.24	
21e. Considering everything, how satisfied are you with your involvement in decisions that affect your work																
<b>Total Army Non-Supervisors</b>	66251	49%					13	36	24	17	9	-1	--	3.26	1.17	
APF Non-Supervisors	64377	49%					13	36	24	17	10	-1	--	3.26	1.17	
NAF Non-Supervisors	1637	47%					13	34	26	17	10	+1	--	3.23	1.17	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>OVERALL SATISFACTION</b>																
21f. Considering everything, how satisfied are you with your opportunities to be innovative or expand the scope of your job																
<b>Total Army Non-Supervisors</b>	66198						13	34	27	17	9	-2	-3	3.25	1.15	
APF Non-Supervisors	64323						13	34	27	17	9	-2	-3	3.25	1.15	
NAF Non-Supervisors	1638						12	33	29	17	8	0	-1	3.24	1.13	
21g. Considering everything, how satisfied are you with your opportunity to get a better job in your organization																
<b>Total Army Non-Supervisors</b>	66320						7	21	32	23	17	-3	-1	2.78	1.16	
APF Non-Supervisors	64443						7	21	32	24	17	-3	-1	2.78	1.16	
NAF Non-Supervisors	1641						7	22	34	22	16	0	+3	2.83	1.15	
21h. Considering everything, how satisfied are you with your opportunities for promotion																
<b>Total Army Non-Supervisors</b>	66206						6	19	30	26	20	-4	-5	2.66	1.16	
APF Non-Supervisors	64337						6	19	29	26	20	-4	-5	2.66	1.16	
NAF Non-Supervisors	1632						6	18	32	25	19	-1	-2	2.66	1.14	
21i. Considering everything, how satisfied are you with management at your organization																
<b>Total Army Non-Supervisors</b>	66204						12	33	24	18	14	0	-3	3.10	1.24	
APF Non-Supervisors	64331						12	33	24	18	14	0	-3	3.10	1.24	
NAF Non-Supervisors	1635						11	29	26	19	15	-2	-6	3.01	1.23	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%					
<b>OVERALL SATISFACTION</b>											
21j. Considering everything, how satisfied are you with the information you receive from management on what's going on in your organization											
<b>Total Army Non-Supervisors</b>	66231						12 34 23 17 13	+2	--	3.15	1.23
APF Non-Supervisors	64358						12 35 23 17 13	+2	--	3.16	1.23
NAF Non-Supervisors	1635						12 31 24 19 14	-1	--	3.08	1.24
21k. Considering everything, how satisfied are you with policies and practices of your senior leaders											
<b>Total Army Non-Supervisors</b>	66151						11 32 27 16 14	+1	0	3.12	1.21
APF Non-Supervisors	64277						11 32 27 16 14	+1	0	3.12	1.21
NAF Non-Supervisors	1636						10 29 29 17 16	0	-4	3.01	1.21

