

**FY03 Army Civilian Attitude Survey
Total Army and 7 MACOMS
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 implemented a web-based version of the Army Civilian Attitude Survey. Over 33,000 employees and close to 7,000 supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire US-citizen, appropriated and non-appropriated fund, 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 and return them electronically to Army, which then forwarded the data to an independent research and consulting firm for processing. Of the approximately 213,547 Army civilian appropriated fund employees and supervisors who were invited to complete the attitude survey, 39,950 returned surveys for a 19% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to ± 0.4 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

For Army civilian appropriated fund supervisors, the results are similar. Of the 26,469 supervisors who were invited to complete the survey, 6,916 responded for a response rate of 26%. This yields a margin for supervisors of ± 1.0 percentage points. This means that the data presented in this report are generalizable to the population of Army civilian supervisors.

In the table on the next page, this same information is presented by MACOM, Region, Race, Pay Plan, Gender and NAF.

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MACOM (AF)*		Population**	Responses	Response Rate	Margin +/-
Total Army***		26,469	6,916	26.13%	1.0
AMC		5,169	915	17.70%	2.9
FORSCOM		1,937	518	26.74%	3.7
MEDCOM		2,616	673	25.73%	3.3
TRADOC		2,595	815	31.41%	2.8
USACE		4,290	1,451	33.82%	2.1
USAREUR		1,464	504	34.43%	3.5
OTHER		8,398	2,040	24.29%	1.9
Region (AF)*		Population**	Responses	Response Rate	Margin +/-
Europe		2,054	710	34.57%	3.0
Korea		520	184	35.38%	5.8
North Central		4,431	1,009	22.77%	2.7
Northeast		5,461	1,199	21.96%	2.5
Pacific		1,005	247	24.58%	5.4
South Central		4,692	1,212	25.83%	2.4
Southwest		4,363	1,450	33.23%	2.1
West		3,847	899	23.37%	2.9
		Population**	Responses	Response Rate	Margin +/-
Race (AF)*	Non-Minority	20,279	5,751	28.36%	1.1
	Minority	5,886	1,111	18.88%	2.6
Pay Plan (AF)*	GS	22,503	6,426	28.56%	1.0
	WG	3,955	489	12.36%	4.1
Gender (AF)*	Female	6,838	1,944	28.43%	1.9
	Male	19,631	4,972	25.33%	1.2
NAF		2,319	486	20.95%	4.0

*AF: response rates for MACOM, Region, Race, Pay Plan and Gender refer to Appropriated Fund (AF) employees only. Non-Appropriated Fund (NAF) response is represented in the last row.

**Population figures as of August, 2003. These population figures do not account for supervisor losses to Army during the survey administration period and therefore should be considered conservative.

***Populations and responses in each table may not necessarily sum to the Total Army population and Total Army responses because of missing and skipped items.

Installation response rates and margins of error can also be obtained from the Army Point of Contact, Mr. Murray Mack at (703) 325-8684 (DSN 225-8684) or email murray.mack@asamra.hoffman.army.mil.

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

Favorable		Neutral	Unfavorable	
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.
 - ✓ Historical comparisons to the 2001 survey composites are displayed where possible in the column labeled “Pct Fav Diff from 2001”. If there is not a match between a 2003 and 2001 composite, this column displays a dash (--).

- 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.
 - ✓ Historical comparisons to the 2001 survey questions are displayed where possible in the column labeled “Pct Fav Diff from 2001”. If there is not a match between a 2003 and 2001 item, this column is not present or displays a dash (--).

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:

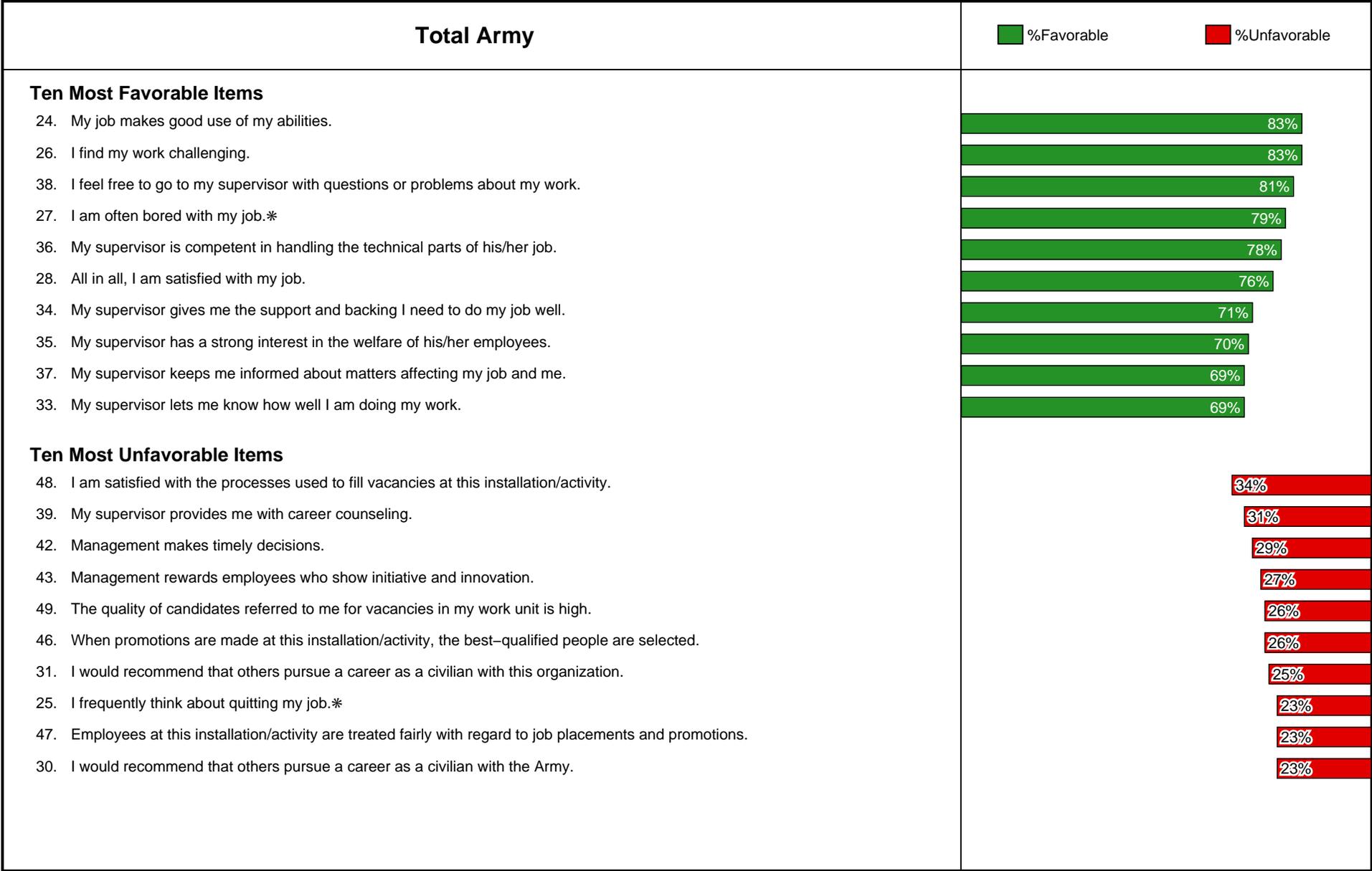
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number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

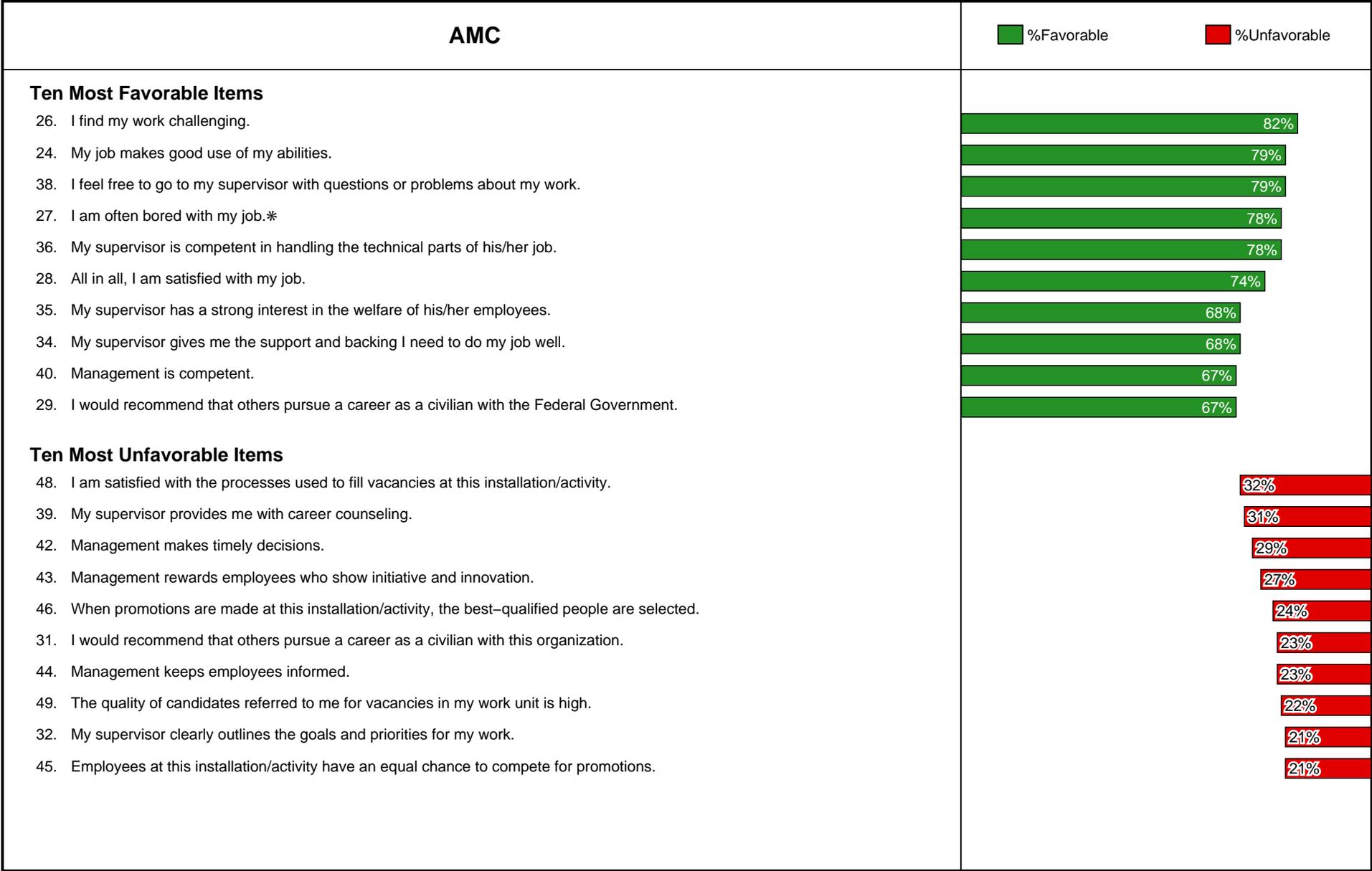
Ten Most Favorable/Unfavorable Items

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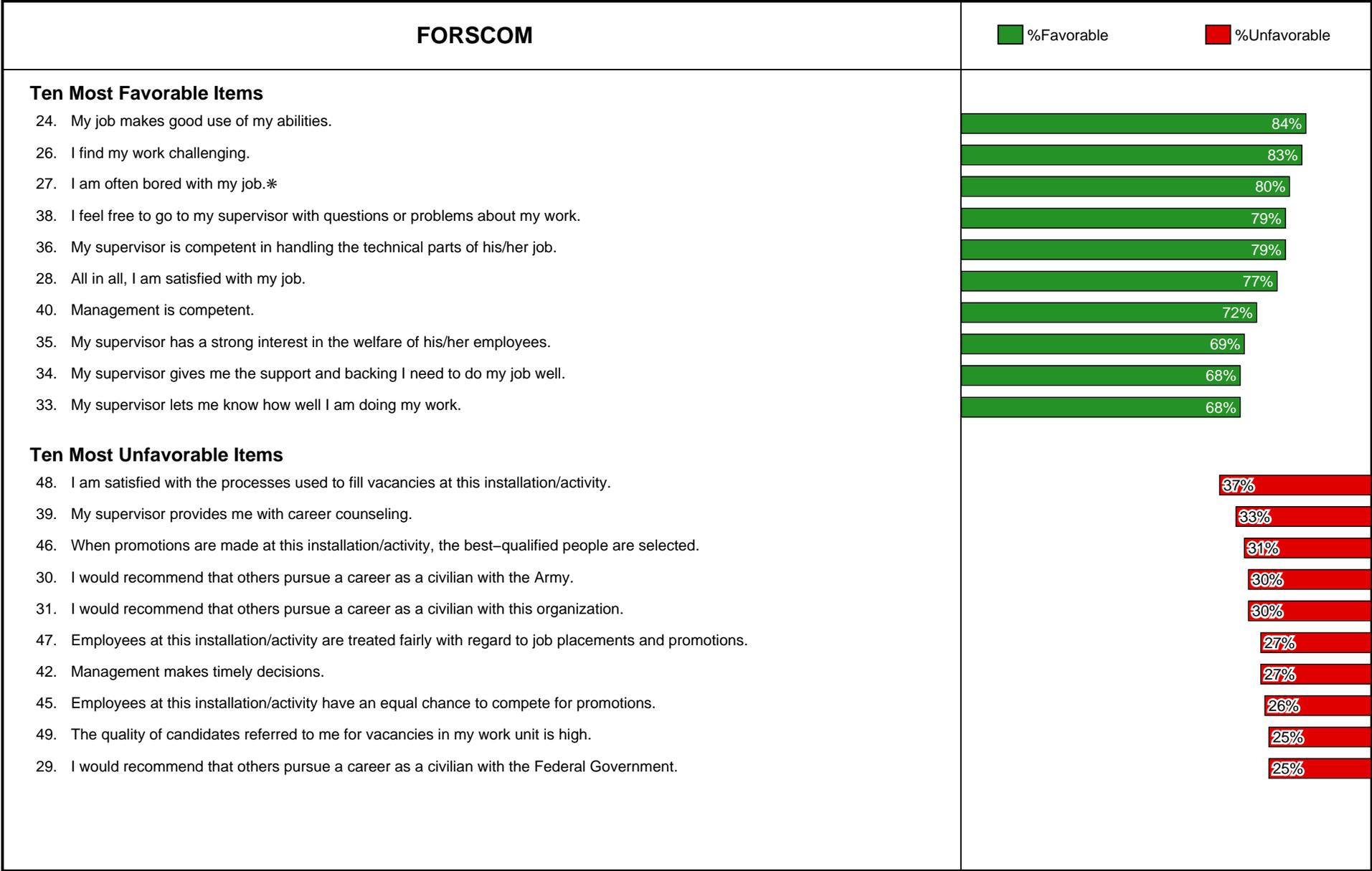
* Item is phrased in a negative manner.

