



***FY13 Army Civilian  
Attitude Survey***



***Civilian  
Supervisors***



**Total Army**



# FY13 Army Civilian Attitude Survey Total Army Results for Supervisors



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# About This Report



## FY13 Army Civilian Attitude Survey Total Army Results for 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 Supervisors is composed of a series of core and supplemental items.

**Composites** – The survey includes a number of scaled items that were grouped into 18 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-q6f, q6h-q6j, q8)	Satisfaction with the opportunities employees have to participate in training and development.
Leadership Development (q9a-q9f)	Satisfaction with opportunities for leadership development.
Personal Work Experiences (q10a-q10p)	Employees' view of the actual work they do, feelings of accomplishment, and safety.
Performance Culture (q11a-q11l, q11n)	Extent to which employees feel that the culture supports high performance.
Supervisory Authority (q14a-q14e, q15a-q15f)	Supervisors' perceptions of their authority to carry out a variety of responsibilities.
Fairness (q16a-q16e)	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 (q19, q20a-q20c, q21a-q21c)	Report of employees' intentions around continuing to work for their organization and willingness to relocate.
Overall Satisfaction (q24a-q24k, q25a-q25b)	Employees' satisfaction with aspects of their current job.
Quality of Work Life (q26a-q26f, q27a-q27c)	Satisfaction with issues related to work life balance.
Your Organization (q28, q29a-q29k)	Employees' perceptions around organizational preparedness to perform mission and manage human resources.
Satisfaction with Civilian Human Resources (q31a-q31k, q32a-q32l, q33a-q33c)	Employees' overall satisfaction with the level of service received from the Human Resource Office.
Conditions for Engagement (q3c, q3e, q5c, q5f, q10a, q10f, q10i, q10k)	Employees' overall level of motivation, commitment, and alignment with organization goals.
HCF - Leadership & Knowledge Management (q3a-q3c, q3e, q3g, q5e, q5h, q10j, q10o, q10p, q24j, 24k)	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, q10c, q10e, q10g, q10h, q10n, q11b, q11d, q11i, q11k, q11l, q24d)	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, q10f, q10m, q24c)	Having quality people with the appropriate competencies in mission-critical activities.
HCF - Job Satisfaction (q10a, q10b, q10d, q24a, q24b, q24e, q24g)	Satisfaction with facets of the job such as pay, personal involvement, achievement, importance of work, and opportunities for advancement.



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## 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:

- Personnel Actions (q12-q13c)
- Discrimination (q17-q17b)
- Harassment (q18-q18b)
- Organizational Information (q34a-q34b,q35)

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.



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**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 supervisors, the results are similar to the combined results above. Of the 37,355 supervisors who were invited to complete the survey, 18,998 responded for a response rate of 51%. This yields a margin for supervisors of  $\pm 0.5$  percentage points. This means that the data presented in this report are generalizable to the population of Army civilian supervisors.

In the following table, this same information is presented by Army Commands, Army Service Component Commands, and Direct Reporting Units, Race, Pay Plan, Gender, NAF, and LN.

	Population**	Responses	Response Rate***	Margin of Error +/-
TOTAL ARMY SUPERVISORS (including NAF supervisors)	37355	18998	51%	0.5
TOTAL ARMY SUPERVISORS (excluding NAF supervisors)	34151	17045	50%	0.5

Army Commands, Army Service Component Commands, and Direct Reporting Units †					
	Headquarters, Department of the Army	2332	1151	49%	2.1
	US Army Forces Command	557	313	56%	3.7
	US Army Training and Doctrine Command	2149	1229	57%	1.8
	US Army Materiel Command	7271	3459	48%	1.2
	US Army Cyber Command	38	17	45%	17.7
	US Army Central/Third Army	61	31	51%	12.3
	US Army North/Fifth Army	87	55	63%	8.0
	US Army South/Sixth Army	69	34	49%	12.0
	US Army Europe/Seventh Army	483	257	53%	4.2
	US Army Pacific	338	156	46%	5.8
	US Army Special Operations Command	232	106	46%	7.0
	US Army Space and Missile Command	144	75	52%	7.8
	US Army Africa	51	32	63%	10.6
	US Army Network Enterprise and Technology Command	892	402	45%	3.6



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	Population**	Responses	Response Rate***	Margin of Error +/-
US Army Medical Command	4477	2412	54%	1.4
US Army Intelligence and Security Command	614	295	48%	4.1
US Army Criminal Investigation Command	165	76	46%	8.3
US Army Corps of Engineers	4872	2057	42%	1.6
US Army Military District of Washington	87	31	36%	14.1
US Army Test and Evaluation Command	584	309	53%	3.8
United State Military Academy	126	78	62%	6.8
US Army Reserve Command	1227	545	44%	3.1
US Army Acquisitions Support Center	1171	533	46%	3.1
US Army Installation Management Command	7977	4750	60%	0.9
Joint Activities/NATO SHAPE	638	231	36%	5.1
US Army Accessions Command	280	167	60%	4.8
US Military Entrance Processing Command	294	118	40%	7.0
US Army National Guard (Title 5 and Title 32)	139	79	57%	7.2

RACE (APF employees)*					
	Non-minority	27414	14135	52%	0.6
	Minority	9780	4766	49%	1.0

PAY PLAN‡					
	GS/GS Equivalent	26486	13619	51%	0.6
	Demonstration Projects	4313	1862	43%	1.7
	Wage Grade	2172	1047	48%	2.2
	SES	273	112	41%	7.1
	NAF	3204	1953	61%	1.4
	Other	366	156	43%	5.9

GENDER					
	Female	11380	6002	53%	0.9
	Male	25975	12996	50%	0.6

NAF		3204	1953	61%	1.4
LN		176	103	59%	6.2

\*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.



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\*\*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).



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

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



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



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

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

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

**Strengths:** At least 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?



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- 1. Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, 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).



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## Response Rates

<u>Group Name</u>	<u>Responses</u>	<u>Population</u>	<u>Resp Rate</u>
<b>Total Army Supervisors</b>	18998	37355	51%
APF Supervisors	16942	33975	50%
NAF Supervisors	1953	3204	61%



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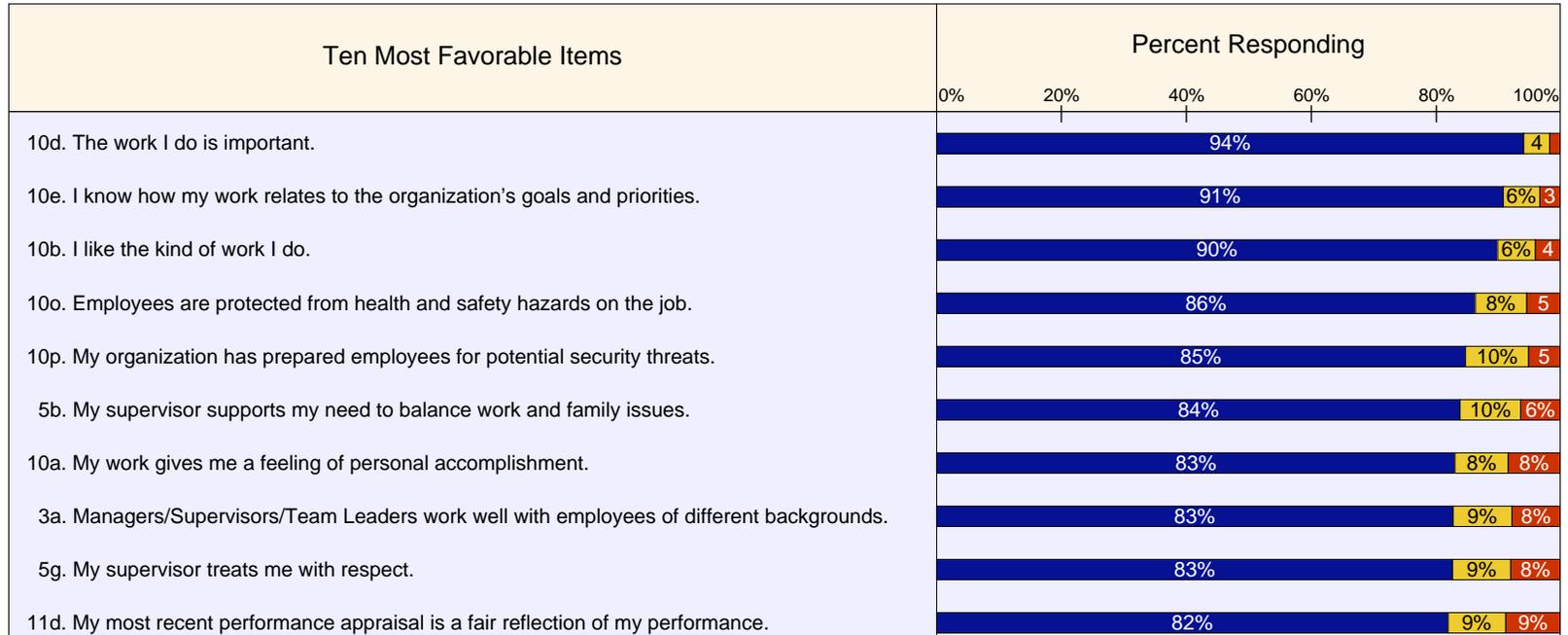
# **Results Summary**



# FY13 Army Civilian Attitude Survey Total Army Results for Supervisors



## Total Army Supervisors



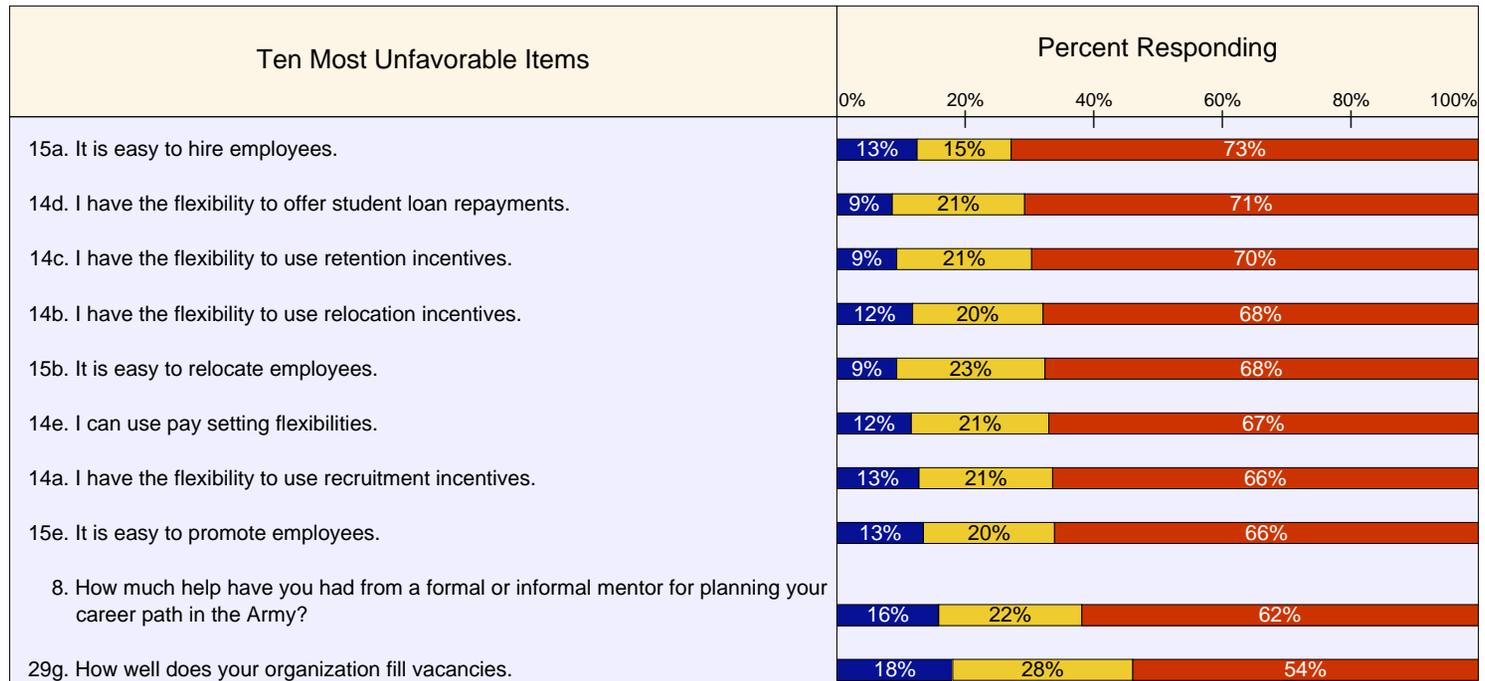
■ = % Favorable   
 ■ = % Neutral   
 ■ = % Unfavorable