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>OVERALL SATISFACTION</b>																
22a. I would recommend that others pursue a career as a civilian with this organization.																
<b>Total Army Non-Supervisors</b>	65472						19	36	23	10	12	-10	-2	3.41	1.24	
APF Non-Supervisors	63639						19	36	23	10	12	-10	-2	3.41	1.24	
NAF Non-Supervisors	1614						17	33	27	11	12	-7	0	3.32	1.22	
22b. I would recommend that others pursue a career as a civilian with the Army.																
<b>Total Army Non-Supervisors</b>	65066						28	44	18	5	6	-12	--	3.83	1.06	
APF Non-Supervisors	63248						28	44	18	5	6	-12	--	3.83	1.07	
NAF Non-Supervisors	1603						25	46	21	3	4	-8	--	3.85	0.97	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>QUALITY OF WORK LIFE</b>																
23a. How satisfied are you with the opportunity you have to Telework																
<b>Total Army Non-Supervisors</b>	66616						8	16	45	15	16	-1	--	2.85	1.11	
APF Non-Supervisors	64750						8	16	45	15	16	-1	--	2.85	1.11	
NAF Non-Supervisors	1633						5	15	52	13	15	-4	--	2.82	1.02	
23b. How satisfied are you with the Alternative Work Schedules																
<b>Total Army Non-Supervisors</b>	66443						19	33	28	11	10	-5	--	3.39	1.19	
APF Non-Supervisors	64578						19	33	27	11	10	-5	--	3.40	1.19	
NAF Non-Supervisors	1630						12	29	34	12	12	-3	--	3.17	1.16	
23c. How satisfied are you with the Health and Wellness Programs (e.g., exercise, medical screening, quit smoking programs)																
<b>Total Army Non-Supervisors</b>	66600						12	33	37	11	8	-5	--	3.31	1.06	
APF Non-Supervisors	64734						12	33	37	11	8	-5	--	3.31	1.06	
NAF Non-Supervisors	1633						13	33	37	9	7	+3	--	3.36	1.05	
23d. How satisfied are you with the Employee Assistance Program (EAP)																
<b>Total Army Non-Supervisors</b>	66353						8	25	56	5	5	-8	--	3.27	0.87	
APF Non-Supervisors	64498						8	25	56	5	5	-8	--	3.27	0.87	
NAF Non-Supervisors	1626						9	27	54	6	5	+1	--	3.30	0.88	
23e. How satisfied are you with the Child Care Programs (e.g., daycare, parenting classes, parenting support groups)																
<b>Total Army Non-Supervisors</b>	66407						6	14	72	4	5	-12	--	3.11	0.76	
APF Non-Supervisors	64547						5	13	72	4	5	-12	--	3.10	0.76	
NAF Non-Supervisors	1628						12	28	55	3	3	-6	--	3.43	0.84	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
QUALITY OF WORK LIFE																
23f. How satisfied are you with the Elder Care Programs (e.g., support groups, speakers)																
<b>Total Army Non-Supervisors</b>	66292						3	10	78	4	5	-9	--	3.04	0.68	
APF Non-Supervisors	64435						3	10	78	4	5	-10	--	3.03	0.68	
NAF Non-Supervisors	1626						5	13	75	3	4	-6	--	3.12	0.71	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>QUALITY OF WORK LIFE</b>																
24a. I know who to talk with about work related problems.																
<b>Total Army Non-Supervisors</b>	65071						20	52	15	8	6	--	--	3.71	1.06	
APF Non-Supervisors	63244						20	52	15	8	6	--	--	3.71	1.06	
NAF Non-Supervisors	1595						23	50	14	6	6	--	--	3.78	1.07	
24b. The design of my organization helps me complete my work efficiently.																
<b>Total Army Non-Supervisors</b>	65943						12	37	25	15	11	--	--	3.24	1.18	
APF Non-Supervisors	64095						12	37	25	15	11	--	--	3.24	1.18	
NAF Non-Supervisors	1613						13	36	26	15	11	--	--	3.25	1.17	
24c. I feel appreciated by management for the efforts I make to do my work.																
<b>Total Army Non-Supervisors</b>	65848						15	35	20	14	15	--	--	3.22	1.29	
APF Non-Supervisors	64013						15	36	20	14	15	--	--	3.22	1.29	
NAF Non-Supervisors	1601						16	33	22	13	17	--	--	3.18	1.31	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>YOUR ORGANIZATION</b>																
25. Overall, how well prepared is your organization to perform its mission?																
<b>Total Army Non-Supervisors</b>	65862						21	48	21	8	2	-3	-1	3.78	0.94	
APF Non-Supervisors	63998						21	48	20	8	2	-3	-1	3.78	0.94	
NAF Non-Supervisors	1630						17	48	25	7	2	-1	0	3.70	0.92	
26a. How well does your organization reward good work performance.																
<b>Total Army Non-Supervisors</b>	62477						9	23	30	21	17	-2	--	2.85	1.22	
APF Non-Supervisors	60707						9	23	30	21	17	-2	--	2.85	1.22	
NAF Non-Supervisors	1552						8	17	30	24	21	-5	--	2.67	1.20	
26b. How well does your organization discipline/correct poor work performance.																
<b>Total Army Non-Supervisors</b>	55682						5	14	25	29	27	0	--	2.43	1.17	
APF Non-Supervisors	53999						5	14	25	29	27	0	--	2.43	1.17	
NAF Non-Supervisors	1480						6	15	28	26	24	-2	--	2.54	1.19	
26c. How well does your organization link pay to performance.																
<b>Total Army Non-Supervisors</b>	57199						5	15	26	27	26	-1	--	2.46	1.18	
APF Non-Supervisors	55535						5	15	26	27	26	-1	--	2.46	1.18	
NAF Non-Supervisors	1474						5	13	23	28	32	-1	--	2.32	1.19	
26d. How well does your organization promote good communication between supervisors and employees.																
<b>Total Army Non-Supervisors</b>	64180						11	26	30	17	16	+2	--	2.99	1.22	
APF Non-Supervisors	62382						11	26	30	17	16	+2	--	2.99	1.22	
NAF Non-Supervisors	1577						10	24	30	17	19	+1	--	2.87	1.25	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>YOUR ORGANIZATION</b>																
26e. How well does your organization ensure individual performance supports organizational mission effectiveness.																
<b>Total Army Non-Supervisors</b>	61846						10	28	35	15	11	0	--	3.10	1.13	
APF Non-Supervisors	60096						10	28	35	15	11	0	--	3.10	1.13	
NAF Non-Supervisors	1540						9	25	38	15	13	-1	--	3.02	1.13	
26f. How well does your organization attract new employees.																
<b>Total Army Non-Supervisors</b>	54450						7	21	35	20	16	-4	--	2.84	1.16	
APF Non-Supervisors	52830						7	21	35	20	16	-4	--	2.84	1.16	
NAF Non-Supervisors	1433						7	21	39	18	16	-3	--	2.85	1.12	
26g. How well does your organization fill vacancies quickly.																
<b>Total Army Non-Supervisors</b>	58067						5	13	25	25	33	-3	--	2.31	1.18	
APF Non-Supervisors	56353						5	12	25	25	33	-3	--	2.31	1.18	
NAF Non-Supervisors	1514						4	14	25	25	32	-6	--	2.34	1.18	
26h. How well does your organization link individual and organizational performance.																
<b>Total Army Non-Supervisors</b>	57555						7	21	35	21	16	-1	--	2.82	1.14	
APF Non-Supervisors	55922						7	21	35	21	16	-1	--	2.82	1.14	
NAF Non-Supervisors	1444						6	19	37	21	17	-1	--	2.77	1.13	
26i. How well does your organization compensate me for the hours of work that I perform.																
<b>Total Army Non-Supervisors</b>	64405						15	31	33	11	11	--	--	3.29	1.17	
APF Non-Supervisors	62594						15	31	33	10	11	--	--	3.29	1.17	
NAF Non-Supervisors	1591						13	26	33	13	16	--	--	3.06	1.23	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%					
YOUR ORGANIZATION											
26j. How well does your organization provide career counseling.											
<b>Total Army Non-Supervisors</b>	59569						6 15 27 27 25	-1	--	2.50	1.18
APF Non-Supervisors	57962						6 15 27 27 25	-1	--	2.50	1.18
NAF Non-Supervisors	1419						6 13 29 24 27	-9	--	2.47	1.20
26k. How well does your organization provide counseling, information, or training on employee wellness (e.g., employee assistance/physical fitness programs).											
<b>Total Army Non-Supervisors</b>	59316						7 20 33 21 19	+1	--	2.77	1.18
APF Non-Supervisors	57652						7 20 33 21 19	+1	--	2.77	1.18
NAF Non-Supervisors	1465						8 20 33 19 21	-2	--	2.74	1.21