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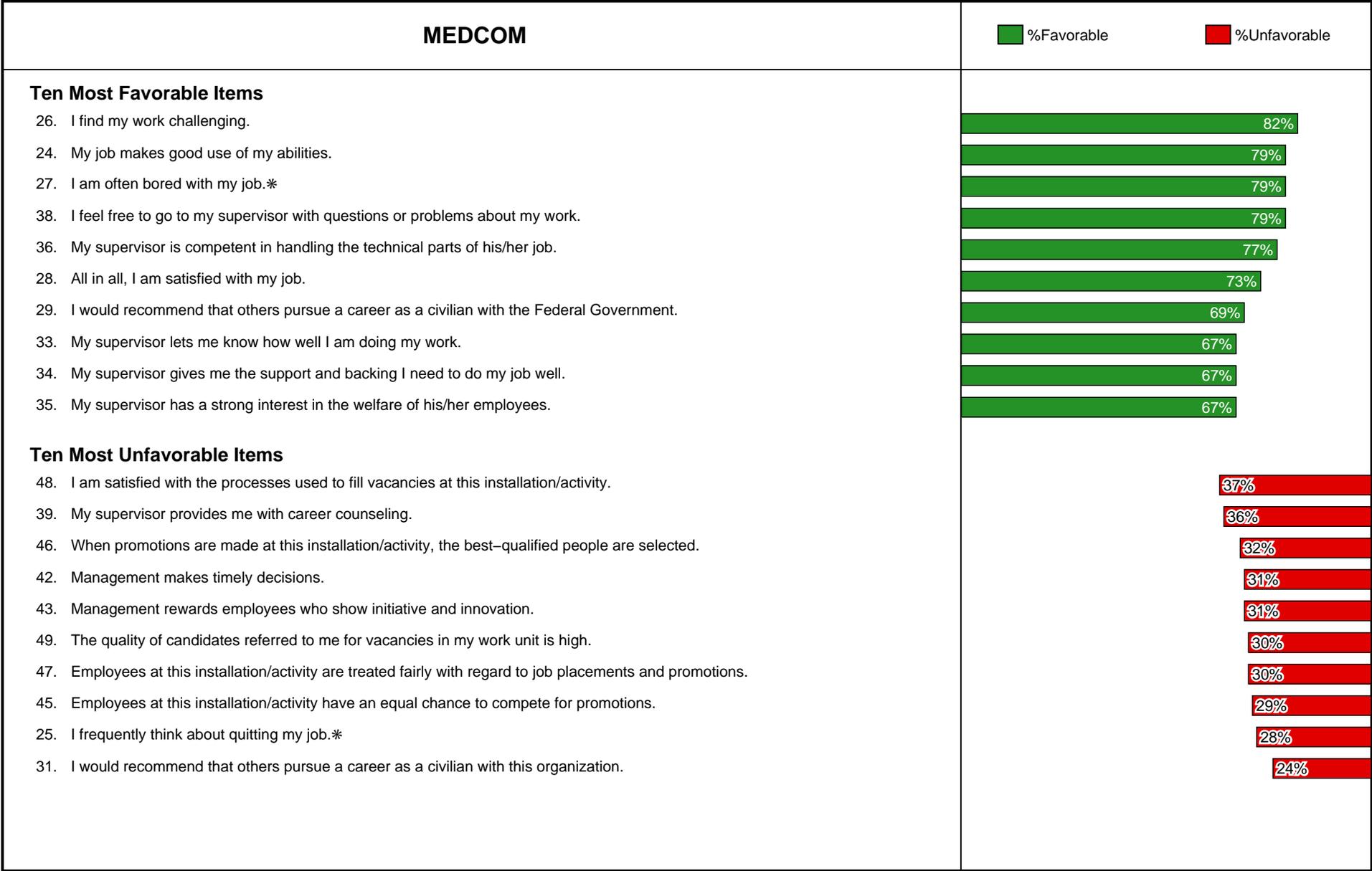
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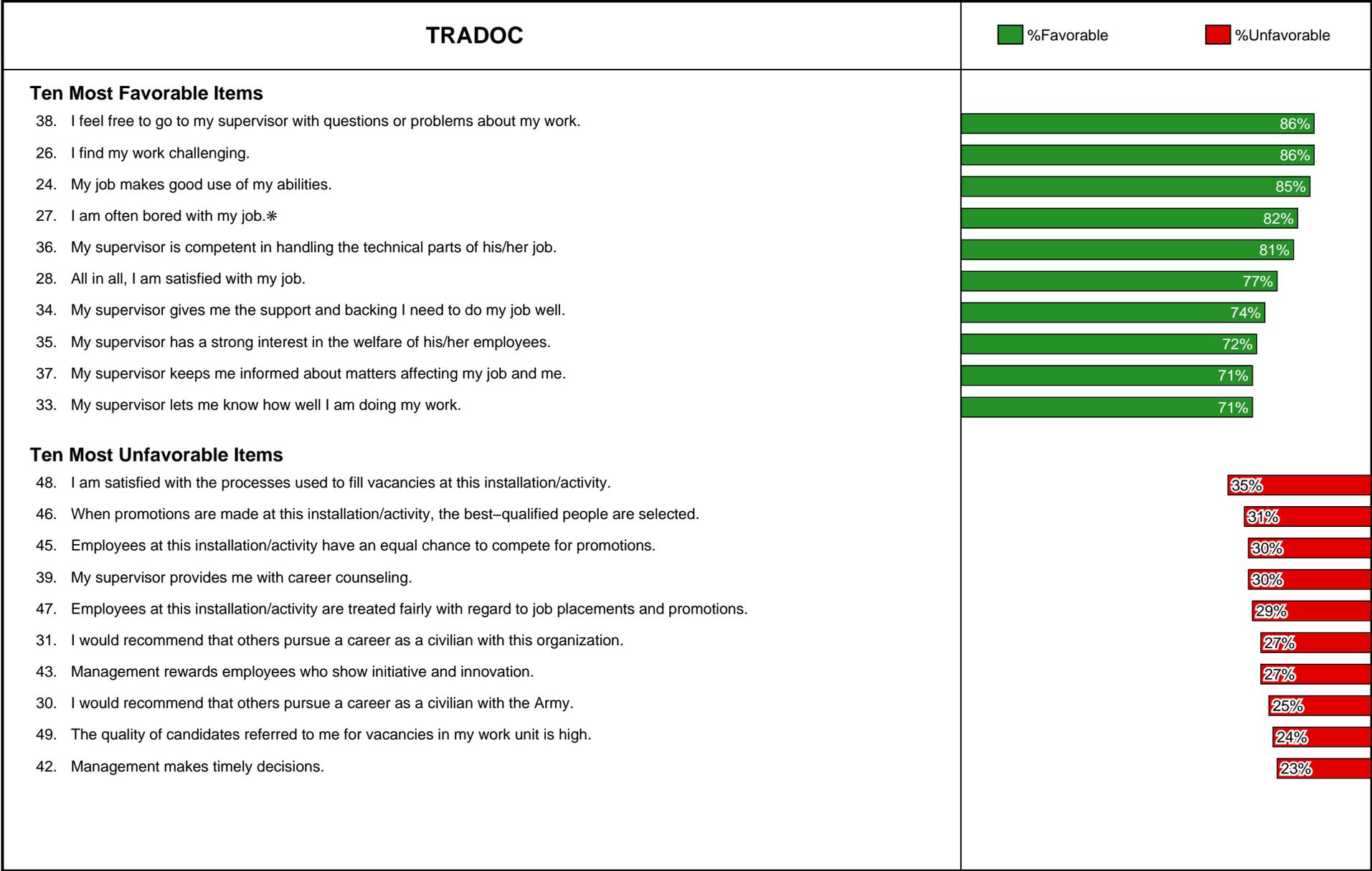
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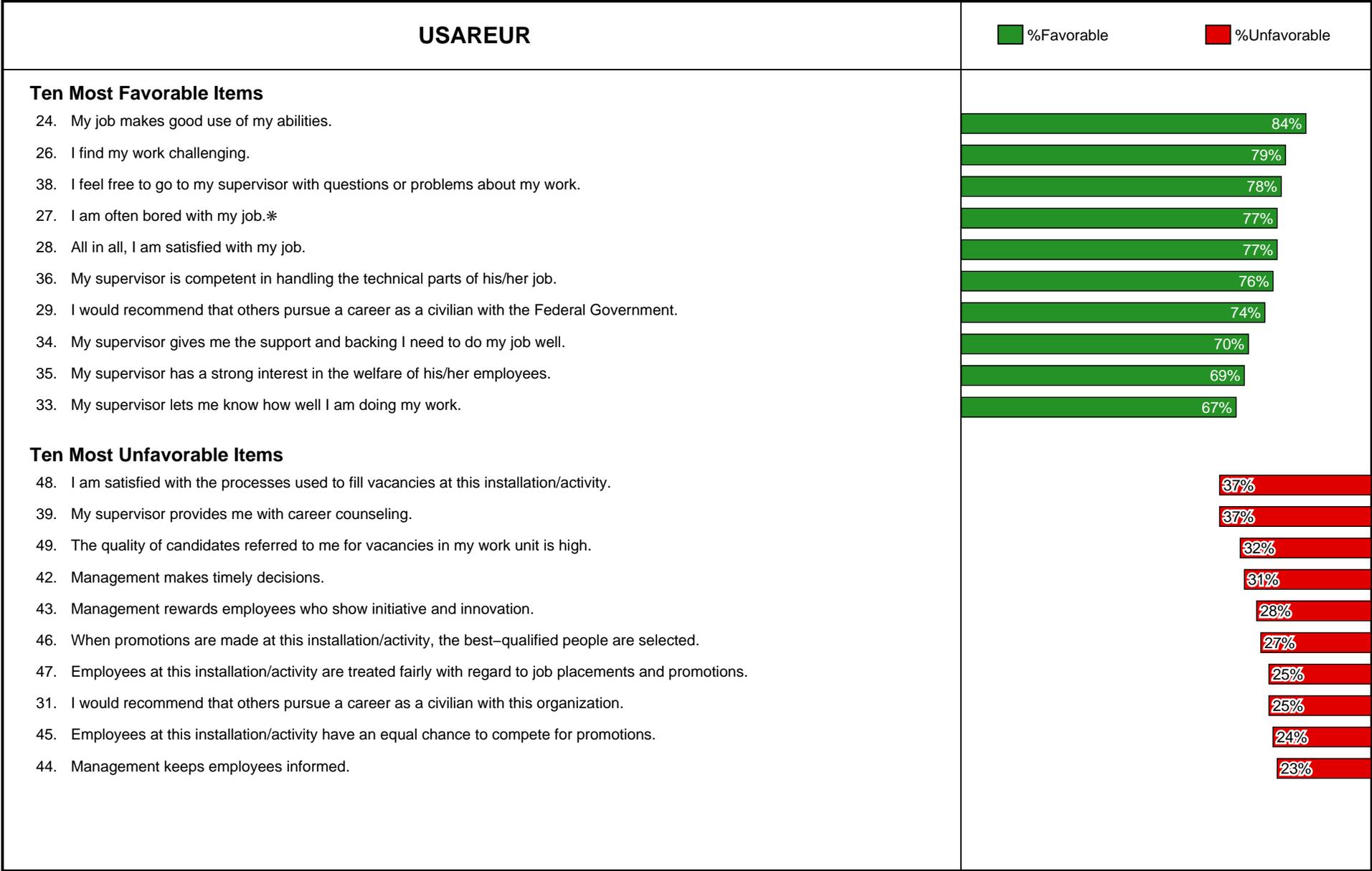
* Item is phrased in a negative manner.

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USACE	■ %Favorable ■ %Unfavorable																				
<p>Ten Most Favorable Items</p> <p>38. I feel free to go to my supervisor with questions or problems about my work.</p> <p>26. I find my work challenging.</p> <p>24. My job makes good use of my abilities.</p> <p>27. I am often bored with my job.*</p> <p>36. My supervisor is competent in handling the technical parts of his/her job.</p> <p>28. All in all, I am satisfied with my job.</p> <p>37. My supervisor keeps me informed about matters affecting my job and me.</p> <p>34. My supervisor gives me the support and backing I need to do my job well.</p> <p>33. My supervisor lets me know how well I am doing my work.</p> <p>35. My supervisor has a strong interest in the welfare of his/her employees.</p>	<table border="1"> <tr><td>38. I feel free to go to my supervisor with questions or problems about my work.</td><td align="right">85%</td></tr> <tr><td>26. I find my work challenging.</td><td align="right">85%</td></tr> <tr><td>24. My job makes good use of my abilities.</td><td align="right">84%</td></tr> <tr><td>27. I am often bored with my job.*</td><td align="right">81%</td></tr> <tr><td>36. My supervisor is competent in handling the technical parts of his/her job.</td><td align="right">81%</td></tr> <tr><td>28. All in all, I am satisfied with my job.</td><td align="right">78%</td></tr> <tr><td>37. My supervisor keeps me informed about matters affecting my job and me.</td><td align="right">76%</td></tr> <tr><td>34. My supervisor gives me the support and backing I need to do my job well.</td><td align="right">75%</td></tr> <tr><td>33. My supervisor lets me know how well I am doing my work.</td><td align="right">74%</td></tr> <tr><td>35. My supervisor has a strong interest in the welfare of his/her employees.</td><td align="right">74%</td></tr> </table>	38. I feel free to go to my supervisor with questions or problems about my work.	85%	26. I find my work challenging.	85%	24. My job makes good use of my abilities.	84%	27. I am often bored with my job.*	81%	36. My supervisor is competent in handling the technical parts of his/her job.	81%	28. All in all, I am satisfied with my job.	78%	37. My supervisor keeps me informed about matters affecting my job and me.	76%	34. My supervisor gives me the support and backing I need to do my job well.	75%	33. My supervisor lets me know how well I am doing my work.	74%	35. My supervisor has a strong interest in the welfare of his/her employees.	74%
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<p>Ten Most Unfavorable Items</p> <p>48. I am satisfied with the processes used to fill vacancies at this installation/activity.</p> <p>42. Management makes timely decisions.</p> <p>39. My supervisor provides me with career counseling.</p> <p>30. I would recommend that others pursue a career as a civilian with the Army.</p> <p>49. The quality of candidates referred to me for vacancies in my work unit is high.</p> <p>43. Management rewards employees who show initiative and innovation.</p> <p>31. I would recommend that others pursue a career as a civilian with this organization.</p> <p>25. I frequently think about quitting my job.*</p> <p>29. I would recommend that others pursue a career as a civilian with the Federal Government.</p> <p>46. When promotions are made at this installation/activity, the best-qualified people are selected.</p>	<table border="1"> <tr><td>48. I am satisfied with the processes used to fill vacancies at this installation/activity.</td><td align="right">30%</td></tr> <tr><td>42. Management makes timely decisions.</td><td align="right">29%</td></tr> <tr><td>39. My supervisor provides me with career counseling.</td><td align="right">24%</td></tr> <tr><td>30. I would recommend that others pursue a career as a civilian with the Army.</td><td align="right">24%</td></tr> <tr><td>49. The quality of candidates referred to me for vacancies in my work unit is high.</td><td align="right">23%</td></tr> <tr><td>43. Management rewards employees who show initiative and innovation.</td><td align="right">23%</td></tr> <tr><td>31. I would recommend that others pursue a career as a civilian with this organization.</td><td align="right">22%</td></tr> <tr><td>25. I frequently think about quitting my job.*</td><td align="right">20%</td></tr> <tr><td>29. I would recommend that others pursue a career as a civilian with the Federal Government.</td><td align="right">19%</td></tr> <tr><td>46. When promotions are made at this installation/activity, the best-qualified people are selected.</td><td align="right">18%</td></tr> </table>	48. I am satisfied with the processes used to fill vacancies at this installation/activity.	30%	42. Management makes timely decisions.	29%	39. My supervisor provides me with career counseling.	24%	30. I would recommend that others pursue a career as a civilian with the Army.	24%	49. The quality of candidates referred to me for vacancies in my work unit is high.	23%	43. Management rewards employees who show initiative and innovation.	23%	31. I would recommend that others pursue a career as a civilian with this organization.	22%	25. I frequently think about quitting my job.*	20%	29. I would recommend that others pursue a career as a civilian with the Federal Government.	19%	46. When promotions are made at this installation/activity, the best-qualified people are selected.	18%
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* Item is phrased in a negative manner.

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* Item is phrased in a negative manner.

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OTHER		■ %Favorable ■ %Unfavorable
Ten Most Favorable Items		
24. My job makes good use of my abilities.	83%	
26. I find my work challenging.	82%	
38. I feel free to go to my supervisor with questions or problems about my work.	80%	
27. I am often bored with my job.*	78%	
36. My supervisor is competent in handling the technical parts of his/her job.	77%	
28. All in all, I am satisfied with my job.	75%	
34. My supervisor gives me the support and backing I need to do my job well.	71%	
35. My supervisor has a strong interest in the welfare of his/her employees.	69%	
33. My supervisor lets me know how well I am doing my work.	68%	
29. I would recommend that others pursue a career as a civilian with the Federal Government.	67%	
Ten Most Unfavorable Items		
48. I am satisfied with the processes used to fill vacancies at this installation/activity.		35%
39. My supervisor provides me with career counseling.		33%
42. Management makes timely decisions.		31%
49. The quality of candidates referred to me for vacancies in my work unit is high.		28%
43. Management rewards employees who show initiative and innovation.		28%
46. When promotions are made at this installation/activity, the best-qualified people are selected.		27%
31. I would recommend that others pursue a career as a civilian with this organization.		27%
25. I frequently think about quitting my job.*		25%
47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.		25%
44. Management keeps employees informed.		25%

* Item is phrased in a negative manner.

Composite Summary

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Civilian Personnel Service					
Total Army	53%	24%	23%	↑3	7,343
AMC	55%	24%	21%	↑3	927
FORSCOM	55%	23%	23%	↓1	553
MEDCOM	49%	26%	25%	↑1	674
TRADOC	56%	23%	20%	↓1	852
USACE	56%	24%	20%	↑10	1,445
USAREUR	46%	26%	28%	0	503
OTHER	53%	24%	24%	↑5	2,389
Satisfaction with Job *					
Total Army	76%	11%	12%	↑2	7,315
AMC	75%	12%	13%	↑1	928
FORSCOM	78%	10%	12%	↑4	550
MEDCOM	74%	12%	14%	↑3	673
TRADOC	78%	10%	11%	↑3	853
USACE	79%	11%	11%	↑2	1,440
USAREUR	76%	12%	12%	↑2	497
OTHER	75%	12%	13%	↑1	2,374

* Composite includes reverse-scored items

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Career					
Total Army	61%	17%	22%	↑5	7,288
AMC	63%	17%	20%	↑11	921
FORSCOM	55%	17%	28%	↑3	551
MEDCOM	61%	19%	20%	↑3	673
TRADOC	60%	15%	24%	↑9	846
USACE	61%	18%	21%	↑2	1,438
USAREUR	64%	17%	20%	0	493
OTHER	60%	18%	23%	↑3	2,366
Satisfaction with Immediate Supervisor					
Total Army	69%	14%	17%	0	7,286
AMC	66%	16%	18%	↓3	921
FORSCOM	67%	14%	18%	↓4	548
MEDCOM	65%	16%	19%	0	672
TRADOC	71%	14%	14%	↑1	850
USACE	73%	14%	13%	↑1	1,437
USAREUR	67%	14%	19%	↑1	492
OTHER	68%	14%	18%	↑1	2,366

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Management					
Total Army	58%	20%	22%	0	7,264
AMC	57%	20%	23%	0	920
FORSCOM	59%	19%	21%	↓5	545
MEDCOM	55%	20%	24%	↓3	668
TRADOC	61%	20%	20%	↑4	848
USACE	60%	20%	20%	0	1,434
USAREUR	56%	21%	23%	↓3	492
OTHER	56%	20%	24%	0	2,357
Satisfaction with Job Placement/Promotion System					
Total Army	49%	24%	27%	↓1	7,225
AMC	53%	23%	24%	0	917
FORSCOM	45%	26%	29%	↓2	542
MEDCOM	41%	28%	32%	↓1	662
TRADOC	45%	25%	30%	↓2	840
USACE	59%	21%	20%	↑2	1,432
USAREUR	45%	26%	29%	0	488
OTHER	48%	24%	28%	↓1	2,344

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Amount of Authority					
Total Army	59%	30%	11%	↓1	7,229
AMC	59%	30%	10%	↑1	915
FORSCOM	58%	30%	11%	↓5	545
MEDCOM	57%	31%	13%	↓1	666
TRADOC	61%	28%	12%	↑1	838
USACE	62%	29%	9%	↑1	1,435
USAREUR	58%	29%	12%	↓3	488
OTHER	58%	30%	12%	↓1	2,342
Satisfaction with Training and Development					
Total Army	65%	15%	20%	↓4	7,224
AMC	68%	15%	17%	↓4	914
FORSCOM	67%	13%	20%	↓4	540
MEDCOM	61%	18%	21%	↓4	666
TRADOC	63%	15%	21%	↓6	842
USACE	68%	15%	18%	↓1	1,431
USAREUR	58%	16%	26%	↓7	485
OTHER	64%	15%	21%	↓4	2,346

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Awards and Recognition					
Total Army	54%	24%	22%	0	7,213
AMC	55%	24%	21%	↑1	918
FORSCOM	51%	24%	25%	↓4	541
MEDCOM	46%	25%	29%	0	666
TRADOC	54%	24%	23%	↑4	839
USACE	61%	23%	16%	↑1	1,429
USAREUR	54%	23%	22%	0	484
OTHER	53%	23%	24%	↓2	2,336
Satisfaction with Fairness *					
Total Army	62%	23%	15%	↓1	7,090
AMC	61%	24%	15%	0	910
FORSCOM	65%	20%	14%	↑1	537
MEDCOM	62%	23%	15%	↑1	652
TRADOC	60%	25%	15%	↓1	823
USACE	64%	22%	15%	↓1	1,415
USAREUR	62%	23%	14%	↓1	469
OTHER	62%	24%	14%	↓2	2,284

* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Physical Conditions					
Total Army	72%	13%	15%	↓1	7,238
AMC	71%	15%	15%	↓3	919
FORSCOM	70%	13%	17%	↑1	544
MEDCOM	70%	13%	17%	↓3	667
TRADOC	65%	15%	19%	↓1	842
USACE	82%	9%	9%	0	1,433
USAREUR	78%	12%	10%	↑4	487
OTHER	69%	15%	17%	↓1	2,346

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Your Organization *					
Total Army	60%	18%	22%	--	5,998
AMC	61%	19%	21%	--	760
FORSCOM	61%	18%	21%	--	445
MEDCOM	56%	19%	25%	--	552
TRADOC	60%	18%	22%	--	698
USACE	65%	17%	18%	--	1,180
USAREUR	56%	20%	24%	--	395
OTHER	58%	19%	23%	--	1,968
Performance Culture					
Total Army	71%	15%	14%	--	6,054
AMC	67%	18%	15%	--	763
FORSCOM	75%	12%	14%	--	452
MEDCOM	69%	14%	17%	--	554
TRADOC	73%	15%	13%	--	703
USACE	69%	16%	15%	--	1,194
USAREUR	73%	15%	13%	--	404
OTHER	72%	14%	14%	--	1,984

* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Strategic Planning *					
Total Army	68%	15%	17%	--	6,394
AMC	65%	16%	19%	--	800
FORSCOM	73%	11%	16%	--	467
MEDCOM	66%	17%	18%	--	588
TRADOC	68%	15%	17%	--	733
USACE	71%	15%	14%	--	1,271
USAREUR	64%	16%	20%	--	443
OTHER	67%	15%	18%	--	2,092
Customer Satisfaction					
Total Army	87%	9%	4%	--	6,867
AMC	88%	9%		--	858
FORSCOM	89%	7%	4%	--	512
MEDCOM	85%	10%	5%	--	633
TRADOC	87%	9%	4%	--	792
USACE	87%	10%		--	1,372
USAREUR	89%	8%	4%	--	472
OTHER	87%	9%	4%	--	2,228

* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

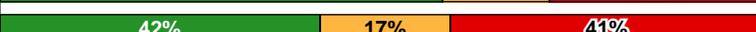
Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents	
	■ = Favorable	■ = Neutral	■ = Unfavorable			
Diversity	Total Army	84%	10%	6%	↑1	7,176
	AMC	86%	9%	6%	↑3	908
	FORSCOM	86%	8%	6%	↑2	543
	MEDCOM	81%	11%	8%	↑1	653
	TRADOC	85%	10%	5%	↑3	841
	USACE	87%	9%	4%	↓1	1,425
	USAREUR	82%	11%	7%	↓2	483
	OTHER	83%	11%	6%	↑1	2,323

Item Detail

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N	
1. My immediate supervisor is:	Total Army			
	Military	28%	↓2	1,381
	Civilian	72%	↑2	3,481
	AMC			
	Military	9%	↓1	58
	Civilian	91%	↑1	569
	FORSCOM			
	Military	21%	↓2	79
	Civilian	79%	↑2	292
	MEDCOM			
	Military	65%	↓2	295
	Civilian	35%	↑2	156
	TRADOC			
	Military	37%	↑3	214
	Civilian	63%	↓3	366
	USACE			
	Military	17%	↑1	166
	Civilian	83%	↓1	806
	USAREUR			
	Military	25%	↓4	78
Civilian	75%	↑4	233	
OTHER				
Military	32%	↓3	491	
Civilian	68%	↑3	1,059	

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Civilian Personnel Service										
Total Army		13	40	24	15	8	↑3	3.36	0.83	7,343
AMC		14	41	24	14	7	↑3	3.41	0.81	927
FORSCOM		14	41	23	14	8	↓1	3.37	0.84	553
MEDCOM		13	36	26	16	9	↑1	3.27	0.87	674
TRADOC		16	40	23	13	7	↓1	3.45	0.85	852
USACE		13	43	24	14	6	↑10	3.42	0.76	1,445
USAREUR		10	36	26	18	10	0	3.18	0.83	503
OTHER		14	39	24	15	8	↑5	3.34	0.85	2,389
2. The personnel office keeps me informed about the status of personnel actions.										
Total Army		12	41	15	20	11	↑2	3.24	1.22	7,202
AMC		13	42	15	20	11	↑5	3.27	1.22	910
FORSCOM		12	44	12	20	12	↓2	3.25	1.24	538
MEDCOM		12	36	19	20	12	↓3	3.17	1.22	654
TRADOC		16	39	17	18	9	↓3	3.35	1.21	837
USACE		12	46	14	20	9	↑13	3.32	1.17	1,427
USAREUR		9	33	17	25	16	↓3	2.94	1.26	492
OTHER		12	41	15	20	12	↑3	3.20	1.24	2,344

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable	% Neutral	% Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
				5	4	3	2	1				
3. The staff who provides personnel services have a good understanding of my work unit's operation and mission.												
Total Army	49%	20%	31%	12	36	20	21	10	↑4	3.19	1.20	7,198
AMC	48%	20%	32%	12	36	20	21	10	↑3	3.19	1.20	909
FORSCOM	45%	20%	35%	10	35	20	22	13	↓5	3.08	1.21	544
MEDCOM	44%	22%	34%	12	32	22	21	12	0	3.10	1.23	665
TRADOC	52%	21%	27%	17	35	21	20	7	↓1	3.33	1.18	827
USACE	54%	17%	29%	13	41	17	21	7	↑11	3.30	1.16	1,429
USAREUR	44%	22%	35%	10	34	22	22	13	↑2	3.06	1.21	489
OTHER	48%	20%	32%	12	36	20	21	12	↑6	3.16	1.22	2,335
4. The personnel office refers a reasonable number of candidates for vacancies.												
Total Army	62%	20%	17%	12	50	20	12	6	↑6	3.52	1.03	6,788
AMC	69%	18%	13%	14	55	18	9	4	↑10	3.65	0.97	878
FORSCOM	61%	20%	18%	12	49	20	13	5	↓3	3.50	1.03	519
MEDCOM	53%	24%	23%	11	42	24	15	8	↑2	3.32	1.11	597
TRADOC	63%	20%	17%	15	48	20	11	6	↑3	3.56	1.05	774
USACE	64%	20%	16%	11	54	20	11	5	↑10	3.54	0.99	1,356
USAREUR	57%	22%	21%	8	49	22	15	6	↑5	3.37	1.03	463
OTHER	62%	21%	17%	13	49	21	12	6	↑7	3.52	1.04	2,201

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	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	46%	19%	35%	9	37	19	23	13	↑6	3.07	1.21	6,818
	AMC	46%	18%	36%	9	37	18	25	11	0	3.08	1.20	876
	FORSCOM	42%	20%	38%	9	33	20	24	14	↓7	2.99	1.23	519
	MEDCOM	40%	20%	40%	8	31	20	25	16	↑4	2.92	1.24	605
	TRADOC	48%	19%	33%	11	37	19	21	12	↑3	3.13	1.22	777
	USACE	51%	18%	31%	7	43	18	21	10	↑17	3.17	1.15	1,362
	USAREUR	38%	19%	43%	6	33	19	25	17	↑4	2.84	1.21	467
	OTHER	47%	18%	35%	10	37	18	22	13	↑7	3.09	1.23	2,212
	6. The personnel office refers high quality candidates for vacancies.	Total Army	41%	31%	28%	7	34	31	19	9	↑3	3.11	1.07
AMC		46%	32%	22%	8	38	32	15	7	0	3.25	1.03	882
FORSCOM		42%	32%	26%	6	36	32	17	9	↑3	3.13	1.06	518
MEDCOM		38%	32%	31%	6	32	32	21	10	↑1	3.03	1.07	606
TRADOC		44%	29%	27%	8	36	29	17	10	↑2	3.14	1.10	778
USACE		44%	31%	25%	6	37	31	17	8	↑10	3.17	1.05	1,367
USAREUR		35%	32%	34%	4	30	32	22	12	↑3	2.94	1.08	469
OTHER		39%	32%	30%	6	32	32	20	9	↑1	3.07	1.07	2,218

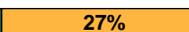
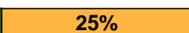
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
7. The personnel office treats people courteously.										
Total Army	77%	25	52	14	5	3	↑1	3.91	0.94	7,176
AMC	80%	26	54	13	5	3	↑3	3.96	0.90	914
FORSCOM	77%	25	52	14	4	5	↓2	3.88	0.99	543
MEDCOM	74%	23	51	16	6	4	↓1	3.83	0.99	662
TRADOC	79%	28	51	14	4	3	↓4	3.99	0.90	833
USACE	81%	27	54	13	4	2	↑5	4.01	0.85	1,407
USAREUR	73%	20	53	14	9	4	↓2	3.75	1.00	496
OTHER	76%	25	51	15	6	3	↑4	3.88	0.97	2,321
8. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.										
Total Army	64%	18	47	17	13	6	↑3	3.57	1.10	7,245
AMC	61%	16	44	21	12	6	↓1	3.53	1.08	916
FORSCOM	68%	19	49	15	10	7	↑1	3.63	1.12	548
MEDCOM	62%	18	43	16	15	8	↑2	3.50	1.17	666
TRADOC	65%	19	47	16	13	6	↓5	3.60	1.11	840
USACE	71%	18	53	15	10	4	↑12	3.72	1.00	1,430
USAREUR	56%	12	43	18	17	9	↓1	3.33	1.16	493
OTHER	63%	18	45	17	13	7	↑6	3.54	1.12	2,352

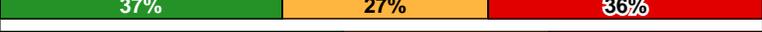
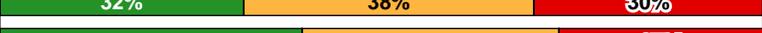
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	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		17	38	17	18	10	↑4	3.34	1.23	7,223
AMC		17	39	15	20	9	↑4	3.35	1.23	909
FORSCOM		15	39	16	20	10	↓3	3.28	1.24	548
MEDCOM		16	36	19	18	11	↑2	3.29	1.24	667
TRADOC		19	39	15	17	9	0	3.42	1.24	836
USACE		16	40	18	18	8	↑10	3.39	1.18	1,427
USAREUR		14	37	17	19	13	↑6	3.20	1.27	493
OTHER		17	38	17	18	11	↑6	3.32	1.25	2,343
10. The staff of the personnel office acts with integrity.										
Total Army		24	47	21	5	3	↑1	3.84	0.96	7,066
AMC		25	48	21	4	3	↓1	3.88	0.91	905
FORSCOM		24	46	22	4	4	↓3	3.80	0.99	541
MEDCOM		23	44	22	5	5	↑1	3.75	1.04	645
TRADOC		25	47	21	4	3	↓3	3.87	0.95	813
USACE		26	51	18	3	2	↑6	3.96	0.87	1,393
USAREUR		19	44	25	7	4	↓2	3.67	1.00	486
OTHER		23	47	22	5	4	↑4	3.80	0.97	2,283

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
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	64%  17%  19% 	20	44	17	12	7	↑1	3.59	1.13	7,101
AMC	63%  17%  19% 	19	44	17	13	7	↑1	3.57	1.13	903
FORSCOM	62%  15%  23% 	17	44	15	14	9	↓4	3.47	1.18	537
MEDCOM	63%  17%  20% 	19	44	17	12	8	↑2	3.54	1.16	650
TRADOC	69%  16%  14% 	23	46	16	9	5	↓1	3.73	1.08	818
USACE	67%  17%  16% 	18	49	17	11	4	↑7	3.65	1.04	1,403
USAREUR	54%  24%  21% 	14	40	24	14	7	↓5	3.40	1.11	480
OTHER	63%  17%  20% 	22	42	17	13	7	↑1	3.58	1.16	2,310
12. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment.										
Total Army	46%  25%  29% 	11	35	25	20	9	↑6	3.19	1.14	6,757
AMC	48%  24%  28% 	11	37	24	21	7	↑5	3.23	1.12	867
FORSCOM	47%  27%  26% 	8	38	27	18	9	↓3	3.20	1.10	510
MEDCOM	43%  24%  33% 	10	33	24	23	10	↑5	3.11	1.15	599
TRADOC	49%  25%  26% 	14	35	25	18	8	↑2	3.28	1.15	770
USACE	47%  25%  28% 	10	38	25	20	8	↑14	3.22	1.11	1,348
USAREUR	38%  26%  36% 	7	31	26	24	12	↑2	2.96	1.14	468
OTHER	46%  24%  30% 	11	35	24	21	9	↑7	3.18	1.16	2,195

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	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		10	34	27	18	10	↑5	3.16	1.14	6,437
AMC		10	38	27	17	8	↑7	3.24	1.10	827
FORSCOM		9	35	27	19	10	↓1	3.16	1.13	491
MEDCOM		10	30	26	22	12	↑5	3.06	1.18	608
TRADOC		13	35	26	16	9	0	3.27	1.16	744
USACE		8	35	30	19	8	↑12	3.16	1.09	1,252
USAREUR		7	30	27	22	14	↑1	2.94	1.17	438
OTHER		11	34	27	18	10	↑6	3.17	1.15	2,077
14. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on advising on reorganizations.										
Total Army		10	30	34	16	9	↑4	3.16	1.10	5,513
AMC		11	31	34	17	7	↑5	3.22	1.08	735
FORSCOM		10	32	32	17	9	↑1	3.19	1.10	431
MEDCOM		10	27	36	19	8	↑5	3.11	1.08	504
TRADOC		14	29	34	14	9	↓2	3.24	1.13	670
USACE		9	32	35	16	8	↑8	3.19	1.05	1,001
USAREUR		8	24	38	19	11	↑2	2.99	1.10	348
OTHER		11	29	34	16	11	↑6	3.13	1.13	1,824

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
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		12	28	44	10	6	↓1	3.32	1.00	4,116
	AMC		13	32	42	8	5	↓3	3.40	0.98	574
	FORSCOM		14	32	34	13	7	↓1	3.34	1.08	391
	MEDCOM		9	24	49	12	6	0	3.19	0.97	371
	TRADOC		18	32	38	8	5	↓6	3.50	1.03	596
	USACE		8	24	53	10	5	↓1	3.21	0.89	593
	USAREUR		8	21	58	7	6	↓5	3.19	0.89	231
	OTHER		13	27	44	10	6	↑5	3.30	1.02	1,360
	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		8	26	38	18	10	↑4	3.05	1.08
AMC			9	29	36	17	8	↑9	3.14	1.07	724
FORSCOM			8	29	38	16	8	↑3	3.14	1.05	415
MEDCOM			8	24	39	18	11	↑6	3.02	1.08	492
TRADOC			11	28	38	15	9	↓3	3.17	1.09	662
USACE			7	25	41	17	10	↑6	3.01	1.05	969
USAREUR			6	21	39	22	12	↑1	2.86	1.07	355
OTHER			9	25	37	19	10	↑4	3.03	1.09	1,760

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	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	51%	22%	26%	13	38	22	17	10	↑4	3.28	1.18	6,815
	AMC	52%	24%	24%	14	38	24	16	9	↑5	3.32	1.15	865
	FORSCOM	55%	20%	25%	15	40	20	15	11	↑2	3.34	1.20	520
	MEDCOM	48%	24%	27%	13	36	24	19	9	↑1	3.25	1.15	625
	TRADOC	55%	22%	22%	16	39	22	14	8	0	3.41	1.16	792
	USACE	53%	21%	26%	13	40	21	18	8	↑7	3.30	1.15	1,342
	USAREUR	45%	24%	31%	8	38	24	18	13	↑4	3.10	1.17	467
	OTHER	50%	22%	28%	13	37	22	17	11	↑6	3.24	1.20	2,204
	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	53%	29%	19%	13	39	29	12	7	↑3	3.41	1.07
AMC		55%	28%	17%	15	40	28	11	5	↑2	3.48	1.05	845
FORSCOM		54%	28%	18%	14	40	28	11	7	↓2	3.43	1.07	490
MEDCOM		46%	30%	24%	12	34	30	15	9	↓1	3.26	1.13	591
TRADOC		56%	27%	17%	17	40	27	11	6	↓1	3.51	1.07	734
USACE		55%	27%	18%	13	42	27	13	5	↑6	3.45	1.03	1,234
USAREUR		45%	30%	25%	10	36	30	17	8	↓1	3.22	1.09	428
OTHER		52%	30%	18%	13	39	30	11	7	↑6	3.39	1.07	2,057

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
19. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.										
Total Army		11	41	28	14	7	↑1	3.36	1.05	6,714
AMC		11	42	28	13	6	↑1	3.40	1.02	865
FORSCOM		15	47	23	10	5	0	3.57	1.03	509
MEDCOM		11	38	30	16	6	↓1	3.31	1.06	631
TRADOC		12	41	26	15	7	↓1	3.36	1.08	781
USACE		8	43	31	13	6	↑4	3.34	0.99	1,288
USAREUR		9	41	28	14	8	↑2	3.29	1.07	463
OTHER		11	40	26	15	7	↑3	3.34	1.09	2,177
20. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on awards.										
Total Army		11	44	28	11	6	↑2	3.43	1.02	6,770
AMC		12	44	29	10	5	↓1	3.49	0.99	871
FORSCOM		10	46	27	9	7	↓2	3.44	1.03	514
MEDCOM		11	37	29	16	7	↓1	3.30	1.09	619
TRADOC		14	45	25	11	5	↑3	3.51	1.03	784
USACE		9	50	29	9	4	↑7	3.51	0.91	1,330
USAREUR		8	37	34	13	7	↓5	3.25	1.03	454
OTHER		12	43	26	13	7	↑4	3.40	1.07	2,198