# FY13 Army Civilian Attitude Survey Total Army Results for Supervisors



## Total Army Supervisors



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

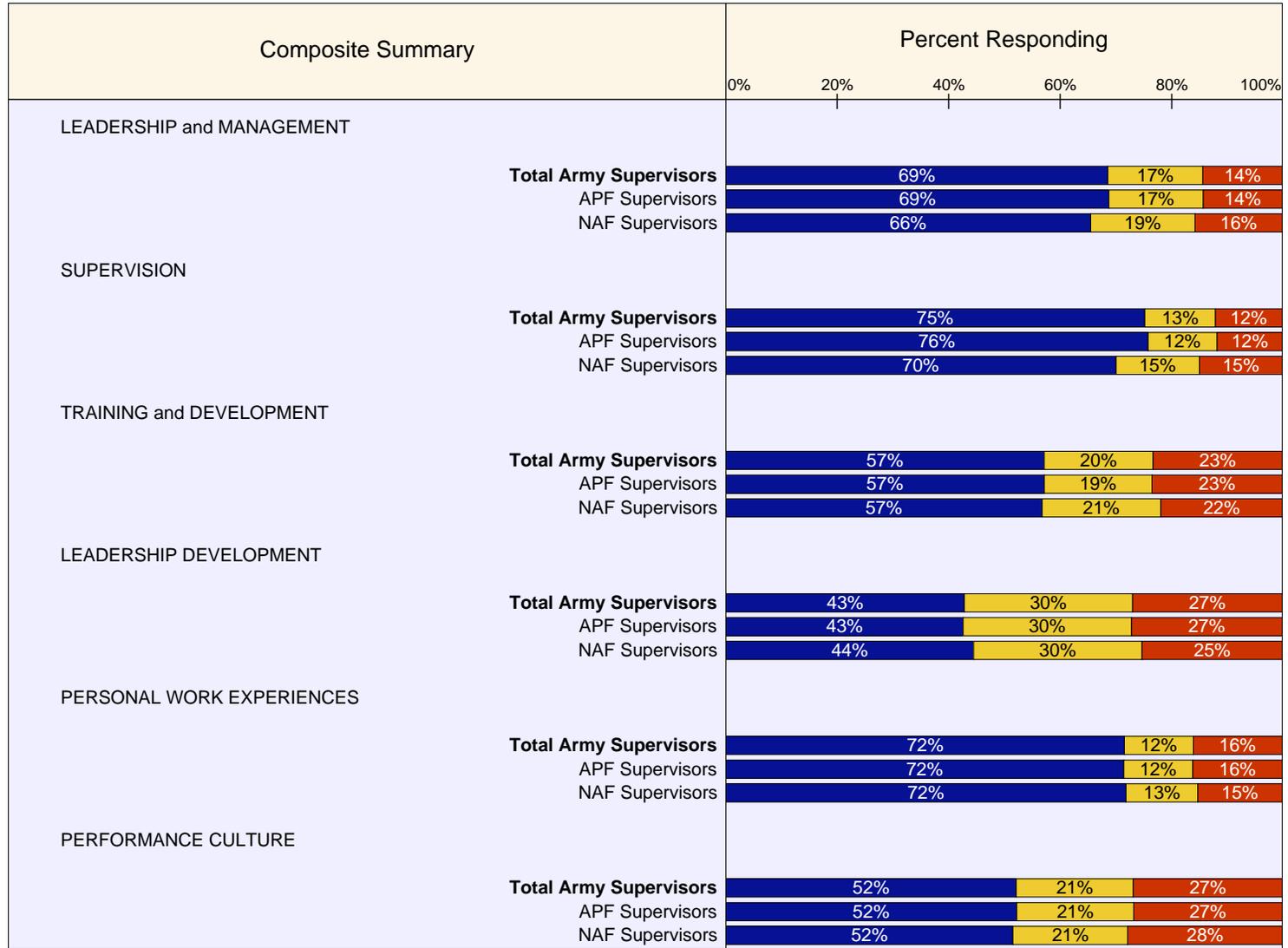
\* Any item marked with an asterisk is phrased such that Disagree/Unlikely is a FAVORABLE response and is shown under the % Favorable category



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Supervisors



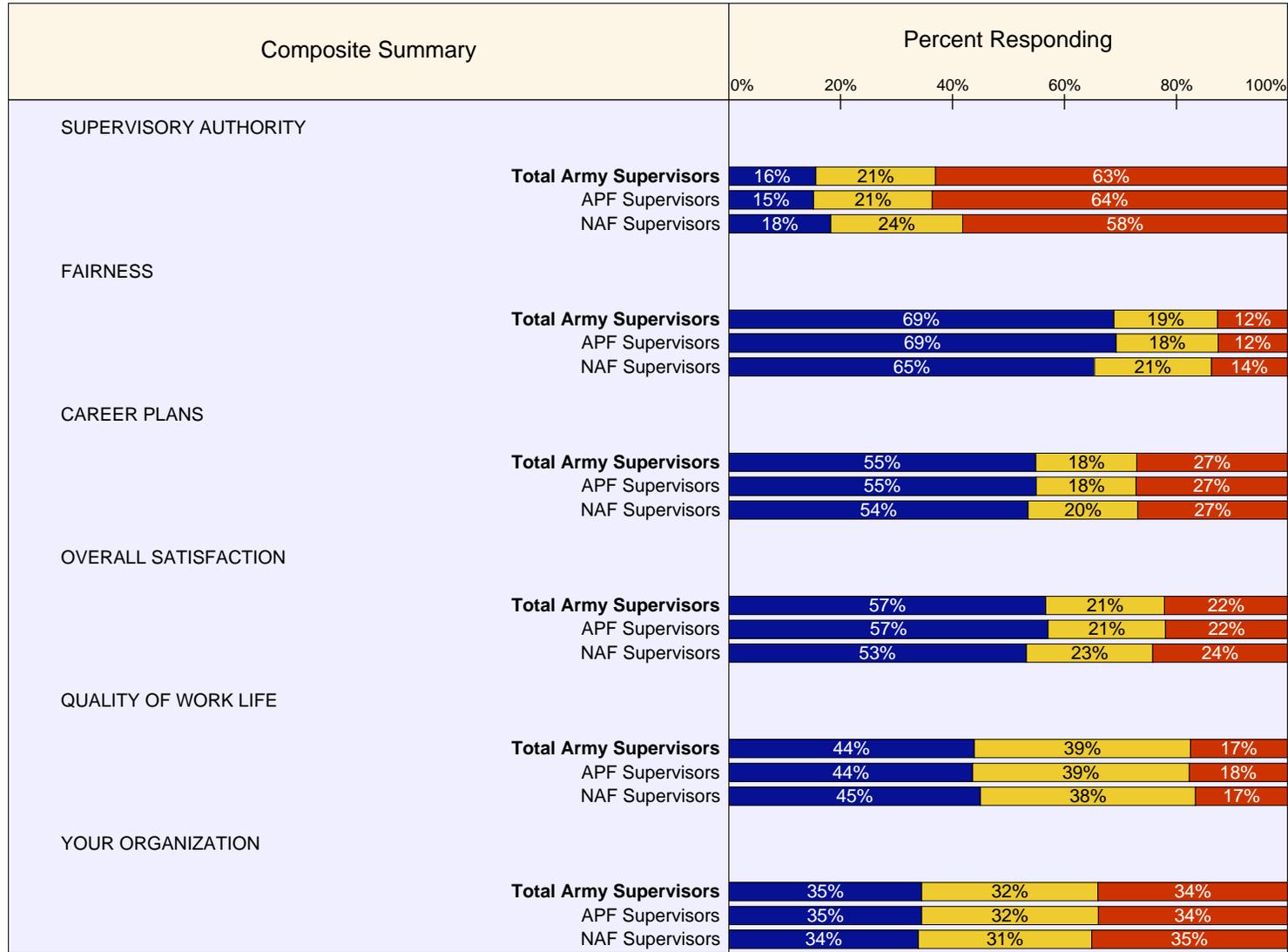
■ = % Favorable   ■ = % Neutral   ■ = % Unfavorable



# FY13 Army Civilian Attitude Survey

## Total Army

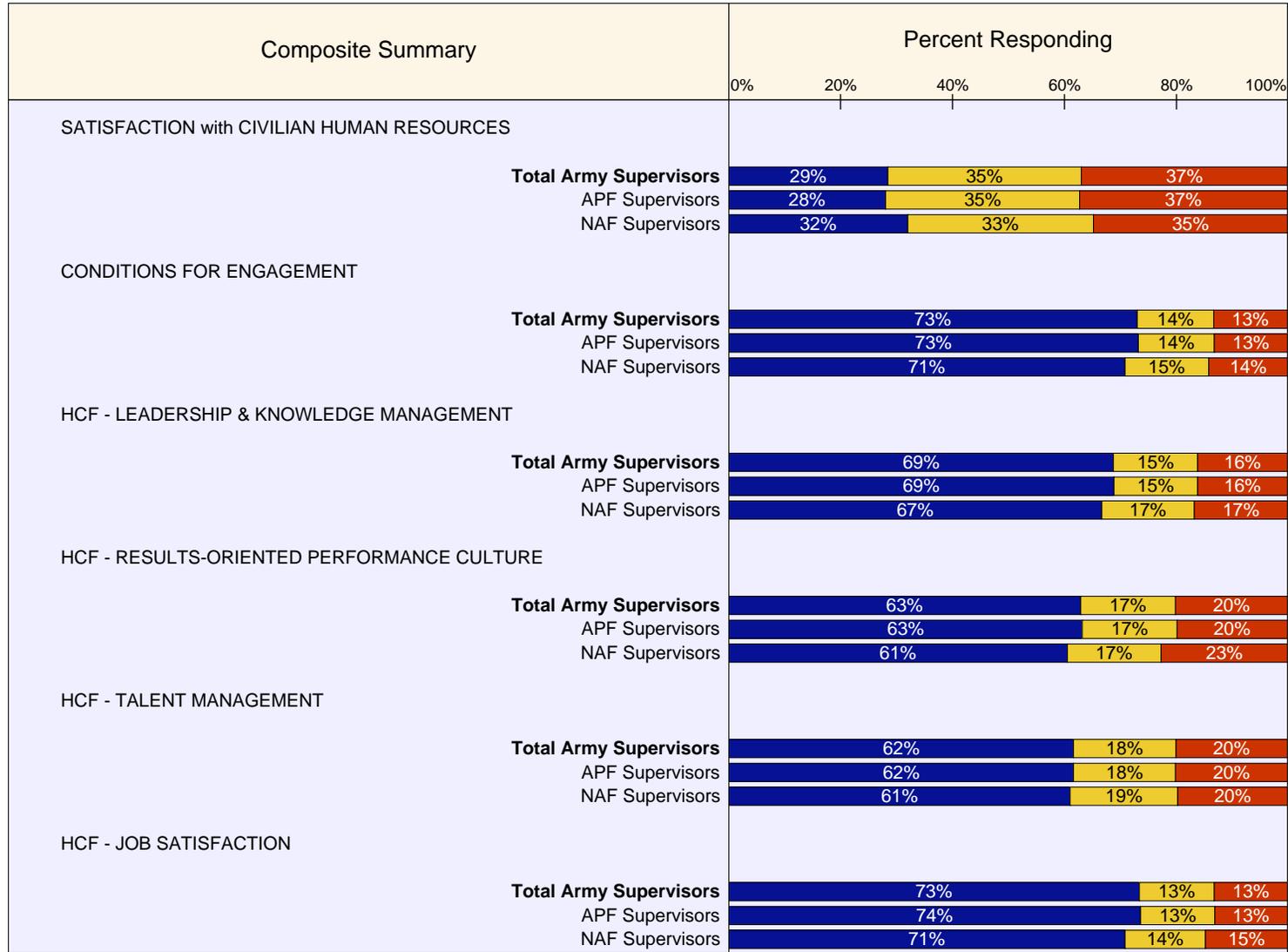
### Results for Supervisors



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



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



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



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# Item Detail



## FY13 Army Civilian Attitude Survey Total Army Results for 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 Supervisors</b>	18882	0%	100%	0%
APF Supervisors	16827	0%	100%	0%
NAF Supervisors	1952	0%	100%	0%



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Item Detail	# Resp	Yes	No
CURRENT EMPLOYMENT STATUS			
2. Are you a Reemployed Annuitant?			
<b>Total Army Supervisors</b>	16415	3%	97%
APF Supervisors	14734	3%	97%
NAF Supervisors	1598	6%	94%



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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 Supervisors</b>	16880	83%					9%	8%	29	53	9	5	2	-2	-1	4.02	0.90
APF Supervisors	15105	83%					9%	8%	29	54	9	5	2	-1	-1	4.02	0.90
NAF Supervisors	1685	80%					12%	7%	30	50	12	5	3	-3	-1	4.00	0.93
3b. I have a high level of respect for my organization's senior leaders.																	
<b>Total Army Supervisors</b>	16841	64%					17%	19%	23	41	17	11	8	-3	-4	3.61	1.18
APF Supervisors	15068	64%					17%	19%	23	41	17	11	8	-3	-4	3.61	1.18
NAF Supervisors	1684	62%					18%	20%	25	37	18	12	8	-3	-2	3.58	1.22
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																	
<b>Total Army Supervisors</b>	16796	52%					23%	25%	14	38	23	16	9	-3	-7	3.33	1.16
APF Supervisors	15037	52%					24%	24%	14	38	24	16	9	-4	-7	3.33	1.16
NAF Supervisors	1670	51%					22%	27%	15	35	22	17	10	-1	-3	3.29	1.21
3d. Managers/Supervisors deal effectively with reports of prejudice and discrimination.																	
<b>Total Army Supervisors</b>	15422	75%					16%	10%	30	45	16	6	4	0	-2	3.91	1.01
APF Supervisors	13775	75%					15%	10%	30	45	15	6	4	0	-2	3.92	1.00
NAF Supervisors	1560	72%					17%	11%	27	44	17	6	4	-3	0	3.84	1.04
3e. Managers communicate the goals and priorities of the organization.																	
<b>Total Army Supervisors</b>	16811	70%					15%	14%	20	50	15	10	5	-2	--	3.71	1.04
APF Supervisors	15046	70%					15%	14%	20	51	15	10	5	-2	--	3.71	1.04
NAF Supervisors	1679	69%					17%	14%	20	48	17	9	5	-4	--	3.70	1.05

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



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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 Supervisors</b>	16813	78% Favorable, 12% Neither, 10% Unfavorable					23	55	12	8	3	-1	--	3.87	0.94	
APF Supervisors	15046	78% Favorable, 12% Neither, 10% Unfavorable					23	55	12	8	3	0	--	3.88	0.94	
NAF Supervisors	1680	74% Favorable, 16% Neither, 10% Unfavorable					20	54	16	7	4	-2	--	3.80	0.95	
3g. Managers review and evaluate the organization's progress toward meeting its goals and objectives.																
<b>Total Army Supervisors</b>	16585	70% Favorable, 18% Neither, 12% Unfavorable					18	52	18	9	4	-2	--	3.71	0.97	
APF Supervisors	14841	70% Favorable, 18% Neither, 12% Unfavorable					17	53	18	9	4	-2	--	3.71	0.97	
NAF Supervisors	1657	68% Favorable, 19% Neither, 12% Unfavorable					19	49	19	9	4	-1	--	3.71	0.98	
3h. There are generally good relationships between the union(s) and management here.																
<b>Total Army Supervisors</b>	12237	55% Favorable, 31% Neither, 13% Unfavorable					13	42	31	8	6	0	-8	3.50	1.00	
APF Supervisors	10933	56% Favorable, 31% Neither, 13% Unfavorable					13	43	31	7	6	0	-7	3.50	1.00	
NAF Supervisors	1226	51% Favorable, 33% Neither, 15% Unfavorable					13	38	33	9	7	-4	-8	3.42	1.04	
3i. My organization's leaders maintain high standards of honesty and integrity.																
<b>Total Army Supervisors</b>	16650	68% Favorable, 17% Neither, 15% Unfavorable					25	42	17	9	6	--	--	3.72	1.12	
APF Supervisors	14904	69% Favorable, 17% Neither, 15% Unfavorable					26	43	17	9	6	--	--	3.74	1.12	
NAF Supervisors	1659	61% Favorable, 18% Neither, 21% Unfavorable					22	39	18	13	8	--	--	3.54	1.19	
3j. Overall, the manager above my immediate supervisor is doing a good job.																
<b>Total Army Supervisors</b>	16671	68% Favorable, 16% Neither, 16% Unfavorable					26	42	16	9	7	--	--	3.72	1.14	
APF Supervisors	14912	69% Favorable, 16% Neither, 15% Unfavorable					26	43	16	9	6	--	--	3.73	1.13	
NAF Supervisors	1671	64% Favorable, 18% Neither, 18% Unfavorable					25	39	18	10	8	--	--	3.62	1.19	