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-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	I DO NOT telework because I am not allowed to	I DO NOT telework because I choose not to telework
YOUR ORGANIZATION							
27. Please select the response below that best describes your telework situation.							
<b>Total Army Non-Supervisors</b>	63970	5%	8%	38%	3%	36%	10%
APF Non-Supervisors	62207	4%	8%	37%	3%	36%	11%
NAF Non-Supervisors	1547	5%	5%	48%	2%	34%	6%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>SATISFACTION with CIVILIAN HUMAN RESOURCES</b>																
28a. How well does the Human Resources Office support you to process personnel actions (e.g., pay, promotions, benefits) accurately and in a timely manner.																
<b>Total Army Non-Supervisors</b>	57747						14	27	35	12	12	+1	-7	3.19	1.18	
APF Non-Supervisors	56073						14	27	35	12	12	+1	-7	3.20	1.17	
NAF Non-Supervisors	1468						14	23	29	16	18	-6	-16	3.00	1.29	
28b. How well does the Human Resources Office support you to provide customer-focused service.																
<b>Total Army Non-Supervisors</b>	55232						13	26	34	14	13	+1	-1	3.13	1.18	
APF Non-Supervisors	53564						13	26	35	14	13	+1	-1	3.12	1.18	
NAF Non-Supervisors	1464						15	26	31	14	14	-6	-13	3.14	1.24	
28c. How well does the Human Resources Office support you to provide guidance and program assistance on family-friendly quality of work life issues.																
<b>Total Army Non-Supervisors</b>	48046						11	24	34	16	15	0	0	2.99	1.20	
APF Non-Supervisors	46577						11	24	34	16	15	0	0	2.99	1.20	
NAF Non-Supervisors	1301						14	24	33	14	16	-5	-6	3.06	1.25	
28d. How well does the Human Resources Office support you to provide counseling, information, or training on retirement and benefits.																
<b>Total Army Non-Supervisors</b>	52259						10	23	34	17	16	+3	-5	2.95	1.20	
APF Non-Supervisors	50719						10	23	34	17	16	+3	-5	2.95	1.20	
NAF Non-Supervisors	1363						12	22	33	16	17	-1	-14	2.98	1.24	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
SATISFACTION with CIVILIAN HUMAN RESOURCES																
29a. Overall, I am satisfied with the timeliness of personnel services I receive.																
<b>Total Army Non-Supervisors</b>	59352						12	37	28	12	11	+4	-4	3.26	1.16	
APF Non-Supervisors	57601						12	37	28	12	11	+4	-4	3.26	1.16	
NAF Non-Supervisors	1540						14	35	26	12	13	-4	-14	3.24	1.22	
29b. Overall, I am satisfied with the quality of personnel services I receive.																
<b>Total Army Non-Supervisors</b>	59090						12	37	28	12	11	+4	-4	3.26	1.16	
APF Non-Supervisors	57345						12	37	28	12	11	+4	-4	3.26	1.16	
NAF Non-Supervisors	1536						14	35	26	13	13	-4	-14	3.25	1.22	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Yes	No	Do not know
<b>ORGANIZATIONAL INFORMATION</b>				
30a. Has your organization been identified for A-76/Outsourcing				
<b>Total Army Non-Supervisors</b>	66401	3%	23%	74%
APF Non-Supervisors	64538	3%	23%	74%
NAF Non-Supervisors	1642	2%	17%	81%
30b. Has your organization been identified for other orders impacting location (specify below).				
<b>Total Army Non-Supervisors</b>	66192	3%	18%	79%
APF Non-Supervisors	64323	3%	18%	79%
NAF Non-Supervisors	1637	4%	13%	83%



