

**FY03 Army Civilian Attitude Survey
Results by Language: Japanese for LN Positions
Results for Civilian Employees**

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About This Report

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About This Employee Report

Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 2003 Army introduced its web-based version of the Army Civilian Attitude Survey to the foreign national employees. The survey was available in seven languages: French, German, Italian, Dutch, Japanese, Korean, and English. Over 2,000 foreign national employees and close to 250 supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire foreign national, civilian workforce. What follows are the results from this survey.

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

Composites – The survey includes a number of scaled items that were grouped in 18 composites. Each composite is made up of multiple items. In the table below are the composite labels, the items (in parentheses) and a brief composite description.

Composite Label	Composite Description
Satisfaction with "Civilian Personnel" Service (q2-q13)	Employees' overall satisfaction with the level of service received from personnel.
Satisfaction with Job (q14-q18)	Employees' satisfaction with their current job.
Satisfaction with Career (q19-q21)	The extent to which employees recommend their career to others.
Satisfaction with First Line Supervisor (q22-q29)	Employees' relationship with their first line supervisor (interaction, competence, support for employee, etc.).
Satisfaction with Management (q30-q34)	Employees' satisfaction with upper-level management (second line supervisor and above).
Satisfaction with Job Placement/Promotion System (q35-q38)	Perceptions of promotion processes (e.g., fairness) and outcomes (e.g., quality of candidates).
Satisfaction with Awards and Recognition (q39-q42)	Extent to which employees feel they are personally recognized and that others are fairly awarded.
Satisfaction with Discipline/Grievances/ EEO Procedures (q43-q46)	Employees' perceptions of how they and others are treated with regard to grievance and disciplinary procedures.
Satisfaction with Work Group (q47-q49)	Employees' assessment of work group on cooperation, effectiveness, and efficiency.
Satisfaction with Training and Development (q50-q52)	Satisfaction with the amount of training employees have received and the level of support they receive for additional training.
Satisfaction with Fairness (q53-q58)	Employees' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Satisfaction with Physical Conditions (q59-q61)	Employees' satisfaction with safety and physical working conditions.
Civilian Workplace Morale (q14-q38)	Composite of satisfaction with job, career, first line supervisor, management (second line supervisor and above), and job placement/promotion system.

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Composite Label	Composite Description
Your Organization (q62-q74)	Employees' assessment of the work environment (e.g., good working relationships, support, communication, empowerment, productivity, resources, etc.).
Performance Culture (q75-q77)	Extent to which employees feel that the culture supports high performance.
Strategic Planning (q78-q80)	Employees' perceptions of communication and effectiveness of planning in their organization.
Customer Satisfaction (q81-q83)	Employees' assessment of customer interactions and their satisfaction with products and services of work group.
Diversity (q84-q85)	Extent to which all civilian employees are valued and work together, regardless of differences (e.g., gender, race, religion).

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

- Harassment (q86-q88)
- Army Knowledge Online (AKO) (q89-q91)
- Army Civilian Personnel OnLine (CPOL) Applications (q92-q95)
- Family Friendly Flexibilities (q96-q)
- Career/Retirement Plans (q103-q107)
- Feedback on Survey Results (q108-q109)

However, because these supplemental items included both nominal (e.g., yes/no) and scaled (5=Strongly Agree, 4=Agree....) response options, composite scores were not computed.

Results for all items (core and supplemental) can be seen in the item detail section of the report – immediately following the composite summary pages.

Response Rates - Participants were asked to complete their surveys, which were automatically returned electronically to an independent research and consulting firm for processing. Of the approximately 26,559 Army civilian foreign national employees and supervisors who were invited to complete the attitude survey, 2,259 returned surveys for a 9% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to ± 2.0 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 58% and 62% of the civilian employee population hold the same view.

For Army civilian foreign national employees, the results are similar. Of the 23,231 employees who were invited to complete the survey, 2,012 responded for a response rate of 9%. This yields a margin for employees of ± 2.1 percentage points. This means that the data presented in this report are generalizable to the population of Army foreign national civilian employees.

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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	
5	4	3	2	1
Strongly Agree Very Good	Agree Good	Neither Agree Nor Disagree Neither Good Nor Poor	Disagree Poor	Strongly Disagree Very Poor

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 Total Army and for each subgroup comparison.
 - ✓ Composite summaries: A quick overview of the Composite results for Total Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [Total Army and for each subgroup comparison] who responded to the items in the composite.