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



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



Item Detail	# Resp	Military	Civilian
SUPERVISION			
4. Is your immediate supervisor military or civilian?			
<b>Total Army Supervisors</b>	16842	24%	76%
APF Supervisors	15076	27%	73%
NAF Supervisors	1686	1%	99%



# FY13 Army Civilian Attitude Survey Total Army Results for 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 about my performance are worthwhile.																
<b>Total Army Supervisors</b>	17520	71% 15% 14%					28	43	15	9	6	-1	+5	3.79	1.11	
APF Supervisors	15681	71% 15% 14%					28	43	15	8	5	0	+5	3.80	1.11	
NAF Supervisors	1752	68% 14% 18%					28	40	14	11	7	-1	+6	3.72	1.18	
5b. My supervisor supports my need to balance work and family issues.																
<b>Total Army Supervisors</b>	17506	84% 10% 6%					43	41	10	4	3	+1	--	4.18	0.94	
APF Supervisors	15656	85% 9% 6%					44	41	9	3	3	+1	--	4.20	0.93	
NAF Supervisors	1762	78% 12% 10%					39	39	12	6	5	0	--	4.02	1.07	
5c. Supervisors/Team Leaders in my work unit support employee development.																
<b>Total Army Supervisors</b>	17559	78% 12% 9%					32	47	12	6	3	-2	-1	3.97	0.98	
APF Supervisors	15703	79% 12% 9%					32	47	12	6	3	-2	-1	3.99	0.98	
NAF Supervisors	1767	73% 15% 12%					29	44	15	8	4	-1	-3	3.87	1.04	
5d. Decisions in my organization are done in a timely manner.																
<b>Total Army Supervisors</b>	17591	59% 18% 23%					19	40	18	15	8	--	--	3.47	1.19	
APF Supervisors	15738	59% 18% 23%					19	40	18	15	8	--	--	3.48	1.18	
NAF Supervisors	1766	55% 19% 26%					18	37	19	16	10	--	--	3.38	1.22	
5e. I have trust and confidence in my supervisor.																
<b>Total Army Supervisors</b>	17610	73% 13% 14%					35	38	13	8	6	0	--	3.88	1.16	
APF Supervisors	15753	74% 13% 14%					35	38	13	7	6	0	--	3.89	1.15	
NAF Supervisors	1768	67% 16% 17%					33	34	16	10	8	-1	--	3.74	1.23	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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 listens to what I have to say.																
<b>Total Army Supervisors</b>	17617	79%					38	40	11	6	5	+1	--	4.02	1.07	
APF Supervisors	15760	79%					39	41	11	5	5	+1	--	4.03	1.06	
NAF Supervisors	1769	72%					35	37	14	8	6	-1	--	3.88	1.14	
5g. My supervisor treats me with respect.																
<b>Total Army Supervisors</b>	17624	83%					43	40	9	4	4	--	--	4.14	1.01	
APF Supervisors	15766	84%					44	40	9	4	4	--	--	4.16	1.00	
NAF Supervisors	1769	76%					38	37	14	5	5	--	--	3.98	1.10	
5h. Overall, my immediate supervisor/team leader is doing a good job.																
<b>Total Army Supervisors</b>	17606	77%					38	38	12	6	5	0	0	3.99	1.09	
APF Supervisors	15748	77%					39	38	12	6	5	0	0	4.00	1.09	
NAF Supervisors	1769	72%					36	36	16	6	6	0	-2	3.89	1.14	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																
<b>6a. My training needs are assessed.</b>																
<b>Total Army Supervisors</b>	17505						12	44	22	15	6	+1	--	3.41	1.09	
APF Supervisors	15650						12	44	22	16	6	+1	--	3.40	1.09	
NAF Supervisors	1770						15	44	22	14	6	-1	--	3.47	1.08	
<b>6b. I have received sufficient training to be competitive for jobs at the next higher level.</b>																
<b>Total Army Supervisors</b>	17443						16	42	20	15	7	-2	-3	3.43	1.14	
APF Supervisors	15589						16	42	20	15	7	-2	-4	3.44	1.14	
NAF Supervisors	1767						15	39	22	16	8	-2	0	3.37	1.15	
<b>6c. I am satisfied with the career progression opportunities available to me.</b>																
<b>Total Army Supervisors</b>	17444						14	39	20	16	11	-4	-1	3.29	1.21	
APF Supervisors	15595						14	39	19	17	11	-4	-1	3.29	1.21	
NAF Supervisors	1760						14	38	24	15	10	-5	+3	3.31	1.17	
<b>6d. The Army invests adequate resources for training and developing its civilian workforce.</b>																
<b>Total Army Supervisors</b>	17385						13	38	20	18	11	-8	--	3.23	1.21	
APF Supervisors	15545						12	38	19	19	12	-8	--	3.20	1.22	
NAF Supervisors	1749						16	42	21	14	7	-7	--	3.46	1.12	
<b>6e. I am given a real opportunity to improve my skills in my organization.</b>																
<b>Total Army Supervisors</b>	17536						14	42	22	14	7	-5	--	3.42	1.12	
APF Supervisors	15672						14	42	22	14	7	-5	--	3.42	1.12	
NAF Supervisors	1773						16	39	23	14	8	-5	--	3.41	1.15	

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# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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 have received sufficient training to be a supervisor or manager.																
<b>Total Army Supervisors</b>	17476	73% 15% 11%					23	51	15	7	4	0	-6	3.81	0.99	
APF Supervisors	15616	74% 15% 11%					23	51	15	7	4	+1	-5	3.82	0.98	
NAF Supervisors	1769	70% 17% 13%					21	49	17	9	4	-2	-8	3.74	1.01	
6g. I am interested in receiving training in skills related to but different from those I use on my current job.																
<b>Total Army Supervisors</b>	17463	68% 22% 10%					22	46	22	8	2	-1	--	3.78	0.95	
APF Supervisors	15601	67% 22% 10%					22	46	22	8	2	-1	--	3.76	0.95	
NAF Supervisors	1771	76% 18% 6%					29	47	18	5	2	-2	--	3.96	0.89	
6h. I know what training I need to advance my career with the Army.																
<b>Total Army Supervisors</b>	17383	72% 17% 11%					20	52	17	8	3	-1	--	3.78	0.95	
APF Supervisors	15548	72% 17% 11%					20	52	17	8	3	-1	--	3.78	0.94	
NAF Supervisors	1748	68% 20% 11%					19	49	20	9	3	-1	--	3.74	0.96	
6i. I know what developmental experiences I need to advance my career with the Army.																
<b>Total Army Supervisors</b>	17383	69% 18% 12%					19	50	18	9	3	-2	--	3.72	0.97	
APF Supervisors	15557	69% 18% 12%					19	51	18	9	3	-2	--	3.73	0.97	
NAF Supervisors	1739	67% 21% 13%					19	48	21	10	3	-2	--	3.69	0.98	
6j. I can find sources for all types of training.																
<b>Total Army Supervisors</b>	17425	69% 19% 13%					17	51	19	9	3	--	--	3.70	0.98	
APF Supervisors	15581	69% 19% 13%					17	51	19	9	3	--	--	3.69	0.98	
NAF Supervisors	1756	69% 19% 12%					19	50	19	9	3	--	--	3.73	0.98	

■ = % Favorable (Agree)  
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## FY13 Army Civilian Attitude Survey Total Army Results for Supervisors



Item Detail	# Resp	Yes	No
TRAINING and DEVELOPMENT			
7. Do you know which Army career program you are in?			
<b>Total Army Supervisors</b>	17581	84%	16%
APF Supervisors	15716	85%	15%
NAF Supervisors	1776	69%	31%



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



Item Detail	# Resp	No help	A little help	A moderate amount of help	A lot of help	A great deal of help
<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 Supervisors</b>	17578	37%	25%	22%	11%	5%
APF Supervisors	15719	37%	25%	22%	11%	5%
NAF Supervisors	1771	35%	23%	25%	11%	6%



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																
9a. The priority your organization places on leader development																
<b>Total Army Supervisors</b>	17296						10	38	28	16	8	+3	--	3.26	1.09	
APF Supervisors	15482						10	38	28	17	8	+3	--	3.25	1.09	
NAF Supervisors	1728						11	37	30	15	7	+3	--	3.29	1.07	
9b. The quality of available leader development training																
<b>Total Army Supervisors</b>	16960						9	38	28	17	7	+3	--	3.26	1.07	
APF Supervisors	15163						9	38	28	18	7	+3	--	3.25	1.07	
NAF Supervisors	1712						10	40	28	16	7	+4	--	3.31	1.06	
9c. Developmental assignments that give you experience in other functions in the organization.																
<b>Total Army Supervisors</b>	16922						8	31	33	19	9	+1	--	3.09	1.09	
APF Supervisors	15132						8	31	33	19	9	+1	--	3.08	1.09	
NAF Supervisors	1706						9	34	31	18	8	+2	--	3.18	1.08	
9d. The availability of opportunities to expand the range of your skills																
<b>Total Army Supervisors</b>	17199						8	35	29	19	9	-1	--	3.15	1.10	
APF Supervisors	15385						8	35	29	19	9	-1	--	3.14	1.10	
NAF Supervisors	1729						9	36	28	18	8	0	--	3.20	1.10	
9e. The help you have received to plan your career path																
<b>Total Army Supervisors</b>	17283						7	28	32	20	13	+2	--	2.94	1.13	
APF Supervisors	15462						7	28	32	20	14	+2	--	2.94	1.13	
NAF Supervisors	1734						8	28	32	20	12	0	--	3.00	1.13	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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																
9f. The way your supervisor creates or calls attention to leader development opportunities																
<b>Total Army Supervisors</b>	17182						11	34	32	14	9	+4	--	3.25	1.10	
APF Supervisors	15372						11	35	32	14	9	+4	--	3.25	1.10	
NAF Supervisors	1722						12	34	31	15	8	+2	--	3.27	1.11	

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# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																	
10a. My work gives me a feeling of personal accomplishment.																	
<b>Total Army Supervisors</b>	17211	83%					8%	8%	37	46	8	5	3	-2	--	4.09	0.97
APF Supervisors	15394	83%					8%	8%	37	46	8	5	3	-2	--	4.08	0.98
NAF Supervisors	1730	83%					10%	7%	40	43	10	5	3	-1	--	4.13	0.95
10b. I like the kind of work I do.																	
<b>Total Army Supervisors</b>	17193	90%					6	4	47	43	6	3	1	-1	--	4.32	0.80
APF Supervisors	15375	90%					6	4	46	44	6	3	1	-1	--	4.30	0.81
NAF Supervisors	1731	92%					5	1	53	39	5	2	1	0	--	4.41	0.75
10c. Creativity and innovation are rewarded.																	
<b>Total Army Supervisors</b>	17134	54%					23%	24%	20	34	23	15	9	-3	-8	3.41	1.21
APF Supervisors	15325	54%					23%	23%	20	34	23	14	9	-2	-8	3.42	1.20
NAF Supervisors	1723	50%					21%	29%	20	30	21	18	11	-4	-1	3.31	1.27
10d. The work I do is important.																	
<b>Total Army Supervisors</b>	17123	94%					4	1	55	39	4	1	1	-1	--	4.47	0.69
APF Supervisors	15312	94%					4	1	55	39	4	1	1	-1	--	4.46	0.70
NAF Supervisors	1724	95%					4	1	58	37	4	1	0	0	--	4.52	0.63
10e. I know how my work relates to the organization's goals and priorities.																	
<b>Total Army Supervisors</b>	17162	91%					6	3	48	43	6	2	1	-1	--	4.34	0.78
APF Supervisors	15355	91%					6	3	47	43	6	2	1	-1	--	4.34	0.78
NAF Supervisors	1721	91%					7	1	50	41	7	1	1	-1	--	4.38	0.73

= % Favorable (Agree)  
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 = % Unfavorable (Disagree)

-- No history data available

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																
10f. My talents are used well in the workplace.																
<b>Total Army Supervisors</b>	17167	73% 13% 14%					31	42	13	9	6	-2	--	3.83	1.13	
APF Supervisors	15350	72% 13% 14%					30	42	13	9	6	-2	--	3.83	1.13	
NAF Supervisors	1730	73% 12% 14%					34	40	12	9	5	0	--	3.87	1.14	
10g. The people I work with cooperate to get the job done.																
<b>Total Army Supervisors</b>	17173	79% 11% 10%					32	48	11	6	4	-1	--	3.98	0.99	
APF Supervisors	15358	80% 11% 9%					32	48	11	6	3	-1	--	3.99	0.99	
NAF Supervisors	1729	75% 13% 11%					31	44	13	7	4	0	--	3.91	1.05	
10h. Employees have a feeling of personal empowerment with respect to work processes.																
<b>Total Army Supervisors</b>	17049	62% 19% 18%					20	43	19	12	7	-2	--	3.57	1.13	
APF Supervisors	15247	62% 19% 19%					19	43	19	12	7	-3	--	3.56	1.13	
NAF Supervisors	1717	62% 20% 18%					21	41	20	11	7	+1	--	3.59	1.13	
10i. I feel encouraged to come up with better ways of doing things.																
<b>Total Army Supervisors</b>	17183	67% 17% 17%					27	40	17	10	7	-4	--	3.70	1.16	
APF Supervisors	15367	67% 17% 17%					27	40	17	10	7	-5	--	3.70	1.16	
NAF Supervisors	1729	66% 17% 17%					27	38	17	11	6	-4	--	3.69	1.17	
10j. My workload is reasonable.																
<b>Total Army Supervisors</b>	17141	56% 14% 30%					14	42	14	17	13	-2	--	3.27	1.27	
APF Supervisors	15328	56% 14% 30%					14	42	14	17	13	-2	--	3.26	1.27	
NAF Supervisors	1726	55% 16% 28%					16	39	16	16	13	-1	--	3.30	1.27	