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
ORGANIZATIONAL INFORMATION																
31. My decision to continue a long-term career as a public servant is swayed by issues such as employee value, downsizing, pay and performance.																
<b>Total Army Non-Supervisors</b>	66183						2	6	24	36	31	--	--	2.12	1.00	
APF Non-Supervisors	64313						2	6	24	36	31	--	--	2.12	1.00	
NAF Non-Supervisors	1638						2	5	29	36	28	--	--	2.16	0.96	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev	
		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>CONDITIONS FOR ENGAGEMENT</b>																
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																
<b>Total Army Non-Supervisors</b>	71131						12	31	24	19	14	-3	-4	3.09	1.23	
APF Non-Supervisors	69068						12	31	24	19	14	-3	-4	3.09	1.23	
NAF Non-Supervisors	1787						10	30	24	20	15	-3	-4	3.01	1.24	
3e. Managers communicate the goals and priorities of the organization.																
<b>Total Army Non-Supervisors</b>	71115						15	44	19	13	8	-2	--	3.45	1.15	
APF Non-Supervisors	69054						15	44	18	13	8	-2	--	3.45	1.15	
NAF Non-Supervisors	1790						15	42	20	14	9	-4	--	3.42	1.16	
5c. Supervisors/Team Leaders in my work unit support employee development.																
<b>Total Army Non-Supervisors</b>	69679						28	40	16	9	7	-2	+3	3.73	1.16	
APF Non-Supervisors	67664						28	40	16	9	7	-2	+3	3.74	1.16	
NAF Non-Supervisors	1750						26	38	19	10	7	-2	+1	3.67	1.18	
5f. My supervisor/team leader listens to what I have to say.																
<b>Total Army Non-Supervisors</b>	70167						32	40	13	8	7	0	--	3.83	1.17	
APF Non-Supervisors	68126						32	40	13	8	7	0	--	3.83	1.17	
NAF Non-Supervisors	1772						30	38	16	8	8	-1	--	3.74	1.20	
11a. My work gives me a feeling of personal accomplishment.																
<b>Total Army Non-Supervisors</b>	69077						29	47	12	7	5	-1	--	3.88	1.07	
APF Non-Supervisors	67100						29	47	12	7	5	-1	--	3.88	1.07	
NAF Non-Supervisors	1726						31	45	12	7	5	+2	--	3.90	1.07	

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents 5 4 3 2 1	% Fav Diff from 2010	% Fav Diff from 2006	Mean	Std Dev
		0%	20%	40%	60%	80%					
<b>CONDITIONS FOR ENGAGEMENT</b>											
11f. My talents are used well in the workplace.											
<b>Total Army Non-Supervisors</b>	68648						22 38 18 12 10	-2	--	3.50	1.24
APF Non-Supervisors	66687						22 38 18 12 10	-2	--	3.50	1.24
NAF Non-Supervisors	1715						27 37 17 11 8	-1	--	3.63	1.22
11i. I feel encouraged to come up with better ways of doing things.											
<b>Total Army Non-Supervisors</b>	68641						19 35 21 14 11	-4	--	3.38	1.25
APF Non-Supervisors	66688						19 35 21 14 11	-4	--	3.38	1.24
NAF Non-Supervisors	1709						23 34 19 14 10	-4	--	3.44	1.27
11k. I know what is expected of me on the job.											
<b>Total Army Non-Supervisors</b>	68793						28 53 11 5 3	0	--	3.96	0.95
APF Non-Supervisors	66823						27 53 11 5 3	0	--	3.95	0.95
NAF Non-Supervisors	1721						31 51 10 5 2	-1	--	4.03	0.92

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding			Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev		
		0	20	40	60	80	100	5	4								3	2
<b>HCF - LEADERSHIP &amp; KNOWLEDGE MANAGEMENT</b>																		
3a. Managers/Supervisors/Team Leaders work well with employees of different backgrounds.																		
<b>Total Army Non-Supervisors</b>	70980	66% 17% 17%					20	46	17	10	7	-3	-7	+3	+2	+4	3.62	1.11
APF Non-Supervisors	68913	66% 17% 17%					20	46	17	10	7	-3	-7	+3	+2	+4	3.62	1.11
NAF Non-Supervisors	1795	62% 19% 18%					18	44	19	11	8	-5	-10	-1	-2	0	3.55	1.14
3b. I have a high level of respect for my organization's senior leaders.																		
<b>Total Army Non-Supervisors</b>	71524	56% 20% 24%					18	38	20	13	10	-3	-2	0	0	+2	3.40	1.23
APF Non-Supervisors	69446	56% 20% 24%					18	38	20	13	10	-3	-2	0	0	+2	3.40	1.23
NAF Non-Supervisors	1800	53% 21% 26%					18	35	21	14	12	-4	-4	-3	-3	-1	3.33	1.26
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																		
<b>Total Army Non-Supervisors</b>	71131	43% 24% 32%					12	31	24	19	14	-3	-4	-1	-1	+1	3.09	1.23
APF Non-Supervisors	69068	43% 24% 32%					12	31	24	19	14	-3	-4	-1	-1	+1	3.09	1.23
NAF Non-Supervisors	1787	41% 24% 35%					10	30	24	20	15	-3	-4	-3	-3	-1	3.01	1.24
3e. Managers communicate the goals and priorities of the organization.																		
<b>Total Army Non-Supervisors</b>	71115	60% 19% 22%					15	44	19	13	8	-2	--	0	-1	-2	3.45	1.15
APF Non-Supervisors	69054	60% 18% 22%					15	44	18	13	8	-2	--	0	-1	-2	3.45	1.15
NAF Non-Supervisors	1790	57% 20% 22%					15	42	20	14	9	-4	--	-3	-4	-5	3.42	1.16

