

**FY03 Army Civilian Attitude Survey
Results by Language: German for LN Positions
Results for Civilian Supervisors**

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About This Report

About This Supervisor Report

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

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

Composites – The survey includes a number of scaled items that were grouped in 17 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-q23)	Supervisors' overall satisfaction with the level of service received from personnel.
Satisfaction with Job (q24-q28)	Supervisors' satisfaction with their current job.
Satisfaction with Career (q29-q31)	Extent to which supervisors recommend their career to others.
Satisfaction with Immediate Supervisor (q32-q39)	Supervisors' relationship with their immediate manager (interaction, competence, support for employee, etc.).
Satisfaction with Management (q40-q44)	Supervisors' satisfaction with upper-level management (supervisor's supervisor and above).
Satisfaction with Job Placement/Promotion System (q45-q49)	Perceptions of promotion processes (e.g., fairness) and outcomes (e.g., quality of candidates).
Satisfaction with Amount of Authority (q50-q61)	Supervisors' perceptions of their authority to carry out a variety of responsibilities (e.g., writing or changing job descriptions, assigning work).
Satisfaction with Training and Development (q62-q64)	Satisfaction with the amount of training supervisors have received and ability to get training for their employees.
Satisfaction with Awards and Recognition (q65-q68)	Extent to which supervisors feel they are personally recognized and that others are fairly awarded.
Satisfaction with Fairness (q69-q74)	Supervisors' 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 (q75-q77)	Satisfaction with safety and physical working conditions.
Civilian Workplace Morale (q24-q49)	Composite of satisfaction with job, career, immediate supervisor, upper-level management, and job placement/promotion.
Your Organization (q78-q91)	Supervisors' assessment of the work environment (e.g., good working relationships, support, communication, empowerment, productivity, resources, etc.).

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Composite Label	Composite Description
Performance Culture (q92-94)	Extent to which supervisors feel that the culture supports high performance.
Strategic Planning (q95-q97)	Supervisors' perceptions of communication and effectiveness of planning in their organization.
Customer Satisfaction (q98-q100)	Supervisors' assessment of customer interactions and their satisfaction with products and services of work group.
Diversity (q101-q102)	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 (q103-q105)
- Army Knowledge Online (AKO) (q106-q108)
- Army Civilian Personnel OnLine (CPOL) Applications (q109-q114)
- Family Friendly Flexibilities (q115-q121)
- Career/Retirement Plans (q122-q126)
- Feedback on Survey Results (q127-q128)

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 supervisors, the results differ slightly. Of the 3,328 supervisors who were invited to complete the survey, 247 responded for a response rate of 7%. This yields a margin for supervisors of ± 6.0 percentage points. Therefore, results should be interpreted with caution since they are less generalizable to the population of Army civilian foreign national supervisors.

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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:

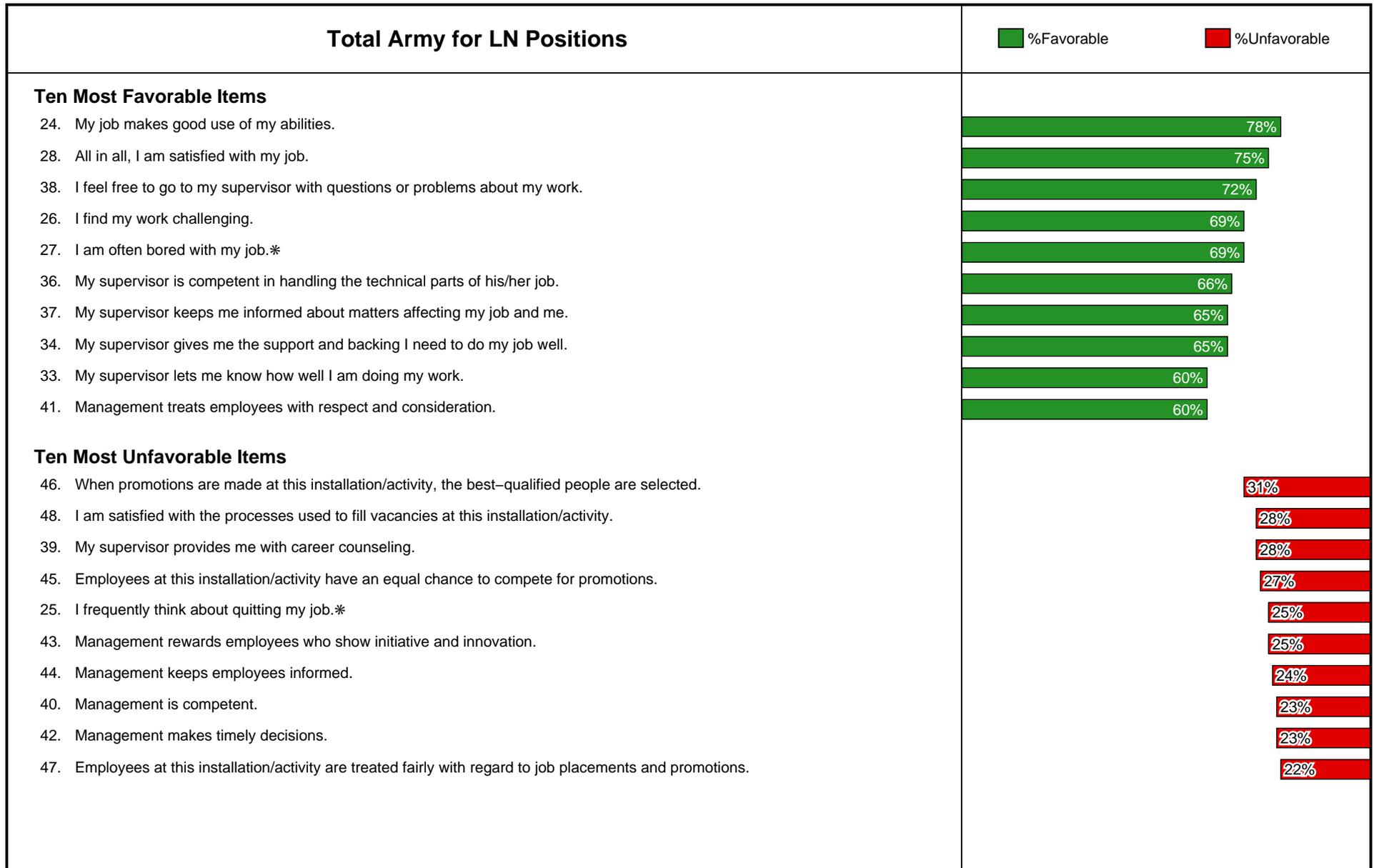
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number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

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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.