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
21. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on labor relations.										
Total Army		14	40	31	9	6	↑2	3.47	1.02	5,991
AMC		15	43	29	10	4	↑2	3.55	0.98	811
FORSCOM		18	42	27	7	5	↓1	3.60	1.04	477
MEDCOM		13	34	34	12	7	↓4	3.35	1.07	567
TRADOC		17	40	29	8	5	0	3.56	1.03	712
USACE		13	45	31	7	4	↑7	3.55	0.95	1,116
USAREUR		9	35	36	11	9	0	3.24	1.06	402
OTHER		13	38	33	10	6	↑4	3.42	1.04	1,906
22. Overall, the quality of service given by the personnel office is:										
Total Army		12	43	24	15	6	↑3	3.42	1.06	7,095
AMC		13	43	26	13	5	↑3	3.47	1.03	899
FORSCOM		12	47	22	13	6	↓1	3.46	1.05	539
MEDCOM		11	40	26	16	7	↑1	3.34	1.09	645
TRADOC		16	43	24	13	5	↓3	3.53	1.05	819
USACE		11	47	25	13	4	↑12	3.47	1.00	1,404
USAREUR		8	38	29	18	7	↓3	3.22	1.05	490
OTHER		12	42	23	16	7	↑7	3.38	1.10	2,299

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
23. Overall, the timeliness of service given by the personnel office is:										
Total Army		11	39	23	19	9	↑5	3.23	1.14	7,104
AMC		11	39	24	19	7	↑2	3.26	1.11	903
FORSCOM		10	41	21	20	8	↓1	3.26	1.12	539
MEDCOM		10	34	26	18	11	0	3.13	1.17	658
TRADOC		15	39	22	16	8	↑1	3.36	1.16	815
USACE		9	42	24	19	6	↑14	3.28	1.07	1,398
USAREUR		7	36	20	24	12	↑4	3.02	1.18	488
OTHER		12	38	22	19	10	↑8	3.22	1.18	2,303

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Job*										
Total Army	76% 11% 12%	35	41	11	9	4	↑2	3.96	0.83	7,315
AMC	75% 12% 13%	34	41	12	9	4	↑1	3.93	0.86	928
FORSCOM	78% 10% 12%	37	40	10	8	4	↑4	3.98	0.87	550
MEDCOM	74% 12% 14%	34	39	12	10	4	↑3	3.90	0.87	673
TRADOC	78% 10% 11%	38	40	10	8	3	↑3	4.02	0.80	853
USACE	79% 11% 11%	34	45	11	8	3	↑2	3.99	0.79	1,440
USAREUR	76% 12% 12%	36	40	12	7	5	↑2	3.96	0.88	497
OTHER	75% 12% 13%	35	40	12	9	4	↑1	3.94	0.84	2,374
24. My job makes good use of my abilities.										
Total Army	83% 7% 11%	36	47	7	7	3	↑1	4.04	1.01	7,301
AMC	79% 10% 12%	32	47	10	8	4	↓2	3.95	1.04	927
FORSCOM	84% 6% 11%	38	45	5	8	4	↑2	4.07	1.03	550
MEDCOM	79% 7% 13%	37	43	7	9	4	↓2	3.99	1.08	673
TRADOC	85% 6% 9%	41	45	6	6	3	↑1	4.14	0.98	847
USACE	84% 7% 9%	31	53	7	7	2	↑1	4.04	0.91	1,439
USAREUR	84% 6% 11%	37	46	5	7	5	↑3	4.05	1.05	497
OTHER	83% 6% 11%	37	46	6	8	3	↑1	4.05	1.02	2,368

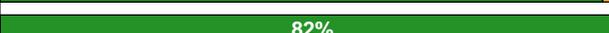
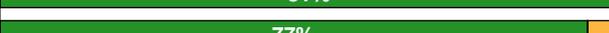
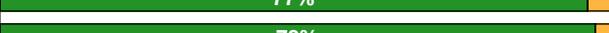
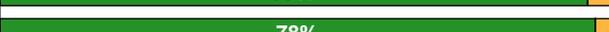
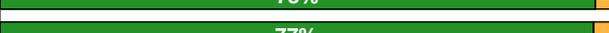
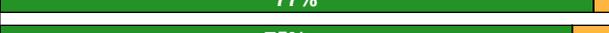
* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
25. I frequently think about quitting my job.*										
Total Army	61% 16% 23%	31	30	16	16	7	↑4	3.61	1.27	7,237
AMC	63% 15% 21%	32	31	15	16	6	↑5	3.68	1.24	917
FORSCOM	64% 15% 22%	29	34	15	14	8	↑9	3.63	1.26	540
MEDCOM	53% 19% 28%	27	26	19	19	8	↑3	3.44	1.30	663
TRADOC	62% 16% 22%	32	30	16	16	6	↑7	3.66	1.25	848
USACE	65% 14% 20%	34	32	14	14	6	↑3	3.72	1.23	1,427
USAREUR	63% 15% 22%	34	28	15	14	8	↑4	3.67	1.29	490
OTHER	58% 17% 25%	28	29	17	16	9	↑2	3.53	1.29	2,352
26. I find my work challenging.										
Total Army	83% 10% 7%	37	46	10	5	2	↑1	4.11	0.91	7,304
AMC	82% 10% 8%	37	45	10	5	2	↑1	4.09	0.95	926
FORSCOM	83% 9% 8%	39	44	9	6	2	0	4.13	0.94	550
MEDCOM	82% 10% 8%	36	46	10	6	2	↑2	4.09	0.94	671
TRADOC	86% 8% 7%	39	47	8	5	2	↑1	4.16	0.88	851
USACE	85% 10% 5%	34	51	10	4	1	↑1	4.12	0.83	1,440
USAREUR	79% 13% 7%	35	44	13	4	4	↑1	4.03	0.98	496
OTHER	82% 10% 7%	38	44	10	5	2	0	4.11	0.92	2,370

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

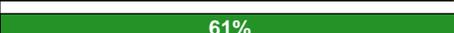
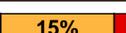
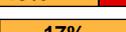
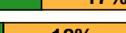
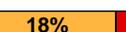
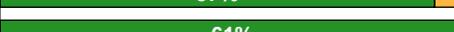
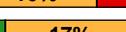
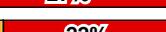
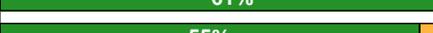
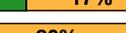
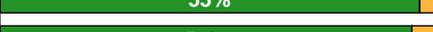
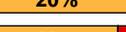
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
27. I am often bored with my job.*										
Total Army	79%  11%  9% 	43	36	11	7	2	↑5	4.10	1.01	7,248
AMC	78%  12%  10% 	42	36	12	8	3	↑3	4.06	1.05	919
FORSCOM	80%  11%  9% 	42	38	11	7	3	↑6	4.10	1.02	545
MEDCOM	79%  11%  10% 	43	36	11	8	2	↑7	4.11	1.01	666
TRADOC	82%  8%  10% 	45	36	8	8	2	↑7	4.16	1.00	851
USACE	81%  11%  8% 	42	38	11	7	2	↑5	4.13	0.97	1,428
USAREUR	77%  14%  9% 	41	36	14	5	3	↑2	4.06	1.03	488
OTHER	78%  12%  10% 	43	35	12	8	2	↑5	4.09	1.01	2,351
28. All in all, I am satisfied with my job.										
Total Army	76%  13%  11% 	30	46	13	8	3	0	3.92	1.02	7,302
AMC	74%  14%  12% 	29	46	14	9	3	0	3.88	1.03	924
FORSCOM	77%  11%  11% 	36	41	11	7	4	↑1	3.98	1.07	550
MEDCOM	73%  14%  13% 	29	44	14	10	4	↓1	3.85	1.06	672
TRADOC	77%  14%  9% 	35	42	14	6	3	↑1	4.00	0.99	849
USACE	78%  12%  10% 	28	50	12	7	3	↓1	3.94	0.97	1,437
USAREUR	77%  12%  10% 	33	44	12	6	4	0	3.96	1.03	497
OTHER	75%  14%  11% 	29	46	14	8	4	0	3.89	1.02	2,373

* Item is phrased in a negative manner.

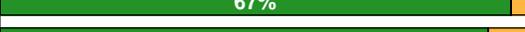
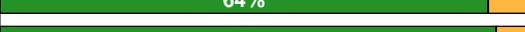
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
Satisfaction with Career 29. I would recommend that others pursue a career as a civilian with the Federal Government.	Total Army		19	41	17	14	8	↑5	3.49	1.10	7,288
	AMC		20	43	17	13	7	↑11	3.56	1.08	921
	FORSCOM		18	37	17	17	11	↑3	3.34	1.17	551
	MEDCOM		19	42	19	12	8	↑3	3.52	1.07	673
	TRADOC		20	41	15	15	9	↑9	3.47	1.14	846
	USACE		17	44	18	15	7	↑2	3.50	1.07	1,438
	USAREUR		20	44	17	13	7	0	3.58	1.01	493
	OTHER		20	40	18	13	10	↑3	3.47	1.11	2,366
	Total Army		20	46	16	12	6	↑6	3.62	1.12	7,280
	AMC		21	46	15	12	5	↑12	3.65	1.10	921
	FORSCOM		19	41	16	16	8	↑4	3.45	1.21	549
	MEDCOM		21	48	16	9	5	↑5	3.70	1.07	673
	TRADOC		20	43	15	14	8	↑10	3.55	1.18	844
	USACE		17	46	17	14	5	↑3	3.57	1.09	1,436
	USAREUR		21	53	13	10	4	↑3	3.77	1.01	493
OTHER		22	45	15	11	7	↑4	3.64	1.14	2,364	

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
30. I would recommend that others pursue a career as a civilian with the Army.										
Total Army	59%  18%  23% 	18	41	18	15	9	↑5	3.45	1.19	7,262
AMC	63%  17%  20% 	19	44	17	13	7	↑12	3.56	1.13	917
FORSCOM	54%  17%  30% 	17	37	17	18	12	↑2	3.29	1.27	550
MEDCOM	59%  20%  21% 	19	40	20	13	8	↑2	3.48	1.18	670
TRADOC	61%  15%  25% 	20	41	15	15	10	↑12	3.46	1.23	844
USACE	57%  19%  24% 	15	42	19	16	8	↑2	3.40	1.15	1,430
USAREUR	63%  17%  20% 	19	44	17	14	6	↓2	3.55	1.13	493
OTHER	58%  18%  24% 	19	39	18	14	10	↑3	3.44	1.22	2,358
31. I would recommend that others pursue a career as a civilian with this organization.										
Total Army	56%  18%  25% 	19	37	18	15	10	↑3	3.40	1.24	7,256
AMC	60%  18%  23% 	20	40	18	14	9	↑11	3.48	1.21	915
FORSCOM	52%  18%  30% 	18	33	18	18	12	↑3	3.28	1.28	550
MEDCOM	54%  22%  24% 	17	37	22	14	10	0	3.37	1.21	671
TRADOC	57%  16%  27% 	20	37	16	16	10	↑9	3.41	1.26	843
USACE	61%  17%  22% 	19	42	17	15	7	↑1	3.52	1.16	1,434
USAREUR	55%  20%  25% 	21	34	20	15	10	0	3.41	1.25	490
OTHER	54%  19%  27% 	18	35	19	15	12	↑2	3.33	1.27	2,353

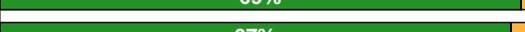
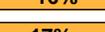
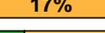
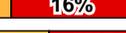
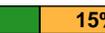
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Immediate Supervisor													
Total Army		69%	14%	17%	29	40	14	10	7	0	3.74	0.99	7,286
AMC		66%	16%	18%	28	39	16	11	6	↓3	3.70	1.00	921
FORSCOM		67%	14%	18%	29	38	14	10	8	↓4	3.70	1.04	548
MEDCOM		65%	16%	19%	27	38	16	11	8	0	3.66	1.03	672
TRADOC		71%	14%	14%	33	38	14	10	5	↑1	3.85	0.93	850
USACE		73%	14%	13%	28	45	14	9	5	↑1	3.83	0.88	1,437
USAREUR		67%	14%	19%	29	38	14	11	9	↑1	3.68	1.05	492
OTHER		68%	14%	18%	30	38	14	11	8	↑1	3.71	1.04	2,366
32. My supervisor clearly outlines the goals and priorities for my work.													
Total Army		65%	15%	20%	22	43	15	14	6	↓1	3.60	1.15	7,259
AMC		61%	18%	21%	22	39	18	15	6	↓5	3.55	1.16	919
FORSCOM		64%	15%	21%	22	42	15	14	7	↓5	3.59	1.17	544
MEDCOM		62%	15%	23%	21	41	15	16	7	↑1	3.53	1.18	669
TRADOC		68%	13%	18%	25	43	13	13	5	↑2	3.70	1.14	848
USACE		67%	16%	17%	18	49	16	13	4	↓1	3.64	1.05	1,433
USAREUR		64%	15%	21%	22	42	15	13	8	↑3	3.57	1.19	489
OTHER		65%	14%	21%	23	42	14	14	7	0	3.59	1.19	2,357

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
33. My supervisor lets me know how well I am doing my work.										
Total Army	69% 14% 17%	25	45	14	11	6	↑1	3.71	1.13	7,266
AMC	67% 16% 17%	24	43	16	11	6	↓2	3.68	1.12	919
FORSCOM	68% 13% 19%	25	43	13	12	7	↓1	3.67	1.18	545
MEDCOM	67% 13% 20%	24	42	13	13	6	↑3	3.64	1.17	667
TRADOC	71% 14% 15%	28	43	14	11	4	↑2	3.80	1.08	848
USACE	74% 13% 14%	21	53	13	9	4	↑3	3.77	1.01	1,434
USAREUR	67% 13% 19%	25	43	13	12	7	↑1	3.66	1.18	492
OTHER	68% 14% 18%	26	42	14	11	7	↑1	3.69	1.17	2,361
34. My supervisor gives me the support and backing I need to do my job well.										
Total Army	71% 13% 16%	31	40	13	9	7	0	3.80	1.17	7,267
AMC	68% 16% 16%	29	39	16	10	6	↓2	3.75	1.16	918
FORSCOM	68% 15% 17%	33	35	15	10	7	↓5	3.77	1.21	547
MEDCOM	67% 15% 19%	28	39	15	10	8	0	3.68	1.22	669
TRADOC	74% 14% 12%	34	40	14	8	4	↑1	3.91	1.08	849
USACE	75% 12% 13%	30	45	12	8	5	0	3.87	1.09	1,435
USAREUR	70% 12% 18%	32	38	12	8	9	↑3	3.76	1.25	491
OTHER	71% 12% 17%	32	39	12	9	8	↑1	3.78	1.21	2,358

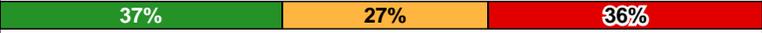
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
35. My supervisor has a strong interest in the welfare of his/her employees.										
Total Army	70%  15%  15% 	33	37	15	8	7	↓1	3.82	1.17	7,246
AMC	68%  16%  16% 	31	36	16	11	6	↓1	3.77	1.17	919
FORSCOM	69%  16%  16% 	33	35	16	7	8	↓3	3.78	1.22	545
MEDCOM	67%  17%  16% 	29	38	17	7	8	↓1	3.73	1.19	666
TRADOC	72%  17%  11% 	37	35	17	7	4	0	3.93	1.09	847
USACE	74%  15%  11% 	34	40	15	7	4	↓2	3.92	1.07	1,431
USAREUR	69%  14%  17% 	32	38	14	8	9	↑1	3.75	1.24	488
OTHER	69%  14%  17% 	34	35	14	9	8	↑1	3.79	1.22	2,350
36. My supervisor is competent in handling the technical parts of his/her job.										
Total Army	78%  11%  11% 	36	42	11	6	4	0	3.99	1.05	7,220
AMC	78%  11%  11% 	35	42	11	8	3	↓1	3.98	1.04	914
FORSCOM	79%  10%  11% 	36	43	10	6	6	↓1	3.97	1.09	545
MEDCOM	77%  13%  10% 	35	42	13	5	5	0	3.97	1.07	663
TRADOC	81%  11%  8% 	41	40	11	5	3	↑1	4.12	0.97	841
USACE	81%  12%  8% 	34	47	12	5	3	↑1	4.05	0.95	1,424
USAREUR	76%  11%  13% 	33	43	11	8	5	↑1	3.90	1.11	489
OTHER	77%  11%  13% 	36	41	11	7	5	0	3.95	1.11	2,344

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
37. My supervisor keeps me informed about matters affecting my job and me.	Total Army	69%	15%	16%	27	42	15	10	6	↓1	3.73	1.15	7,242
	AMC	65%	17%	18%	25	40	17	12	6	↓6	3.66	1.15	915
	FORSCOM	67%	15%	17%	27	41	15	10	8	↓4	3.69	1.18	544
	MEDCOM	64%	19%	17%	26	38	19	10	7	↓2	3.66	1.16	665
	TRADOC	71%	14%	15%	32	39	14	11	5	↑1	3.83	1.13	847
	USACE	76%	11%	12%	27	49	11	8	4	0	3.86	1.04	1,434
	USAREUR	67%	15%	17%	28	40	15	10	7	0	3.70	1.18	488
	OTHER	67%	15%	18%	27	40	15	10	8	↑1	3.69	1.19	2,349
	38. I feel free to go to my supervisor with questions or problems about my work.	Total Army	81%	8%	11%	42	40	8	6	5	0	4.07	1.08
AMC		79%	10%	12%	39	40	10	6	5	↓1	4.01	1.10	917
FORSCOM		79%	9%	12%	40	39	9	5	7	↓4	4.00	1.15	546
MEDCOM		79%	8%	12%	39	40	8	6	6	↑1	4.00	1.14	668
TRADOC		86%	7%	7%	46	40	7	5	2	↑3	4.24	0.92	848
USACE		85%	7%	8%	42	42	7	5	4	↑1	4.16	0.99	1,436
USAREUR		78%	9%	12%	40	38	9	6	7	↓2	3.99	1.15	491
OTHER		80%	7%	12%	42	38	7	7	6	0	4.04	1.12	2,358

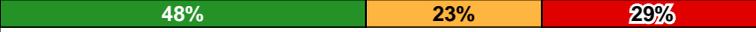
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
39. My supervisor provides me with career counseling.										
Total Army		16	29	24	19	12	↑1	3.18	1.26	7,089
AMC		16	29	24	19	12	↑1	3.18	1.25	905
FORSCOM		16	29	22	18	15	↓3	3.14	1.29	537
MEDCOM		13	24	27	20	16	↓2	2.98	1.27	641
TRADOC		19	26	26	19	11	0	3.24	1.26	826
USACE		15	36	25	16	8	↑2	3.32	1.15	1,404
USAREUR		18	24	21	19	17	↓1	3.05	1.36	473
OTHER		17	27	23	20	13	↑1	3.16	1.29	2,303