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding			Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev		
		0	20	40	60	80	100	5	4								3	2
<b>HCF - LEADERSHIP &amp; KNOWLEDGE MANAGEMENT</b>																		
3g. Managers review and evaluate the organization's progress toward meeting its goals and objectives.																		
<b>Total Army Non-Supervisors</b>	67306	61% 23% 17%					15	46	23	11	6	-2	--	0	0	-1	3.53	1.06
APF Non-Supervisors	65347	61% 23% 17%					15	46	23	11	6	-2	--	0	0	-1	3.53	1.06
NAF Non-Supervisors	1708	58% 24% 19%					13	44	24	12	6	-4	--	-3	-3	-4	3.46	1.07
5e. I have trust and confidence in my supervisor.																		
<b>Total Army Non-Supervisors</b>	70213	66% 16% 19%					30	36	16	9	10	-2	--	+2	0	0	3.67	1.26
APF Non-Supervisors	68177	66% 15% 19%					30	36	15	9	10	-2	--	+2	0	0	3.67	1.26
NAF Non-Supervisors	1768	62% 17% 21%					29	33	17	10	11	-2	--	-2	-4	-4	3.59	1.30
5h. Overall, my immediate supervisor/team leaders is doing a good job.																		
<b>Total Army Non-Supervisors</b>	70116	70% 15% 15%					33	37	15	8	8	-1	0	+3	+2	+1	3.81	1.19
APF Non-Supervisors	68083	70% 15% 15%					33	37	15	8	8	-1	0	+3	+2	+1	3.81	1.19
NAF Non-Supervisors	1765	67% 16% 17%					32	35	16	8	9	-2	0	0	-1	-2	3.74	1.23
11j. My workload is reasonable.																		
<b>Total Army Non-Supervisors</b>	68679	64% 15% 21%					16	48	15	12	9	-2	--	+1	0	+3	3.50	1.16
APF Non-Supervisors	66720	64% 15% 21%					16	48	15	12	9	-2	--	+1	0	+3	3.50	1.16
NAF Non-Supervisors	1712	62% 16% 21%					18	45	16	11	10	0	--	-1	-2	+1	3.49	1.19
11o. Employees are protected from health and safety hazards on the job.																		
<b>Total Army Non-Supervisors</b>	68262	78% 13 9					25	53	13	5	4	+1	--	-1	-2	+2	3.91	0.95
APF Non-Supervisors	66314	78% 13 9					25	53	13	5	4	+1	--	-1	-2	+2	3.92	0.95
NAF Non-Supervisors	1704	76% 15% 9					24	52	15	6	4	-1	--	-3	-4	0	3.86	0.97

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



## FY13 Army Civilian Attitude Survey Total Army Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4	3	2							
<b>HCF - LEADERSHIP &amp; KNOWLEDGE MANAGEMENT</b>																		
11p. My organization has prepared employees for potential security threats.																		
<b>Total Army Non-Supervisors</b>	68169						26	54	13	4	3	+1	--	-3	-4	+2	3.96	0.89
APF Non-Supervisors	66233						26	54	13	4	3	+1	--	-3	-4	+2	3.96	0.89
NAF Non-Supervisors	1694						27	53	13	3	3	+3	--	-3	-4	+2	3.97	0.92
21j. Considering everything, how satisfied are you with the information you receive from management on what's going on in your organization																		
<b>Total Army Non-Supervisors</b>	66231						12	34	23	17	13	+2	--	0	-1	0	3.15	1.23
APF Non-Supervisors	64358						12	35	23	17	13	+2	--	0	-1	0	3.16	1.23
NAF Non-Supervisors	1635						12	31	24	19	14	-1	--	-4	-5	-4	3.08	1.24
21k. Considering everything, how satisfied are you with policies and practices of your senior leaders																		
<b>Total Army Non-Supervisors</b>	66151						11	32	27	16	14	+1	0	-2	-2	-9	3.12	1.21
APF Non-Supervisors	64277						11	32	27	16	14	+1	0	-2	-2	-9	3.12	1.21
NAF Non-Supervisors	1636						10	29	29	17	16	0	-4	-6	-6	-13	3.01	1.21
<b>HCF - RESULTS-ORIENTED PERFORMANCE CULTURE</b>																		
5a. Discussions with my supervisor/team leader about my performance are worthwhile.																		
<b>Total Army Non-Supervisors</b>	69805						26	41	16	10	8	-2	+7	+5	+4	+4	3.66	1.19
APF Non-Supervisors	67788						26	41	16	10	8	-2	+7	+5	+4	+4	3.67	1.19
NAF Non-Supervisors	1753						26	39	15	11	8	-2	+8	+4	+3	+3	3.63	1.22