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

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

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

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

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

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

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

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

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

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

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

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

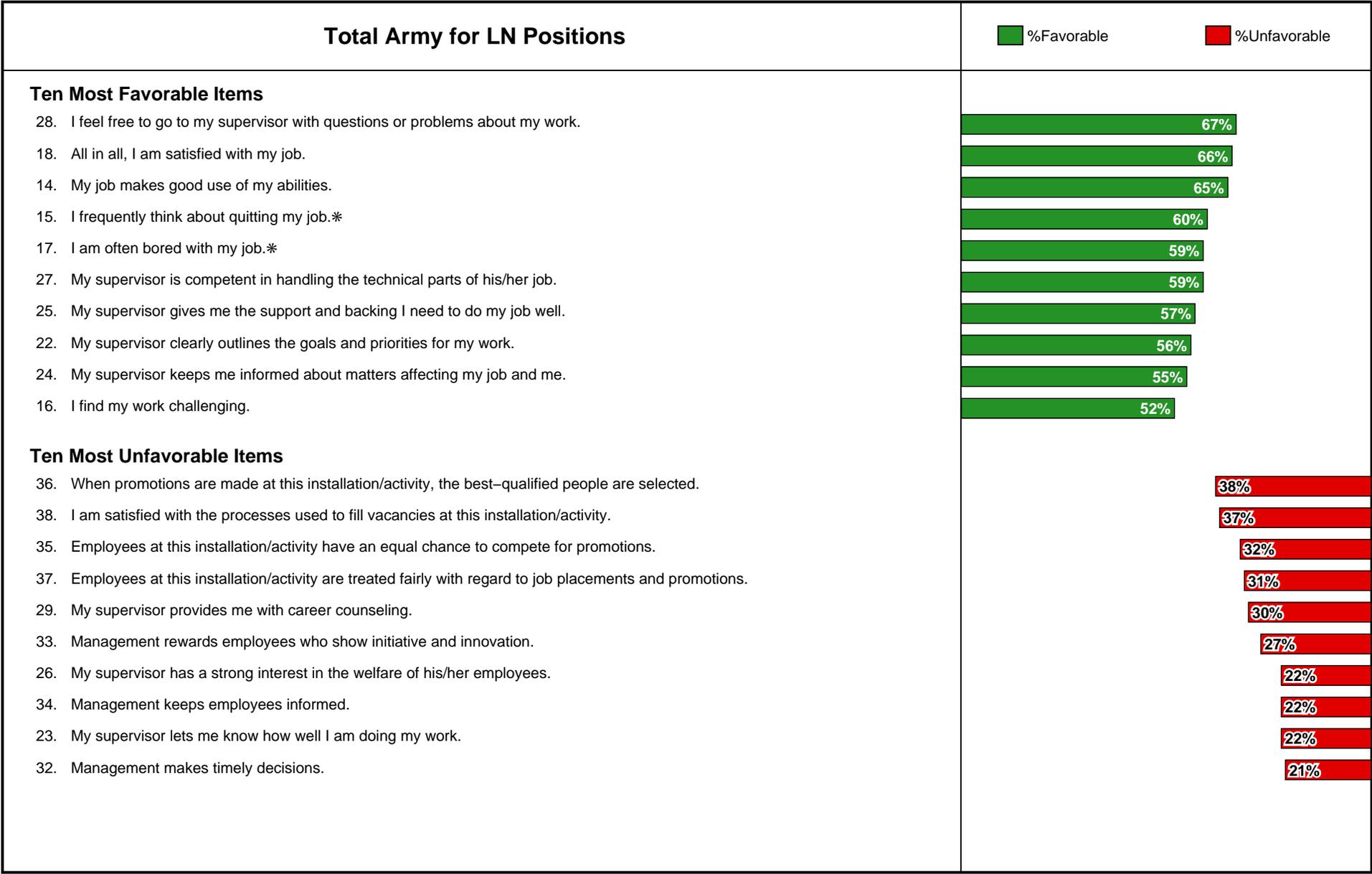
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are first-line supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small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

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5. **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, OnLine Applications), problems in these areas could impact other areas such as **Satisfaction with Job** or **Satisfaction with Management**.
6. **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.
7. **Additional Support.** For more information regarding these results and how you may better utilize the information, please phone Mr. Murray Mack at (703) 325-8684 (DSN 225-8684) or email murray.mack@asamra.hoffman.army.mil.

Ten Most Favorable/Unfavorable Items

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* Item is phrased in a negative manner.

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Japanese		 %Favorable  %Unfavorable
Ten Most Favorable Items		
28. I feel free to go to my supervisor with questions or problems about my work.	58%	
18. All in all, I am satisfied with my job.	55%	
15. I frequently think about quitting my job.*	51%	
14. My job makes good use of my abilities.	51%	
25. My supervisor gives me the support and backing I need to do my job well.	51%	
27. My supervisor is competent in handling the technical parts of his/her job.	48%	
24. My supervisor keeps me informed about matters affecting my job and me.	48%	
16. I find my work challenging.	47%	
22. My supervisor clearly outlines the goals and priorities for my work.	47%	
17. I am often bored with my job.*	42%	
Ten Most Unfavorable Items		
38. I am satisfied with the processes used to fill vacancies at this installation/activity.		41%
36. When promotions are made at this installation/activity, the best-qualified people are selected.		40%
37. Employees at this installation/activity are treated fairly with regard to job placements and promotions.		30%
35. Employees at this installation/activity have an equal chance to compete for promotions.		30%
23. My supervisor lets me know how well I am doing my work.		27%
26. My supervisor has a strong interest in the welfare of his/her employees.		25%
29. My supervisor provides me with career counseling.		23%
33. Management rewards employees who show initiative and innovation.		23%
22. My supervisor clearly outlines the goals and priorities for my work.		22%
30. Management is competent.		21%

* Item is phrased in a negative manner.

Composite Summary

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Civilian Personnel Service				
Total Army for LN Positions	45%	37%	18%	1,992
Japanese	38%	44%	18%	1,020
Satisfaction with Job *				
Total Army for LN Positions	60%	26%	14%	1,994
Japanese	49%	35%	15%	1,017
Satisfaction with Career				
Total Army for LN Positions	46%	42%	12%	1,681
Japanese	31%	61%	8%	748
Satisfaction with First Line Supervisor				
Total Army for LN Positions	53%	28%	20%	1,932
Japanese	44%	35%	21%	972
Satisfaction with Management				
Total Army for LN Positions	44%	35%	21%	1,617
Japanese	32%	47%	20%	698

* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Job Placement/Promotion System				
Total Army for LN Positions	32%	33%	35%	1,753
Japanese	29%	36%	35%	870
Satisfaction with Awards and Recognition				
Total Army for LN Positions	41%	32%	28%	1,790
Japanese	32%	38%	29%	858
Satisfaction with Discipline/Grievances/EEO Procedures *				
Total Army for LN Positions	34%	43%	23%	1,671
Japanese	25%	52%	23%	796
Satisfaction with Work Group				
Total Army for LN Positions	65%	24%	10%	1,810
Japanese	58%	31%	12%	885
Satisfaction with Training and Development				
Total Army for LN Positions	46%	28%	26%	1,785
Japanese	39%	36%	25%	867

* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Fairness *				
Total Army for LN Positions	45%	39%	16%	1,710
Japanese	34%	50%	16%	828
Satisfaction with Physical Conditions				
Total Army for LN Positions	50%	27%	23%	1,825
Japanese	42%	35%	24%	890
Civilian Workplace Morale *				
Total Army for LN Positions	49%	31%	20%	2,006
Japanese	40%	40%	21%	1,029

* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Your Organization *				
Total Army for LN Positions	49%	32%	19%	2,001
Japanese	40%	40%	20%	1,026
Performance Culture				
Total Army for LN Positions	51%	32%	17%	1,830
Japanese	36%	43%	21%	896
Strategic Planning *				
Total Army for LN Positions	52%	31%	17%	1,803
Japanese	40%	42%	17%	873
Customer Satisfaction				
Total Army for LN Positions	68%	25%	6%	1,745
Japanese	55%	37%	8%	839

* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS = Favorable = Neutral = Unfavorable	Number of Respondents								
Diversity	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; text-align: center;">Total Army for LN Positions</td> <td style="width: 20%; text-align: center;">64%</td> <td style="width: 15%; text-align: center;">24%</td> <td style="width: 5%; text-align: center;">12%</td> </tr> <tr> <td style="text-align: center;">Japanese</td> <td style="text-align: center;">58%</td> <td style="text-align: center;">29%</td> <td style="text-align: center;">13%</td> </tr> </table>	Total Army for LN Positions	64%	24%	12%	Japanese	58%	29%	13%	1,821 896
	Total Army for LN Positions	64%	24%	12%						
Japanese	58%	29%	13%							

Item Detail

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N									
<p>1. My immediate supervisor is (do not consider team leaders):</p> <p>Total Army for LN Positions</p> <p>Military</p> <p>Civilian</p> <p>Japanese</p> <p>Military</p> <p>Civilian</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Military (%)</th> <th>Civilian (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army for LN Positions</td> <td>17%</td> <td>83%</td> </tr> <tr> <td>Japanese</td> <td>17%</td> <td>83%</td> </tr> </tbody> </table>	Category	Military (%)	Civilian (%)	Total Army for LN Positions	17%	83%	Japanese	17%	83%	<p>347</p> <p>1,638</p> <p>175</p> <p>840</p>
Category	Military (%)	Civilian (%)									
Total Army for LN Positions	17%	83%									
Japanese	17%	83%									

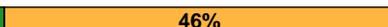
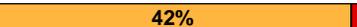
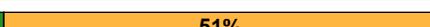
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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Civilian Personnel Service									
Total Army for LN Positions		11	34	37	12	6	3.29	0.79	1,992
Japanese		7	31	44	12	6	3.20	0.74	1,020
2. The personnel office treats people courteously.									
Total Army for LN Positions		16	39	32	9	5	3.52	1.01	1,828
Japanese		9	32	44	9	6	3.30	0.95	893
3. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.									
Total Army for LN Positions		12	43	26	13	7	3.41	1.07	1,858
Japanese		11	49	29	7	4	3.57	0.92	915
4. If my supervisor can't help me with an employment matter, I can get information or help from the personnel office.									
Total Army for LN Positions		14	42	29	9	6	3.50	1.03	1,740
Japanese		10	43	33	8	6	3.43	0.98	824

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
5. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.											
Total Army for LN Positions	50%	30%	20%	13	37	30	13	7	3.36	1.09	1,756
Japanese	42%	39%	19%	8	34	39	12	8	3.23	1.02	831
6. The staff of the personnel office acts with integrity.											
Total Army for LN Positions	48%	36%	17%	14	34	36	10	7	3.39	1.06	1,695
Japanese	39%	44%	18%	8	30	44	9	8	3.21	1.01	825
7. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).											
Total Army for LN Positions	51%	34%	15%	13	38	34	10	5	3.44	1.01	1,858
Japanese	44%	40%	15%	11	34	40	11	4	3.36	0.96	962
8. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance appraisal.											
Total Army for LN Positions	36%	45%	19%	7	29	45	12	7	3.17	0.97	1,520
Japanese	25%	51%	23%	5	21	51	14	9	2.98	0.95	800

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
9. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.									
Total Army for LN Positions	42%  41%  17% 	10	32	41	11	6	3.30	0.99	1,628
Japanese	31%  51%  18% 	6	25	51	12	6	3.14	0.92	820
10. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.									
Total Army for LN Positions	38%  41%  21% 	7	30	41	15	7	3.17	0.99	1,706
Japanese	34%  46%  20% 	6	28	46	14	6	3.15	0.94	897
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job and promotion information.									
Total Army for LN Positions	34%  42%  24% 	6	27	42	16	8	3.07	1.00	1,785
Japanese	30%  49%  21% 	5	25	49	16	5	3.09	0.89	924
12. Overall, the quality of service given by the personnel office is:									
Total Army for LN Positions	39%  42%  19% 	7	32	42	13	5	3.22	0.95	1,841
Japanese	29%  51%  20% 	4	25	51	13	7	3.06	0.90	918

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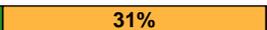
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
13. Overall, the timeliness of service given by the personnel office is:									
Total Army for LN Positions	  	7	29	44	14	6	3.15	0.96	1,812
Japanese	  	4	22	52	14	8	3.01	0.91	906

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
Satisfaction with Job*											
Total Army for LN Positions	60%	26%	14%	24	37	26	10	4	3.66	0.83	1,994
Japanese	49%	35%	15%	15	34	35	11	5	3.45	0.80	1,017
14. My job makes good use of my abilities.											
Total Army for LN Positions	65%	24%	12%	20	45	24	8	3	3.69	0.99	1,961
Japanese	51%	36%	13%	10	41	36	9	4	3.44	0.94	985
15. I frequently think about quitting my job.*											
Total Army for LN Positions	60%	23%	17%	34	26	23	12	5	3.72	1.18	1,886
Japanese	51%	31%	19%	24	26	31	13	5	3.51	1.15	958
16. I find my work challenging.											
Total Army for LN Positions	52%	31%	16%	16	36	31	11	5	3.47	1.05	1,971
Japanese	47%	39%	13%	12	35	39	8	5	3.41	0.98	1,004
17. I am often bored with my job.*											
Total Army for LN Positions	59%	27%	14%	29	30	27	11	3	3.70	1.09	1,923
Japanese	42%	39%	18%	16	27	39	14	4	3.35	1.04	978

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
18. All in all, I am satisfied with my job.									
Total Army for LN Positions	66%  23%  11% 	21	45	23	7	4	3.73	0.99	1,976
Japanese	55%  31%  14% 	14	41	31	9	4	3.51	0.99	1,002