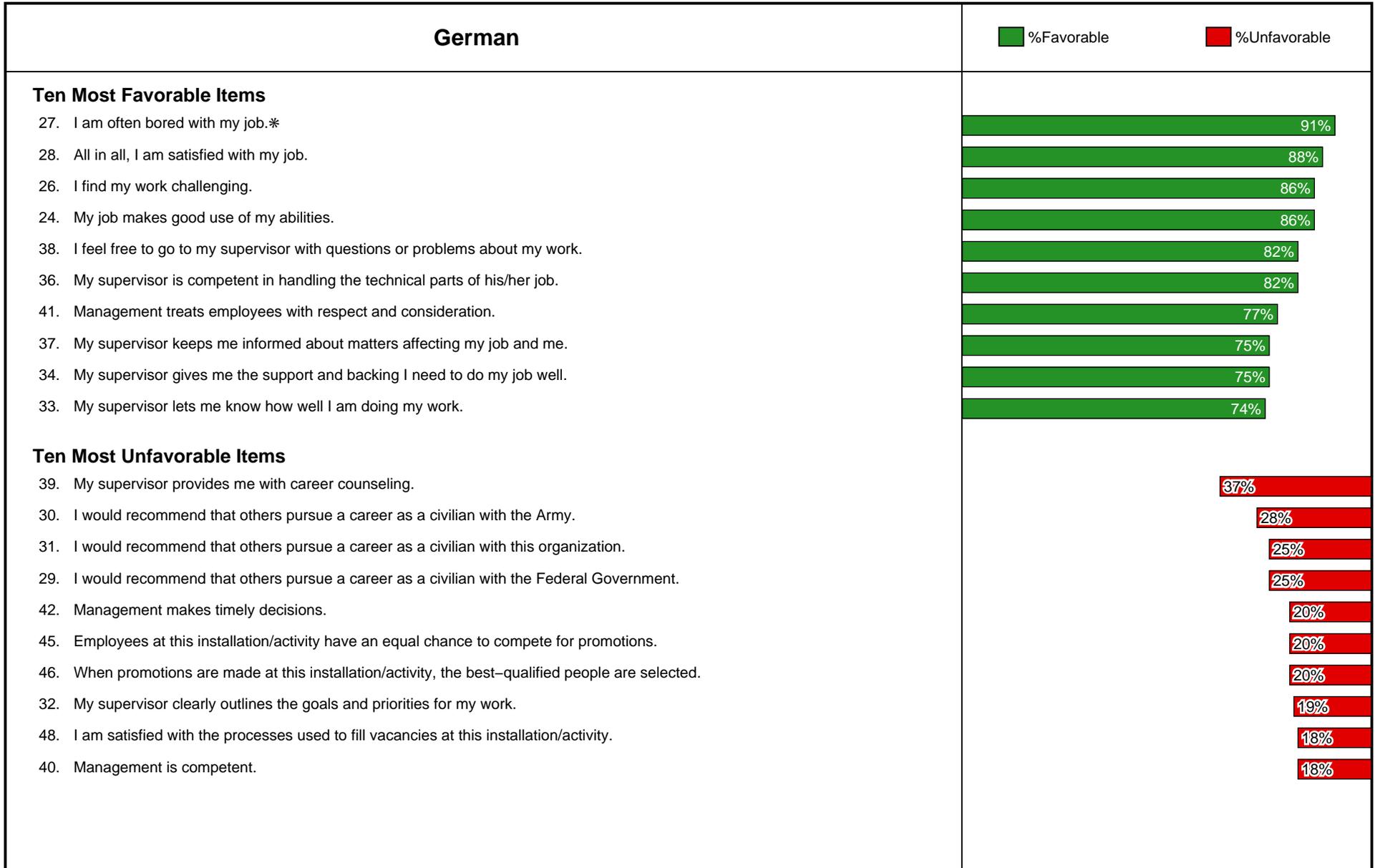
Ten Most Favorable/Unfavorable Items

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* Item is phrased in a negative manner.

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* 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	48%	31%	20%	245
German	57%	28%	15%	66
Satisfaction with Job *				
Total Army for LN Positions	70%	15%	15%	245
German	85%	7%	8%	65
Satisfaction with Career				
Total Army for LN Positions	57%	28%	15%	223
German	58%	16%	26%	65
Satisfaction with Immediate Supervisor				
Total Army for LN Positions	60%	22%	18%	239
German	71%	14%	15%	65
Satisfaction with Management				
Total Army for LN Positions	53%	24%	23%	207
German	64%	19%	17%	62

* 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	46%	29%	26%	213
German	60%	23%	17%	62
Satisfaction with Amount of Authority				
Total Army for LN Positions	45%	37%	17%	241
German	58%	26%	16%	65
Satisfaction with Training and Development				
Total Army for LN Positions	52%	29%	18%	240
German	64%	21%	15%	64
Satisfaction with Awards and Recognition				
Total Army for LN Positions	53%	27%	20%	245
German	62%	21%	17%	66
Satisfaction with Fairness *				
Total Army for LN Positions	55%	32%	14%	242
German	71%	18%	11%	66

* Composite includes reverse-scored items

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents												
	■ = Favorable	■ = Neutral	■ = Unfavorable													
Satisfaction with Physical Conditions Total Army for LN Positions German	<table border="1" data-bbox="571 511 1871 581"> <thead> <tr> <th>Category</th> <th>Favorable (%)</th> <th>Neutral (%)</th> <th>Unfavorable (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army for LN Positions</td> <td>58%</td> <td>23%</td> <td>19%</td> </tr> <tr> <td>German</td> <td>65%</td> <td>18%</td> <td>17%</td> </tr> </tbody> </table>			Category	Favorable (%)	Neutral (%)	Unfavorable (%)	Total Army for LN Positions	58%	23%	19%	German	65%	18%	17%	240 64
Category	Favorable (%)	Neutral (%)	Unfavorable (%)													
Total Army for LN Positions	58%	23%	19%													
German	65%	18%	17%													