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4	3	2							
<b>HCF - RESULTS-ORIENTED PERFORMANCE CULTURE</b>																		
5b. My supervisor supports my need to balance work and family issues.																		
<b>Total Army Non-Supervisors</b>	69665	<div style="width: 81%; background-color: #0056b3; height: 15px;"></div> 81% <span style="float: right; border: 1px solid black; padding: 2px;">11 8</span>					40	41	11	4	4	0	--	+4	+3	+3	4.09	1.01
APF Non-Supervisors	67639	<div style="width: 81%; background-color: #0056b3; height: 15px;"></div> 81% <span style="float: right; border: 1px solid black; padding: 2px;">11 8</span>					40	41	11	4	4	0	--	+4	+3	+3	4.10	1.01
NAF Non-Supervisors	1758	<div style="width: 79%; background-color: #0056b3; height: 15px;"></div> 79% <span style="float: right; border: 1px solid black; padding: 2px;">12 10</span>					38	41	12	6	4	0	--	+2	+1	+1	4.03	1.04
11c. Creativity and innovation are rewarded.																		
<b>Total Army Non-Supervisors</b>	68041	<div style="width: 45%; background-color: #0056b3; height: 15px;"></div> 45% <div style="width: 24%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 24% <div style="width: 31%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 31% <span style="float: right; border: 1px solid black; padding: 2px;">15 30 24 17 14</span>					15	30	24	17	14	-2	0	+8	+7	+8	3.16	1.26
APF Non-Supervisors	66088	<div style="width: 45%; background-color: #0056b3; height: 15px;"></div> 45% <div style="width: 24%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 24% <div style="width: 31%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 31% <span style="float: right; border: 1px solid black; padding: 2px;">15 30 24 17 14</span>					15	30	24	17	14	-2	0	+8	+7	+8	3.16	1.26
NAF Non-Supervisors	1707	<div style="width: 47%; background-color: #0056b3; height: 15px;"></div> 47% <div style="width: 24%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 24% <div style="width: 29%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 29% <span style="float: right; border: 1px solid black; padding: 2px;">17 30 24 16 14</span>					17	30	24	16	14	+2	+7	+10	+9	+10	3.20	1.27
11e. I know how my work relates to the organization's goals and priorities.																		
<b>Total Army Non-Supervisors</b>	68645	<div style="width: 85%; background-color: #0056b3; height: 15px;"></div> 85% <span style="float: right; border: 1px solid black; padding: 2px;">10 5</span>					37	48	10	3	2	-1	--	+2	+2	+2	4.14	0.88
APF Non-Supervisors	66686	<div style="width: 85%; background-color: #0056b3; height: 15px;"></div> 85% <span style="float: right; border: 1px solid black; padding: 2px;">10 6</span>					37	48	10	3	2	-1	--	+2	+2	+2	4.14	0.88
NAF Non-Supervisors	1712	<div style="width: 87%; background-color: #0056b3; height: 15px;"></div> 87% <span style="float: right; border: 1px solid black; padding: 2px;">9</span>					41	46	9	2	1	+1	--	+4	+4	+4	4.23	0.82
11g. The people I work with cooperate to get the job done.																		
<b>Total Army Non-Supervisors</b>	68821	<div style="width: 71%; background-color: #0056b3; height: 15px;"></div> 71% <div style="width: 15%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 15% <div style="width: 14%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 14% <span style="float: right; border: 1px solid black; padding: 2px;">25 46 15 8 6</span>					25	46	15	8	6	-1	--	-1	-2	-2	3.76	1.10
APF Non-Supervisors	66864	<div style="width: 71%; background-color: #0056b3; height: 15px;"></div> 71% <div style="width: 14%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 14% <div style="width: 14%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 14% <span style="float: right; border: 1px solid black; padding: 2px;">25 46 14 8 6</span>					25	46	14	8	6	-1	--	-1	-2	-2	3.77	1.10
NAF Non-Supervisors	1710	<div style="width: 66%; background-color: #0056b3; height: 15px;"></div> 66% <div style="width: 17%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 17% <div style="width: 17%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 17% <span style="float: right; border: 1px solid black; padding: 2px;">23 43 17 10 7</span>					23	43	17	10	7	+1	--	-6	-7	-7	3.66	1.14
11h. Employees have a feeling of personal empowerment with respect to work processes.																		
<b>Total Army Non-Supervisors</b>	67581	<div style="width: 48%; background-color: #0056b3; height: 15px;"></div> 48% <div style="width: 25%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 25% <div style="width: 27%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 27% <span style="float: right; border: 1px solid black; padding: 2px;">15 34 25 15 11</span>					15	34	25	15	11	-2	--	+1	+1	+4	3.25	1.21
APF Non-Supervisors	65641	<div style="width: 48%; background-color: #0056b3; height: 15px;"></div> 48% <div style="width: 25%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 25% <div style="width: 27%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 27% <span style="float: right; border: 1px solid black; padding: 2px;">15 34 25 15 11</span>					15	34	25	15	11	-2	--	+1	+1	+4	3.25	1.21
NAF Non-Supervisors	1697	<div style="width: 46%; background-color: #0056b3; height: 15px;"></div> 46% <div style="width: 26%; background-color: #ffc107; height: 15px; display: inline-block;"></div> 26% <div style="width: 28%; background-color: #dc3545; height: 15px; display: inline-block;"></div> 28% <span style="float: right; border: 1px solid black; padding: 2px;">16 30 26 16 12</span>					16	30	26	16	12	0	--	-1	-1	+2	3.22	1.23