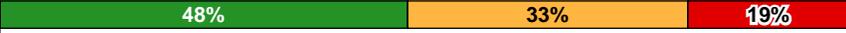
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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
Satisfaction with Career											
	Total Army for LN Positions	46%	42%	12%	12	34	42	7	4	3.42	0.89
Japanese	31%	61%	8%	7	23	61	6	3	3.27	0.75	748
19. I would recommend that others pursue a career as a civilian with the Federal Government.											
	Total Army for LN Positions	48%	41%	10%	13	35	41	6	4	3.48	0.93
Japanese	31%	62%	7%	8	24	62	5	2	3.30	0.77	704
20. I would recommend that others pursue a career as a civilian with the Army.											
	Total Army for LN Positions	45%	44%	12%	12	33	44	8	4	3.40	0.94
Japanese	28%	63%	9%	7	21	63	6	2	3.25	0.77	706
21. I would recommend that others pursue a career as a civilian with this organization.											
	Total Army for LN Positions	45%	41%	14%	11	35	41	8	6	3.37	0.97
Japanese	32%	59%	9%	7	25	59	6	4	3.26	0.82	733

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail				Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
Satisfaction with First Line Supervisor	Total Army for LN Positions	53%	28%	20%	17	35	28	11	9	3.41	0.98	1,932
	Japanese	44%	35%	21%	11	32	35	12	9	3.25	0.94	972
22. My supervisor clearly outlines the goals and priorities for my work.	Total Army for LN Positions	56%	24%	20%	16	40	24	13	7	3.45	1.12	1,896
	Japanese	47%	31%	22%	12	36	31	14	8	3.30	1.09	952
23. My supervisor lets me know how well I am doing my work.	Total Army for LN Positions	49%	29%	22%	14	35	29	13	9	3.32	1.14	1,860
	Japanese	35%	38%	27%	8	27	38	16	11	3.05	1.09	911
24. My supervisor keeps me informed about matters affecting my job and me.	Total Army for LN Positions	55%	25%	20%	15	40	25	12	8	3.43	1.11	1,879
	Japanese	48%	31%	20%	11	38	31	12	8	3.30	1.08	928
25. My supervisor gives me the support and backing I need to do my job well.	Total Army for LN Positions	57%	25%	18%	19	38	25	10	8	3.50	1.14	1,901
	Japanese	51%	31%	18%	13	38	31	9	9	3.37	1.09	949

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
26. My supervisor has a strong interest in the welfare of his/her employees.									
Total Army for LN Positions		16	27	35	12	10	3.27	1.16	1,762
Japanese		7	20	48	14	12	2.96	1.04	827
27. My supervisor is competent in handling the technical parts of his/her job.									
Total Army for LN Positions		22	37	25	8	8	3.57	1.15	1,844
Japanese		16	33	33	9	10	3.35	1.15	912
28. I feel free to go to my supervisor with questions or problems about my work.									
Total Army for LN Positions		25	41	19	7	7	3.71	1.13	1,895
Japanese		18	40	25	8	9	3.51	1.14	940
29. My supervisor provides me with career counseling.									
Total Army for LN Positions		9	23	38	15	14	2.97	1.15	1,686
Japanese		7	23	47	12	11	3.03	1.03	805

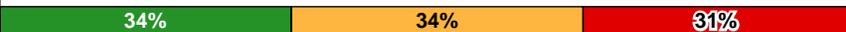
**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Management									
Total Army for LN Positions		11	33	35	13	8	3.25	0.95	1,617
Japanese		7	26	47	12	9	3.11	0.89	698
30. Management is competent.									
Total Army for LN Positions		12	35	35	11	7	3.33	1.06	1,534
Japanese		8	25	46	12	9	3.11	1.02	639
31. Management treats employees with respect and consideration.									
Total Army for LN Positions		14	36	32	11	7	3.38	1.08	1,575
Japanese		7	30	44	11	9	3.16	1.01	668
32. Management makes timely decisions.									
Total Army for LN Positions		10	29	40	14	7	3.19	1.03	1,526
Japanese		7	21	52	12	7	3.08	0.95	644
33. Management rewards employees who show initiative and innovation.									
Total Army for LN Positions		10	29	34	16	11	3.10	1.13	1,493
Japanese		5	22	50	13	11	2.97	0.99	611

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
34. Management keeps employees informed.									
Total Army for LN Positions	 44%  34%  22%	10	35	34	14	8	3.24	1.07	1,570
Japanese	 36%  45%  19%	6	30	45	12	7	3.16	0.97	664

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Job Placement/Promotion System									
Total Army for LN Positions		6	26	33	19	16	2.88	1.02	1,753
Japanese		5	24	36	20	15	2.85	0.93	870
35. Employees at this installation/activity have an equal chance to compete for promotions.									
Total Army for LN Positions		8	31	28	17	15	2.99	1.19	1,690
Japanese		7	33	30	17	13	3.05	1.14	830
36. When promotions are made at this installation/activity, the best-qualified people are selected.									
Total Army for LN Positions		5	22	35	20	18	2.77	1.13	1,627
Japanese		3	18	39	23	17	2.67	1.05	789
37. Employees at this installation/activity are treated fairly with regard to job placements and promotions.									
Total Army for LN Positions		6	28	34	17	15	2.95	1.13	1,657
Japanese		6	29	36	17	13	2.97	1.09	815

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
38. I am satisfied with the processes used to fill vacancies at this installation/activity.											
Total Army for LN Positions	28%	34%	37%	5	24	34	21	16	2.79	1.12	1,642
Japanese	20%	39%	41%	4	17	39	24	16	2.67	1.05	797