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## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
10k. I know what is expected of me on the job.																
<b>Total Army Supervisors</b>	17140	82% 10% 8%					30	52	10	5	3	0	--	4.01	0.93	
APF Supervisors	15332	82% 10% 8%					30	52	10	5	3	0	--	4.01	0.93	
NAF Supervisors	1723	81% 12% 8%					32	48	12	5	2	-1	--	4.03	0.93	
10l. There is a sufficient number of people to do the work.																
<b>Total Army Supervisors</b>	17111	36% 14% 50%					9	26	14	26	25	--	--	2.70	1.34	
APF Supervisors	15299	35% 14% 51%					9	26	14	26	25	--	--	2.68	1.34	
NAF Supervisors	1726	39% 15% 46%					11	29	15	25	21	--	--	2.84	1.34	
10m. My work unit is able to recruit people with the right skills.																
<b>Total Army Supervisors</b>	16914	35% 22% 43%					8	27	22	21	22	-19	-18	2.78	1.28	
APF Supervisors	15125	35% 21% 44%					8	27	21	21	22	-20	-19	2.77	1.28	
NAF Supervisors	1703	39% 23% 38%					10	29	23	20	18	-8	-8	2.94	1.27	
10n. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																
<b>Total Army Supervisors</b>	17106	73% 14% 14%					22	51	14	9	5	+2	--	3.75	1.05	
APF Supervisors	15304	72% 14% 14%					22	51	14	9	5	+2	--	3.74	1.06	
NAF Supervisors	1716	76% 13% 11%					24	51	13	6	5	+4	--	3.84	1.02	
10o. Employees are protected from health and safety hazards on the job.																
<b>Total Army Supervisors</b>	17110	86% 8% 5%					34	53	8	3	2	+2	--	4.13	0.84	
APF Supervisors	15300	86% 8% 5%					33	53	8	3	2	+2	--	4.13	0.84	
NAF Supervisors	1723	87% 8% 6%					34	53	8	4	2	+2	--	4.13	0.85	

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## FY13 Army Civilian Attitude Survey Total Army Results for 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																	
10p. My organization has prepared employees for potential security threats.																	
<b>Total Army Supervisors</b>	17075	85%					10%	5	29	56	10	3	2	+1	--	4.07	0.83
APF Supervisors	15273	85%					10%	5	29	56	10	3	2	+1	--	4.06	0.83
NAF Supervisors	1717	86%					10%	4	32	54	10	2	2	0	--	4.12	0.81

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## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
11a. The performance management system I am under improves organizational performance.																
<b>Total Army Supervisors</b>	16282						8	31	32	19	11	0	-2	3.06	1.11	
APF Supervisors	14596						7	30	32	19	11	0	-3	3.03	1.12	
NAF Supervisors	1606						10	37	32	14	6	-1	-2	3.30	1.04	
11b. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.																
<b>Total Army Supervisors</b>	16320						8	38	23	18	13	0	-6	3.11	1.18	
APF Supervisors	14591						8	38	23	18	13	0	-6	3.11	1.17	
NAF Supervisors	1647						10	38	21	18	13	-2	0	3.14	1.21	
11c. My performance standards/expectations are directly related to my organization's mission.																
<b>Total Army Supervisors</b>	16596						22	58	13	5	3	0	-2	3.92	0.86	
APF Supervisors	14857						21	59	13	5	3	0	-2	3.92	0.87	
NAF Supervisors	1657						23	58	13	5	2	+1	+2	3.96	0.84	
11d. My most recent performance appraisal is a fair reflection of my performance.																
<b>Total Army Supervisors</b>	16433						33	49	9	5	4	+7	0	4.02	0.99	
APF Supervisors	14748						33	50	9	4	4	+8	0	4.04	0.97	
NAF Supervisors	1608						33	42	13	6	7	0	0	3.89	1.13	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
11e. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.																
<b>Total Army Supervisors</b>	16496	72% Favorable, 14% Neither, 14% Unfavorable					28	45	14	8	5	+7	-2	3.81	1.09	
APF Supervisors	14800	73% Favorable, 14% Neither, 14% Unfavorable					27	45	14	8	5	+7	-1	3.81	1.09	
NAF Supervisors	1619	71% Favorable, 15% Neither, 14% Unfavorable					29	42	15	7	6	+2	-2	3.80	1.13	
11f. I receive regular performance feedback.																
<b>Total Army Supervisors</b>	16685	57% Favorable, 19% Neither, 24% Unfavorable					18	40	19	15	9	+4	-2	3.42	1.20	
APF Supervisors	14938	57% Favorable, 19% Neither, 24% Unfavorable					17	40	19	15	9	+5	-2	3.42	1.19	
NAF Supervisors	1666	57% Favorable, 17% Neither, 26% Unfavorable					19	38	17	15	11	+2	+1	3.40	1.25	
11g. The performance feedback I receive is useful.																
<b>Total Army Supervisors</b>	16427	57% Favorable, 24% Neither, 19% Unfavorable					18	39	24	11	8	+3	-4	3.48	1.14	
APF Supervisors	14707	57% Favorable, 24% Neither, 18% Unfavorable					17	40	24	11	8	+3	-5	3.48	1.13	
NAF Supervisors	1641	57% Favorable, 23% Neither, 20% Unfavorable					20	37	23	11	9	0	-2	3.47	1.20	
11h. My cash awards depend on how well I perform my job.																
<b>Total Army Supervisors</b>	15781	48% Favorable, 19% Neither, 33% Unfavorable					16	32	19	13	20	-5	-15	3.10	1.37	
APF Supervisors	14178	49% Favorable, 19% Neither, 33% Unfavorable					16	33	19	13	20	-4	-15	3.12	1.36	
NAF Supervisors	1522	43% Favorable, 19% Neither, 38% Unfavorable					16	27	19	12	26	-8	-10	2.94	1.44	
11i. In my work unit, differences in performance are recognized in a meaningful way.																
<b>Total Army Supervisors</b>	16317	43% Favorable, 24% Neither, 32% Unfavorable					11	33	24	18	15	-2	-10	3.07	1.23	
APF Supervisors	14621	44% Favorable, 24% Neither, 32% Unfavorable					10	33	24	18	14	-2	-11	3.07	1.22	
NAF Supervisors	1615	42% Favorable, 22% Neither, 36% Unfavorable					11	31	22	18	18	-4	-5	3.00	1.29	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																
11j. I can influence my employees' pay to reflect performance.																
<b>Total Army Supervisors</b>	16123						8	27	23	22	21	-8	-5	2.78	1.26	
APF Supervisors	14453						8	27	23	22	21	-7	-4	2.79	1.26	
NAF Supervisors	1589						8	27	22	21	23	-11	-11	2.76	1.29	
11k. Pay raises in my work unit depend on how well employees perform their jobs.																
<b>Total Army Supervisors</b>	16131						8	23	22	22	26	-7	-11	2.65	1.29	
APF Supervisors	14438						7	23	22	22	26	-7	-11	2.65	1.28	
NAF Supervisors	1612						10	25	18	18	28	-11	-14	2.70	1.38	
11l. Promotions in my work unit are based on merit.																
<b>Total Army Supervisors</b>	15912						12	32	24	14	18	-3	-16	3.07	1.28	
APF Supervisors	14267						12	33	25	13	17	-2	-16	3.10	1.27	
NAF Supervisors	1570						10	27	23	17	24	-6	-11	2.81	1.33	
11m. Personnel with recent military experience DO NOT perform better in Army civilian positions than those without recent military experience.																
<b>Total Army Supervisors</b>	15322						15	23	30	15	17	--	--	3.03	1.29	
APF Supervisors	13867						15	22	30	16	18	--	--	3.00	1.30	
NAF Supervisors	1379						16	28	37	9	10	--	--	3.32	1.14	
11n. I am satisfied with the Army's current performance management system I work under.																
<b>Total Army Supervisors</b>	16502						8	34	28	16	14	--	--	3.06	1.17	
APF Supervisors	14800						8	34	28	17	14	--	--	3.06	1.17	
NAF Supervisors	1622						9	32	32	14	13	--	--	3.10	1.16	

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



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



Item Detail	# Resp	Serious problem	Somewhat of a problem	Slight problem	Not a problem	Do not know
<b>PERSONNEL ACTIONS</b>						
12. Over the last 2 years, how would you rate employee turnover in your organization?						
<b>Total Army Supervisors</b>	16716	21%	26%	21%	29%	3%
APF Supervisors	14953	21%	25%	21%	30%	3%
NAF Supervisors	1679	23%	29%	22%	23%	3%



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



Item Detail	# Resp	Yes	No	Do not know
PERSONNEL ACTIONS				
13. Has your organization hired any new employees in the last 2 years?				
<b>Total Army Supervisors</b>	16728	82%	16%	2%
APF Supervisors	14966	81%	17%	2%
NAF Supervisors	1678	92%	7%	1%



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



Item Detail	# Resp	Much lower than average	Lower than average	Average	Higher than average	Much higher than average
<b>PERSONNEL ACTIONS</b>						
13a. How would you rate the performance of employees hired in the last 2 years at your organization?						
<b>Total Army Supervisors</b>	12858	2%	9%	48%	35%	6%
APF Supervisors	11361	2%	8%	47%	36%	7%
NAF Supervisors	1450	2%	14%	57%	24%	3%



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



Item Detail	# Resp	Yes	No
PERSONNEL ACTIONS			
13b. Over the last 2 years, have you personally hired anyone to work for you?			
<b>Total Army Supervisors</b>	13625	60%	40%
APF Supervisors	12042	60%	40%
NAF Supervisors	1535	67%	33%



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



Item Detail	# Resp	Much worse than usual	Worse than usual	About the same as usual	Better than usual	Much better than usual
<b>PERSONNEL ACTIONS</b>						
13c. How would you rate the quality of applicants for this position?						
<b>Total Army Supervisors</b>	8244	2%	12%	44%	32%	11%
APF Supervisors	7186	2%	12%	43%	32%	12%
NAF Supervisors	1026	1%	12%	53%	28%	6%



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>SUPERVISORY AUTHORITY</b>																
14a. I have the flexibility to use recruitment incentives.																
<b>Total Army Supervisors</b>	14769	13%	21%	66%			2	11	21	32	35	-7	-9	2.14	1.07	
APF Supervisors	13231	13%	20%	67%			2	11	20	32	35	-8	-9	2.13	1.07	
NAF Supervisors	1463	14%	23%	63%			2	11	23	32	31	-5	-8	2.22	1.08	
14b. I have the flexibility to use relocation incentives.																
<b>Total Army Supervisors</b>	14729	12%	20%	68%			2	10	20	32	36	-7	-11	2.10	1.06	
APF Supervisors	13208	12%	20%	68%			2	10	20	32	36	-7	-11	2.09	1.06	
NAF Supervisors	1446	11%	22%	67%			2	9	22	33	33	-4	-9	2.13	1.04	
14c. I have the flexibility to use retention incentives.																
<b>Total Army Supervisors</b>	14590	9%	21%	70%			1	8	21	33	37	-6	-8	2.04	1.01	
APF Supervisors	13073	9%	21%	70%			1	8	21	33	38	-6	-8	2.02	1.01	
NAF Supervisors	1444	12%	24%	65%			2	10	24	32	32	-4	-7	2.16	1.05	
14d. I have the flexibility to offer student loan repayments.																
<b>Total Army Supervisors</b>	13991	9%	21%	71%			1	7	21	31	39	-3	-3	2.00	1.00	
APF Supervisors	12565	9%	21%	70%			1	8	21	31	39	-3	-3	2.00	1.01	
NAF Supervisors	1356	5%	20%	75%			1	4	20	34	41	-2	-2	1.91	0.93	
14e. I can use pay setting flexibilities.																
<b>Total Army Supervisors</b>	14360	12%	21%	67%			1	10	21	30	37	-5	-7	2.09	1.05	
APF Supervisors	12870	11%	21%	68%			1	10	21	30	38	-5	-7	2.07	1.04	
NAF Supervisors	1418	18%	24%	58%			3	16	24	27	31	-4	-15	2.32	1.15	

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



# FY13 Army Civilian Attitude Survey Total Army Results for 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>SUPERVISORY AUTHORITY</b>																
15a. It is easy to hire employees.																
<b>Total Army Supervisors</b>	16113	13%	15%	73%				2	11	15	31	42	-5	-11	1.99	1.07
APF Supervisors	14399	12%	14%	74%				1	10	14	31	43	-5	-11	1.96	1.05
NAF Supervisors	1632	20%	17%	63%				3	16	17	28	35	-9	-21	2.25	1.19
15b. It is easy to relocate employees.																
<b>Total Army Supervisors</b>	14430	9%	23%	68%				1	8	23	31	37	-3	-3	2.06	1.01
APF Supervisors	12958	9%	22%	69%				1	8	22	31	38	-3	-4	2.03	1.00
NAF Supervisors	1394	14%	28%	58%				2	12	28	26	31	-1	-3	2.26	1.09
15c. It is easy to reassign employees.																
<b>Total Army Supervisors</b>	15163	23%	24%	53%				2	21	24	25	27	-2	-4	2.45	1.16
APF Supervisors	13567	22%	24%	54%				2	20	24	26	28	-2	-4	2.43	1.15
NAF Supervisors	1518	29%	27%	44%				4	25	27	22	22	-3	-4	2.66	1.18
15d. It is easy to reduce the size of my workforce.																
<b>Total Army Supervisors</b>	14483	20%	29%	51%				5	15	29	25	26	+3	-3	2.47	1.17
APF Supervisors	12943	19%	28%	52%				5	14	28	26	27	+3	-3	2.45	1.17
NAF Supervisors	1461	25%	32%	43%				5	20	32	22	21	-1	-10	2.65	1.16
15e. It is easy to promote employees.																
<b>Total Army Supervisors</b>	15927	13%	20%	66%				2	12	20	31	35	-5	-8	2.14	1.07
APF Supervisors	14246	13%	20%	67%				1	11	20	31	36	-5	-8	2.12	1.06
NAF Supervisors	1600	20%	22%	59%				3	17	22	27	32	-3	-12	2.32	1.16