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Your Organization *				
Total Army for LN Positions	56%	26%	18%	245
German	66%	19%	15%	66
Performance Culture				
Total Army for LN Positions	61%	26%	13%	224
German	75%	13%	12%	61
Strategic Planning *				
Total Army for LN Positions	61%	24%	15%	226
German	75%	12%	13%	61
Customer Satisfaction				
Total Army for LN Positions	78%	17%	5%	224
German	92%	7%		61

* Composite includes reverse-scored items

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents												
	■ = Favorable	■ = Neutral	■ = Unfavorable													
Diversity Total Army for LN Positions German	<table border="1"> <caption>Diversity Survey Results</caption> <thead> <tr> <th>Category</th> <th>Favorable (%)</th> <th>Neutral (%)</th> <th>Unfavorable (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army for LN Positions</td> <td>78%</td> <td>14%</td> <td>8%</td> </tr> <tr> <td>German</td> <td>88%</td> <td>6%</td> <td>6%</td> </tr> </tbody> </table>			Category	Favorable (%)	Neutral (%)	Unfavorable (%)	Total Army for LN Positions	78%	14%	8%	German	88%	6%	6%	223 59
Category	Favorable (%)	Neutral (%)	Unfavorable (%)													
Total Army for LN Positions	78%	14%	8%													
German	88%	6%	6%													

Item Detail

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N										
1. My immediate supervisor is: Total Army for LN Positions Military Civilian German Military Civilian	<p>The chart displays four horizontal bars representing the percentage of employees selecting each response. The bars are green with black outlines. The percentages are: Military (Total Army) at 25%, Civilian (Total Army) at 75%, Military (German) at 23%, and Civilian (German) at 77%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Military (Total Army)</td> <td>25%</td> </tr> <tr> <td>Civilian (Total Army)</td> <td>75%</td> </tr> <tr> <td>Military (German)</td> <td>23%</td> </tr> <tr> <td>Civilian (German)</td> <td>77%</td> </tr> </tbody> </table>	Category	Percentage	Military (Total Army)	25%	Civilian (Total Army)	75%	Military (German)	23%	Civilian (German)	77%	<p align="center">59 180 15 50</p>
Category	Percentage											
Military (Total Army)	25%											
Civilian (Total Army)	75%											
Military (German)	23%											
Civilian (German)	77%											

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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	48%			31%		20%		13	35	31	13	8	3.32	0.83	245
German	57%			28%		15%		22	35	28	11	4	3.57	0.76	66
2. The personnel office keeps me informed about the status of personnel actions.															
Total Army for LN Positions	55%			22%		23%		18	37	22	13	10	3.40	1.21	228
German	53%			13%		34%		24	29	13	19	15	3.29	1.41	62
3. The staff who provides personnel services have a good understanding of my work unit's operation and mission.															
Total Army for LN Positions	51%			24%		25%		17	35	24	15	10	3.32	1.21	223
German	68%			22%		10%		30	38	22	6	3	3.86	1.03	63
4. The personnel office refers a reasonable number of candidates for vacancies.															
Total Army for LN Positions	50%			31%		19%		12	38	31	9	10	3.34	1.11	226
German	61%			27%		11%		21	40	27	5	6	3.65	1.07	62

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Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
5. The personnel office refers candidates for vacancies in a reasonable amount of time.	Total Army for LN Positions	54%	24%	21%							
	German	63%	22%	14%							
6. The personnel office refers high quality candidates for vacancies.	Total Army for LN Positions	38%	38%	25%							
	German	49%	33%	18%							
7. The personnel office treats people courteously.	Total Army for LN Positions	66%	18%	16%							
	German	83%	11%	6%							
8. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.	Total Army for LN Positions	55%	22%	23%							
	German	48%	27%	25%							

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N				
		5	4	3	2	1							
9. 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	59%	22%	19%			23	37	22	13	5	3.58	1.13	231
German	74%	12%	14%			33	41	12	11	3	3.91	1.08	66
10. The staff of the personnel office acts with integrity.													
Total Army for LN Positions	58%	30%	13%			21	36	30	7	6	3.60	1.08	219
German	73%	22%	5%			34	39	22	5	0	4.02	0.88	59
11. 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	58%	25%	17%			21	36	25	11	6	3.56	1.12	240
German	63%	24%	13%			32	32	24	10	3	3.79	1.09	63
12. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment.													
Total Army for LN Positions	52%	31%	17%			12	40	31	13	4	3.42	0.99	231
German	62%	32%	7%			22	40	32	7	0	3.77	0.87	60

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Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
13. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job classification.	Total Army for LN Positions	41%	36%	23%	7	34	36	13	10	3.14	1.07	224
	German	43%	33%	23%	10	33	33	13	10	3.20	1.12	60
14. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on advising on reorganizations.	Total Army for LN Positions	31%	39%	30%	8	23	39	22	8	3.00	1.04	209
	German	33%	36%	31%	13	20	36	25	7	3.08	1.11	61
15. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on handling reduction-in-force.	Total Army for LN Positions	31%	42%	27%	8	22	42	14	13	2.99	1.11	201
	German	33%	47%	19%	16	18	47	14	5	3.25	1.06	57
16. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on planning and projecting human resource needs.	Total Army for LN Positions	31%	42%	27%	6	25	42	17	10	3.00	1.04	203
	German	45%	36%	19%	14	31	36	17	2	3.38	0.99	58

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N											
		5	4	3	2	1														
17. 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	46%	30%	24%																
	German	65%	24%	11%																
18. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance management.	Total Army for LN Positions	43%	39%	18%																
	German	47%	42%	10%																
19. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.	Total Army for LN Positions	43%	36%	21%																
	German	49%	25%	25%																