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail				Category Percents					Mean	Std Dev	Valid N					
	5	4	3	2	1											
Satisfaction with Awards and Recognition																
Total Army for LN Positions	41%			32%		28%			9	31	32	16	12	3.10	1.03	1,790
Japanese	32%			38%		29%			5	27	38	17	12	2.96	0.96	858
39. When I do a good job, it is recognized.																
Total Army for LN Positions	47%			29%		24%			12	35	29	14	11	3.24	1.15	1,750
Japanese	33%			37%		30%			6	27	37	18	12	2.97	1.08	825
40. When awards are given in my workgroup, they go to the people who earned them.																
Total Army for LN Positions	38%			34%		27%			8	30	34	16	11	3.08	1.11	1,659
Japanese	31%			41%		28%			5	26	41	17	11	2.96	1.04	783
41. Employees at this installation/activity are treated fairly with regard to awards.																
Total Army for LN Positions	39%			33%		28%			8	31	33	16	12	3.06	1.12	1,660
Japanese	36%			38%		26%			5	30	38	15	12	3.03	1.06	786
42. If I perform my job especially well, I will receive an award.																
Total Army for LN Positions	38%			31%		31%			10	28	31	18	14	3.02	1.18	1,668
Japanese	30%			37%		33%			5	24	37	20	13	2.88	1.09	787

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Discipline/Grievances-/EEO Procedures*									
Total Army for LN Positions		7	27	43	14	8	3.10	0.86	1,671
Japanese		4	20	52	14	9	2.98	0.78	796
43. If I filed a grievance, it would be held against me.*									
Total Army for LN Positions		7	17	45	21	10	2.89	1.02	1,422
Japanese		5	13	53	19	11	2.82	0.95	691
44. Top management at this installation/activity actively supports the Equal Employment Opportunity Program.									
Total Army for LN Positions		8	29	47	10	6	3.22	0.95	1,405
Japanese		4	21	59	11	5	3.08	0.82	632
45. Employees at this installation/activity are treated fairly with regard to discipline.									
Total Army for LN Positions		8	32	40	12	8	3.19	1.03	1,484
Japanese		5	24	51	11	9	3.05	0.95	676

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

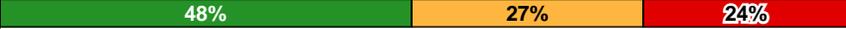
**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
46. Employees at this installation/activity are treated fairly with regard to grievances and appeals.									
Total Army for LN Positions	 36%  41%  23%	6	30	41	14	9	3.10	1.02	1,445
Japanese	 28%  47%  25%	4	24	47	15	10	2.97	0.98	699

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Work Group									
Total Army for LN Positions		21	45	24	7	4	3.72	0.90	1,810
Japanese		16	42	31	7	5	3.57	0.91	885
47. The people I work with do a good job.									
Total Army for LN Positions		22	47	23	5	3	3.82	0.92	1,790
Japanese		18	44	30	5	3	3.69	0.94	869
48. My work group is well run.									
Total Army for LN Positions		19	43	26	8	5	3.63	1.02	1,783
Japanese		14	40	33	8	5	3.51	0.99	874
49. People in my work group work well together.									
Total Army for LN Positions		21	44	23	8	4	3.71	1.01	1,787
Japanese		16	42	29	9	6	3.53	1.03	869

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Training and Development									
Total Army for LN Positions		12	34	28	15	11	3.19	1.03	1,785
Japanese		8	31	36	15	10	3.11	0.95	867
50. My supervisor and I discuss my training and development needs at least once a year.									
Total Army for LN Positions		11	29	27	19	15	3.02	1.22	1,699
Japanese		8	24	35	20	13	2.95	1.13	814
51. I receive the training I need to perform my job properly (e.g., on-the-job training, classroom instruction, conferences, workshops).									
Total Army for LN Positions		12	37	27	14	10	3.26	1.14	1,761
Japanese		8	33	36	15	8	3.17	1.04	851
52. Management supports continued training and development.									
Total Army for LN Positions		13	36	30	12	9	3.32	1.12	1,663
Japanese		8	35	37	12	8	3.24	1.04	772

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Fairness*									
Total Army for LN Positions		15	29	39	11	5	3.39	0.79	1,710
Japanese		10	24	50	11	5	3.22	0.75	828
53. Managers/supervisors deal effectively with reports of prejudice and discrimination.									
Total Army for LN Positions		7	34	37	12	9	3.18	1.05	1,463
Japanese		5	28	43	13	11	3.05	1.02	723
54. If I complained of discrimination, it would be held against me.*									
Total Army for LN Positions		11	23	43	17	7	3.14	1.04	1,360
Japanese		7	19	51	16	7	3.02	0.95	638
55. Non-minority employees often get preferential treatment over minority employees.*									
Total Army for LN Positions		17	25	43	11	4	3.40	1.03	1,217
Japanese		10	17	58	11	4	3.19	0.90	503
56. Minority employees often get preferential treatment over non-minority employees.*									
Total Army for LN Positions		17	27	45	8	3	3.48	0.95	1,214
Japanese		12	20	59	7	2	3.31	0.85	501

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
57. Male employees often get preferential treatment over female employees.*									
Total Army for LN Positions		22	33	36	7	2	3.65	0.97	1,493
Japanese		16	29	48	5	1	3.53	0.87	683
58. Female employees often get preferential treatment over male employees.*									
Total Army for LN Positions		18	32	35	10	5	3.48	1.06	1,497
Japanese		12	25	44	14	6	3.24	1.02	689

* Item is phrased in a negative manner.

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Physical Conditions									
Total Army for LN Positions		10	40	27	14	9	3.28	0.92	1,825
Japanese		7	35	35	15	9	3.15	0.89	890
59. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.									
Total Army for LN Positions		13	41	23	14	9	3.35	1.14	1,779
Japanese		7	36	30	16	11	3.12	1.11	849
60. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).									
Total Army for LN Positions		9	34	29	17	12	3.11	1.15	1,714
Japanese		6	29	39	16	10	3.05	1.05	841
61. Employees are protected from health and safety hazards on the job.									
Total Army for LN Positions		10	44	30	11	6	3.40	1.00	1,759
Japanese		7	39	35	12	6	3.29	0.98	869