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding			Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev		
		0	20	40	60	80	100	5	4								3	2
<b>HCF - RESULTS-ORIENTED PERFORMANCE CULTURE</b>																		
11n. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																		
<b>Total Army Non-Supervisors</b>	68509	65% Favorable, 17% Neither, 19% Unfavorable					18	46	17	11	8	0	--	-4	-2	-2	3.57	1.14
APF Non-Supervisors	66555	65% Favorable, 17% Neither, 19% Unfavorable					18	46	17	11	8	0	--	-4	-2	-2	3.56	1.14
NAF Non-Supervisors	1709	65% Favorable, 19% Neither, 16% Unfavorable					20	45	19	9	7	0	--	-4	-2	-2	3.62	1.11
12b. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.																		
<b>Total Army Non-Supervisors</b>	59950	28% Favorable, 26% Neither, 46% Unfavorable					6	22	26	21	24	0	0	+3	+2	+2	2.64	1.23
APF Non-Supervisors	58209	28% Favorable, 26% Neither, 46% Unfavorable					6	22	26	21	24	0	0	+3	+2	+2	2.63	1.23
NAF Non-Supervisors	1526	31% Favorable, 27% Neither, 42% Unfavorable					7	24	27	20	23	-3	-2	+6	+5	+5	2.74	1.25
12d. My most recent performance appraisal is a fair reflection of my performance.																		
<b>Total Army Non-Supervisors</b>	65186	78% Favorable, 12% Neither, 11% Unfavorable					30	48	12	5	5	+3	+3	+4	+7	+9	3.91	1.05
APF Non-Supervisors	63430	78% Favorable, 11% Neither, 11% Unfavorable					30	48	11	5	5	+3	+3	+4	+7	+9	3.91	1.05
NAF Non-Supervisors	1556	73% Favorable, 14% Neither, 13% Unfavorable					30	43	14	6	7	+2	+3	-1	+2	+4	3.84	1.12
12i. In my work unit, differences in performance are recognized in a meaningful way.																		
<b>Total Army Non-Supervisors</b>	61898	33% Favorable, 27% Neither, 41% Unfavorable					9	24	27	19	22	-1	-6	+2	+1	+2	2.78	1.27
APF Non-Supervisors	60154	32% Favorable, 27% Neither, 41% Unfavorable					9	24	27	19	22	-1	-6	+1	0	+1	2.78	1.27
NAF Non-Supervisors	1522	34% Favorable, 26% Neither, 40% Unfavorable					11	24	26	17	24	0	-3	+3	+2	+3	2.80	1.32

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding			Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4							
<b>HCF - RESULTS-ORIENTED PERFORMANCE CULTURE</b>																
12j. Pay raises in my work unit depend on how well employees perform their jobs.																
<b>Total Army Non-Supervisors</b>	58516				7	17	25	20	32	-4	-12	+2	+3	+2	2.47	1.28
APF Non-Supervisors	56856				7	17	25	20	32	-4	-12	+2	+3	+2	2.47	1.27
NAF Non-Supervisors	1459				9	18	21	15	37	-6	-15	+5	+6	+5	2.48	1.38
12k. Promotions in my work unit are based on merit.																
<b>Total Army Non-Supervisors</b>	58152				7	19	28	17	29	-2	-13	-3	-4	-5	2.57	1.26
APF Non-Supervisors	56515				6	19	28	17	29	-2	-14	-3	-4	-5	2.57	1.26
NAF Non-Supervisors	1431				8	17	27	16	33	-2	-11	-4	-5	-6	2.52	1.31
21d. Considering everything, how satisfied are you with the recognition you receive for doing a good job																
<b>Total Army Non-Supervisors</b>	66209				13	34	23	18	11	0	-3	+2	+1	0	3.21	1.21
APF Non-Supervisors	64333				14	34	23	18	11	0	-4	+2	+1	0	3.21	1.21
NAF Non-Supervisors	1638				12	32	23	21	14	+2	-2	-3	-4	-5	3.07	1.24
<b>HCF - TALENT MANAGEMENT</b>																
3f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.																
<b>Total Army Non-Supervisors</b>	71031				20	52	15	9	5	-1	--	-1	0	+1	3.73	1.02
APF Non-Supervisors	68974				20	52	15	9	5	-1	--	-1	0	+1	3.74	1.02
NAF Non-Supervisors	1782				17	48	19	11	5	-3	--	-8	-7	-6	3.60	1.05

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding			Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4							
<b>HCF - TALENT MANAGEMENT</b>																
5c. Supervisors/Team Leaders in my work unit support employee development.																
<b>Total Army Non-Supervisors</b>	69679	68% 16% 16%			28	40	16	9	7	-2	+3	+4	+3	+3	3.73	1.16
APF Non-Supervisors	67664	68% 16% 16%			28	40	16	9	7	-2	+3	+4	+3	+3	3.74	1.16
NAF Non-Supervisors	1750	65% 19% 17%			26	38	19	10	7	-2	+1	+1	0	0	3.67	1.18
6a. My training needs are assessed.																
<b>Total Army Non-Supervisors</b>	69692	52% 23% 25%			12	41	23	16	9	-7	--	-3	-3	+1	3.29	1.14
APF Non-Supervisors	67676	52% 23% 25%			11	41	23	16	9	-7	--	-3	-3	+1	3.29	1.14
NAF Non-Supervisors	1764	53% 23% 24%			13	40	23	16	8	-8	--	-2	-2	+2	3.34	1.13
6e. I am given a real opportunity to improve my skills in my organization.																
<b>Total Army Non-Supervisors</b>	69993	45% 24% 30%			11	34	24	18	12	-6	--	-18	-19	-17	3.14	1.20
APF Non-Supervisors	67967	45% 24% 30%			11	34	24	18	12	-6	--	-18	-19	-17	3.14	1.20
NAF Non-Supervisors	1769	44% 26% 31%			11	33	26	19	12	-3	--	-19	-20	-18	3.12	1.19
11f. My talents are used well in the workplace.																
<b>Total Army Non-Supervisors</b>	68648	60% 18% 22%			22	38	18	12	10	-2	--	-1	-1	+2	3.50	1.24
APF Non-Supervisors	66687	60% 18% 22%			22	38	18	12	10	-2	--	-1	-1	+2	3.50	1.24
NAF Non-Supervisors	1715	64% 17% 19%			27	37	17	11	8	-1	--	+3	+3	+6	3.63	1.22
11m. My work unit is able to recruit people with the right skills.																
<b>Total Army Non-Supervisors</b>	64671	35% 28% 36%			9	27	28	18	18	-17	-11	-8	-8	-8	2.90	1.23
APF Non-Supervisors	62808	35% 28% 36%			9	27	28	18	18	-17	-11	-8	-8	-8	2.90	1.23
NAF Non-Supervisors	1627	37% 29% 34%			10	27	29	17	16	-18	-7	-6	-6	-6	2.97	1.23