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Management										
Total Army		17	41	20	15	8	0	3.44	1.01	7,264
AMC		16	40	20	16	7	0	3.43	0.99	920
FORSCOM		17	43	19	14	7	↓5	3.48	0.98	545
MEDCOM		14	41	20	15	10	↓3	3.35	1.02	668
TRADOC		22	38	20	14	6	↑4	3.58	1.00	848
USACE		14	46	20	14	6	0	3.48	0.92	1,434
USAREUR		18	38	21	15	8	↓3	3.44	1.03	492
OTHER		17	39	20	15	10	0	3.40	1.06	2,357
40. Management is competent.										
Total Army		20	47	17	10	5	↓1	3.67	1.08	7,237
AMC		20	47	18	9	6	↑3	3.67	1.08	919
FORSCOM		20	52	15	9	5	↓3	3.74	1.02	543
MEDCOM		17	48	18	11	7	↓3	3.58	1.10	665
TRADOC		25	46	17	8	4	↑2	3.81	1.03	844
USACE		17	50	18	10	5	↓1	3.65	1.02	1,432
USAREUR		21	45	19	9	5	↓3	3.68	1.06	488
OTHER		21	44	17	11	6	↑1	3.63	1.13	2,346

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
41. Management treats employees with respect and consideration.										
Total Army		21	44	16	12	7	0	3.61	1.15	7,235
AMC		20	44	15	14	7	↑2	3.56	1.16	916
FORSCOM		22	44	15	13	6	↓3	3.62	1.15	543
MEDCOM		20	46	14	11	8	↓1	3.59	1.17	664
TRADOC		27	40	17	11	5	↑4	3.74	1.10	844
USACE		20	50	15	10	5	↓1	3.69	1.05	1,431
USAREUR		21	43	17	12	7	↓3	3.59	1.15	490
OTHER		21	41	17	12	9	0	3.53	1.20	2,347
42. Management makes timely decisions.										
Total Army		13	35	23	20	9	0	3.22	1.18	7,222
AMC		13	33	25	20	9	↓2	3.21	1.17	917
FORSCOM		12	39	22	18	9	↓6	3.27	1.15	542
MEDCOM		10	36	23	20	11	↓3	3.14	1.18	660
TRADOC		18	35	23	16	7	↑6	3.42	1.16	842
USACE		10	37	25	21	8	↓1	3.19	1.12	1,431
USAREUR		14	31	24	21	9	↓4	3.20	1.19	490
OTHER		13	34	22	20	11	↑1	3.19	1.22	2,340

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
43. Management rewards employees who show initiative and innovation.										
Total Army		15	36	22	17	10	↑1	3.30	1.21	7,162
AMC		15	35	22	19	8	0	3.30	1.18	916
FORSCOM		14	37	24	16	9	↓3	3.31	1.17	538
MEDCOM		13	35	22	18	13	0	3.16	1.24	656
TRADOC		21	32	21	19	8	↑6	3.38	1.23	836
USACE		12	43	23	16	7	↑1	3.36	1.10	1,423
USAREUR		18	35	19	16	12	↓2	3.31	1.27	478
OTHER		16	35	21	16	12	0	3.28	1.25	2,315
44. Management keeps employees informed.										
Total Army		15	42	22	14	8	↓3	3.40	1.14	7,206
AMC		14	41	21	17	6	↓6	3.40	1.11	912
FORSCOM		14	43	22	14	7	↓7	3.43	1.11	541
MEDCOM		11	41	25	14	9	↓5	3.30	1.12	664
TRADOC		21	37	20	16	6	↑3	3.52	1.15	842
USACE		12	49	20	13	6	↓2	3.49	1.05	1,426
USAREUR		16	37	23	14	9	↓2	3.37	1.18	486
OTHER		15	39	21	15	10	↓2	3.34	1.19	2,335

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
Satisfaction with Job Placement/Promotion System	Total Army		11	38	24	18	9	↓1	3.25	0.97	7,225
	AMC		14	40	23	17	7	0	3.35	0.95	917
	FORSCOM		9	36	26	20	10	↓2	3.14	0.96	542
	MEDCOM		7	34	28	20	12	↓1	3.04	0.97	662
	TRADOC		11	33	25	19	11	↓2	3.14	1.01	840
	USACE		14	45	21	14	6	↑2	3.46	0.88	1,432
	USAREUR		11	35	26	19	10	0	3.16	1.00	488
	OTHER		11	36	24	18	9	↓1	3.21	0.99	2,344
	45. Employees at this installation/activity have an equal chance to compete for promotions.										
	Total Army		15	44	17	15	9	↓2	3.43	1.17	7,094
	AMC		20	45	14	15	7	↑1	3.56	1.16	909
	FORSCOM		11	43	20	17	10	↓2	3.30	1.16	533
	MEDCOM		8	40	23	16	12	↓1	3.16	1.17	637
	TRADOC		14	38	18	18	12	↓3	3.24	1.24	829
USACE		19	52	13	10	5	↓1	3.70	1.05	1,426	
USAREUR		14	43	19	15	10	↑2	3.37	1.18	467	
OTHER		15	42	18	15	9	↓3	3.40	1.18	2,293	

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
46. When promotions are made at this installation/activity, the best-qualified people are selected.	Total Army	47%	27%	26%	11	36	27	18	9	↓2	3.23	1.13	7,013
	AMC	50%	26%	24%	12	37	26	17	7	↓1	3.31	1.11	907
	FORSCOM	41%	28%	31%	8	33	28	20	11	↓4	3.07	1.14	527
	MEDCOM	36%	32%	32%	6	29	32	21	11	↓4	2.99	1.10	622
	TRADOC	40%	29%	31%	10	30	29	21	11	↓3	3.08	1.15	818
	USACE	59%	24%	18%	15	43	24	13	5	↓1	3.51	1.05	1,414
	USAREUR	44%	29%	27%	12	32	29	16	11	0	3.18	1.17	463
	OTHER	46%	27%	27%	11	35	27	18	9	↓2	3.20	1.13	2,262
	47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.	Total Army	52%	25%	23%	13	39	25	16	8	↓2	3.34	1.13
AMC		55%	23%	21%	16	40	23	15	6	↓1	3.44	1.10	908
FORSCOM		47%	27%	27%	11	36	27	18	9	↓4	3.22	1.13	524
MEDCOM		43%	28%	30%	7	36	28	18	11	↓3	3.09	1.12	623
TRADOC		44%	27%	29%	12	32	27	19	10	↓5	3.17	1.16	816
USACE		65%	20%	15%	17	48	20	11	5	↓1	3.61	1.03	1,419
USAREUR		49%	26%	25%	13	36	26	16	9	0	3.27	1.14	467
OTHER		50%	25%	25%	13	38	25	16	9	↓3	3.30	1.14	2,271

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	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	43% 23% 34%	10	34	23	22	12	↑1	3.06	1.20	7,074
AMC	47% 21% 32%	11	36	21	22	11	↑1	3.14	1.19	909
FORSCOM	39% 25% 37%	8	30	25	25	12	↓3	2.98	1.16	532
MEDCOM	35% 28% 37%	6	29	28	22	16	0	2.88	1.17	639
TRADOC	41% 23% 35%	11	30	23	21	14	0	3.03	1.23	827
USACE	51% 19% 30%	10	41	19	20	10	↑8	3.21	1.17	1,419
USAREUR	40% 23% 37%	9	31	23	23	14	0	2.98	1.21	476
OTHER	42% 23% 35%	10	32	23	22	13	↓1	3.03	1.20	2,272
49. The quality of candidates referred to me for vacancies in my work unit is high.										
Total Army	45% 30% 26%	8	37	30	19	7	↑3	3.19	1.06	6,577
AMC	49% 29% 22%	9	40	29	16	5	↓1	3.32	1.02	853
FORSCOM	42% 33% 25%	6	37	33	18	7	0	3.16	1.01	499
MEDCOM	41% 29% 30%	7	35	29	20	9	↑1	3.09	1.09	572
TRADOC	46% 30% 24%	9	37	30	17	8	↑1	3.23	1.08	760
USACE	49% 28% 23%	8	41	28	17	6	↑7	3.29	1.03	1,314
USAREUR	36% 32% 32%	7	30	32	22	9	↑2	3.02	1.08	442
OTHER	43% 29% 28%	7	35	29	20	8	↑3	3.14	1.07	2,137

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% All I Need % Some, but not enough % None	Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		3	2	1				
Satisfaction with Amount of Authority								
Total Army	59% 30% 11%	59	30	11	↓1	2.48	0.43	7,229
AMC	59% 30% 10%	59	30	10	↑1	2.49	0.41	915
FORSCOM	58% 30% 11%	58	30	11	↓5	2.47	0.44	545
MEDCOM	57% 31% 13%	57	31	13	↓1	2.44	0.46	666
TRADOC	61% 28% 12%	61	28	12	↑1	2.49	0.44	838
USACE	62% 29% 9%	62	29	9	↑1	2.52	0.39	1,435
USAREUR	58% 29% 12%	58	29	12	↓3	2.46	0.45	488
OTHER	58% 30% 12%	58	30	12	↓1	2.46	0.43	2,342
50. How much authority do you have to carry out writing or changing job descriptions (i.e., classifying jobs)?								
Total Army	49% 34% 18%	49	34	18	↓2	2.31	0.75	6,693
AMC	52% 34% 14%	52	34	14	↑3	2.39	0.71	863
FORSCOM	47% 37% 16%	47	37	16	↓8	2.31	0.73	506
MEDCOM	49% 35% 16%	49	35	16	↑1	2.34	0.73	616
TRADOC	50% 33% 17%	50	33	17	↓3	2.32	0.75	780
USACE	53% 32% 15%	53	32	15	↑1	2.38	0.73	1,317
USAREUR	45% 34% 21%	45	34	21	↓3	2.25	0.78	453
OTHER	45% 34% 22%	45	34	22	↓5	2.23	0.78	2,158

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	■ % All I Need ■ % Some, but not enough ■ % None			Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
	3	2	1							
51. How much authority do you have to carry out recruiting and selecting employees?										
Total Army	52%	38%	10%	52	38	10	0	2.41	0.67	6,868
AMC	49%	43%	9%	49	43	9	↑5	2.40	0.64	884
FORSCOM	54%	33%	13%	54	33	13	↓5	2.41	0.71	518
MEDCOM	52%	35%	13%	52	35	13	↓1	2.38	0.71	628
TRADOC	50%	37%	13%	50	37	13	↓2	2.37	0.70	784
USACE	54%	39%	7%	54	39	7	↑6	2.47	0.63	1,377
USAREUR	52%	38%	10%	52	38	10	↓5	2.41	0.67	460
OTHER	51%	38%	11%	51	38	11	↓4	2.40	0.68	2,217
52. How much authority do you have to carry out changing the organizational structure of your work unit?										
Total Army	36%	36%	28%	36	36	28	↓3	2.08	0.80	6,725
AMC	37%	37%	26%	37	37	26	↓2	2.11	0.79	875
FORSCOM	35%	39%	26%	35	39	26	↓7	2.10	0.78	505
MEDCOM	34%	36%	29%	34	36	29	↓5	2.05	0.80	614
TRADOC	39%	35%	26%	39	35	26	↓4	2.13	0.79	789
USACE	39%	35%	27%	39	35	27	0	2.12	0.80	1,310
USAREUR	34%	33%	33%	34	33	33	↓3	2.02	0.82	450
OTHER	34%	35%	31%	34	35	31	↓4	2.04	0.81	2,182

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % All I Need  % Some, but not enough  % None	Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		3	2	1				
53. How much authority do you have to carry out assigning work to subordinates?								
Total Army	 85% 13%	85	13	2	↓1	2.83	0.42	7,142
AMC	 87% 12%	87	12	1	↓1	2.86	0.39	908
FORSCOM	 84% 14%	84	14	2	↓2	2.82	0.43	536
MEDCOM	 81% 16%	81	16	3	↑1	2.78	0.48	654
TRADOC	 83% 16%	83	16	1	↓4	2.81	0.42	827
USACE	 90% 8%	90	8	1	↓2	2.89	0.35	1,423
USAREUR	 82% 15%	82	15	2	↓2	2.80	0.46	481
OTHER	 83% 15%	83	15	2	↓1	2.82	0.43	2,313
54. How much authority do you have to carry out evaluating work performance?								
Total Army	 84% 13%	84	13	3	↓2	2.82	0.45	7,132
AMC	 83% 14%	83	14	3	↓3	2.81	0.46	903
FORSCOM	 83% 14%	83	14	3	↓6	2.80	0.48	536
MEDCOM	 83% 14%	83	14	3	↓1	2.79	0.48	651
TRADOC	 87% 11%	87	11	2	↓1	2.84	0.42	825
USACE	 88% 10%	88	10	2	↓1	2.86	0.39	1,419
USAREUR	 83% 14%	83	14	3	0	2.79	0.48	478
OTHER	 83% 14%	83	14	3	↓1	2.80	0.46	2,320

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	■ % All I Need ■ % Some, but not enough ■ % None			Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
	3	2	1							
55. How much authority do you have to carry out giving monetary and honorary performance awards?										
Total Army	51%	37%	12%	51	37	12	↑1	2.39	0.69	7,013
AMC	50%	36%	14%	50	36	14	↑2	2.37	0.71	893
FORSCOM	43%	43%	14%	43	43	14	↓8	2.29	0.69	524
MEDCOM	47%	38%	15%	47	38	15	0	2.33	0.72	641
TRADOC	51%	36%	13%	51	36	13	↑9	2.39	0.70	807
USACE	62%	31%	6%	62	31	6	↑4	2.56	0.61	1,414
USAREUR	50%	38%	12%	50	38	12	↓7	2.38	0.69	466
OTHER	48%	38%	14%	48	38	14	↓1	2.35	0.71	2,268
56. How much authority do you have to carry out firing people?										
Total Army	33%	34%	33%	33	34	33	↑1	2.00	0.81	6,039
AMC	32%	34%	33%	32	34	33	↑5	1.99	0.81	795
FORSCOM	35%	34%	31%	35	34	31	↓3	2.03	0.81	470
MEDCOM	29%	37%	34%	29	37	34	↓4	1.95	0.79	536
TRADOC	36%	29%	35%	36	29	35	↑3	2.01	0.85	677
USACE	30%	38%	32%	30	38	32	↑2	1.98	0.79	1,217
USAREUR	34%	32%	35%	34	32	35	↓3	1.99	0.83	399
OTHER	34%	32%	34%	34	32	34	↑1	2.01	0.82	1,945

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% All I Need % Some, but not enough % None	Category Percents			Pct Fav Diff from 2001	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	86% 11%	86	11	3	↓1	2.83	0.45	7,088
AMC	87% 12%	87	12	2	↑1	2.85	0.40	901
FORSCOM	82% 12% 6%	82	12	5	↓6	2.77	0.53	529
MEDCOM	82% 12% 6%	82	12	6	0	2.76	0.55	655
TRADOC	88% 9%	88	9	3	↑1	2.85	0.43	817
USACE	89% 10%	89	10	2	↓1	2.87	0.39	1,412
USAREUR	85% 11%	85	11	4	0	2.81	0.48	479
OTHER	85% 12%	85	12	3	↓1	2.82	0.45	2,295
58. How much authority do you have to carry out taking disciplinary action?								
Total Army	60% 31% 9%	60	31	9	0	2.51	0.65	6,709
AMC	63% 31% 6%	63	31	6	↑4	2.57	0.60	862
FORSCOM	59% 32% 9%	59	32	9	↓3	2.50	0.66	517
MEDCOM	57% 32% 11%	57	32	11	↓1	2.46	0.68	604
TRADOC	63% 28% 10%	63	28	10	↑2	2.53	0.66	760
USACE	59% 33% 8%	59	33	8	0	2.51	0.64	1,344
USAREUR	60% 30% 10%	60	30	10	↑1	2.49	0.67	445
OTHER	59% 31% 10%	59	31	10	↓2	2.50	0.66	2,177

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% All I Need % Some, but not enough % None	Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		3	2	1				
59. How much authority do you have to carry out taking action to improve substandard performance?								
Total Army	61% 33% 6%	61	33	6	↓1	2.55	0.61	6,847
AMC	60% 35% 5%	60	35	5	↑2	2.55	0.59	877
FORSCOM	62% 31% 7%	62	31	7	↓3	2.55	0.63	521
MEDCOM	59% 34% 7%	59	34	7	↓1	2.52	0.62	624
TRADOC	65% 29% 6%	65	29	6	↑2	2.59	0.60	781
USACE	60% 35% 5%	60	35	5	0	2.55	0.59	1,364
USAREUR	63% 31% 6%	63	31	6	↓1	2.56	0.61	458
OTHER	61% 33% 7%	61	33	7	↓2	2.54	0.62	2,222
60. How much authority do you have to carry out getting employees the training they need?								
Total Army	52% 40% 8%	52	40	8	↑1	2.44	0.64	7,079
AMC	54% 38% 8%	54	38	8	↑2	2.46	0.64	899
FORSCOM	55% 38% 7%	55	38	7	↑1	2.48	0.62	533
MEDCOM	46% 43% 10%	46	43	10	↓4	2.36	0.66	652
TRADOC	51% 39% 10%	51	39	10	↑4	2.41	0.66	814
USACE	53% 41% 6%	53	41	6	↑2	2.48	0.60	1,413
USAREUR	52% 41% 7%	52	41	7	↓5	2.45	0.62	474
OTHER	52% 39% 9%	52	39	9	↑2	2.42	0.65	2,294

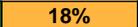
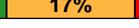
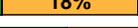
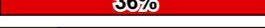
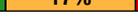
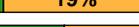
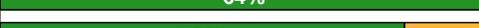
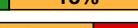
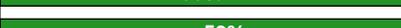
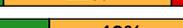
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	■ % All I Need ■ % Some, but not enough ■ % None	Category Percents			Pct Fav Diff from 2001	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	<div style="display: flex; justify-content: space-between;"> </div> 55% 37% 8%	55	37	8	↓2	2.48	0.63	7,038
AMC	<div style="display: flex; justify-content: space-between;"> </div> 54% 39% 6%	54	39	6	↓3	2.48	0.61	901
FORSCOM	<div style="display: flex; justify-content: space-between;"> </div> 57% 37% 6%	57	37	6	↓7	2.52	0.61	529
MEDCOM	<div style="display: flex; justify-content: space-between;"> </div> 53% 38% 8%	53	38	8	↓5	2.45	0.64	648
TRADOC	<div style="display: flex; justify-content: space-between;"> </div> 58% 35% 7%	58	35	7	↓2	2.51	0.62	817
USACE	<div style="display: flex; justify-content: space-between;"> </div> 56% 37% 7%	56	37	7	0	2.50	0.62	1,401
USAREUR	<div style="display: flex; justify-content: space-between;"> </div> 54% 37% 10%	54	37	10	↓2	2.44	0.66	470
OTHER	<div style="display: flex; justify-content: space-between;"> </div> 54% 37% 8%	54	37	8	↓2	2.46	0.64	2,272