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
20. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on awards.											
Total Army for LN Positions	53%	31%	16%	12	41	31	11	5	3.44	1.00	229
German	60%	31%	10%	23	37	31	8	2	3.71	0.96	62
21. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on labor relations.											
Total Army for LN Positions	48%	38%	14%	9	40	38	8	6	3.38	0.96	221
German	55%	33%	12%	17	38	33	9	3	3.57	0.99	58
22. Overall, the quality of service given by the personnel office is:											
Total Army for LN Positions	48%	35%	17%	11	38	35	12	5	3.38	0.99	231
German	56%	38%	6%	17	39	38	6	0	3.67	0.84	64
23. Overall, the timeliness of service given by the personnel office is:											
Total Army for LN Positions	43%	36%	20%	9	34	36	15	5	3.27	0.99	233
German	57%	34%	9%	14	43	34	8	2	3.60	0.88	65

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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	70%	15%	15%						
German	85%	7%	8%						
24. My job makes good use of my abilities.									
Total Army for LN Positions	78%	13%	9%						
German	86%	5%	9%						
25. I frequently think about quitting my job.*									
Total Army for LN Positions	59%	16%	25%						
German	74%	13%	13%						
26. I find my work challenging.									
Total Army for LN Positions	69%	17%	14%						
German	86%	9%	5%						
27. I am often bored with my job.*									
Total Army for LN Positions	69%	16%	15%						
German	91%	8%							

* 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			
28. All in all, I am satisfied with my job.									
Total Army for LN Positions	75%  13%  11% 	31	45	13	8	3	3.92	1.03	240
German	88%  5%  8% 	54	34	5	6	2	4.32	0.94	65

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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	57%	28%	15%	16	41	28	10	5	3.53	0.97	223
	German	58%	16%	26%	26	32	16	19	7	3.52	1.20	65
29. I would recommend that others pursue a career as a civilian with the Federal Government.												
	Total Army for LN Positions	58%	28%	13%	18	40	28	10	4	3.59	1.01	215
	German	59%	16%	25%	25	34	16	20	5	3.55	1.21	64
30. I would recommend that others pursue a career as a civilian with the Army.												
	Total Army for LN Positions	55%	29%	16%	15	40	29	11	5	3.50	1.02	218
	German	57%	15%	28%	26	31	15	20	8	3.48	1.29	65
31. I would recommend that others pursue a career as a civilian with this organization.												
	Total Army for LN Positions	57%	27%	16%	15	42	27	10	6	3.50	1.05	220
	German	58%	17%	25%	28	31	17	17	8	3.54	1.28	65

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Immediate Supervisor									
	Total Army for LN Positions	60%	22%	18%					
	German	71%	14%	15%					
32. My supervisor clearly outlines the goals and priorities for my work.									
	Total Army for LN Positions	59%	21%	21%					
	German	66%	16%	19%					
33. My supervisor lets me know how well I am doing my work.									
	Total Army for LN Positions	60%	23%	17%					
	German	74%	14%	12%					
34. My supervisor gives me the support and backing I need to do my job well.									
	Total Army for LN Positions	65%	18%	17%					
	German	75%	12%	12%					
35. My supervisor has a strong interest in the welfare of his/her employees.									
	Total Army for LN Positions	56%	26%	18%					
	German	72%	17%	11%					

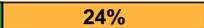
**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
36. My supervisor is competent in handling the technical parts of his/her job.									
	Total Army for LN Positions	66%	17%	17%					
	German	82%	10%	8%					
37. My supervisor keeps me informed about matters affecting my job and me.									
	Total Army for LN Positions	65%	18%	17%					
	German	75%	12%	12%					
38. I feel free to go to my supervisor with questions or problems about my work.									
	Total Army for LN Positions	72%	16%	12%					
	German	82%	11%	8%					
39. My supervisor provides me with career counseling.									
	Total Army for LN Positions	38%	34%	28%					
	German	43%	20%	37%					

**Civilian Supervisors – FY03
Results by Language: German 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	53%			24%		23%		15	37	24	12	11	3.34	1.09	207
German	64%			19%		17%		28	36	19	13	4	3.70	1.01	62
40. Management is competent.															
Total Army for LN Positions	53%			25%		23%		15	37	25	12	10	3.35	1.19	203
German	62%			20%		18%		28	34	20	15	3	3.69	1.13	61
41. Management treats employees with respect and consideration.															
Total Army for LN Positions	60%			20%		20%		18	42	20	10	10	3.49	1.19	207
German	77%			10%		13%		32	45	10	8	5	3.92	1.09	62
42. Management makes timely decisions.															
Total Army for LN Positions	50%			26%		23%		15	35	26	13	10	3.32	1.18	201
German	58%			22%		20%		27	31	22	17	3	3.61	1.16	59
43. Management rewards employees who show initiative and innovation.															
Total Army for LN Positions	49%			26%		25%		15	33	26	13	12	3.26	1.23	202
German	66%			18%		16%		29	37	18	13	3	3.76	1.11	62

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
44. Management keeps employees informed.									
Total Army for LN Positions	  	12	40	24	12	12	3.28	1.18	205
German	  	21	34	28	11	5	3.56	1.10	61

**Civilian Supervisors – FY03
Results by Language: German 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		13	33	29	13	12	3.20	1.03	213
German		24	36	23	12	5	3.62	0.99	62
45. Employees at this installation/activity have an equal chance to compete for promotions.									
Total Army for LN Positions		16	37	20	13	13	3.29	1.27	208
German		26	34	20	13	7	3.61	1.20	61
46. When promotions are made at this installation/activity, the best-qualified people are selected.									
Total Army for LN Positions		12	29	27	16	16	3.06	1.25	204
German		27	33	20	12	8	3.58	1.24	60
47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.									
Total Army for LN Positions		15	37	26	11	12	3.33	1.20	207
German		23	40	23	8	5	3.68	1.08	60

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
48. I am satisfied with the processes used to fill vacancies at this installation/activity.									
Total Army for LN Positions	41%  31%  28% 	12	29	31	14	14	3.11	1.21	209
German	61%  21%  18% 	25	36	21	16	2	3.66	1.08	61
49. The quality of candidates referred to me for vacancies in my work unit is high.									
Total Army for LN Positions	40%  40%  20% 	10	30	40	13	7	3.24	1.02	197
German	56%  29%  15% 	19	37	29	10	5	3.54	1.07	59