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding			Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4							
<b>HCF - TALENT MANAGEMENT</b>																
21c. Considering everything, how satisfied are you with the training you receive for your present job																
<b>Total Army Non-Supervisors</b>	66282	48% 26% 26%			11	36	26	19	8	-1	--	-5	-5	-4	3.25	1.12
APF Non-Supervisors	64406	48% 26% 26%			11	36	26	19	8	-2	--	-5	-5	-4	3.25	1.12
NAF Non-Supervisors	1640	44% 27% 29%			11	33	27	21	8	0	--	-9	-9	-8	3.18	1.12
<b>HCF - JOB SATISFACTION</b>																
11a. My work gives me a feeling of personal accomplishment.																
<b>Total Army Non-Supervisors</b>	69077	76% 12 12			29	47	12	7	5	-1	--	+3	+4	+5	3.88	1.07
APF Non-Supervisors	67100	76% 12 12			29	47	12	7	5	-1	--	+3	+4	+5	3.88	1.07
NAF Non-Supervisors	1726	76% 12 12			31	45	12	7	5	+2	--	+3	+4	+5	3.90	1.07
11b. I like the kind of work I do.																
<b>Total Army Non-Supervisors</b>	68978	85% 9 6			38	46	9	4	2	-1	--	0	+2	+2	4.15	0.90
APF Non-Supervisors	67002	84% 9 6			38	46	9	4	2	-1	--	-1	+1	+1	4.14	0.90
NAF Non-Supervisors	1725	89% 7			45	44	7	3	2	+1	--	+4	+6	+6	4.28	0.82
11d. The work I do is important.																
<b>Total Army Non-Supervisors</b>	68570	89% 7			45	44	7	2	1	-1	--	-2	-1	-1	4.30	0.80
APF Non-Supervisors	66610	89% 7			45	44	7	2	1	-1	--	-2	-1	-1	4.30	0.80
NAF Non-Supervisors	1713	91% 7			46	44	7	2	1	0	--	0	+1	+1	4.34	0.75

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Non-Supervisors



Item Detail	# Resp	Percent Responding					Category Percents					% Fav Diff from 2010	% Fav Diff from 2006	OPM 2012 FEVS: % Fav Diff from Army	OPM 2012 FEVS: % Fav Diff from DoD	OPM 2012 FEVS: % Fav Diff from Gov-Wide	Mean	Std Dev
		0	20	40	60	80	100	5	4	3	2							
<b>HCF - JOB SATISFACTION</b>																		
21a. Considering everything, how satisfied are you with your job																		
<b>Total Army Non-Supervisors</b>	66425						28	48	12	8	3	-1	+4	+9	+10	+10	3.91	1.00
APF Non-Supervisors	64543						28	48	12	8	3	-1	+4	+9	+10	+10	3.91	1.00
NAF Non-Supervisors	1644						28	48	14	7	3	+1	+4	+8	+9	+9	3.90	0.99
21b. Considering everything, how satisfied are you with your pay																		
<b>Total Army Non-Supervisors</b>	66204						15	43	17	17	8	-7	-2	0	0	-1	3.40	1.16
APF Non-Supervisors	64326						15	43	17	17	8	-7	-2	0	0	-1	3.41	1.16
NAF Non-Supervisors	1641						8	29	23	26	14	-7	-1	-21	-21	-22	2.90	1.19
21e. Considering everything, how satisfied are you with your involvement in decisions that affect your work																		
<b>Total Army Non-Supervisors</b>	66251						13	36	24	17	9	-1	--	-3	-3	-1	3.26	1.17
APF Non-Supervisors	64377						13	36	24	17	10	-1	--	-3	-3	-1	3.26	1.17
NAF Non-Supervisors	1637						13	34	26	17	10	+1	--	-5	-5	-3	3.23	1.17
21g. Considering everything, how satisfied are you with your opportunity to get a better job in your organization																		
<b>Total Army Non-Supervisors</b>	66320						7	21	32	23	17	-3	-1	-5	-6	-6	2.78	1.16
APF Non-Supervisors	64443						7	21	32	24	17	-3	-1	-5	-6	-6	2.78	1.16
NAF Non-Supervisors	1641						7	22	34	22	16	0	+3	-4	-5	-5	2.83	1.15

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