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
Satisfaction with Training and Development	Total Army		24	41	15	16	4	↓4	3.64	0.88	7,224	
	AMC		25	43	15	14	3	↓4	3.73	0.84	914	
	FORSCOM		25	42	13	15	5	↓4	3.67	0.91	540	
	MEDCOM		21	40	18	17	3	↓4	3.57	0.88	666	
	TRADOC		25	38	15	17	4	↓6	3.63	0.92	842	
	USACE		23	44	15	14	3	↓1	3.70	0.82	1,431	
	USAREUR		21	37	16	20	6	↓7	3.46	0.97	485	
	OTHER		24	40	15	17	4	↓4	3.63	0.90	2,346	
	62. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader.	Total Army		36	43	9	9	2	↓3	4.03	1.00	7,214
		AMC		37	47	9	6	1	↓2	4.12	0.89	914
FORSCOM			38	44	7	8	3	↓4	4.05	1.03	540	
MEDCOM			31	46	11	10	2	↓2	3.92	1.01	666	
TRADOC			39	41	9	10	2	↓4	4.06	1.00	839	
USACE			36	46	9	7	1	↓2	4.09	0.92	1,427	
USAREUR			33	40	9	13	5	↓7	3.83	1.17	483	
OTHER			37	41	9	10	2	↓4	4.00	1.03	2,345	

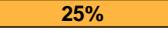
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
63. I have had enough training in civilian personnel administrative procedures.										
Total Army	55%  18%  28% 	18	37	18	22	5	↓5	3.40	1.16	7,184
AMC	58%  16%  26% 	19	39	16	21	4	↓6	3.46	1.14	911
FORSCOM	57%  17%  27% 	17	39	17	20	6	↓5	3.41	1.18	539
MEDCOM	52%  22%  27% 	17	34	22	22	4	↓6	3.38	1.13	659
TRADOC	54%  18%  27% 	20	34	18	22	6	↓10	3.41	1.19	840
USACE	57%  17%  27% 	17	40	17	22	5	↓2	3.42	1.14	1,423
USAREUR	47%  18%  36% 	13	34	18	28	8	↓7	3.16	1.19	483
OTHER	55%  17%  28% 	18	37	17	23	5	↓4	3.41	1.16	2,329
64. I am able to get timely and quality training for my subordinates.										
Total Army	60%  19%  21% 	17	42	19	17	5	↓2	3.51	1.10	7,096
AMC	62%  20%  18% 	19	43	20	14	4	↓3	3.59	1.06	906
FORSCOM	63%  17%  21% 	20	43	17	16	5	↓1	3.57	1.13	525
MEDCOM	55%  22%  23% 	15	39	22	20	4	↓5	3.44	1.08	654
TRADOC	56%  19%  25% 	17	38	19	20	5	↓2	3.42	1.15	829
USACE	64%  18%  18% 	17	47	18	14	4	↓1	3.60	1.04	1,410
USAREUR	53%  22%  25% 	16	37	22	19	7	↓8	3.37	1.15	475
OTHER	59%  19%  22% 	17	42	19	17	5	↓3	3.48	1.11	2,297

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
Satisfaction with Awards and Recognition	Total Army		15	39	24	15	7	0	3.40	1.00	7,213
	AMC		15	39	24	15	6	↑1	3.44	0.96	918
	FORSCOM		14	37	24	17	8	↓4	3.32	1.00	541
	MEDCOM		12	34	25	20	9	0	3.21	1.01	666
	TRADOC		19	35	24	16	7	↑4	3.43	1.02	839
	USACE		13	47	23	12	4	↑1	3.53	0.87	1,429
	USAREUR		18	37	23	15	8	0	3.42	1.04	484
	OTHER		16	37	23	16	8	↓2	3.36	1.04	2,336
65. When I do a good job, it is recognized.	Total Army		19	43	19	13	6	↓1	3.55	1.12	7,190
	AMC		19	44	19	12	6	0	3.58	1.10	917
	FORSCOM		18	42	20	14	6	↓5	3.51	1.13	540
	MEDCOM		16	40	20	17	7	0	3.42	1.15	664
	TRADOC		22	41	18	13	5	↑2	3.62	1.13	838
	USACE		16	52	17	11	4	↑1	3.65	1.00	1,424
	USAREUR		19	41	21	12	7	↓1	3.54	1.13	482
	OTHER		19	40	19	15	7	↓5	3.50	1.17	2,325

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
66. When awards are given, they go to the people who earned them.										
Total Army	53%  25%  22% 	14	39	25	16	6	↑3	3.39	1.10	7,078
AMC	54%  27%  19% 	14	40	27	14	5	↑3	3.44	1.05	905
FORSCOM	54%  23%  23% 	14	40	23	16	7	↑1	3.39	1.12	535
MEDCOM	46%  26%  29% 	9	36	26	21	8	↑4	3.19	1.11	643
TRADOC	55%  22%  23% 	19	35	22	17	6	↑7	3.45	1.15	827
USACE	57%  26%  17% 	11	46	26	12	4	↑3	3.47	0.99	1,415
USAREUR	53%  25%  22% 	16	37	25	15	7	↑2	3.40	1.14	468
OTHER	52%  24%  24% 	14	38	24	16	8	↑1	3.34	1.14	2,285
67. Employees at this installation/activity are treated fairly with regard to awards.										
Total Army	50%  25%  24% 	14	37	25	17	7	↓1	3.32	1.12	6,981
AMC	52%  27%  22% 	13	38	27	16	5	↑1	3.38	1.07	898
FORSCOM	44%  28%  27% 	10	35	28	19	8	↓6	3.19	1.10	527
MEDCOM	39%  29%  32% 	9	30	29	23	9	↓2	3.06	1.12	628
TRADOC	48%  27%  26% 	16	31	27	19	6	↑4	3.33	1.14	802
USACE	59%  23%  18% 	13	46	23	13	4	0	3.51	1.02	1,412
USAREUR	50%  23%  26% 	17	34	23	18	8	↓1	3.33	1.19	464
OTHER	49%  24%  26% 	14	35	24	17	9	↓3	3.28	1.17	2,250

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
68. If I perform my job especially well, I will receive an award.										
Total Army		15	36	25	16	8	↓1	3.34	1.15	7,029
AMC		16	35	24	18	7	↓1	3.35	1.15	907
FORSCOM		13	32	27	19	9	↓7	3.21	1.16	530
MEDCOM		13	31	26	20	10	↑1	3.16	1.19	636
TRADOC		17	31	28	15	9	↑1	3.33	1.18	820
USACE		13	45	25	12	5	↑1	3.49	1.02	1,406
USAREUR		20	34	24	13	9	0	3.42	1.20	465
OTHER		15	35	25	15	9	↓3	3.32	1.18	2,265

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Fairness*										
Total Army	62% Favorable, 23% Neutral, 15% Unfavorable	22	40	23	10	4	↓1	3.66	0.72	7,090
AMC	61% Favorable, 24% Neutral, 15% Unfavorable	22	39	24	11	5	0	3.63	0.71	910
FORSCOM	65% Favorable, 20% Neutral, 14% Unfavorable	23	43	20	10	5	↑1	3.69	0.74	537
MEDCOM	62% Favorable, 23% Neutral, 15% Unfavorable	21	41	23	10	5	↑1	3.63	0.72	652
TRADOC	60% Favorable, 25% Neutral, 15% Unfavorable	23	38	25	10	4	↓1	3.64	0.72	823
USACE	64% Favorable, 22% Neutral, 15% Unfavorable	22	42	22	11	4	↓1	3.67	0.67	1,415
USAREUR	62% Favorable, 23% Neutral, 14% Unfavorable	24	38	23	9	5	↓1	3.67	0.79	469
OTHER	62% Favorable, 24% Neutral, 14% Unfavorable	23	40	24	10	4	↓2	3.67	0.74	2,284
69. Managers/supervisors deal effectively with reports of prejudice and discrimination.										
Total Army	73% Favorable, 16% Neutral, 11% Unfavorable	25	47	16	8	3	↓2	3.84	1.00	6,569
AMC	74% Favorable, 17% Neutral, 9% Unfavorable	28	46	17	7	2	↓3	3.90	0.96	854
FORSCOM	76% Favorable, 12% Neutral, 12% Unfavorable	27	49	12	7	5	↓1	3.86	1.04	505
MEDCOM	69% Favorable, 18% Neutral, 13% Unfavorable	23	46	18	8	5	↓1	3.72	1.07	607
TRADOC	74% Favorable, 16% Neutral, 10% Unfavorable	27	46	16	7	3	0	3.88	0.99	765
USACE	76% Favorable, 15% Neutral, 9% Unfavorable	24	52	15	6	2	↓4	3.90	0.92	1,320
USAREUR	65% Favorable, 20% Neutral, 14% Unfavorable	27	38	20	9	5	↓8	3.73	1.12	427
OTHER	72% Favorable, 16% Neutral, 12% Unfavorable	24	47	16	9	3	↓2	3.80	1.01	2,091

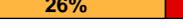
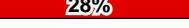
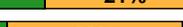
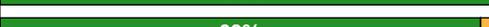
* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable	% Neutral	% Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
				5	4	3	2	1				
70. If I complained of discrimination, it would be held against me.*												
Total Army	54%	26%	21%	17	36	26	14	6	0	3.45	1.12	6,476
AMC	53%	27%	20%	17	37	27	14	6	0	3.44	1.10	830
FORSCOM	54%	25%	21%	18	36	25	14	6	↓2	3.45	1.13	508
MEDCOM	54%	24%	21%	17	38	24	15	7	↑2	3.43	1.13	585
TRADOC	55%	26%	19%	18	37	26	14	6	↑4	3.48	1.11	754
USACE	57%	26%	17%	16	41	26	12	5	↓2	3.52	1.06	1,294
USAREUR	49%	25%	26%	19	30	25	16	10	↓2	3.33	1.23	420
OTHER	52%	26%	22%	18	34	26	15	6	↓1	3.42	1.14	2,085
71. Non-minority employees often get preferential treatment over minority employees.*												
Total Army	74%	20%	6%	31	43	20	4	2	0	3.96	0.93	6,828
AMC	75%	18%	6%	31	44	18	4	2	0	3.98	0.93	893
FORSCOM	74%	19%	6%	30	44	19	5	2	↑2	3.96	0.91	521
MEDCOM	73%	20%	7%	28	46	20	5	2	↑2	3.91	0.93	621
TRADOC	69%	23%	8%	30	39	23	4	3	↓3	3.88	1.00	792
USACE	79%	16%	5%	34	45	16	4	1	↓1	4.07	0.86	1,369
USAREUR	73%	20%	7%	30	42	20	4	3	↑1	3.93	0.97	443
OTHER	72%	22%	6%	30	42	22	4	3	↓1	3.92	0.95	2,189

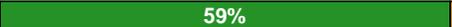
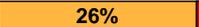
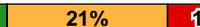
* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
72. Minority employees often get preferential treatment over non-minority employees.*										
Total Army	51%  26%  23% 	18	34	26	16	7	0	3.39	1.14	6,840
AMC	46%  28%  27% 	16	30	28	19	8	↑2	3.27	1.16	889
FORSCOM	57%  22%  20% 	18	39	22	14	6	↑2	3.49	1.13	519
MEDCOM	53%  25%  22% 	16	36	25	16	6	↓1	3.41	1.12	625
TRADOC	48%  29%  23% 	19	29	29	17	6	↓1	3.37	1.15	795
USACE	46%  26%  28% 	14	32	26	19	9	↑4	3.24	1.18	1,375
USAREUR	58%  26%  16% 	21	37	26	10	6	↑4	3.58	1.11	443
OTHER	55%  26%  19% 	19	36	26	14	6	↓2	3.49	1.12	2,194
73. Male employees often get preferential treatment over female employees.*										
Total Army	64%  24%  12% 	24	40	24	9	3	↓1	3.73	1.03	6,877
AMC	65%  25%  10% 	24	41	25	7	3	↓1	3.75	1.00	898
FORSCOM	65%  20%  15% 	24	41	20	11	4	↑2	3.69	1.08	519
MEDCOM	61%  24%  15% 	22	40	24	9	5	↑3	3.63	1.09	621
TRADOC	59%  27%  15% 	23	36	27	11	4	↓2	3.63	1.07	794
USACE	70%  21%  9% 	26	44	21	7	2	↓4	3.85	0.94	1,395
USAREUR	65%  23%  12% 	26	39	23	8	4	0	3.74	1.05	447
OTHER	63%  25%  12% 	24	39	25	9	3	↓2	3.71	1.04	2,203

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
74. Female employees often get preferential treatment over male employees.*										
Total Army	59%  26%  15% 	19	40	26	10	4	0	3.59	1.05	6,864
AMC	53%  27%  20% 	16	37	27	14	6	↑2	3.42	1.11	896
FORSCOM	67%  21%  12% 	21	46	21	8	4	↑5	3.71	1.01	514
MEDCOM	64%  27%  9% 	21	42	27	6	3	↑2	3.73	0.97	622
TRADOC	59%  29%  13% 	20	39	29	9	4	↓2	3.62	1.02	793
USACE	54%  25%  21% 	16	37	25	15	5	↑1	3.44	1.10	1,394
USAREUR	62%  27%  11% 	22	40	27	7	4	0	3.70	1.02	445
OTHER	61%  27%  12% 	21	40	27	9	4	↓2	3.65	1.02	2,200

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Physical Conditions										
Total Army	72% Favorable, 13% Neutral, 15% Unfavorable	21	51	13	10	4	↓1	3.74	0.85	7,238
AMC	71% Favorable, 15% Neutral, 15% Unfavorable	20	50	15	11	4	↓3	3.72	0.86	919
FORSCOM	70% Favorable, 13% Neutral, 17% Unfavorable	16	54	13	12	5	↑1	3.63	0.85	544
MEDCOM	70% Favorable, 13% Neutral, 17% Unfavorable	20	50	13	13	5	↓3	3.68	0.85	667
TRADOC	65% Favorable, 15% Neutral, 19% Unfavorable	16	50	15	13	6	↓1	3.55	0.90	842
USACE	82% Favorable, 9% Neutral, 9% Unfavorable	29	54	9	6	2	0	4.00	0.71	1,433
USAREUR	78% Favorable, 12% Neutral, 10% Unfavorable	25	53	12	8	2	↑4	3.91	0.77	487
OTHER	69% Favorable, 15% Neutral, 17% Unfavorable	19	49	15	11	5	↓1	3.66	0.89	2,346
75. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.										
Total Army	69% Favorable, 12% Neutral, 20% Unfavorable	19	50	12	14	6	0	3.61	1.12	7,217
AMC	68% Favorable, 13% Neutral, 19% Unfavorable	18	50	13	14	5	↓2	3.61	1.08	916
FORSCOM	67% Favorable, 11% Neutral, 22% Unfavorable	14	53	11	15	8	↑2	3.52	1.13	542
MEDCOM	65% Favorable, 12% Neutral, 23% Unfavorable	18	47	12	16	7	↓4	3.52	1.17	665
TRADOC	62% Favorable, 13% Neutral, 25% Unfavorable	13	50	13	17	8	0	3.41	1.15	838
USACE	78% Favorable, 9% Neutral, 12% Unfavorable	26	53	9	9	4	↓1	3.88	1.00	1,431
USAREUR	72% Favorable, 14% Neutral, 14% Unfavorable	24	48	14	12	3	↑5	3.78	1.02	485
OTHER	66% Favorable, 12% Neutral, 23% Unfavorable	18	48	12	15	8	↓2	3.54	1.17	2,340

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
76. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).										
Total Army		21	47	16	12	4	↓1	3.68	1.06	7,159
AMC		20	45	18	12	5	↓5	3.62	1.09	914
FORSCOM		16	48	17	14	5	↓1	3.55	1.06	539
MEDCOM		19	46	16	14	5	0	3.62	1.08	658
TRADOC		16	45	19	14	6	0	3.50	1.11	831
USACE		28	50	12	8	3	↑1	3.92	0.97	1,420
USAREUR		27	53	11	7	2	↑4	3.96	0.91	482
OTHER		19	46	17	12	5	↓1	3.62	1.08	2,315
77. Employees are protected from health and safety hazards on the job.										
Total Army		24	56	12	6	3	↓1	3.92	0.90	7,181
AMC		24	56	13	5	2	↓2	3.93	0.89	914
FORSCOM		18	61	10	7	4	0	3.82	0.94	537
MEDCOM		23	56	11	7	2	↓3	3.92	0.90	661
TRADOC		19	54	15	8	4	↓3	3.74	0.99	830
USACE		33	58	6	2	1	↓1	4.19	0.73	1,430
USAREUR		25	58	11	5	1	↑4	4.01	0.82	483
OTHER		21	54	15	6	3	↓1	3.83	0.95	2,326

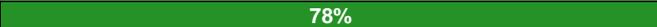
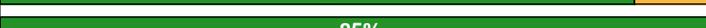
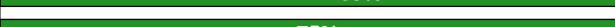
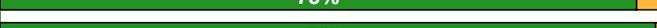
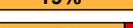
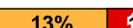
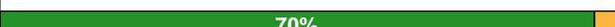
Supplemental Item Detail