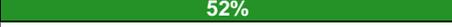
**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	% All I Need % Some, but not enough % None	Category Percents			Mean	Std Dev	Valid N		
		3	2	1					
Satisfaction with Amount of Authority									
	Total Army for LN Positions	45%	37%	17%	45	37	17	2.28	0.51
German	58%	26%	16%	58	26	16	2.41	0.49	65
50. How much authority do you have to carry out writing or changing job descriptions (i.e., classifying jobs)?									
Total Army for LN Positions	37%	44%	20%	37	44	20	2.17	0.73	227
German	37%	37%	27%	37	37	27	2.10	0.80	60
51. How much authority do you have to carry out recruiting and selecting employees?									
Total Army for LN Positions	41%	40%	18%	41	40	18	2.23	0.74	228
German	44%	32%	24%	44	32	24	2.20	0.80	59
52. How much authority do you have to carry out changing the organizational structure of your work unit?									
Total Army for LN Positions	30%	42%	28%	30	42	28	2.02	0.76	226
German	37%	28%	35%	37	28	35	2.02	0.86	57

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % All I Need  % Some, but not enough  % None	Category Percents			Mean	Std Dev	Valid N			
		3	2	1						
53. How much authority do you have to carry out assigning work to subordinates?										
Total Army for LN Positions		71%	27%		71	27	3	2.68	0.52	236
German		87%	13%		87	13	0	2.87	0.34	63
54. How much authority do you have to carry out evaluating work performance?										
Total Army for LN Positions		55%	33%	12%	55	33	12	2.43	0.69	233
German		73%	20%	6%	73	20	6	2.67	0.59	64
55. How much authority do you have to carry out giving monetary and honorary performance awards?										
Total Army for LN Positions		41%	40%	19%	41	40	19	2.22	0.74	232
German		57%	24%	19%	57	24	19	2.38	0.79	63
56. How much authority do you have to carry out firing people?										
Total Army for LN Positions		23%	27%	49%	23	27	49	1.74	0.82	192
German		31%	28%	41%	31	28	41	1.91	0.85	54

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % All I Need  % Some, but not enough  % None	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
57. How much authority do you have to carry out approving leave requests/controlling employee absences?							
Total Army for LN Positions	65%  24%  11% 	65	24	11	2.54	0.68	229
German	89%  6%  5%	89	6	5	2.84	0.48	64
58. How much authority do you have to carry out taking disciplinary action?							
Total Army for LN Positions	35%  34%  31% 	35	34	31	2.04	0.81	203
German	51%  27%  22% 	51	27	22	2.29	0.81	59
59. How much authority do you have to carry out taking action to improve substandard performance?							
Total Army for LN Positions	43%  47%  10% 	43	47	10	2.32	0.65	225
German	56%  36%  8% 	56	36	8	2.48	0.65	61
60. How much authority do you have to carry out getting employees the training they need?							
Total Army for LN Positions	43%  46%  11% 	43	46	11	2.32	0.66	232
German	52%  40%  8% 	52	40	8	2.44	0.64	63

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % All I Need  % Some, but not enough  % None	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
61. How much authority do you have to carry out changing work processes or methods?							
Total Army for LN Positions		54	39	6	2.48	0.62	235
German		67	29	5	2.62	0.58	63

**Civilian Supervisors – FY03
Results by Language: German 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		14	38	29	13	5	3.44	0.89	240
German		27	38	21	12	3	3.74	0.83	64
62. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader.									
Total Army for LN Positions		16	39	26	14	4	3.50	1.05	237
German		31	30	20	19	0	3.73	1.10	64
63. I have had enough training in civilian personnel administrative procedures.									
Total Army for LN Positions		12	32	32	17	7	3.26	1.09	230
German		20	31	26	15	8	3.39	1.20	61
64. I am able to get timely and quality training for my subordinates.									
Total Army for LN Positions		14	43	30	9	4	3.54	0.97	230
German		29	52	16	3	0	4.06	0.76	63

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

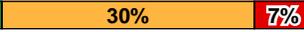
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Awards and Recognition									
Total Army for LN Positions		17	37	27	11	9	3.40	1.05	245
German		27	35	21	13	4	3.68	1.01	66
65. When I do a good job, it is recognized.									
Total Army for LN Positions		19	37	27	9	8	3.49	1.14	243
German		33	36	17	9	5	3.85	1.13	66
66. When awards are given, they go to the people who earned them.									
Total Army for LN Positions		15	34	28	12	11	3.31	1.19	241
German		26	32	21	17	5	3.58	1.18	66
67. Employees at this installation/activity are treated fairly with regard to awards.									
Total Army for LN Positions		18	37	25	12	8	3.44	1.16	240
German		29	31	25	12	3	3.71	1.11	65
68. If I perform my job especially well, I will receive an award.									
Total Army for LN Positions		14	39	26	11	10	3.37	1.15	239
German		20	41	21	14	5	3.58	1.10	66

**Civilian Supervisors – FY03
Results by Language: German 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	55%	32%	14%	19	36	32	9	5	3.54	0.75	242
German	71%	18%	11%	28	43	18	8	2	3.87	0.67	66
69. Managers/supervisors deal effectively with reports of prejudice and discrimination.											
Total Army for LN Positions	57%	28%	15%	14	43	28	8	7	3.48	1.07	229
German	58%	26%	16%	21	37	26	13	3	3.60	1.06	62
70. If I complained of discrimination, it would be held against me.*											
Total Army for LN Positions	42%	35%	23%	13	29	35	15	8	3.25	1.10	211
German	49%	28%	23%	18	32	28	18	5	3.39	1.13	57
71. Non-minority employees often get preferential treatment over minority employees.*											
Total Army for LN Positions	59%	32%	9%	23	36	32	6	3	3.70	0.97	185
German	90%	7%		38	52	7	3	0	4.25	0.72	61
72. Minority employees often get preferential treatment over non-minority employees.*											
Total Army for LN Positions	54%	34%	11%	19	35	34	8	4	3.58	1.01	183
German	75%	11%	13%	30	46	11	10	3	3.89	1.05	61