Supplemental Item Detail

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N				
	5	4	3	2	1										
Your Organization*															
Total Army for LN Positions	49%			32%		19%		10	39	32	13	6	3.34	0.67	2,001
Japanese	40%			40%		20%		7	32	40	13	7	3.19	0.65	1,026
62. There is a good working relationship between civilian and military personnel.															
Total Army for LN Positions	62%			27%		11%		15	47	27	8	3	3.64	0.93	1,797
Japanese	45%			39%		15%		7	38	39	10	5	3.32	0.94	886
63. There is a good working relationship between civilian/military personnel and contractors.															
Total Army for LN Positions	55%			35%		9%		10	46	35	6	3	3.53	0.86	1,597
Japanese	39%			47%		13%		5	34	47	9	4	3.27	0.86	814
64. Civilians are made to feel that they are an important part of the Army team.															
Total Army for LN Positions	65%			27%		9%		17	48	27	6	3	3.70	0.90	1,868
Japanese	66%			28%		5%		18	48	28	4	2	3.77	0.85	932
65. Civilian supervisors are concerned about civilian employee job satisfaction.															
Total Army for LN Positions	50%			34%		15%		11	40	34	10	5	3.40	0.99	1,739
Japanese	44%			41%		15%		8	36	41	8	7	3.31	0.97	834

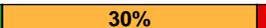
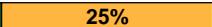
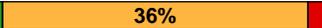
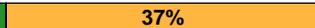
* Composite includes reverse-scored items.

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
66. Military supervisors are concerned about civilian employee job satisfaction.											
Total Army for LN Positions	49%	36%	15%	10	39	36	10	5	3.38	0.97	1,558
Japanese	42%	44%	13%	7	35	44	8	5	3.31	0.91	758
67. I am satisfied with the amount of involvement I have in decisions that affect my work.											
Total Army for LN Positions	49%	35%	16%	9	40	35	11	5	3.37	0.97	1,849
Japanese	36%	49%	15%	5	31	49	11	4	3.22	0.86	893
68. My work productivity is reduced by unnecessary rules and regulations.*											
Total Army for LN Positions	33%	39%	28%	8	25	39	21	7	3.06	1.02	1,782
Japanese	25%	51%	23%	6	19	51	18	6	3.02	0.92	853
69. There is good communication between work groups/work units in my organization.											
Total Army for LN Positions	50%	30%	20%	9	41	30	14	6	3.33	1.02	1,898
Japanese	42%	36%	22%	7	35	36	14	8	3.20	1.03	952
70. I feel my job is secure.											
Total Army for LN Positions	41%	28%	30%	8	33	28	18	12	3.07	1.16	1,887
Japanese	38%	32%	29%	9	30	32	18	11	3.06	1.12	961

* Item is phrased in a negative manner.

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
71. My organization encourages creative solutions and new practices/ways of doing business.									
Total Army for LN Positions	38%  39%  24% 	7	30	39	17	7	3.14	1.01	1,801
Japanese	28%  50%  22% 	4	24	50	16	7	3.02	0.90	877
72. The amount of work I am expected to do is reasonable.									
Total Army for LN Positions	54%  30%  16% 	9	46	30	12	5	3.42	0.96	1,932
Japanese	40%  42%  17% 	5	35	42	12	5	3.23	0.92	965
73. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.									
Total Army for LN Positions	44%  25%  31% 	8	36	25	20	11	3.09	1.15	1,896
Japanese	26%  32%  41% 	4	23	32	24	18	2.71	1.11	958
74. Compared to other organizations, how would you rate your organization as a place to work?									
Total Army for LN Positions	48%  36%  16% 	15	32	36	12	4	3.43	1.02	1,786
Japanese	41%  37%  22% 	12	29	37	16	6	3.24	1.05	851

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	% Favorable % Neutral % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
Performance Culture											
Total Army for LN Positions	51% Favorable, 32% Neutral, 17% Unfavorable			10	40	32	11	6	3.40	0.77	1,830
Japanese	36% Favorable, 43% Neutral, 21% Unfavorable			5	31	43	12	9	3.16	0.75	896
75. Corrective actions are taken when employees do not meet performance standards.											
Total Army for LN Positions	27% Favorable, 40% Neutral, 33% Unfavorable			3	24	40	20	13	2.85	1.03	1,495
Japanese	14% Favorable, 49% Neutral, 37% Unfavorable			2	13	49	21	16	2.63	0.96	696
76. My performance appraisal is a fair reflection of my performance.											
Total Army for LN Positions	45% Favorable, 40% Neutral, 16% Unfavorable			8	37	40	10	6	3.31	0.96	1,547
Japanese	28% Favorable, 53% Neutral, 20% Unfavorable			3	25	53	12	8	3.03	0.89	740
77. I know what is expected of me on the job.											
Total Army for LN Positions	76% Favorable, 19% Neutral, 5% Unfavorable			19	57	19	3	2	3.88	0.81	1,771
Japanese	62% Favorable, 30% Neutral, 8% Unfavorable			10	52	30	4	3	3.61	0.85	841

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

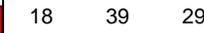
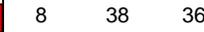
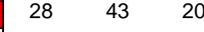
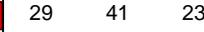
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Strategic Planning*									
Total Army for LN Positions	52% Favorable, 31% Neutral, 17% Unfavorable	11	41	31	12	4	3.43	0.73	1,803
Japanese	40% Favorable, 42% Neutral, 17% Unfavorable	7	34	42	12	5	3.25	0.71	873
78. Managers communicate the organization's strategic mission, vision, and priorities.									
Total Army for LN Positions	47% Favorable, 33% Neutral, 19% Unfavorable	8	39	33	13	7	3.29	1.01	1,670
Japanese	36% Favorable, 41% Neutral, 23% Unfavorable	5	31	41	15	8	3.10	0.97	782
79. Productivity in my work group/work unit is hurt by a lack of planning.*									
Total Army for LN Positions	37% Favorable, 36% Neutral, 26% Unfavorable	10	28	36	21	5	3.15	1.04	1,639
Japanese	29% Favorable, 47% Neutral, 24% Unfavorable	7	22	47	18	6	3.06	0.96	764
80. I know how my work relates to my organization's mission and goals.									
Total Army for LN Positions	71% Favorable, 25% Neutral, 5% Unfavorable	16	55	25	3	2	3.81	0.79	1,754
Japanese	55% Favorable, 39% Neutral, 6% Unfavorable	8	47	39	4	3	3.55	0.80	833

* Composite includes reverse-scored items.
* Item is phrased in a negative manner.