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

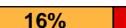
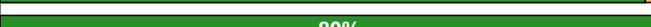
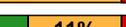
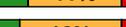
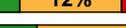
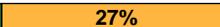
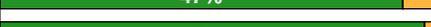
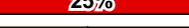
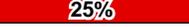
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Your Organization*									
Total Army	60% Favorable, 18% Neutral, 22% Unfavorable	15	45	18	15	7	3.46	0.68	5,998
AMC	61% Favorable, 19% Neutral, 21% Unfavorable	16	45	19	15	6	3.50	0.64	760
FORSCOM	61% Favorable, 18% Neutral, 21% Unfavorable	16	45	18	15	7	3.47	0.71	445
MEDCOM	56% Favorable, 19% Neutral, 25% Unfavorable	13	43	19	17	8	3.35	0.73	552
TRADOC	60% Favorable, 18% Neutral, 22% Unfavorable	16	44	18	15	7	3.47	0.68	698
USACE	65% Favorable, 17% Neutral, 18% Unfavorable	15	50	17	13	5	3.56	0.61	1,180
USAREUR	56% Favorable, 20% Neutral, 24% Unfavorable	17	39	20	16	8	3.42	0.73	395
OTHER	58% Favorable, 19% Neutral, 23% Unfavorable	15	44	19	16	7	3.43	0.70	1,968
78. There is a good working relationship between civilian and military personnel.									
Total Army	77% Favorable, 12% Neutral, 11% Unfavorable	21	56	12	8	3	3.85	0.94	5,769
AMC	84% Favorable, 12% Neutral, 4% Unfavorable	23	61	12	3	1	4.02	0.75	713
FORSCOM	79% Favorable, 10% Neutral, 11% Unfavorable	24	54	10	8	3	3.89	0.97	432
MEDCOM	67% Favorable, 14% Neutral, 19% Unfavorable	14	53	14	13	6	3.56	1.07	547
TRADOC	77% Favorable, 11% Neutral, 13% Unfavorable	22	54	11	10	3	3.83	0.99	689
USACE	80% Favorable, 13% Neutral, 7% Unfavorable	23	57	13	5	2	3.93	0.86	1,099
USAREUR	80% Favorable, 12% Neutral, 9% Unfavorable	24	56	12	5	3	3.92	0.93	392
OTHER	75% Favorable, 12% Neutral, 13% Unfavorable	20	55	12	9	3	3.79	0.98	1,897

* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
79. There is a good working relationship between civilian/military personnel and contractors.									
Total Army	78%  15%  7% 	18	60	15	5	2	3.88	0.81	5,591
AMC	81%  14%  5% 	19	62	14	5	1	3.94	0.75	723
FORSCOM	77%  14%  9% 	20	57	14	6	3	3.86	0.90	412
MEDCOM	69%  20%  10% 	12	57	20	6	4	3.68	0.91	521
TRADOC	74%  16%  9% 	20	54	16	8	2	3.83	0.89	660
USACE	85%  13%  2% 	18	67	13	1	0	4.01	0.63	1,090
USAREUR	75%  19%  6% 	21	54	19	5	2	3.88	0.85	366
OTHER	78%  15%  8% 	18	59	15	6	2	3.87	0.84	1,819
80. Civilians are made to feel that they are an important part of the Army team.									
Total Army	68%  15%  17% 	18	50	15	12	4	3.65	1.05	5,937
AMC	77%  13%  10% 	21	56	13	8	3	3.86	0.92	753
FORSCOM	70%  14%  16% 	16	54	14	12	5	3.66	1.03	440
MEDCOM	58%  15%  27% 	14	44	15	18	8	3.37	1.18	547
TRADOC	66%  16%  18% 	19	47	16	13	5	3.62	1.09	696
USACE	75%  15%  11% 	19	55	15	9	1	3.82	0.90	1,162
USAREUR	65%  16%  20% 	20	45	16	15	5	3.60	1.10	392
OTHER	64%  16%  19% 	18	46	16	14	5	3.57	1.10	1,947

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

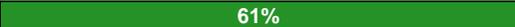
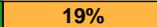
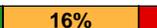
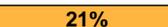
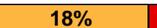
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
81. Civilian supervisors are concerned about civilian employee job satisfaction.									
Total Army	77%  14%  9% 	20	57	14	7	2	3.84	0.89	5,905
AMC	74%  16%  10% 	18	57	16	8	2	3.81	0.89	753
FORSCOM	76%  15%  9% 	20	56	15	7	2	3.86	0.88	435
MEDCOM	80%  11%  9% 	20	60	11	7	2	3.89	0.87	532
TRADOC	79%  12%  9% 	23	57	12	7	2	3.91	0.89	689
USACE	81%  12%  7% 	18	63	12	5	1	3.92	0.79	1,173
USAREUR	67%  18%  15% 	21	46	18	11	4	3.69	1.05	387
OTHER	75%  14%  11% 	19	56	14	8	3	3.81	0.93	1,936
82. Military supervisors are concerned about civilian employee job satisfaction.									
Total Army	51%  27%  22% 	12	39	27	15	7	3.34	1.09	5,272
AMC	55%  30%  15% 	15	40	30	11	4	3.51	1.01	609
FORSCOM	44%  32%  24% 	9	34	32	17	7	3.22	1.06	381
MEDCOM	47%  22%  30% 	10	37	22	20	10	3.16	1.17	528
TRADOC	50%  25%  25% 	12	38	25	18	7	3.30	1.12	631
USACE	62%  25%  13% 	15	47	25	9	4	3.59	0.99	1,053
USAREUR	47%  28%  25% 	13	34	28	18	7	3.28	1.11	356
OTHER	47%  27%  26% 	11	36	27	17	9	3.23	1.12	1,714

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

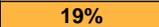
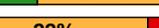
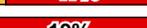
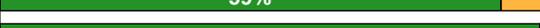
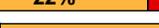
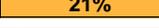
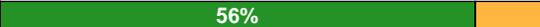
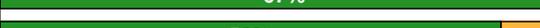
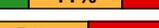
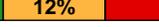
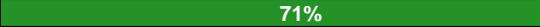
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
83. I am satisfied with the amount of involvement I have in decisions that affect my work.									
Total Army		20	47	14	15	5	3.62	1.10	5,953
AMC		19	46	16	15	4	3.61	1.07	753
FORSCOM		18	49	15	14	5	3.63	1.07	443
MEDCOM		20	44	13	15	8	3.53	1.19	546
TRADOC		23	46	15	13	3	3.71	1.06	695
USACE		18	51	15	13	3	3.68	1.01	1,172
USAREUR		22	42	16	15	6	3.59	1.16	393
OTHER		20	45	13	16	6	3.59	1.14	1,951
84. My work productivity is reduced by unnecessary rules and regulations.*									
Total Army		5	23	26	31	15	2.71	1.13	5,950
AMC		4	18	26	37	15	2.59	1.06	754
FORSCOM		6	25	29	30	11	2.86	1.09	444
MEDCOM		5	29	26	28	13	2.86	1.12	543
TRADOC		6	27	27	28	12	2.88	1.12	690
USACE		3	18	22	34	23	2.44	1.11	1,176
USAREUR		6	23	27	27	16	2.76	1.17	392
OTHER		6	24	26	30	14	2.78	1.14	1,951

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
85. There is good communication between work groups/work units in my organization.									
Total Army	61%  19%  20% 	12	49	19	16	4	3.49	1.03	5,933
AMC	64%  19%  17% 	13	51	19	14	3	3.56	0.99	756
FORSCOM	61%  16%  23% 	13	48	16	18	5	3.46	1.08	439
MEDCOM	53%  21%  26% 	9	43	21	19	7	3.29	1.10	542
TRADOC	63%  18%  19% 	13	49	18	15	5	3.52	1.04	688
USACE	67%  17%  16% 	10	57	17	14	3	3.58	0.95	1,172
USAREUR	58%  23%  19% 	14	44	23	14	5	3.48	1.05	388
OTHER	59%  19%  21% 	12	47	19	17	5	3.45	1.05	1,948
86. I feel my job is secure.									
Total Army	59%  18%  23% 	15	44	18	14	9	3.43	1.17	5,945
AMC	61%  19%  20% 	16	45	19	13	7	3.50	1.12	752
FORSCOM	52%  18%  29% 	14	39	18	18	12	3.25	1.23	442
MEDCOM	58%  19%  22% 	16	42	19	14	8	3.44	1.16	543
TRADOC	61%  17%  22% 	14	48	17	14	8	3.46	1.13	692
USACE	64%  17%  19% 	15	48	17	13	6	3.53	1.09	1,172
USAREUR	52%  18%  30% 	16	37	18	17	13	3.25	1.27	391
OTHER	59%  17%  25% 	16	43	17	14	10	3.40	1.20	1,953

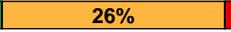
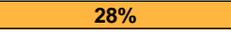
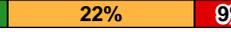
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

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	63%  19%  17% 	17	46	19	12	6	3.58	1.08	5,939
AMC	66%  20%  14% 	20	46	20	10	5	3.67	1.05	755
FORSCOM	68%  15%  17% 	20	48	15	11	6	3.65	1.09	440
MEDCOM	59%  22%  19% 	15	44	22	13	6	3.49	1.10	544
TRADOC	63%  21%  15% 	18	45	21	12	3	3.63	1.02	691
USACE	67%  19%  15% 	16	51	19	11	4	3.64	1.00	1,172
USAREUR	56%  22%  22% 	21	35	22	15	6	3.49	1.17	388
OTHER	62%  19%  19% 	16	46	19	12	7	3.52	1.12	1,949
88. The amount of work I am expected to do is reasonable.									
Total Army	64%  13%  23% 	12	52	13	16	7	3.46	1.11	5,965
AMC	60%  12%  28% 	12	48	12	22	6	3.38	1.14	755
FORSCOM	67%  11%  22% 	14	53	11	14	8	3.51	1.14	443
MEDCOM	59%  15%  26% 	11	47	15	18	8	3.35	1.15	548
TRADOC	64%  12%  24% 	13	51	12	16	9	3.43	1.15	691
USACE	71%  12%  17% 	11	60	12	12	5	3.59	1.00	1,177
USAREUR	61%  14%  26% 	15	45	14	19	7	3.43	1.16	394
OTHER	63%  14%  23% 	12	51	14	15	8	3.45	1.11	1,957

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
89. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.											
Total Army	41%	14%	45%	7	33	14	29	16	2.87	1.24	5,959
AMC	38%	15%	46%	8	31	15	30	16	2.83	1.24	756
FORSCOM	44%	14%	42%	8	36	14	24	18	2.92	1.27	444
MEDCOM	39%	13%	47%	7	33	13	30	17	2.82	1.25	545
TRADOC	34%	12%	54%	5	28	12	32	22	2.63	1.25	689
USACE	48%	13%	39%	7	41	13	27	12	3.05	1.20	1,178
USAREUR	40%	13%	47%	9	31	13	28	18	2.84	1.30	393
OTHER	39%	15%	45%	8	32	15	30	15	2.87	1.23	1,954
90. My work unit/work group is able to recruit people with the right skills.											
Total Army	45%	26%	30%	7	38	26	21	8	3.13	1.09	5,684
AMC	43%	24%	33%	6	37	24	24	9	3.08	1.10	729
FORSCOM	52%	21%	27%	7	45	21	17	9	3.23	1.11	414
MEDCOM	39%	25%	35%	5	35	25	25	11	2.99	1.10	514
TRADOC	42%	27%	31%	8	34	27	21	10	3.10	1.12	658
USACE	52%	23%	25%	7	45	23	18	7	3.26	1.05	1,136
USAREUR	40%	29%	30%	8	32	29	22	8	3.10	1.09	374
OTHER	42%	27%	30%	7	36	27	22	8	3.11	1.08	1,859

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
91. Compared to other organizations, how would you rate your organization as a place to work?									
Total Army	59%  26%  14% 	23	36	26	10	4	3.64	1.07	5,806
AMC	62%  25%  13% 	25	37	25	9	4	3.70	1.07	741
FORSCOM	61%  28%  12% 	28	33	28	8	4	3.74	1.07	425
MEDCOM	51%  30%  19% 	18	33	30	13	6	3.43	1.11	532
TRADOC	59%  27%  14% 	23	36	27	12	2	3.66	1.03	674
USACE	69%  22%  9% 	24	45	22	7	2	3.81	0.95	1,151
USAREUR	53%  28%  18% 	24	29	28	13	5	3.54	1.15	384
OTHER	56%  28%  16% 	22	34	28	11	5	3.56	1.10	1,899

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Performance Culture									
Total Army	71% Favorable, 15% Neutral, 14% Unfavorable	20	51	15	11	3	3.73	0.73	6,054
AMC	67% Favorable, 18% Neutral, 15% Unfavorable	18	49	18	12	3	3.67	0.73	763
FORSCOM	75% Favorable, 12% Neutral, 14% Unfavorable	22	52	12	10	4	3.80	0.75	452
MEDCOM	69% Favorable, 14% Neutral, 17% Unfavorable	19	50	14	14	4	3.66	0.74	554
TRADOC	73% Favorable, 15% Neutral, 13% Unfavorable	23	50	15	10	3	3.80	0.71	703
USACE	69% Favorable, 16% Neutral, 15% Unfavorable	15	54	16	12	3	3.67	0.67	1,194
USAREUR	73% Favorable, 15% Neutral, 13% Unfavorable	25	48	15	9	4	3.81	0.77	404
OTHER	72% Favorable, 14% Neutral, 14% Unfavorable	21	51	14	11	3	3.75	0.75	1,984
92. Corrective actions are taken when employees do not meet performance standards.									
Total Army	47% Favorable, 24% Neutral, 29% Unfavorable	6	41	24	23	6	3.19	1.03	5,813
AMC	43% Favorable, 29% Neutral, 28% Unfavorable	5	38	29	24	4	3.15	0.98	739
FORSCOM	51% Favorable, 21% Neutral, 28% Unfavorable	7	44	21	21	7	3.24	1.07	439
MEDCOM	43% Favorable, 22% Neutral, 35% Unfavorable	4	39	22	28	7	3.05	1.05	528
TRADOC	49% Favorable, 25% Neutral, 27% Unfavorable	9	40	25	20	6	3.25	1.07	669
USACE	42% Favorable, 26% Neutral, 31% Unfavorable	2	40	26	26	5	3.08	0.98	1,167
USAREUR	49% Favorable, 26% Neutral, 24% Unfavorable	10	39	26	18	6	3.29	1.06	371
OTHER	50% Favorable, 23% Neutral, 27% Unfavorable	6	44	23	22	5	3.24	1.03	1,900

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

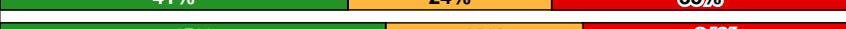
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
93. My performance appraisal is a fair reflection of my performance.									
Total Army	 79% 12% 8%	24	55	12	6	3	3.93	0.91	5,861
AMC	 74% 15% 10%	22	53	15	7	3	3.83	0.95	755
FORSCOM	 83% 9% 8%	26	56	9	5	3	3.98	0.91	440
MEDCOM	 81% 10% 9%	25	56	10	6	3	3.94	0.92	532
TRADOC	 82% 11% 7%	26	57	11	5	2	3.99	0.86	682
USACE	 79% 13% 8%	20	59	13	6	2	3.88	0.88	1,172
USAREUR	 83% 10% 8%	30	53	10	6	2	4.03	0.90	374
OTHER	 79% 12% 8%	26	53	12	6	3	3.94	0.93	1,906
94. I know what is expected of me on the job.									
Total Army	 85% 8% 7%	29	56	8	5	2	4.06	0.85	6,023
AMC	 82% 11% 8%	27	55	11	6	1	4.00	0.86	761
FORSCOM	 89% 5% 5%	33	56	5	4	2	4.16	0.81	451
MEDCOM	 81% 10% 9%	28	53	10	7	1	3.99	0.90	550
TRADOC	 87% 9% 5%	33	53	9	4	1	4.15	0.79	699
USACE	 86% 8% 6%	24	62	8	5	1	4.02	0.80	1,191
USAREUR	 85% 8% 7%	34	50	8	3	3	4.08	0.93	402
OTHER	 85% 8% 7%	30	55	8	6	2	4.05	0.87	1,969

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
Strategic Planning*											
Total Army	68% Favorable, 15% Neutral, 17% Unfavorable			19	49	15	13	4	3.66	0.73	6,394
AMC	65% Favorable, 16% Neutral, 19% Unfavorable			19	46	16	15	4	3.61	0.76	800
FORSCOM	73% Favorable, 11% Neutral, 16% Unfavorable			21	52	11	12	4	3.75	0.71	467
MEDCOM	66% Favorable, 17% Neutral, 18% Unfavorable			18	48	17	14	4	3.62	0.74	588
TRADOC	68% Favorable, 15% Neutral, 17% Unfavorable			21	47	15	14	3	3.70	0.75	733
USACE	71% Favorable, 15% Neutral, 14% Unfavorable			17	54	15	11	3	3.72	0.66	1,271
USAREUR	64% Favorable, 16% Neutral, 20% Unfavorable			22	42	16	15	5	3.60	0.75	443
OTHER	67% Favorable, 15% Neutral, 18% Unfavorable			19	48	15	14	4	3.64	0.74	2,092
95. Managers communicate the organization's strategic mission, vision, and priorities.											
Total Army	66% Favorable, 17% Neutral, 17% Unfavorable			17	49	17	13	4	3.62	1.05	6,359
AMC	62% Favorable, 19% Neutral, 19% Unfavorable			16	46	19	14	5	3.54	1.07	797
FORSCOM	73% Favorable, 14% Neutral, 13% Unfavorable			19	54	14	9	4	3.76	0.99	464
MEDCOM	62% Favorable, 20% Neutral, 18% Unfavorable			16	45	20	14	4	3.56	1.05	582
TRADOC	66% Favorable, 16% Neutral, 18% Unfavorable			19	47	16	14	3	3.64	1.05	733
USACE	71% Favorable, 17% Neutral, 13% Unfavorable			16	55	17	10	3	3.71	0.94	1,263
USAREUR	62% Favorable, 17% Neutral, 21% Unfavorable			18	44	17	17	5	3.54	1.11	442
OTHER	66% Favorable, 15% Neutral, 19% Unfavorable			17	48	15	14	5	3.59	1.08	2,078

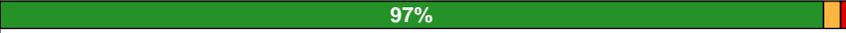
* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
96. Productivity in my work group/work unit is hurt by a lack of planning.*									
Total Army		8	39	22	24	6	3.20	1.08	6,347
AMC		9	35	22	28	5	3.15	1.09	799
FORSCOM		10	44	16	24	6	3.28	1.11	459
MEDCOM		6	41	23	24	6	3.16	1.05	583
TRADOC		10	40	21	23	5	3.27	1.08	726
USACE		7	46	21	21	5	3.30	1.03	1,261
USAREUR		9	32	24	26	10	3.06	1.15	441
OTHER		9	37	23	25	6	3.16	1.09	2,078
97. I know how my work relates to my organization's mission and goals.									
Total Army		32	57	7	3	1	4.16	0.75	6,372
AMC		31	57	7	3	1	4.14	0.79	799
FORSCOM		35	57	4	3	2	4.20	0.78	466
MEDCOM		30	58	7	4	1	4.13	0.78	586
TRADOC		34	54	7	4	1	4.17	0.77	729
USACE		28	62	7	3	1	4.14	0.70	1,268
USAREUR		37	51	7	4	0	4.21	0.77	442
OTHER		32	57	7	3	1	4.17	0.74	2,082