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

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
73. Male employees often get preferential treatment over female employees.*									
Total Army for LN Positions	  	25	39	30	5	1	3.81	0.92	213
German	  	33	48	13	6	0	4.08	0.85	63
74. Female employees often get preferential treatment over male employees.*									
Total Army for LN Positions	  	19	34	31	9	7	3.49	1.11	211
German	  	29	44	23	2	3	3.94	0.94	62

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: German 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		18	39	23	14	5	3.51	0.88	240
German		29	36	18	11	6	3.71	0.85	64
75. 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		22	40	22	14	3	3.64	1.06	236
German		36	38	16	6	5	3.94	1.10	64
76. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).									
Total Army for LN Positions		15	32	27	17	9	3.27	1.17	232
German		22	30	24	13	11	3.40	1.28	63
77. Employees are protected from health and safety hazards on the job.									
Total Army for LN Positions		19	45	21	11	4	3.64	1.04	236
German		29	40	16	14	2	3.79	1.06	63

Supplemental Item Detail

**Civilian Supervisors – FY03
Results by Language: German 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	56%	26%	18%	14	42	26	12	6	3.45	0.68	245
German	66%	19%	15%	25	41	19	10	5	3.69	0.69	66
78. There is a good working relationship between civilian and military personnel.											
Total Army for LN Positions	72%	21%	7%	21	51	21	4	3	3.84	0.89	234
German	87%	11%		38	49	11	2	0	4.23	0.72	61
79. There is a good working relationship between civilian/military personnel and contractors.											
Total Army for LN Positions	65%	28%	7%	12	53	28	4	2	3.68	0.84	203
German	81%	19%		20	61	19	0	0	4.02	0.63	54
80. Civilians are made to feel that they are an important part of the Army team.											
Total Army for LN Positions	72%	17%	11%	26	46	17	7	4	3.84	1.01	237
German	71%	19%	10%	33	38	19	8	2	3.94	1.00	63
81. Civilian supervisors are concerned about civilian employee job satisfaction.											
Total Army for LN Positions	68%	21%	11%	18	50	21	7	4	3.71	0.97	229
German	70%	17%	13%	30	40	17	13	0	3.87	0.99	63

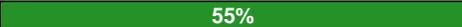
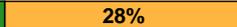
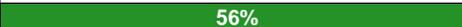
* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
82. Military supervisors are concerned about civilian employee job satisfaction.											
Total Army for LN Positions	59%			17	41	28	9	4	3.59	1.01	218
German	62%			28	34	26	10	2	3.76	1.03	58
83. I am satisfied with the amount of involvement I have in decisions that affect my work.											
Total Army for LN Positions	64%			16	47	20	12	4	3.60	1.03	237
German	76%			35	41	8	14	3	3.91	1.12	66
84. My work productivity is reduced by unnecessary rules and regulations.*											
Total Army for LN Positions	30%			5	25	34	23	13	2.86	1.10	231
German	40%			6	34	23	20	17	2.92	1.22	65
85. There is good communication between work groups/work units in my organization.											
Total Army for LN Positions	59%			14	45	26	10	5	3.53	1.02	238
German	69%			25	45	20	8	3	3.80	1.00	65
86. I feel my job is secure.											
Total Army for LN Positions	40%			11	29	32	15	13	3.10	1.18	236
German	35%			12	23	35	12	17	3.02	1.24	65

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
87. My organization encourages creative solutions and new practices/ways of doing business.									
Total Army for LN Positions	55%  28%  17% 	12	43	28	12	5	3.46	1.01	238
German	69%  14%  17% 	22	48	14	12	5	3.69	1.09	65
88. The amount of work I am expected to do is reasonable.									
Total Army for LN Positions	58%  21%  21% 	11	47	21	15	6	3.42	1.06	240
German	80%  5%  15% 	23	57	5	9	6	3.82	1.09	65
89. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.									
Total Army for LN Positions	40%  23%  37% 	10	30	23	25	12	3.00	1.19	241
German	58%  20%  23% 	21	36	20	18	5	3.52	1.15	66
90. My work unit/work group is able to recruit people with the right skills.									
Total Army for LN Positions	48%  29%  23% 	9	39	29	15	8	3.27	1.08	225
German	56%  26%  18% 	19	37	26	11	6	3.52	1.13	62
91. Compared to other organizations, how would you rate your organization as a place to work?									
Total Army for LN Positions	61%  29%  10% 	19	42	29	7	3	3.68	0.95	234
German	73%  23%  5% 	35	38	23	3	2	4.02	0.92	66

**Civilian Supervisors – FY03
Results by Language: German 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	61% 	15	46	26	8	4	3.60	0.74	224
German	75% 	28	47	13	8	4	3.85	0.73	61
92. Corrective actions are taken when employees do not meet performance standards.									
Total Army for LN Positions	44% 	6	38	32	15	8	3.18	1.03	213
German	59% 	10	49	17	14	10	3.36	1.16	59
93. My performance appraisal is a fair reflection of my performance.									
Total Army for LN Positions	55% 	10	45	32	8	5	3.47	0.96	202
German	69% 	22	47	20	7	3	3.78	0.98	59
94. I know what is expected of me on the job.									
Total Army for LN Positions	83% 	29	54	14	2	0	4.10	0.74	221
German	95% 	52	43	2	3	0	4.43	0.70	60

**Civilian Supervisors – FY03
Results by Language: German 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	61% Favorable, 24% Neutral, 15% Unfavorable	17	44	24	9	5	3.58	0.70	226
German	75% Favorable, 12% Neutral, 13% Unfavorable	29	46	12	9	4	3.86	0.75	61
95. Managers communicate the organization's strategic mission, vision, and priorities.									
Total Army for LN Positions	59% Favorable, 27% Neutral, 14% Unfavorable	14	46	27	7	7	3.52	1.05	221
German	77% Favorable, 17% Neutral, 7% Unfavorable	30	47	17	0	7	3.93	1.04	60
96. Productivity in my work group/work unit is hurt by a lack of planning.*									
Total Army for LN Positions	43% Favorable, 29% Neutral, 28% Unfavorable	12	31	29	21	7	3.20	1.11	223
German	55% Favorable, 15% Neutral, 30% Unfavorable	18	37	15	25	5	3.38	1.19	60
97. I know how my work relates to my organization's mission and goals.									
Total Army for LN Positions	81% Favorable, 16% Neutral, 3% Unfavorable	25	56	16	1	2	4.02	0.78	225
German	92% Favorable, 5% Neutral, 3% Unfavorable	38	54	5	3	0	4.26	0.70	61