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Customer Satisfaction									
Total Army for LN Positions		22	46	25	5	2	3.83	0.69	1,745
Japanese		13	43	37	5	2	3.59	0.68	839
81. I clearly understand who my customer(s) is/are.									
Total Army for LN Positions		35	49	13	2	1	4.17	0.76	1,732
Japanese		22	52	23	3	1	3.90	0.80	829
82. Products and services in my work group/work unit are improved based on customer input.									
Total Army for LN Positions		13	43	34	8	3	3.55	0.92	1,597
Japanese		8	39	43	7	4	3.39	0.87	768
83. Customers are satisfied with the products and services my work group/work unit provides.									
Total Army for LN Positions		17	47	30	5	1	3.73	0.84	1,573
Japanese		8	37	47	6	2	3.41	0.81	728

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
Diversity											
Total Army for LN Positions	64% 	24% 	12% 	21	43	24	7	5	3.69	0.89	1,821
Japanese	58% 	29% 	13% 	18	39	29	7	6	3.57	0.87	896
84. Managers/supervisors/team leaders work well with employees of different backgrounds.											
Total Army for LN Positions	57% 	28% 	14% 	14	44	28	8	6	3.51	1.03	1,736
Japanese	46% 	36% 	18% 	8	38	36	10	8	3.27	1.02	839
85. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.											
Total Army for LN Positions	71% 	20% 	9% 	28	43	20	6	3	3.87	0.99	1,766
Japanese	69% 	23% 	8% 	29	41	23	5	3	3.87	0.99	864

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>Harassment</p> <p>86. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?</p> <p>Total Army for LN Positions</p> <p>Yes 10%</p> <p>No 90%</p> <p>Japanese</p> <p>Yes 14%</p> <p>No 86%</p> <p>87. If you were harassed, did you report the incident?</p> <p>Total Army for LN Positions</p> <p>Yes 24%</p> <p>No 76%</p> <p>Japanese</p> <p>Yes 28%</p> <p>No 72%</p> <p>88. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)</p> <p>Total Army for LN Positions</p> <p>Yes 17%</p> <p>No 25%</p> <p>Don't Know 58%</p> <p>Japanese</p> <p>Yes 19%</p> <p>No 23%</p> <p>Don't Know 58%</p>		<p>207</p> <p>1,786</p> <p>143</p> <p>886</p> <p>141</p> <p>446</p> <p>74</p> <p>193</p> <p>75</p> <p>113</p> <p>256</p> <p>35</p> <p>44</p> <p>109</p>

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Army Knowledge Online (AKO)		
89. How frequently do you access Army Knowledge Online (AKO)?		
Total Army for LN Positions		
Once a month or less often	19%	372
2–3 times a month	6%	123
1–2 times a week	6%	117
3–4 times a week	3%	57
Almost every day	6%	114
Does not apply – I do not access AKO	60%	1,174
Japanese		
Once a month or less often	17%	173
2–3 times a month	4%	37
1–2 times a week	2%	24
3–4 times a week	3%	26
Almost every day	4%	41
Does not apply – I do not access AKO	70%	707
90. How easy or difficult is it for you to navigate the AKO web site?		
Total Army for LN Positions		
Very difficult	1%	16
Difficult	5%	58
Neither easy nor difficult	26%	289
Easy	19%	213
Very easy	6%	69
Not sure – I do not use AKO very often	43%	484
Japanese		
Very difficult	2%	8
Difficult	6%	27
Neither easy nor difficult	26%	127
Easy	9%	43
Very easy	2%	8
Not sure – I do not use AKO very often	57%	277

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N																					
91. Have you arranged to have your AKO emails forwarded? Total Army for LN Positions No No, I did not know I could do that Yes, to my home or personal email address Yes, to my work site email address Japanese No No, I did not know I could do that Yes, to my home or personal email address Yes, to my work site email address	<p>The chart displays the following data points:</p> <table border="1"> <thead> <tr> <th>Language</th> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Total Army for LN Positions</td> <td>No</td> <td>39%</td> </tr> <tr> <td>No, I did not know I could do that</td> <td>24%</td> </tr> <tr> <td>Yes, to my home or personal email address</td> <td>0%</td> </tr> <tr> <td>Yes, to my work site email address</td> <td>37%</td> </tr> <tr> <td rowspan="4">Japanese</td> <td>No</td> <td>54%</td> </tr> <tr> <td>No, I did not know I could do that</td> <td>20%</td> </tr> <tr> <td>Yes, to my home or personal email address</td> <td>0%</td> </tr> <tr> <td>Yes, to my work site email address</td> <td>25%</td> </tr> </tbody> </table>	Language	Response	Percentage	Total Army for LN Positions	No	39%	No, I did not know I could do that	24%	Yes, to my home or personal email address	0%	Yes, to my work site email address	37%	Japanese	No	54%	No, I did not know I could do that	20%	Yes, to my home or personal email address	0%	Yes, to my work site email address	25%	<p align="right">427 268 4 407 257 98 2 122</p>
Language	Response	Percentage																					
Total Army for LN Positions	No	39%																					
	No, I did not know I could do that	24%																					
	Yes, to my home or personal email address	0%																					
	Yes, to my work site email address	37%																					
Japanese	No	54%																					
	No, I did not know I could do that	20%																					
	Yes, to my home or personal email address	0%																					
	Yes, to my work site email address	25%																					

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N				
	5	4	3	2	1										
Army Civilian Personnel OnLine (CPOL) Applications															
92. I find the information in PERMISS (Personnel Management and Information Support System) section of CPOL useful.															
Total Army for LN Positions	48%			44%		8%		11	37	44	5	3	3.47	0.87	1,010
Japanese	27%			61%		12%		5	22	61	7	5	3.16	0.82	461
93. The Vacancy Announcement section of CPOL is useful.															
Total Army for LN Positions	60%			32%		7%		16	45	32	4	3	3.66	0.89	1,170
Japanese	33%			55%		11%		5	28	55	7	5	3.22	0.83	496
94. The Resume Builder tool is easy to use.															
Total Army for LN Positions	33%			55%		11%		6	27	55	8	4	3.23	0.82	759
Japanese	12%			79%		9%		2	11	79	5	4	3.02	0.61	333
95. It is easy to apply for jobs being filled through RESUMIX.															
Total Army for LN Positions	28%			57%		15%		5	23	57	10	5	3.13	0.83	765
Japanese	14%			75%		11%		2	13	75	6	5	3.00	0.67	344