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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
SUPERVISORY AUTHORITY																
15f. It is easy to reward employees.																
<b>Total Army Supervisors</b>	16232						5	31	22	20	22	-10	-22	2.78	1.24	
APF Supervisors	14524						5	32	22	20	21	-10	-22	2.80	1.24	
NAF Supervisors	1625						5	26	21	21	27	-12	-18	2.62	1.27	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
16a. No official in my work unit has inappropriately favored a veteran.																
<b>Total Army Supervisors</b>	14270	71% 15% 14%					26	45	15	7	7	--	--	3.75	1.12	
APF Supervisors	12868	71% 15% 14%					25	45	15	7	7	--	--	3.74	1.13	
NAF Supervisors	1336	71% 19% 9%					28	44	19	5	4	--	--	3.86	1.02	
16b. Employees at this installation/activity are treated fairly with regard to grievances.																
<b>Total Army Supervisors</b>	13536	69% 19% 12%					20	49	19	6	6	+7	-5	3.71	1.04	
APF Supervisors	12096	70% 18% 12%					20	50	18	6	6	+7	-5	3.72	1.03	
NAF Supervisors	1362	64% 21% 15%					19	45	21	8	7	+5	-4	3.61	1.10	
16c. Employees at this installation/activity are treated fairly with regard to appeals.																
<b>Total Army Supervisors</b>	12338	67% 23% 10%					20	47	23	5	5	+8	-5	3.72	1.00	
APF Supervisors	10995	68% 23% 10%					20	47	23	5	5	+9	-5	3.73	1.00	
NAF Supervisors	1266	63% 24% 13%					19	44	24	6	6	+7	-4	3.63	1.06	
16d. Prohibited Personnel Practices (e.g., illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans preference requirements) are not tolerated.																
<b>Total Army Supervisors</b>	14920	77% 14% 9%					31	46	14	5	5	+3	-7	3.94	1.02	
APF Supervisors	13404	77% 14% 9%					32	46	14	4	5	+3	-7	3.95	1.02	
NAF Supervisors	1437	72% 18% 10%					28	44	18	6	4	+2	-10	3.86	1.03	

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

-- No history data available

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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%					
<p><b>FAIRNESS</b></p> <p>16e. If I complain about discrimination, it will NOT be held against me.</p>											
<b>Total Army Supervisors</b>	13794						20 40 23 9 8	--	--	3.55	1.15
APF Supervisors	12331						20 40 23 9 8	--	--	3.56	1.15
NAF Supervisors	1390						20 37 23 11 10	--	--	3.46	1.20

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

-- No history data available

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



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



Item Detail	# Resp	Yes	No
<b>DISCRIMINATION</b>			
17. During the last 12 months, have you been discriminated against (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working in the Army?			
<b>Total Army Supervisors</b>	16771	10%	90%
APF Supervisors	15007	9%	91%
NAF Supervisors	1680	11%	89%
17a. If you were discriminated against, did you report the incident?			
<b>Total Army Supervisors</b>	1586	30%	70%
APF Supervisors	1397	30%	70%
NAF Supervisors	180	29%	71%



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



Item Detail	# Resp	Yes	No	Too soon to know
DISCRIMINATION				
17b. If you reported the incident, did you experience any adverse consequences?				
<b>Total Army Supervisors</b>	478	55%	18%	27%
APF Supervisors	422	57%	16%	27%
NAF Supervisors	53	45%	34%	21%



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



Item Detail	# Resp	Yes	No
<b>HARASSMENT</b>			
18. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working in the Army?			
<b>Total Army Supervisors</b>	16753	6%	94%
APF Supervisors	14994	6%	94%
NAF Supervisors	1675	7%	93%
18a. If you were harassed, did you report the incident?			
<b>Total Army Supervisors</b>	971	43%	57%
APF Supervisors	843	43%	57%
NAF Supervisors	124	41%	59%



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



Item Detail	# Resp	Yes	No	Too soon to know
<b>HARASSMENT</b>				
18b. If you reported the incident, did you experience any adverse consequences?				
<b>Total Army Supervisors</b>	408	58%	19%	24%
APF Supervisors	355	60%	17%	22%
NAF Supervisors	51	37%	27%	35%



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>CAREER PLANS</b>																
19. 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 Supervisors</b>	16697	65% Favorable, 12% Neither, 23% Unfavorable					36	29	12	13	9	-5	-3	3.69	1.32	
APF Supervisors	14938	65% Favorable, 13% Neither, 23% Unfavorable					36	29	13	13	9	-6	-3	3.68	1.33	
NAF Supervisors	1676	67% Favorable, 12% Neither, 21% Unfavorable					35	31	12	13	8	-4	-1	3.72	1.29	
20a. Do you see yourself working at your current organization one year from now?																
<b>Total Army Supervisors</b>	15386	81% Favorable, 7% Neither, 12% Unfavorable					54	27	7	5	6	+2	--	4.17	1.16	
APF Supervisors	13807	81% Favorable, 7% Neither, 12% Unfavorable					54	27	7	6	6	+2	--	4.17	1.17	
NAF Supervisors	1518	81% Favorable, 8% Neither, 11% Unfavorable					53	29	8	5	6	0	--	4.17	1.14	
20b. Do you see yourself working at your current organization three years from now?																
<b>Total Army Supervisors</b>	15416	58% Favorable, 15% Neither, 27% Unfavorable					33	25	15	12	15	+1	--	3.49	1.44	
APF Supervisors	13843	58% Favorable, 15% Neither, 27% Unfavorable					33	25	15	12	16	+1	--	3.47	1.44	
NAF Supervisors	1511	62% Favorable, 16% Neither, 22% Unfavorable					37	25	16	10	13	+1	--	3.64	1.39	
20c. Do you see yourself working at your current organization five years from now?																
<b>Total Army Supervisors</b>	16028	44% Favorable, 16% Neither, 40% Unfavorable					26	18	16	13	27	+2	--	3.02	1.56	
APF Supervisors	14359	43% Favorable, 16% Neither, 41% Unfavorable					25	18	16	13	28	+2	--	2.99	1.56	
NAF Supervisors	1596	51% Favorable, 17% Neither, 32% Unfavorable					32	19	17	12	20	+3	--	3.31	1.52	

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

-- No history data available

\* Any item marked with an asterisk within this composite is 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 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>CAREER PLANS</b>																
21a. In the next 5 years, how likely is it that you will leave your organization to take another job within the DoD? *																
<b>Total Army Supervisors</b>	16516						21	17	23	22	17	-2	-4	3.02	1.38	
APF Supervisors	14784						21	17	23	21	17	-2	-4	3.04	1.38	
NAF Supervisors	1651						16	14	24	26	19	-2	0	2.83	1.34	
21b. In the next 5 years, how likely is it that you will leave to take another job in the Federal government outside of the DoD? *																
<b>Total Army Supervisors</b>	16435						25	21	27	18	10	-8	-9	3.33	1.30	
APF Supervisors	14716						25	21	26	17	10	-8	-9	3.34	1.30	
NAF Supervisors	1640						20	19	30	19	11	-8	-7	3.18	1.27	
21c. In the next 5 years, how likely is it that you will leave the Federal government for a private sector job? *																
<b>Total Army Supervisors</b>	16473						33	22	24	14	7	-15	-7	3.62	1.25	
APF Supervisors	14746						34	22	24	13	6	-15	-7	3.64	1.25	
NAF Supervisors	1645						27	21	29	16	9	-14	-6	3.41	1.27	
21d. In the next 5 years, how likely is it that you will retire from Federal service? *																
<b>Total Army Supervisors</b>	16576						33	13	15	16	23	-7	0	3.16	1.58	
APF Supervisors	14831						32	13	15	16	24	-7	+1	3.15	1.58	
NAF Supervisors	1663						35	14	17	14	20	-7	-5	3.30	1.54	

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

-- No history data available

\* Any item marked with an asterisk within this composite is 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 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>						
22. In the coming year (the next 12 months), do you plan to look for another job?						
<b>Total Army Supervisors</b>	16588	46%	23%	3%	16%	12%
APF Supervisors	14850	47%	24%	3%	15%	11%
NAF Supervisors	1655	43%	21%	3%	20%	13%



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



Item Detail	# Resp	Not willing to relocate	Within my immediate area	Within my CONUS region	Within my OCONUS region	Anywhere
<b>CAREER PLANS</b>						
23a. Would you be willing to relocate to stay with your job if it moved?						
<b>Total Army Supervisors</b>	16649	27%	25%	16%	6%	26%
APF Supervisors	14899	27%	26%	17%	5%	25%
NAF Supervisors	1668	24%	20%	12%	10%	35%
23b. Would you be willing to relocate for a career enhancing development opportunity?						
<b>Total Army Supervisors</b>	16612	24%	23%	16%	6%	32%
APF Supervisors	14874	24%	23%	17%	5%	31%
NAF Supervisors	1656	20%	18%	12%	9%	41%
23c. Would you be willing to relocate to get an increase in pay?						
<b>Total Army Supervisors</b>	16626	24%	25%	16%	5%	29%
APF Supervisors	14884	25%	26%	16%	5%	28%
NAF Supervisors	1660	18%	20%	12%	10%	40%
23d. Would you be willing to relocate to get a promotion?						
<b>Total Army Supervisors</b>	16623	23%	24%	16%	5%	32%
APF Supervisors	14882	24%	24%	17%	5%	31%
NAF Supervisors	1659	18%	20%	12%	9%	41%



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																
24a. Considering everything, how satisfied are you with your job																
<b>Total Army Supervisors</b>	16490	82% Favorable, 10% Neither, 9% Unfavorable					33	49	10	6	2	-1	+4	4.04	0.94	
APF Supervisors	14761	82% Favorable, 10% Neither, 9% Unfavorable					33	49	10	6	2	-2	+4	4.03	0.94	
NAF Supervisors	1647	81% Favorable, 11% Neither, 8% Unfavorable					33	48	11	6	2	+1	+5	4.05	0.93	
24b. Considering everything, how satisfied are you with your pay																
<b>Total Army Supervisors</b>	16444	66% Favorable, 14% Neither, 20% Unfavorable					20	46	14	14	6	-6	0	3.62	1.12	
APF Supervisors	14720	68% Favorable, 14% Neither, 18% Unfavorable					21	47	14	13	5	-6	0	3.66	1.11	
NAF Supervisors	1642	50% Favorable, 19% Neither, 31% Unfavorable					12	37	19	21	10	-4	-1	3.21	1.20	
24c. Considering everything, how satisfied are you with the training you receive for your present job																
<b>Total Army Supervisors</b>	16468	55% Favorable, 26% Neither, 20% Unfavorable					13	42	26	15	4	0	--	3.43	1.04	
APF Supervisors	14741	55% Favorable, 26% Neither, 20% Unfavorable					13	42	26	15	4	0	--	3.44	1.04	
NAF Supervisors	1646	54% Favorable, 24% Neither, 22% Unfavorable					13	41	24	17	5	+3	--	3.41	1.07	
24d. Considering everything, how satisfied are you with the recognition you receive for doing a good job																
<b>Total Army Supervisors</b>	16434	53% Favorable, 22% Neither, 24% Unfavorable					15	38	22	16	8	0	-5	3.36	1.16	
APF Supervisors	14711	54% Favorable, 22% Neither, 23% Unfavorable					15	39	22	16	8	+1	-4	3.39	1.15	
NAF Supervisors	1641	44% Favorable, 23% Neither, 33% Unfavorable					12	32	23	21	12	-3	-4	3.12	1.22	
24e. Considering everything, how satisfied are you with your involvement in decisions that affect your work																
<b>Total Army Supervisors</b>	16446	62% Favorable, 18% Neither, 21% Unfavorable					19	43	18	14	7	-1	--	3.53	1.14	
APF Supervisors	14721	62% Favorable, 17% Neither, 20% Unfavorable					19	43	17	14	7	-1	--	3.54	1.14	
NAF Supervisors	1644	56% Favorable, 20% Neither, 24% Unfavorable					16	41	20	17	7	-2	--	3.41	1.15	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
24f. Considering everything, how satisfied are you with your opportunities to be innovative or expand the scope of your job																
<b>Total Army Supervisors</b>	16428						18	41	22	13	6	-2	-1	3.52	1.11	
APF Supervisors	14705						19	41	22	13	6	-2	-1	3.53	1.12	
NAF Supervisors	1641						15	40	24	15	6	-3	-2	3.44	1.10	
24g. Considering everything, how satisfied are you with your opportunity to get a better job in your organization																
<b>Total Army Supervisors</b>	16463						9	26	35	20	11	-2	+2	3.03	1.11	
APF Supervisors	14735						9	26	35	20	11	-2	+2	3.02	1.11	
NAF Supervisors	1646						8	28	33	20	10	-1	+4	3.04	1.11	
24h. Considering everything, how satisfied are you with your opportunities for promotion																
<b>Total Army Supervisors</b>	16432						7	25	33	22	13	-3	-3	2.91	1.13	
APF Supervisors	14712						7	25	33	22	13	-3	-3	2.91	1.13	
NAF Supervisors	1638						8	24	31	25	12	-2	-2	2.90	1.13	
24i. Considering everything, how satisfied are you with management at your organization																
<b>Total Army Supervisors</b>	16426						15	39	21	15	10	0	-4	3.33	1.20	
APF Supervisors	14707						15	39	21	15	10	0	-4	3.34	1.20	
NAF Supervisors	1637						14	36	23	16	11	0	-4	3.26	1.22	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
24j. Considering everything, how satisfied are you with the information you receive from management on what's going on in your organization																
<b>Total Army Supervisors</b>	16452						17	41	19	14	9	+1	--	3.41	1.19	
APF Supervisors	14731						17	41	19	14	9	+1	--	3.42	1.19	
NAF Supervisors	1640						15	40	22	15	9	+1	--	3.37	1.16	
24k. Considering everything, how satisfied are you with policies and practices of your senior leaders																
<b>Total Army Supervisors</b>	16424						14	37	22	16	11	+1	-1	3.27	1.21	
APF Supervisors	14705						14	37	22	15	11	+1	-1	3.27	1.21	
NAF Supervisors	1637						13	34	24	17	12	+1	-1	3.20	1.21	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
25a. I would recommend that others pursue a career as a civilian with this organization.																
<b>Total Army Supervisors</b>	16372						21	39	20	10	11	-10	-4	3.50	1.23	
APF Supervisors	14666						21	39	19	10	11	-10	-4	3.50	1.23	
NAF Supervisors	1629						21	36	23	10	9	-8	-2	3.50	1.19	
25b. I would recommend that others pursue a career as a civilian with the Army.																
<b>Total Army Supervisors</b>	16273						28	45	15	6	6	-12	--	3.82	1.09	
APF Supervisors	14589						28	45	15	6	6	-12	--	3.82	1.10	
NAF Supervisors	1606						29	45	18	4	4	-10	--	3.91	0.99	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
26a. Considering everything, how satisfied are you with the opportunity you have to Telework																
<b>Total Army Supervisors</b>	16499						7	20	44	16	13	0	--	2.91	1.06	
APF Supervisors	14772						7	20	44	16	13	0	--	2.91	1.07	
NAF Supervisors	1644						5	19	50	15	11	-2	--	2.91	0.98	
26b. Considering everything, how satisfied are you with Alternative Work Schedules																
<b>Total Army Supervisors</b>	16445						14	34	29	13	9	-1	--	3.32	1.15	
APF Supervisors	14724						15	35	28	13	9	-1	--	3.33	1.15	
NAF Supervisors	1638						10	32	35	14	9	-4	--	3.19	1.08	
26c. Considering everything, how satisfied are you with Health and Wellness Programs (e.g., exercise, medical screening, quit smoking programs)																
<b>Total Army Supervisors</b>	16482						11	37	34	11	6	-4	--	3.35	1.03	
APF Supervisors	14756						11	37	34	12	7	-5	--	3.34	1.04	
NAF Supervisors	1643						11	39	35	9	5	0	--	3.42	0.98	
26d. Considering everything, how satisfied are you with Employee Assistance Program (EAP)																
<b>Total Army Supervisors</b>	16449						10	34	47	5	4	-6	--	3.41	0.88	
APF Supervisors	14728						10	34	47	5	4	-6	--	3.41	0.88	
NAF Supervisors	1638						10	34	46	6	3	-3	--	3.42	0.87	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
26e. Considering everything, how satisfied are you with Child Care Programs (e.g., daycare, parenting classes, parenting support groups)																
<b>Total Army Supervisors</b>	16456						6	17	67	4	5	-11	--	3.16	0.80	
APF Supervisors	14736						5	16	69	4	5	-12	--	3.12	0.78	
NAF Supervisors	1637						15	30	49	3	2	-9	--	3.53	0.87	
26f. Considering everything, how satisfied are you with Elder Care Programs (e.g., support groups, speakers)																
<b>Total Army Supervisors</b>	16438						3	11	76	5	5	-9	--	3.01	0.69	
APF Supervisors	14719						3	11	76	5	5	-9	--	3.00	0.69	
NAF Supervisors	1637						4	15	73	4	4	-8	--	3.11	0.69	