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

**Civilian Supervisors – FY03
Results by Language: German 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	78% 	30	49	17	4	1	4.02	0.65	224
German	92% 	44	49	7	1	0	4.34	0.48	61
98. I clearly understand who my customer(s) is/are.									
Total Army for LN Positions	91% 	45	46	8	1	0	4.35	0.70	223
German	100% 	60	40	0	0	0	4.60	0.49	60
99. Products and services in my work group/work unit are improved based on customer input.									
Total Army for LN Positions	69% 	18	51	23	7	1	3.78	0.85	215
German	83% 	25	58	14	3	0	4.05	0.73	59
100. Customers are satisfied with the products and services my work group/work unit provides.									
Total Army for LN Positions	74% 	25	49	21	5	0	3.94	0.83	213
German	93% 	45	48	7	0	0	4.38	0.61	60

**Civilian Supervisors – FY03
Results by Language: German 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	78%	14%	8%					
	German	88%	6%	6%					
101. Managers/supervisors/team leaders work well with employees of different backgrounds.									
	Total Army for LN Positions	75%	15%	10%					
	German	92%	7%						
102. 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	81%	13%	7%					
	German	85%	10%	5%					

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Harassment		
103. 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?		
Total Army for LN Positions		
Yes	8%	19
No	92%	226
German		
Yes	5%	3
No	95%	63
104. If you were harassed, did you report the incident?		
Total Army for LN Positions		
Yes	19%	14
No	81%	58
German		
Yes	19%	3
No	81%	13
105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)		
Total Army for LN Positions		
Yes	22%	14
No	22%	14
Don't Know	56%	35
German		
Yes	25%	3
No	33%	4
Don't Know	42%	5

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Army Knowledge Online (AKO)		
106. How frequently do you access Army Knowledge Online (AKO)?		
Total Army for LN Positions		
Once a month or less often	22%	55
2–3 times a month	9%	22
1–2 times a week	9%	21
3–4 times a week	7%	16
Almost every day	8%	20
Does not apply – I do not access AKO	45%	111
German		
Once a month or less often	30%	20
2–3 times a month	15%	10
1–2 times a week	11%	7
3–4 times a week	8%	5
Almost every day	6%	4
Does not apply – I do not access AKO	30%	20
107. How easy or difficult is it for you to navigate the AKO web site?		
Total Army for LN Positions		
Very difficult	1%	2
Difficult	5%	8
Neither easy nor difficult	29%	48
Easy	27%	44
Very easy	5%	9
Not sure – I do not use AKO very often	33%	55
German		
Very difficult	0%	0
Difficult	2%	1
Neither easy nor difficult	33%	17
Easy	31%	16
Very easy	10%	5
Not sure – I do not use AKO very often	24%	12

**Civilian Supervisors – FY03
Results by Language: German 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									
109. Fully Automated System for Classification (FASCLASS) contains a sufficient range of position descriptions such that I can find one that describes the work in my organization.									
Total Army for LN Positions		16	27	42	14	2	3.42	0.97	118
German		28	26	23	21	3	3.56	1.19	39
110. I have been well trained by the personnel office to classify jobs in my work unit/work group.									
Total Army for LN Positions		7	14	35	25	19	2.63	1.14	161
German		14	14	16	32	25	2.59	1.37	44
111. I find the information in the Personnel and Management Information Support System (PERMISS) useful.									
Total Army for LN Positions		11	31	45	11	2	3.38	0.89	108
German		21	36	36	7	0	3.71	0.90	28
112. Automated tracking tools (e.g., Army Regional Tools, SF-50 Tracker) make it easy to track the status of my personnel actions.									
Total Army for LN Positions		17	22	50	6	5	3.40	0.99	103
German		33	13	43	3	7	3.63	1.19	30

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
113. I am satisfied with the quality of candidates generated by RESUMIX.									
Total Army for LN Positions	 31%  53%  16%	9	22	53	14	2	3.23	0.88	106
German	 47%  41%  12%	21	26	41	12	0	3.56	0.96	34

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>114. Compared to five years ago, the quality of candidates for jobs in my work group/work unit is:</p> <p>Total Army for LN Positions</p> <p>Worse</p> <p>About the same</p> <p>Better</p> <p>German</p> <p>Worse</p> <p>About the same</p> <p>Better</p>	<p>The chart displays two groups of horizontal bars. The first group, 'Total Army for LN Positions', has three bars: 'Worse' at 8%, 'About the same' at 62%, and 'Better' at 30%. The second group, 'German', has three bars: 'Worse' at 2%, 'About the same' at 70%, and 'Better' at 28%. The bars are green with white percentage labels at their ends.</p>	<p>18</p> <p>144</p> <p>69</p> <p>1</p> <p>45</p> <p>18</p>

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N				
		5	4	3	2	1							
Family Friendly Flexibilities (Importance)													
115a. How important is telework/telecommuting to you?													
Total Army for LN Positions	36%	37%	27%			27	12	24	19	18	3.11	1.45	236
German	34%	48%	17%			17	14	20	17	31	2.69	1.48	64
116a. How important are alternative work schedules to you?													
Total Army for LN Positions	43%	33%	24%			24	19	25	22	11	3.23	1.32	235
German	45%	48%	8%			8	22	23	28	20	2.69	1.24	65
117a. How important are child care subsidies to you?													
Total Army for LN Positions	37%	24%	40%			40	22	14	13	11	3.66	1.39	235
German	28%	25%	48%			48	15	12	8	17	3.69	1.54	65
118a. How important are employee assistance programs to you?													
Total Army for LN Positions	52%	35%	13%			13	23	30	25	10	3.04	1.18	230
German	53%	41%	6%			6	23	30	27	14	2.81	1.14	64
119a. How important are health and wellness programs to you?													
Total Army for LN Positions	65%	30%	6%			6	34	30	24	6	3.10	1.02	235
German	58%	41%				2	30	28	28	13	2.80	1.06	64