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Family Friendly Flexibilities (Importance)									
96a. How important is telework/telecommuting to you?									
Total Army for LN Positions		38	9	17	25	11	3.37	1.46	1,915
Japanese		54	5	8	24	9	3.70	1.53	993
97a. How important are alternative work schedules to you?									
Total Army for LN Positions		33	13	21	24	9	3.36	1.38	1,927
Japanese		52	9	9	21	8	3.76	1.46	983
98a. How important are child care subsidies to you?									
Total Army for LN Positions		33	30	18	12	6	3.73	1.21	1,925
Japanese		30	37	14	15	4	3.75	1.15	984
99a. How important are employee assistance programs to you?									
Total Army for LN Positions		13	24	27	27	9	3.07	1.18	1,883
Japanese		16	26	18	31	8	3.11	1.24	953
100a. How important are health and wellness programs to you?									
Total Army for LN Positions		4	35	32	22	6	3.10	0.99	1,924
Japanese		5	38	27	25	5	3.13	1.00	976

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
101a. How important are support groups to you?									
Total Army for LN Positions		16	15	22	34	13	2.88	1.28	1,841
Japanese		15	16	17	41	11	2.84	1.26	912
102a. How important are elder care programs to you?									
Total Army for LN Positions		13	27	27	25	9	3.11	1.17	1,855
Japanese		10	31	22	29	8	3.07	1.14	921

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Family Friendly Flexibilities (Availability)		
96b. Is telework/telecommuting available to you?		
Total Army for LN Positions		
Yes	16%	300
No	49%	949
Don't Know	35%	672
Japanese		
Yes	1%	11
No	59%	583
Don't Know	39%	387
97b. Are alternative work schedules available to you?		
Total Army for LN Positions		
Yes	32%	613
No	48%	916
Don't Know	20%	384
Japanese		
Yes	11%	105
No	68%	656
Don't Know	22%	210
98b. Are child care subsidies available to you?		
Total Army for LN Positions		
Yes	11%	216
No	59%	1,125
Don't Know	30%	563
Japanese		
Yes	8%	83
No	64%	627
Don't Know	27%	268

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
99b. Are employee assistance programs available to you?		
Total Army for LN Positions		
Yes	11%	209
No	41%	780
Don't Know	48%	906
Japanese		
Yes	5%	45
No	51%	484
Don't Know	45%	426
100b. Are health and wellness programs available to you?		
Total Army for LN Positions		
Yes	35%	664
No	35%	676
Don't Know	30%	565
Japanese		
Yes	32%	308
No	39%	376
Don't Know	29%	275
101b. Are support groups available to you?		
Total Army for LN Positions		
Yes	10%	186
No	36%	665
Don't Know	54%	998
Japanese		
Yes	5%	48
No	41%	375
Don't Know	54%	493

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
102b. Are elder care programs available to you? Total Army for LN Positions	<p>A horizontal bar chart with three bars representing 'Yes', 'No', and 'Don't Know' responses. The 'Yes' bar is 4% long, the 'No' bar is 49% long, and the 'Don't Know' bar is 47% long. The bars are green with black outlines.</p>	75 910 888
Japanese	<p>A horizontal bar chart with three bars representing 'Yes', 'No', and 'Don't Know' responses. The 'Yes' bar is 2% long, the 'No' bar is 59% long, and the 'Don't Know' bar is 39% long. The bars are green with black outlines.</p>	16 550 369

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Career/Retirement Plans 103. I am willing to relocate geographically for a promotion.									
Total Army for LN Positions		13	24	32	18	13	3.05	1.21	1,690
Japanese		10	20	41	17	12	2.98	1.12	840

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
104. Select the response that best matches your career plans: <p align="center">Total Army for LN Positions</p> I intend to look for other employment outside of the Army. 4% I intend to look for other employment within the Army. 21% I intend to stay in my current organization. 74% <p align="center">Japanese</p> I intend to look for other employment outside of the Army. 4% I intend to look for other employment within the Army. 23% I intend to stay in my current organization. 73%		88 418 1,468 44 230 741
105. How long do you expect to continue working for your organization? <p align="center">Total Army for LN Positions</p> More than 5 years 71% 4–5 years 9% 1–3 years 16% Less than 1 year 4% <p align="center">Japanese</p> More than 5 years 74% 4–5 years 7% 1–3 years 15% Less than 1 year 3%		1,404 168 319 77 748 75 154 35

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
106. Select the response that best matches your retirement plans: Total Army for LN Positions I plan to leave before retirement. 4% I am undecided about staying beyond my retirement eligibility date. 31% I plan to stay beyond my retirement eligibility date. 21% I would take an early out, if offered. 18% I plan to retire as soon as eligible. 26% Japanese I plan to leave before retirement. 3% I am undecided about staying beyond my retirement eligibility date. 41% I plan to stay beyond my retirement eligibility date. 25% I would take an early out, if offered. 8% I plan to retire as soon as eligible. 24%		75 609 407 351 510 29 407 245 75 241
107. I plan to retire in: Total Army for LN Positions More than 5 years 88% 4–5 years 5% 1–3 years 5% Less than 1 year 2% Japanese More than 5 years 90% 4–5 years 4% 1–3 years 4% Less than 1 year 2%		1,649 97 89 34 861 39 39 19

**Civilian Employees – FY03
Results by Language: Japanese for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Feedback on Survey Results		
108. I have seen my command or installation results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	7%	139
No	59%	1,154
Don't Know	33%	649
Japanese		
Yes	7%	65
No	50%	492
Don't Know	44%	431
109. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	4%	73
No	14%	279
Don't Know	82%	1,591
Japanese		
Yes	4%	37
No	13%	126
Don't Know	84%	826