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



# FY13 Army Civilian Attitude Survey Total Army Results for 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>																
27a. I know who to talk with about work related problems.																
<b>Total Army Supervisors</b>	16340	80% Favorable, 11% Neither, 9% Unfavorable					24	56	11	5	4	--	--	3.91	0.94	
APF Supervisors	14625	80% Favorable, 11% Neither, 9% Unfavorable					23	57	11	5	4	--	--	3.91	0.94	
NAF Supervisors	1633	78% Favorable, 14% Neither, 9% Unfavorable					25	52	14	5	4	--	--	3.90	0.97	
27b. The design of my organization helps me complete my work efficiently.																
<b>Total Army Supervisors</b>	16420	52% Favorable, 22% Neither, 26% Unfavorable					13	39	22	15	11	--	--	3.28	1.19	
APF Supervisors	14702	52% Favorable, 21% Neither, 27% Unfavorable					13	39	21	16	11	--	--	3.27	1.19	
NAF Supervisors	1636	52% Favorable, 23% Neither, 24% Unfavorable					14	39	23	14	10	--	--	3.32	1.17	
27c. I feel appreciated by management for the efforts I make to do my work.																
<b>Total Army Supervisors</b>	16353	58% Favorable, 18% Neither, 24% Unfavorable					18	40	18	12	12	--	--	3.39	1.25	
APF Supervisors	14650	58% Favorable, 18% Neither, 24% Unfavorable					18	40	18	12	12	--	--	3.41	1.25	
NAF Supervisors	1622	51% Favorable, 20% Neither, 29% Unfavorable					17	34	20	14	15	--	--	3.25	1.31	

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



# FY13 Army Civilian Attitude Survey

## Total Army

### Results for 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>																
28. Overall, how well prepared is your organization to perform its mission?																
<b>Total Army Supervisors</b>	16307	73% Favorable, 18% Neither well/poorly, 10% Unfavorable					22	51	18	8	2	-3	-3	3.83	0.92	
APF Supervisors	14609	73% Favorable, 17% Neither well/poorly, 10% Unfavorable					22	51	17	8	2	-3	-3	3.84	0.92	
NAF Supervisors	1621	71% Favorable, 20% Neither well/poorly, 9% Unfavorable					22	49	20	7	2	-2	0	3.82	0.91	
29a. How well does your organization reward good work performance.																
<b>Total Army Supervisors</b>	16179	35% Favorable, 33% Neither well/poorly, 32% Unfavorable					9	26	33	19	13	-4	--	3.00	1.15	
APF Supervisors	14489	36% Favorable, 34% Neither well/poorly, 31% Unfavorable					9	27	34	19	12	-4	--	3.02	1.14	
NAF Supervisors	1612	29% Favorable, 29% Neither well/poorly, 42% Unfavorable					8	22	29	22	19	-4	--	2.76	1.21	
29b. How well does your organization discipline/correct poor work performance.																
<b>Total Army Supervisors</b>	15541	23% Favorable, 32% Neither well/poorly, 45% Unfavorable					5	18	32	28	17	0	--	2.67	1.10	
APF Supervisors	13888	23% Favorable, 32% Neither well/poorly, 45% Unfavorable					5	18	32	29	17	0	--	2.65	1.10	
NAF Supervisors	1575	28% Favorable, 29% Neither well/poorly, 42% Unfavorable					6	22	29	25	18	+1	--	2.75	1.17	
29c. How well does your organization link pay to performance.																
<b>Total Army Supervisors</b>	15519	21% Favorable, 29% Neither well/poorly, 50% Unfavorable					4	17	29	28	22	-2	--	2.54	1.13	
APF Supervisors	13872	21% Favorable, 29% Neither well/poorly, 50% Unfavorable					4	17	29	28	21	-2	--	2.55	1.13	
NAF Supervisors	1575	21% Favorable, 27% Neither well/poorly, 52% Unfavorable					4	17	27	27	25	-1	--	2.48	1.16	
29d. How well does your organization promote good communication between supervisors and employees.																
<b>Total Army Supervisors</b>	16164	45% Favorable, 32% Neither well/poorly, 23% Unfavorable					12	34	32	14	10	+4	--	3.24	1.12	
APF Supervisors	14479	45% Favorable, 32% Neither well/poorly, 23% Unfavorable					11	34	32	14	9	+3	--	3.24	1.12	
NAF Supervisors	1610	42% Favorable, 32% Neither well/poorly, 26% Unfavorable					11	31	32	13	12	+5	--	3.15	1.17	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
29e. How well does your organization ensure individual performance supports organizational mission effectiveness.																
<b>Total Army Supervisors</b>	16074						10	34	36	13	7	0	--	3.26	1.04	
APF Supervisors	14387						10	34	36	13	7	0	--	3.26	1.04	
NAF Supervisors	1608						10	33	36	13	8	+2	--	3.23	1.06	
29f. How well does your organization attract new employees.																
<b>Total Army Supervisors</b>	15227						6	22	36	21	15	-4	--	2.85	1.11	
APF Supervisors	13599						6	22	36	21	15	-5	--	2.84	1.11	
NAF Supervisors	1559						7	23	36	21	13	+2	--	2.90	1.10	
29g. How well does your organization fill vacancies.																
<b>Total Army Supervisors</b>	15784						4	14	28	27	27	+2	--	2.41	1.14	
APF Supervisors	14117						4	14	28	27	28	+2	--	2.39	1.14	
NAF Supervisors	1593						5	16	32	26	22	-1	--	2.55	1.14	
29h. How well does your organization link individual and organizational performance.																
<b>Total Army Supervisors</b>	15687						6	25	37	20	11	+1	--	2.96	1.07	
APF Supervisors	14057						6	26	37	20	11	0	--	2.97	1.07	
NAF Supervisors	1554						6	24	37	21	12	+1	--	2.92	1.08	
29i. How well does your organization compensate me for the hours of work that I perform.																
<b>Total Army Supervisors</b>	16247						12	28	30	15	15	--	--	3.07	1.22	
APF Supervisors	14558						12	29	31	14	15	--	--	3.09	1.22	
NAF Supervisors	1611						11	23	29	17	20	--	--	2.89	1.27	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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
YOUR ORGANIZATION																
29j. How well does your organization provide career counseling.																
<b>Total Army Supervisors</b>	15574						5	17	31	26	20	+1	--	2.62	1.14	
APF Supervisors	13973						5	17	31	27	20	+2	--	2.61	1.14	
NAF Supervisors	1527						5	18	31	26	19	-7	--	2.64	1.14	
29k. How well does your organization provide counseling, information, or training on employee wellness (e.g., employee assistance/physical fitness programs).																
<b>Total Army Supervisors</b>	15618						7	22	37	19	14	+5	--	2.89	1.12	
APF Supervisors	13993						7	22	37	19	14	+5	--	2.89	1.12	
NAF Supervisors	1551						8	25	35	19	13	0	--	2.94	1.13	

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



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



Item Detail	# Resp	I telework on a regular basis (at least one entire work day a week)	I telework infrequently (less than one entire work day a week)	I DO NOT telework because I have to be physically present on the job	I DO NOT telework because I have technical issues	I DO NOT telework because I am not allowed to	I DO NOT telework because I choose not to telework
YOUR ORGANIZATION							
30. Please select the response below that best describes your telework situation.							
<b>Total Army Supervisors</b>	15760	2%	9%	43%	3%	33%	9%
APF Supervisors	14146	2%	10%	42%	3%	33%	10%
NAF Supervisors	1546	5%	7%	54%	2%	27%	5%



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
31a. 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 Supervisors</b>	15520						11	26	34	15	14	+1	-7	3.05	1.19	
APF Supervisors	13899						11	26	34	15	14	+2	-7	3.06	1.18	
NAF Supervisors	1543						11	23	31	18	17	-10	-18	2.92	1.24	
31b. How well does the Human Resources Office support you to provide customer-focused service.																
<b>Total Army Supervisors</b>	15279						11	26	34	16	13	0	-3	3.06	1.17	
APF Supervisors	13686						11	26	34	16	13	0	-3	3.05	1.16	
NAF Supervisors	1516						13	28	32	13	14	-7	-13	3.13	1.21	
31c. 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 Supervisors</b>	13353						9	24	36	18	13	-2	-1	2.97	1.14	
APF Supervisors	11887						8	23	36	19	13	-1	-1	2.95	1.13	
NAF Supervisors	1397						11	27	35	14	13	-8	-8	3.10	1.17	
31d. How well does the Human Resources Office support you to provide counseling, information, or training on retirement and benefits.																
<b>Total Army Supervisors</b>	14222						9	23	35	18	15	+2	-6	2.93	1.16	
APF Supervisors	12715						8	23	35	19	15	+2	-6	2.91	1.15	
NAF Supervisors	1441						11	26	34	16	13	-3	-12	3.06	1.18	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
31e. How well does the Human Resources Office support you to provide training in supervisory/management skills.																
<b>Total Army Supervisors</b>	14978						8	22	36	21	14	+1	--	2.89	1.12	
APF Supervisors	13442						7	22	37	21	13	+1	--	2.88	1.12	
NAF Supervisors	1460						9	23	33	21	15	-2	--	2.92	1.18	
31f. How well does the Human Resources Office support you to explain and provide training in the way Civilian Human Resources functions including its processes and responsibilities.																
<b>Total Army Supervisors</b>	14673						7	20	34	24	15	+3	-3	2.78	1.13	
APF Supervisors	13147						7	19	34	25	16	+3	-2	2.77	1.13	
NAF Supervisors	1453						10	22	33	20	15	-3	-9	2.91	1.19	
31g. How well does the Human Resources Office support you to provide advice on assessing employees' competencies/skills so that they are matched to appropriate jobs.																
<b>Total Army Supervisors</b>	14143						7	19	35	23	16	+2	-3	2.77	1.13	
APF Supervisors	12646						6	19	35	24	16	+2	-3	2.75	1.13	
NAF Supervisors	1426						9	22	35	18	15	-3	-6	2.91	1.17	
31h. How well does the Human Resources Office support you to provide advice on how to enhance employee productivity by accurately assessing employee performance.																
<b>Total Army Supervisors</b>	14017						6	18	34	25	17	+2	0	2.72	1.13	
APF Supervisors	12540						6	18	33	26	17	+2	+1	2.71	1.12	
NAF Supervisors	1408						8	21	34	21	16	-5	-8	2.83	1.16	