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
120a. How important are support groups to you?									
Total Army for LN Positions		23	15	26	25	11	3.14	1.33	229
German		17	11	26	26	20	2.78	1.35	65
121a. How important are elder care programs to you?									
Total Army for LN Positions		17	25	32	17	9	3.24	1.19	234
German		3	22	45	14	16	2.83	1.05	64

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Family Friendly Flexibilities (Availability)		
115b. Is telework/telecommuting available to you?		
Total Army for LN Positions		
Yes	21%	51
No	50%	120
Don't Know	28%	67
German		
Yes	19%	12
No	55%	35
Don't Know	27%	17
116b. Are alternative work schedules available to you?		
Total Army for LN Positions		
Yes	37%	87
No	50%	116
Don't Know	13%	31
German		
Yes	36%	23
No	58%	37
Don't Know	6%	4
117b. Are child care subsidies available to you?		
Total Army for LN Positions		
Yes	13%	31
No	62%	144
Don't Know	25%	58
German		
Yes	2%	1
No	77%	50
Don't Know	22%	14

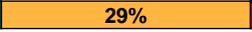
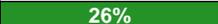
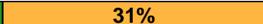
**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
118b. Are employee assistance programs available to you? Total Army for LN Positions		36 109 88
	German	
Yes		8
No		29
Don't Know		29
119b. Are health and wellness programs available to you? Total Army for LN Positions		106 78 51
	German	
Yes		34
No		23
Don't Know		9
120b. Are support groups available to you? Total Army for LN Positions		31 102 98
	German	
Yes		5
No		29
Don't Know		32

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
121b. Are elder care programs available to you? Total Army for LN Positions	<p>A horizontal bar chart with three bars for 'Total Army for LN Positions': 'Yes' at 6%, 'No' at 53%, and 'Don't Know' at 41%. The bars are green with black outlines. The percentages are displayed in white text at the end of each bar.</p>	15 123 95
German	<p>A horizontal bar chart with three bars for 'German': 'Yes' at 6%, 'No' at 50%, and 'Don't Know' at 44%. The bars are green with black outlines. The percentages are displayed in white text at the end of each bar.</p>	4 33 29

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Career/Retirement Plans 122. I am willing to relocate geographically for a promotion.									
Total Army for LN Positions	  	11	25	29	18	16	2.97	1.24	215
German	  	11	15	31	25	18	2.75	1.24	65

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>123. Select the response that best matches your career plans:</p> <p align="center">Total Army for LN Positions</p> <p>I intend to look for other employment outside the Army. 2%</p> <p>I intend to look for other employment within the Army. 13%</p> <p>I intend to stay in my current organization. 85%</p> <p align="center">German</p> <p>I intend to look for other employment outside the Army. 3%</p> <p>I intend to look for other employment within the Army. 8%</p> <p>I intend to stay in my current organization. 89%</p>		<p>4</p> <p>32</p> <p>202</p> <p>2</p> <p>5</p> <p>59</p>
<p>124. How long do you expect to continue working for your organization?</p> <p align="center">Total Army for LN Positions</p> <p>More than 5 years 74%</p> <p>4 – 5 years 9%</p> <p>1 – 3 years 14%</p> <p>Less than 1 year 3%</p> <p align="center">German</p> <p>More than 5 years 79%</p> <p>4 – 5 years 14%</p> <p>1 – 3 years 5%</p> <p>Less than 1 year 3%</p>		<p>176</p> <p>21</p> <p>33</p> <p>8</p> <p>52</p> <p>9</p> <p>3</p> <p>2</p>

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
125. Select the response that best matches your retirement plans: Total Army for LN Positions I plan to leave before retirement I am undecided about staying beyond my retirement eligibility date. I plan to stay beyond my retirement eligibility date. I would take an early out if offered. I plan to retire as soon as eligible. German I plan to leave before retirement I am undecided about staying beyond my retirement eligibility date. I plan to stay beyond my retirement eligibility date. I would take an early out if offered. I plan to retire as soon as eligible.	<p>Detailed description: This horizontal bar chart displays the percentage of employees selecting various retirement plans. For the 'Total Army for LN Positions', the percentages are: 3% for 'I plan to leave before retirement', 21% for 'I am undecided about staying beyond my retirement eligibility date.', 20% for 'I plan to stay beyond my retirement eligibility date.', 23% for 'I would take an early out if offered.', and 32% for 'I plan to retire as soon as eligible.'. For the 'German' group, the percentages are: 5% for 'I plan to leave before retirement', 6% for 'I am undecided about staying beyond my retirement eligibility date.', 2% for 'I plan to stay beyond my retirement eligibility date.', 48% for 'I would take an early out if offered.', and 39% for 'I plan to retire as soon as eligible.'.</p>	7 50 48 55 77 3 4 1 32 26
126. I plan to retire in: Total Army for LN Positions More than 5 years 4 – 5 years 1 – 3 years Less than 1 year German More than 5 years 4 – 5 years 1 – 3 years Less than 1 year	<p>Detailed description: This horizontal bar chart displays the percentage of employees selecting different retirement timeframes. For the 'Total Army for LN Positions', the percentages are: 81% for 'More than 5 years', 10% for '4 – 5 years', 6% for '1 – 3 years', and 3% for 'Less than 1 year.'. For the 'German' group, the percentages are: 78% for 'More than 5 years', 17% for '4 – 5 years', 3% for '1 – 3 years', and 2% for 'Less than 1 year.'.</p>	187 22 15 7 49 11 2 1

**Civilian Supervisors – FY03
Results by Language: German for LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Feedback on Survey Results		
127. I got my command or installation results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	9%	22
No	60%	141
Don't Know	31%	72
German		
Yes	8%	5
No	85%	55
Don't Know	8%	5
128. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	6%	15
No	20%	46
Don't Know	74%	174
German		
Yes	5%	3
No	23%	15
Don't Know	72%	47