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## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
31i. How well does the Human Resources Office support you to provide advice on compensation/pay options to attract and retain employees.																
<b>Total Army Supervisors</b>	13726						6	17	31	26	20	0	-7	2.63	1.15	
APF Supervisors	12245						6	17	31	26	20	+1	-7	2.62	1.15	
NAF Supervisors	1411						8	19	32	22	19	-5	-13	2.75	1.19	
31j. How well does the Human Resources Office support you to provide advice on recognizing employees and granting awards to them.																
<b>Total Army Supervisors</b>	14331						7	19	34	23	17	0	-6	2.75	1.15	
APF Supervisors	12816						6	19	34	23	17	0	-6	2.75	1.14	
NAF Supervisors	1442						8	20	31	22	19	-6	-9	2.76	1.20	
31k. How well does the Human Resources Office support you to provide advice on dealing with "problem" employees.																
<b>Total Army Supervisors</b>	14435						9	23	34	18	16	+1	-8	2.91	1.18	
APF Supervisors	12900						9	23	34	19	16	+2	-7	2.90	1.18	
NAF Supervisors	1460						11	23	33	16	16	-5	-16	2.98	1.22	
32a. How well does the Human Resources Office support you to Provide advice on how to determine your future workforce requirements, including establishing an effective staffing/hiring/succession planning strategy.																
<b>Total Army Supervisors</b>	12753						5	16	33	26	20	+1	-1	2.60	1.13	
APF Supervisors	11380						5	15	33	27	20	+1	-1	2.58	1.12	
NAF Supervisors	1307						7	22	33	21	18	-3	-5	2.79	1.16	

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## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
32b. How well does the Human Resources Office support you to Assist in identifying human capital goals and objectives for strategic plans and/or annual performance/budget plans.																
<b>Total Army Supervisors</b>	12141						5	15	33	27	20	0	-3	2.60	1.12	
APF Supervisors	10847						5	15	33	27	20	+1	-3	2.58	1.11	
NAF Supervisors	1231						6	19	35	22	18	-4	-7	2.75	1.15	
32c. How well does the Human Resources Office support you to Provide workforce data/reports for decision making.																
<b>Total Army Supervisors</b>	12095						6	16	34	26	19	0	-5	2.64	1.12	
APF Supervisors	10787						5	15	34	27	19	0	-5	2.62	1.12	
NAF Supervisors	1242						7	20	35	20	18	-5	-11	2.79	1.17	
32d. How well does the Human Resources Office support you to Provide advice on succession planning.																
<b>Total Army Supervisors</b>	11850						5	14	32	28	21	0	-4	2.55	1.12	
APF Supervisors	10575						5	14	31	29	21	0	-4	2.53	1.11	
NAF Supervisors	1213						7	20	34	22	18	-4	-9	2.75	1.16	
32e. How well does the Human Resources Office support you to Provide advice on effective organization/position structure (including duties and grades/pay bands), as well as how to develop a business case for resourcing new organizational structures.																
<b>Total Army Supervisors</b>	12113						6	15	33	26	20	0	-5	2.60	1.13	
APF Supervisors	10796						5	15	33	27	20	0	-5	2.58	1.13	
NAF Supervisors	1250						8	19	34	21	18	-6	-11	2.78	1.17	

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# FY13 Army Civilian Attitude Survey Total Army Results for 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>																
32f. How well does the Human Resources Office support you to Provide advice for identifying recruitment sources and issues.																
<b>Total Army Supervisors</b>	12656						6	18	36	23	17	0	-9	2.72	1.12	
APF Supervisors	11267						6	17	36	23	17	+1	-9	2.71	1.12	
NAF Supervisors	1321						7	22	35	19	17	-4	-16	2.83	1.17	
32g. How well does the Human Resources Office support you to Assist me in finding quality applicants by tapping identified recruitment sources.																
<b>Total Army Supervisors</b>	12850						6	17	36	23	18	0	-6	2.71	1.13	
APF Supervisors	11433						6	17	36	24	18	+1	-6	2.69	1.12	
NAF Supervisors	1348						8	21	34	20	18	-3	-11	2.81	1.17	
32h. How well does the Human Resources Office support you to Refer high quality candidates.																
<b>Total Army Supervisors</b>	13664						6	18	40	21	15	0	-7	2.80	1.08	
APF Supervisors	12164						6	18	41	21	15	0	-7	2.79	1.08	
NAF Supervisors	1431						7	20	38	19	15	-2	-5	2.86	1.13	
32i. How well does the Human Resources Office support you to Referring a reasonable number of candidates for vacancies																
<b>Total Army Supervisors</b>	13717						7	22	45	15	11	-1	-11	2.98	1.05	
APF Supervisors	12211						7	22	46	15	11	-1	-10	2.98	1.04	
NAF Supervisors	1437						8	23	40	15	13	-3	-14	2.97	1.11	

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## FY13 Army Civilian Attitude Survey Total Army Results for 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>																
32j. How well does the Human Resources Office support you to Refer candidates for vacancies in a reasonable amount of time.																
<b>Total Army Supervisors</b>	13774						7	19	37	20	17	+1	-13	2.79	1.13	
APF Supervisors	12256						6	19	38	20	16	+1	-12	2.79	1.12	
NAF Supervisors	1449						8	20	31	21	20	-7	-22	2.74	1.21	
32k. How well does the Human Resources Office support you to Keep me informed of the status of personnel action requests (e.g., vacancies, establishing positions).																
<b>Total Army Supervisors</b>	13841						7	19	35	21	18	+1	-12	2.77	1.16	
APF Supervisors	12320						7	19	35	21	18	+2	-11	2.76	1.16	
NAF Supervisors	1450						9	21	31	19	20	-6	-19	2.81	1.23	
32l. How well does the Human Resources Office support you to Provide employment information to new hires.																
<b>Total Army Supervisors</b>	12977						8	22	41	16	13	--	--	2.98	1.11	
APF Supervisors	11499						8	22	41	16	13	--	--	2.96	1.10	
NAF Supervisors	1410						11	26	39	13	12	--	--	3.12	1.13	

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# FY13 Army Civilian Attitude Survey Total Army Results for 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>																
33a. The Civilian Human Resources Agency (CHRA) online resources tools are easy to use.																
<b>Total Army Supervisors</b>	14157						6	35	32	16	10	--	--	3.11	1.07	
APF Supervisors	12718						6	36	32	16	10	--	--	3.11	1.07	
NAF Supervisors	1363						7	32	32	17	12	--	--	3.04	1.12	
33b. Overall, I am satisfied with the timeliness of personnel services I receive.																
<b>Total Army Supervisors</b>	15445						6	32	28	18	15	-2	-8	2.96	1.17	
APF Supervisors	13831						6	32	28	18	15	-1	-8	2.96	1.16	
NAF Supervisors	1539						9	30	25	18	18	-14	-18	2.94	1.24	
33c. Overall, I am satisfied with the quality of personnel services I receive.																
<b>Total Army Supervisors</b>	15480						7	33	29	17	14	-3	-8	3.01	1.16	
APF Supervisors	13867						6	33	29	17	14	-3	-8	3.01	1.15	
NAF Supervisors	1538						9	33	27	16	15	-11	-15	3.05	1.21	

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



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



Item Detail	# Resp	Yes	No	Do not know
<b>ORGANIZATIONAL INFORMATION</b>				
34a. Has your organization been identified for A-76/Outsourcing				
<b>Total Army Supervisors</b>	15897	4%	45%	50%
APF Supervisors	14233	4%	47%	48%
NAF Supervisors	1587	3%	28%	70%
34b. Has your organization been identified for other orders impacting location (specify below).				
<b>Total Army Supervisors</b>	15801	6%	37%	58%
APF Supervisors	14147	6%	39%	56%
NAF Supervisors	1576	4%	21%	75%



## FY13 Army Civilian Attitude Survey Total Army Results for 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																
35. 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 Supervisors</b>	16228						2	6	19	37	35	--	--	2.03	0.99	
APF Supervisors	14532						2	6	19	37	36	--	--	2.02	1.00	
NAF Supervisors	1615						2	6	23	39	31	--	--	2.07	0.95	

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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 Supervisors</b>	16796						14	38	23	16	9	-3	-7	3.33	1.16	
APF Supervisors	15037						14	38	24	16	9	-4	-7	3.33	1.16	
NAF Supervisors	1670						15	35	22	17	10	-1	-3	3.29	1.21	
3e. Managers communicate the goals and priorities of the organization.																
<b>Total Army Supervisors</b>	16811						20	50	15	10	5	-2	--	3.71	1.04	
APF Supervisors	15046						20	51	15	10	5	-2	--	3.71	1.04	
NAF Supervisors	1679						20	48	17	9	5	-4	--	3.70	1.05	
5c. Supervisors/Team Leaders in my work unit support employee development.																
<b>Total Army Supervisors</b>	17559						32	47	12	6	3	-2	-1	3.97	0.98	
APF Supervisors	15703						32	47	12	6	3	-2	-1	3.99	0.98	
NAF Supervisors	1767						29	44	15	8	4	-1	-3	3.87	1.04	
5f. My supervisor listens to what I have to say.																
<b>Total Army Supervisors</b>	17617						38	40	11	6	5	+1	--	4.02	1.07	
APF Supervisors	15760						39	41	11	5	5	+1	--	4.03	1.06	
NAF Supervisors	1769						35	37	14	8	6	-1	--	3.88	1.14	
10a. My work gives me a feeling of personal accomplishment.																
<b>Total Army Supervisors</b>	17211						37	46	8	5	3	-2	--	4.09	0.97	
APF Supervisors	15394						37	46	8	5	3	-2	--	4.08	0.98	
NAF Supervisors	1730						40	43	10	5	3	-1	--	4.13	0.95	

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



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		0%	20%	40%	60%	80%	100%	5	4	3	2					1
<b>CONDITIONS FOR ENGAGEMENT</b>																
10f. My talents are used well in the workplace.																
<b>Total Army Supervisors</b>	17167	73% 13% 14%					31	42	13	9	6	-2	--	3.83	1.13	
APF Supervisors	15350	72% 13% 14%					30	42	13	9	6	-2	--	3.83	1.13	
NAF Supervisors	1730	73% 12% 14%					34	40	12	9	5	0	--	3.87	1.14	
10i. I feel encouraged to come up with better ways of doing things.																
<b>Total Army Supervisors</b>	17183	67% 17% 17%					27	40	17	10	7	-4	--	3.70	1.16	
APF Supervisors	15367	67% 17% 17%					27	40	17	10	7	-5	--	3.70	1.16	
NAF Supervisors	1729	66% 17% 17%					27	38	17	11	6	-4	--	3.69	1.17	
10k. I know what is expected of me on the job.																
<b>Total Army Supervisors</b>	17140	82% 10% 8%					30	52	10	5	3	0	--	4.01	0.93	
APF Supervisors	15332	82% 10% 8%					30	52	10	5	3	0	--	4.01	0.93	
NAF Supervisors	1723	81% 12% 8%					32	48	12	5	2	-1	--	4.03	0.93	

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## FY13 Army Civilian Attitude Survey Total Army Results for 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								1	
<b>HCF - LEADERSHIP &amp; KNOWLEDGE MANAGEMENT</b>																				
3a. Managers/Supervisors/Team Leaders work well with employees of different backgrounds.																				
<b>Total Army Supervisors</b>	16880	83%					9	8	29	53	9	5	2	-2	-1	+8	+8	+8	4.02	0.90
APF Supervisors	15105	83%					9	8	29	54	9	5	2	-1	-1	+8	+8	+8	4.02	0.90
NAF Supervisors	1685	80%					12	7	30	50	12	5	3	-3	-1	+5	+5	+5	4.00	0.93
3b. I have a high level of respect for my organization's senior leaders.																				
<b>Total Army Supervisors</b>	16841	64%					17%	19%	23	41	17	11	8	-3	-4	0	-1	+3	3.61	1.18
APF Supervisors	15068	64%					17%	19%	23	41	17	11	8	-3	-4	0	-1	+3	3.61	1.18
NAF Supervisors	1684	62%					18%	20%	25	37	18	12	8	-3	-2	-2	-3	+1	3.58	1.22
3c. In my organization, leaders generate high levels of motivation and commitment in the workforce.																				
<b>Total Army Supervisors</b>	16796	52%					23%	25%	14	38	23	16	9	-3	-7	-2	-3	0	3.33	1.16
APF Supervisors	15037	52%					24%	24%	14	38	24	16	9	-4	-7	-2	-3	0	3.33	1.16
NAF Supervisors	1670	51%					22%	27%	15	35	22	17	10	-1	-3	-3	-4	-1	3.29	1.21
3e. Managers communicate the goals and priorities of the organization.																				
<b>Total Army Supervisors</b>	16811	70%					15%	14%	20	50	15	10	5	-2	--	+1	-1	-1	3.71	1.04
APF Supervisors	15046	70%					15%	14%	20	51	15	10	5	-2	--	+1	-1	-1	3.71	1.04
NAF Supervisors	1679	69%					17%	14%	20	48	17	9	5	-4	--	0	-2	-2	3.70	1.05

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## FY13 Army Civilian Attitude Survey Total Army Results for 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 Supervisors</b>	16585	70% 18% 12					18	52	18	9	4	-2	--	+1	0	0	3.71	0.97
APF Supervisors	14841	70% 18% 12					17	53	18	9	4	-2	--	+1	0	0	3.71	0.97
NAF Supervisors	1657	68% 19% 12					19	49	19	9	4	-1	--	-1	-2	-2	3.71	0.98
5e. I have trust and confidence in my supervisor.																		
<b>Total Army Supervisors</b>	17610	73% 13 14					35	38	13	8	6	0	--	+1	0	0	3.88	1.16
APF Supervisors	15753	74% 13 14					35	38	13	7	6	0	--	+2	+1	+1	3.89	1.15
NAF Supervisors	1768	67% 16% 17%					33	34	16	10	8	-1	--	-5	-6	-6	3.74	1.23
5h. Overall, my immediate supervisor/team leader is doing a good job.																		
<b>Total Army Supervisors</b>	17606	77% 12 11					38	38	12	6	5	0	0	+4	+3	+2	3.99	1.09
APF Supervisors	15748	77% 12 11					39	38	12	6	5	0	0	+4	+3	+2	4.00	1.09
NAF Supervisors	1769	72% 16% 12					36	36	16	6	6	0	-2	-1	-2	-3	3.89	1.14
10j. My workload is reasonable.																		
<b>Total Army Supervisors</b>	17141	56% 14 30%					14	42	14	17	13	-2	--	+2	+2	+4	3.27	1.27
APF Supervisors	15328	56% 14 30%					14	42	14	17	13	-2	--	+2	+2	+4	3.26	1.27
NAF Supervisors	1726	55% 16% 28%					16	39	16	16	13	-1	--	+1	+1	+3	3.30	1.27
10o. Employees are protected from health and safety hazards on the job.																		
<b>Total Army Supervisors</b>	17110	86% 8 5					34	53	8	3	2	+2	--	-2	-3	0	4.13	0.84
APF Supervisors	15300	86% 8 5					33	53	8	3	2	+2	--	-2	-3	0	4.13	0.84
NAF Supervisors	1723	87% 8 6					34	53	8	4	2	+2	--	-1	-2	+1	4.13	0.85

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



## FY13 Army Civilian Attitude Survey Total Army Results for 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>																		
10p. My organization has prepared employees for potential security threats.																		
<b>Total Army Supervisors</b>	17075						29	56	10	3	2	+1	--	-2	-3	+2	4.07	0.83
APF Supervisors	15273						29	56	10	3	2	+1	--	-2	-3	+2	4.06	0.83
NAF Supervisors	1717						32	54	10	2	2	0	--	-1	-2	+3	4.12	0.81
24j. Considering everything, how satisfied are you with the information you receive from management on what's going on in your organization																		
<b>Total Army Supervisors</b>	16452						17	41	19	14	9	+1	--	-3	-4	-3	3.41	1.19
APF Supervisors	14731						17	41	19	14	9	+1	--	-3	-4	-3	3.42	1.19
NAF Supervisors	1640						15	40	22	15	9	+1	--	-5	-6	-5	3.37	1.16
24k. Considering everything, how satisfied are you with policies and practices of your senior leaders																		
<b>Total Army Supervisors</b>	16424						14	37	22	16	11	+1	-1	-4	-4	-1	3.27	1.21
APF Supervisors	14705						14	37	22	15	11	+1	-1	-4	-4	-1	3.27	1.21
NAF Supervisors	1637						13	34	24	17	12	+1	-1	-8	-8	-5	3.20	1.21
<b>HCF - RESULTS-ORIENTED PERFORMANCE CULTURE</b>																		
5a. Discussions with my supervisor about my performance are worthwhile.																		
<b>Total Army Supervisors</b>	17520						28	43	15	9	6	-1	+5	+3	+2	+2	3.79	1.11
APF Supervisors	15681						28	43	15	8	5	0	+5	+3	+2	+2	3.80	1.11
NAF Supervisors	1752						28	40	14	11	7	-1	+6	0	-1	-1	3.72	1.18

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# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Supervisors



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		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 Supervisors</b>	17506						43	41	10	4	3	+1	--	+4	+3	+3	4.18	0.94
APF Supervisors	15656						44	41	9	3	3	+1	--	+5	+4	+4	4.20	0.93
NAF Supervisors	1762						39	39	12	6	5	0	--	-2	-3	-3	4.02	1.07
10c. Creativity and innovation are rewarded.																		
<b>Total Army Supervisors</b>	17134						20	34	23	15	9	-3	-8	0	0	+1	3.41	1.21
APF Supervisors	15325						20	34	23	14	9	-2	-8	0	0	+1	3.42	1.20
NAF Supervisors	1723						20	30	21	18	11	-4	-1	-4	-4	-3	3.31	1.27
10e. I know how my work relates to the organization's goals and priorities.																		
<b>Total Army Supervisors</b>	17162						48	43	6	2	1	-1	--	+2	+2	+2	4.34	0.78
APF Supervisors	15355						47	43	6	2	1	-1	--	+2	+2	+2	4.34	0.78
NAF Supervisors	1721						50	41	7	1	1	-1	--	+2	+2	+2	4.38	0.73
10g. The people I work with cooperate to get the job done.																		
<b>Total Army Supervisors</b>	17173						32	48	11	6	4	-1	--	-1	-1	-2	3.98	0.99
APF Supervisors	15358						32	48	11	6	3	-1	--	0	0	-1	3.99	0.99
NAF Supervisors	1729						31	44	13	7	4	0	--	-5	-5	-6	3.91	1.05
10h. Employees have a feeling of personal empowerment with respect to work processes.																		
<b>Total Army Supervisors</b>	17049						20	43	19	12	7	-2	--	+2	+3	+7	3.57	1.13
APF Supervisors	15247						19	43	19	12	7	-3	--	+2	+3	+7	3.56	1.13
NAF Supervisors	1717						21	41	20	11	7	+1	--	+2	+3	+7	3.59	1.13

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## FY13 Army Civilian Attitude Survey Total Army Results for 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>																		
10n. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.																		
<b>Total Army Supervisors</b>	17106	73% <span style="float: right;">14 14</span>					22	51	14	9	5	+2	--	-3	-2	-2	3.75	1.05
APF Supervisors	15304	72% <span style="float: right;">14 14</span>					22	51	14	9	5	+2	--	-4	-3	-3	3.74	1.06
NAF Supervisors	1716	76% <span style="float: right;">13 11</span>					24	51	13	6	5	+4	--	0	+1	+1	3.84	1.02
11b. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.																		
<b>Total Army Supervisors</b>	16320	46% <span style="float: right;">23% 31%</span>					8	38	23	18	13	0	-6	-1	-1	-2	3.11	1.18
APF Supervisors	14591	46% <span style="float: right;">23% 31%</span>					8	38	23	18	13	0	-6	-1	-1	-2	3.11	1.17
NAF Supervisors	1647	48% <span style="float: right;">21% 31%</span>					10	38	21	18	13	-2	0	+1	+1	0	3.14	1.21
11d. My most recent performance appraisal is a fair reflection of my performance.																		
<b>Total Army Supervisors</b>	16433	82% <span style="float: right;">9 9</span>					33	49	9	5	4	+7	0	+4	+6	+9	4.02	0.99
APF Supervisors	14748	83% <span style="float: right;">9 8</span>					33	50	9	4	4	+8	0	+5	+7	+10	4.04	0.97
NAF Supervisors	1608	75% <span style="float: right;">13 13</span>					33	42	13	6	7	0	0	-3	-1	+2	3.89	1.13
11i. In my work unit, differences in performance are recognized in a meaningful way.																		
<b>Total Army Supervisors</b>	16317	43% <span style="float: right;">24% 32%</span>					11	33	24	18	15	-2	-10	-7	-7	-7	3.07	1.23
APF Supervisors	14621	44% <span style="float: right;">24% 32%</span>					10	33	24	18	14	-2	-11	-6	-6	-6	3.07	1.22
NAF Supervisors	1615	42% <span style="float: right;">22% 36%</span>					11	31	22	18	18	-4	-5	-8	-8	-8	3.00	1.29

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



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		0	20	40	60	80	100	5	4							
<b>HCF - RESULTS-ORIENTED PERFORMANCE CULTURE</b>																
11k. Pay raises in my work unit depend on how well employees perform their jobs.																
<b>Total Army Supervisors</b>	16131	31% 22% 47%			8	23	22	22	26	-7	-11	+4	+5	+5	2.65	1.29
APF Supervisors	14438	30% 22% 47%			7	23	22	22	26	-7	-11	+3	+4	+4	2.65	1.28
NAF Supervisors	1612	35% 18% 47%			10	25	18	18	28	-11	-14	+8	+9	+9	2.70	1.38
11l. Promotions in my work unit are based on merit.																
<b>Total Army Supervisors</b>	15912	44% 24% 31%			12	32	24	14	18	-3	-16	-6	-6	-9	3.07	1.28
APF Supervisors	14267	45% 25% 30%			12	33	25	13	17	-2	-16	-5	-5	-8	3.10	1.27
NAF Supervisors	1570	37% 23% 41%			10	27	23	17	24	-6	-11	-13	-13	-16	2.81	1.33
24d. Considering everything, how satisfied are you with the recognition you receive for doing a good job																
<b>Total Army Supervisors</b>	16434	53% 22% 24%			15	38	22	16	8	0	-5	-3	-5	-5	3.36	1.16
APF Supervisors	14711	54% 22% 23%			15	39	22	16	8	+1	-4	-2	-4	-4	3.39	1.15
NAF Supervisors	1641	44% 23% 33%			12	32	23	21	12	-3	-4	-12	-14	-14	3.12	1.22
<b>HCF - TALENT MANAGEMENT</b>																
3f. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.																
<b>Total Army Supervisors</b>	16813	78% 12 10			23	55	12	8	3	-1	--	0	+1	+2	3.87	0.94
APF Supervisors	15046	78% 12 10			23	55	12	8	3	0	--	0	+1	+2	3.88	0.94
NAF Supervisors	1680	74% 16 10			20	54	16	7	4	-2	--	-4	-3	-2	3.80	0.95

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# FY13 Army Civilian Attitude Survey Total Army Results for Supervisors



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		0	20	40	60	80	100	5	4	3	2							
<b>HCF - TALENT MANAGEMENT</b>																		
5c. Supervisors/Team Leaders in my work unit support employee development.																		
<b>Total Army Supervisors</b>	17559						32	47	12	6	3	-2	-1	+2	+2	+1	3.97	0.98
APF Supervisors	15703						32	47	12	6	3	-2	-1	+3	+3	+2	3.99	0.98
NAF Supervisors	1767						29	44	15	8	4	-1	-3	-3	-3	-4	3.87	1.04
6a. My training needs are assessed.																		
<b>Total Army Supervisors</b>	17505						12	44	22	15	6	+1	--	-4	-4	-1	3.41	1.09
APF Supervisors	15650						12	44	22	16	6	+1	--	-4	-4	-1	3.40	1.09
NAF Supervisors	1770						15	44	22	14	6	-1	--	-2	-2	+1	3.47	1.08
6e. I am given a real opportunity to improve my skills in my organization.																		
<b>Total Army Supervisors</b>	17536						14	42	22	14	7	-5	--	-18	-19	-18	3.42	1.12
APF Supervisors	15672						14	42	22	14	7	-5	--	-18	-19	-18	3.42	1.12
NAF Supervisors	1773						16	39	23	14	8	-5	--	-19	-20	-19	3.41	1.15
10f. My talents are used well in the workplace.																		
<b>Total Army Supervisors</b>	17167						31	42	13	9	6	-2	--	+1	+1	+4	3.83	1.13
APF Supervisors	15350						30	42	13	9	6	-2	--	0	0	+3	3.83	1.13
NAF Supervisors	1730						34	40	12	9	5	0	--	+1	+1	+4	3.87	1.14
10m. My work unit is able to recruit people with the right skills.																		
<b>Total Army Supervisors</b>	16914						8	27	22	21	22	-19	-18	-12	-12	-12	2.78	1.28
APF Supervisors	15125						8	27	21	21	22	-20	-19	-12	-12	-12	2.77	1.28
NAF Supervisors	1703						10	29	23	20	18	-8	-8	-8	-8	-8	2.94	1.27

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# FY13 Army Civilian Attitude Survey

## Total Army

### Results for Supervisors



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		0	20	40	60	80	100	5	4	3	2							
<b>HCF - TALENT MANAGEMENT</b>																		
24c. Considering everything, how satisfied are you with the training you receive for your present job																		
<b>Total Army Supervisors</b>	16468	55% 26% 20%					13	42	26	15	4	0	--	-6	-6	-6	3.43	1.04
APF Supervisors	14741	55% 26% 20%					13	42	26	15	4	0	--	-6	-6	-6	3.44	1.04
NAF Supervisors	1646	54% 24% 22%					13	41	24	17	5	+3	--	-7	-7	-7	3.41	1.07
<b>HCF - JOB SATISFACTION</b>																		
10a. My work gives me a feeling of personal accomplishment.																		
<b>Total Army Supervisors</b>	17211	83% 8 8					37	46	8	5	3	-2	--	+3	+3	+3	4.09	0.97
APF Supervisors	15394	83% 8 8					37	46	8	5	3	-2	--	+3	+3	+3	4.08	0.98
NAF Supervisors	1730	83% 10 7					40	43	10	5	3	-1	--	+3	+3	+3	4.13	0.95
10b. I like the kind of work I do.																		
<b>Total Army Supervisors</b>	17193	90% 6					47	43	6	3	1	-1	--	0	+1	+1	4.32	0.80
APF Supervisors	15375	90% 6					46	44	6	3	1	-1	--	0	+1	+1	4.30	0.81
NAF Supervisors	1731	92% 5					53	39	5	2	1	0	--	+2	+3	+3	4.41	0.75
10d. The work I do is important.																		
<b>Total Army Supervisors</b>	17123	94%					55	39	4	1	1	-1	--	-1	-1	0	4.47	0.69
APF Supervisors	15312	94%					55	39	4	1	1	-1	--	-1	-1	0	4.46	0.70
NAF Supervisors	1724	95%					58	37	4	1	0	0	--	0	0	+1	4.52	0.63

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## Total Army

### Results for Supervisors



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		0	20	40	60	80	100	5	4	3	2							
<b>HCF - JOB SATISFACTION</b>																		
24a. Considering everything, how satisfied are you with your job																		
<b>Total Army Supervisors</b>	16490						33	49	10	6	2	-1	+4	+7	+6	+6	4.04	0.94
APF Supervisors	14761						33	49	10	6	2	-2	+4	+7	+6	+6	4.03	0.94
NAF Supervisors	1647						33	48	11	6	2	+1	+5	+6	+5	+5	4.05	0.93
24b. Considering everything, how satisfied are you with your pay																		
<b>Total Army Supervisors</b>	16444						20	46	14	14	6	-6	0	0	0	-2	3.62	1.12
APF Supervisors	14720						21	47	14	13	5	-6	0	+2	+2	0	3.66	1.11
NAF Supervisors	1642						12	37	19	21	10	-4	-1	-16	-16	-18	3.21	1.20
24e. Considering everything, how satisfied are you with your involvement in decisions that affect your work																		
<b>Total Army Supervisors</b>	16446						19	43	18	14	7	-1	--	-4	-5	-2	3.53	1.14
APF Supervisors	14721						19	43	17	14	7	-1	--	-4	-5	-2	3.54	1.14
NAF Supervisors	1644						16	41	20	17	7	-2	--	-10	-11	-8	3.41	1.15
24g. Considering everything, how satisfied are you with your opportunity to get a better job in your organization																		
<b>Total Army Supervisors</b>	16463						9	26	35	20	11	-2	+2	-11	-12	-14	3.03	1.11
APF Supervisors	14735						9	26	35	20	11	-2	+2	-11	-12	-14	3.02	1.11
NAF Supervisors	1646						8	28	33	20	10	-1	+4	-10	-11	-13	3.04	1.11

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