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Customer Satisfaction									
Total Army	87% 	38	49	9	3	1	4.21	0.60	6,867
AMC	88% 	37	52	9	2	1	4.21	0.60	858
FORSCOM	89% 	45	44	7	4	1	4.29	0.59	512
MEDCOM	85% 	37	48	10	4	1	4.17	0.60	633
TRADOC	87% 	40	47	9	3	1	4.22	0.62	792
USACE	87% 	32	55	10	2	1	4.16	0.58	1,372
USAREUR	89% 	44	44	8	3	1	4.28	0.61	472
OTHER	87% 	38	49	9	3	1	4.21	0.60	2,228
98. I clearly understand who my customer(s) is/are.									
Total Army	97% 	55	41	2	1	0	4.50	0.62	6,799
AMC	96% 	52	44	2	1	1	4.46	0.65	848
FORSCOM	99% 	63	36	0	1	0	4.61	0.55	507
MEDCOM	97% 	56	41	1	1	0	4.52	0.60	621
TRADOC	97% 	57	40	2	1	0	4.52	0.63	780
USACE	96% 	49	47	3	1	0	4.44	0.61	1,362
USAREUR	97% 	62	35	2	1	0	4.58	0.59	470
OTHER	96% 	56	40	2	1	0	4.51	0.63	2,211

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	■ % Favorable ■ % Neutral ■ % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
99. Products and services in my work group/work unit are improved based on customer input.											
Total Army	80%	14%	6%	29	50	14	5	1	4.01	0.86	6,716
AMC	81%	13%	5%	30	52	13	5	1	4.05	0.82	845
FORSCOM	78%	14%	9%	35	43	14	7	1	4.02	0.95	500
MEDCOM	75%	17%	8%	25	50	17	7	1	3.91	0.88	617
TRADOC	79%	14%	7%	31	48	14	6	1	4.02	0.89	768
USACE	80%	15%	5%	25	55	15	4	1	3.98	0.81	1,351
USAREUR	83%	11%	6%	36	48	11	5	2	4.12	0.88	463
OTHER	80%	14%	6%	29	50	14	6	1	4.02	0.86	2,172
100. Customers are satisfied with the products and services my work group/work unit provides.											
Total Army	86%	11%	3%	29	56	11	3	1	4.11	0.74	6,740
AMC	87%	10%	3%	28	59	10	2	1	4.12	0.72	851
FORSCOM	91%	6%	3%	37	54	6	3	0	4.25	0.72	504
MEDCOM	83%	12%	5%	29	54	12	4	1	4.07	0.79	622
TRADOC	85%	12%	3%	31	54	12	3	1	4.12	0.76	775
USACE	85%	12%	3%	24	62	12	3	1	4.05	0.72	1,350
USAREUR	86%	11%	3%	35	51	11	3	0	4.16	0.77	461
OTHER	85%	12%	3%	29	55	12	2	1	4.10	0.75	2,177

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Diversity										
Total Army	84% 	36	49	10	4	2	↑1	4.12	0.79	7,176
AMC	86% 	34	51	9	4	2	↑3	4.12	0.78	908
FORSCOM	86% 	36	50	8	5	1	↑2	4.14	0.77	543
MEDCOM	81% 	33	48	11	5	2	↑1	4.05	0.83	653
TRADOC	85% 	39	45	10	4	1	↑3	4.17	0.79	841
USACE	87% 	33	54	9	3	1	↓1	4.14	0.70	1,425
USAREUR	82% 	41	41	11	4	3	↓2	4.12	0.92	483
OTHER	83% 	36	47	11	4	2	↑1	4.11	0.80	2,323
101. Managers/supervisors/team leaders work well with employees of different backgrounds.										
Total Army	84% 	28	57	10	4	2	0	4.05	0.82	7,140
AMC	86% 	27	59	9	4	1	↑2	4.06	0.79	905
FORSCOM	87% 	28	59	8	4	1	↑3	4.09	0.78	540
MEDCOM	81% 	27	54	11	5	2	↑1	3.99	0.90	647
TRADOC	86% 	33	53	9	4	1	↑2	4.13	0.81	841
USACE	86% 	23	63	10	3	1	↓2	4.03	0.75	1,418
USAREUR	83% 	35	48	11	4	3	↓1	4.07	0.94	480
OTHER	83% 	28	56	11	4	2	↑1	4.03	0.84	2,309

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
102. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.												
Total Army	84%	10%	6%	44	41	10	4	2	↑1	4.20	0.91	7,106
AMC	85%	9%	6%	42	43	9	4	3	↑3	4.18	0.92	898
FORSCOM	85%	8%	7%	44	41	8	6	1	↑2	4.20	0.91	541
MEDCOM	82%	11%	8%	39	43	11	6	2	↑3	4.11	0.94	645
TRADOC	83%	12%	6%	46	37	12	4	1	↑3	4.22	0.90	834
USACE	88%	8%		43	45	8	3	1	0	4.26	0.82	1,419
USAREUR	81%	11%	8%	47	35	11	4	3	↓2	4.17	1.01	475
OTHER	83%	11%	6%	44	38	11	5	2	↑2	4.19	0.93	2,294

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	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			
Yes	6%	↑1	435
No	94%	↓1	6,743
AMC			
Yes	4%	0	39
No	96%	0	870
FORSCOM			
Yes	9%	↑2	48
No	91%	↓2	495
MEDCOM			
Yes	9%	↑1	57
No	91%	↓1	597
TRADOC			
Yes	6%	↑1	49
No	94%	↓1	791
USACE			
Yes	4%	↑1	61
No	96%	↓1	1,363
USAREUR			
Yes	8%	↑1	40
No	92%	↓1	443
OTHER			
Yes	6%	0	141
No	94%	0	2,184
104. If you were harassed, did you report the incident?			
Total Army			
Yes	9%	↑6	47
No	91%	↓6	448

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
104. If you were harassed, did you report the incident?			
AMC			
Yes	12%	↑12	7
No	88%	↓12	53
FORSCOM			
Yes	4%	↑1	2
No	96%	↓1	50
MEDCOM			
Yes	17%	↑17	8
No	83%	↓17	38
TRADOC			
Yes	9%	↑5	5
No	91%	↓5	51
USACE			
Yes	13%	↑11	7
No	87%	↓11	46
USAREUR			
Yes	11%	↑11	4
No	89%	↓11	33
OTHER			
Yes	7%	↑1	14
No	93%	↓1	177
105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)			
Total Army			
Yes	6%	↓2	8
No	63%	↑5	80
Don't Know	31%	↓3	39
AMC			
Yes	11%	↑11	2
No	79%	↑8	15
Don't Know	11%	↓18	2

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)		↑14 ↑21 ↓36 ↓17 ↓7 ↑23 ↑7 ↑23 ↓29 ↓18 ↑22 ↓4 ↓8 ↑9 ↓2 0 ↓7 ↑9	2 10 2 0 6 4 1 10 4 0 6 2 0 5 2 3 28 23

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Army Knowledge Online (AKO)			
106. How frequently do you access Army Knowledge Online (AKO)?			
Total Army			
Once a month or less often	42%	---	3,006
2-3 times a month	18%	---	1,298
1-2 times a week	14%	---	1,019
3-4 times a week	8%	---	553
Almost every day	10%	---	744
Does not apply – I do not access AKO	8%	---	562
AMC			
Once a month or less often	40%	---	366
2-3 times a month	20%	---	179
1-2 times a week	17%	---	153
3-4 times a week	9%	---	80
Almost every day	10%	---	93
Does not apply – I do not access AKO	4%	---	38
FORSCOM			
Once a month or less often	40%	---	216
2-3 times a month	18%	---	98
1-2 times a week	14%	---	74
3-4 times a week	7%	---	38
Almost every day	12%	---	65
Does not apply – I do not access AKO	9%	---	48
MEDCOM			
Once a month or less often	44%	---	288
2-3 times a month	19%	---	122
1-2 times a week	15%	---	96
3-4 times a week	6%	---	42
Almost every day	6%	---	42
Does not apply – I do not access AKO	10%	---	66

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
106. How frequently do you access Army Knowledge Online (AKO)?			
TRADOC			
Once a month or less often	36%	---	306
2–3 times a month	19%	---	159
1–2 times a week	16%	---	136
3–4 times a week	10%	---	85
Almost every day	11%	---	94
Does not apply – I do not access AKO	7%	---	60
USACE			
Once a month or less often	66%	---	941
2–3 times a month	12%	---	176
1–2 times a week	5%	---	76
3–4 times a week	2%	---	34
Almost every day	3%	---	44
Does not apply – I do not access AKO	11%	---	151
USAREUR			
Once a month or less often	24%	---	118
2–3 times a month	21%	---	100
1–2 times a week	17%	---	82
3–4 times a week	13%	---	64
Almost every day	18%	---	89
Does not apply – I do not access AKO	6%	---	30
OTHER			
Once a month or less often	33%	---	771
2–3 times a month	20%	---	464
1–2 times a week	17%	---	402
3–4 times a week	9%	---	210
Almost every day	14%	---	317
Does not apply – I do not access AKO	7%	---	169

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
107. How easy or difficult is it for you to navigate the AKO web site?			
Total Army			
Very difficult	4%	--	245
Difficult	13%	--	872
Neither easy nor difficult	31%	--	2,055
Easy	33%	--	2,161
Very easy	12%	--	799
Not sure – I do not use AKO very often	7%	--	489
AMC			
Very difficult	4%	--	31
Difficult	15%	--	131
Neither easy nor difficult	36%	--	316
Easy	30%	--	264
Very easy	10%	--	87
Not sure – I do not use AKO very often	5%	--	41
FORSCOM			
Very difficult	4%	--	21
Difficult	10%	--	48
Neither easy nor difficult	31%	--	153
Easy	33%	--	165
Very easy	14%	--	71
Not sure – I do not use AKO very often	7%	--	35
MEDCOM			
Very difficult	5%	--	32
Difficult	12%	--	73
Neither easy nor difficult	28%	--	167
Easy	34%	--	200
Very easy	11%	--	63
Not sure – I do not use AKO very often	9%	--	56
TRADOC			
Very difficult	2%	--	19
Difficult	14%	--	108
Neither easy nor difficult	28%	--	220
Easy	36%	--	277
Very easy	14%	--	109
Not sure – I do not use AKO very often	6%	--	44

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
107. How easy or difficult is it for you to navigate the AKO web site?			
USACE			
Very difficult	4%	---	49
Difficult	15%	---	185
Neither easy nor difficult	36%	---	458
Easy	28%	---	351
Very easy	5%	---	65
Not sure – I do not use AKO very often	13%	---	164
USAREUR			
Very difficult	3%	---	12
Difficult	10%	---	47
Neither easy nor difficult	27%	---	122
Easy	33%	---	148
Very easy	22%	---	100
Not sure – I do not use AKO very often	5%	---	24
OTHER			
Very difficult	4%	---	81
Difficult	13%	---	280
Neither easy nor difficult	29%	---	619
Easy	35%	---	756
Very easy	14%	---	304
Not sure – I do not use AKO very often	6%	---	125
108. Have you arranged to have your AKO emails forwarded?			
Total Army			
No	4%	---	211
No, I did not know I could do that	17%	---	895
Yes, to my home or personal email address	3%	---	137
Yes, to my work site email address	76%	---	3,937
AMC			
No	3%	---	25
No, I did not know I could do that	9%	---	71
Yes, to my home or personal email address	2%	---	13
Yes, to my work site email address	86%	---	660

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
108. Have you arranged to have your AKO emails forwarded?			
FORSCOM			
No	4%	---	14
No, I did not know I could do that	16%	---	60
Yes, to my home or personal email address	3%	---	11
Yes, to my work site email address	78%	---	296
MEDCOM			
No	6%	---	25
No, I did not know I could do that	31%	---	130
Yes, to my home or personal email address	2%	---	8
Yes, to my work site email address	61%	---	260
TRADOC			
No	3%	---	18
No, I did not know I could do that	15%	---	92
Yes, to my home or personal email address	3%	---	21
Yes, to my work site email address	78%	---	478
USACE			
No	3%	---	28
No, I did not know I could do that	24%	---	221
Yes, to my home or personal email address	2%	---	16
Yes, to my work site email address	71%	---	647
USAREUR			
No	7%	---	27
No, I did not know I could do that	14%	---	52
Yes, to my home or personal email address	3%	---	10
Yes, to my work site email address	76%	---	282
OTHER			
No	4%	---	74
No, I did not know I could do that	16%	---	269
Yes, to my home or personal email address	3%	---	58
Yes, to my work site email address	77%	---	1,314

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Pct Fav Diff from 2001	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	58%	25%	17%	11	47	25	12	5	---	3.47	1.00	5,287
AMC	56%	29%	15%	9	46	29	11	3	---	3.47	0.93	687
FORSCOM	58%	25%	17%	13	45	25	13	4	---	3.51	1.00	431
MEDCOM	59%	23%	17%	13	46	23	13	4	---	3.51	1.02	494
TRADOC	58%	24%	18%	13	45	24	13	5	---	3.48	1.05	638
USACE	59%	27%	15%	8	50	27	10	4	---	3.48	0.94	1,110
USAREUR	56%	26%	18%	12	45	26	13	5	---	3.45	1.01	344
OTHER	57%	24%	19%	11	46	24	13	5	---	3.45	1.03	1,583
110. I have been well trained by the personnel office to classify jobs in my work unit/work group.												
Total Army	22%	25%	52%	5	18	25	34	19	---	2.56	1.12	5,960
AMC	23%	29%	48%	4	18	29	33	15	---	2.64	1.08	791
FORSCOM	25%	28%	47%	5	19	28	30	17	---	2.66	1.13	462
MEDCOM	20%	22%	58%	5	16	22	39	19	---	2.47	1.10	551
TRADOC	26%	25%	49%	8	18	25	32	17	---	2.67	1.19	695
USACE	23%	27%	50%	4	19	27	34	17	---	2.59	1.08	1,210
USAREUR	17%	21%	62%	5	12	21	38	24	---	2.37	1.11	391
OTHER	22%	24%	54%	4	18	24	33	21	---	2.51	1.14	1,860

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	% Favorable	% Neutral	% Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
				5	4	3	2	1				
111. I find the information in the Personnel and Management Information Support System (PERMISS) useful.												
Total Army	46%	41%	13%	9	37	41	9	4	↓19	3.37	0.92	4,445
AMC	44%	45%	12%	8	36	45	8	4	↓22	3.37	0.89	571
FORSCOM	48%	41%	11%	7	41	41	9	3	↓21	3.41	0.85	368
MEDCOM	48%	38%	14%	10	38	38	11	3	↓13	3.40	0.91	406
TRADOC	50%	36%	14%	11	39	36	9	5	↓14	3.43	0.97	565
USACE	39%	46%	15%	6	34	46	11	4	↓15	3.26	0.88	845
USAREUR	47%	40%	13%	11	36	40	8	5	↓29	3.40	0.97	282
OTHER	48%	38%	14%	9	39	38	9	4	↓23	3.39	0.93	1,408
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	39%	39%	22%	7	33	39	13	8	↓12	3.17	1.01	4,178
AMC	35%	43%	22%	5	30	43	13	9	↓13	3.10	1.00	536
FORSCOM	45%	35%	19%	7	38	35	12	7	↓7	3.27	1.00	319
MEDCOM	36%	39%	25%	8	28	39	16	9	↓11	3.09	1.06	367
TRADOC	40%	41%	20%	9	31	41	12	7	↓12	3.21	1.02	518
USACE	38%	41%	21%	4	35	41	14	7	↓7	3.15	0.94	871
USAREUR	45%	32%	22%	8	37	32	16	7	↓31	3.25	1.03	302
OTHER	40%	38%	22%	7	33	38	13	9	↓13	3.16	1.05	1,265

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
113. I am satisfied with the quality of candidates generated by RESUMIX.										
Total Army		4	30	32	22	12	↓6	2.91	1.08	5,797
AMC		3	29	34	23	10	↓13	2.92	1.03	717
FORSCOM		4	33	35	18	10	↓11	3.01	1.04	434
MEDCOM		4	28	34	22	13	↓16	2.88	1.07	496
TRADOC		6	29	33	20	12	↓8	2.97	1.10	678
USACE		3	33	28	23	13	↑5	2.88	1.09	1,232
USAREUR		5	30	28	24	13	↓8	2.91	1.12	411
OTHER		4	29	33	22	13	↓9	2.90	1.08	1,829

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
114. Compared to five years ago, the quality of candidates for jobs in my work group/work unit is:			
Total Army			
Worse	21%	---	1,408
About the same	63%	---	4,342
Better	16%	---	1,118
AMC			
Worse	21%	---	181
About the same	60%	---	530
Better	19%	---	170
FORSCOM			
Worse	19%	---	101
About the same	64%	---	336
Better	16%	---	86
MEDCOM			
Worse	19%	---	116
About the same	64%	---	390
Better	17%	---	106
TRADOC			
Worse	20%	---	159
About the same	66%	---	520
Better	14%	---	113
USACE			
Worse	22%	---	305
About the same	62%	---	873
Better	16%	---	221
USAREUR			
Worse	21%	---	95
About the same	63%	---	290
Better	16%	---	74
OTHER			
Worse	20%	---	451
About the same	64%	---	1,403
Better	16%	---	348

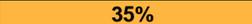
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Family Friendly Flexibilities (Importance)										
115a. How important is telework/telecommuting to you?										
Total Army		36	14	17	21	11	--	3.43	1.43	7,150
AMC		37	13	15	25	10	--	3.42	1.44	900
FORSCOM		41	12	17	20	10	--	3.53	1.45	539
MEDCOM		30	17	18	23	13	--	3.29	1.42	652
TRADOC		40	13	16	22	9	--	3.52	1.43	834
USACE		44	10	14	18	14	--	3.50	1.53	1,419
USAREUR		33	20	19	19	9	--	3.49	1.36	480
OTHER		32	16	20	22	10	--	3.38	1.38	2,326
116a. How important are alternative work schedules to you?										
Total Army		18	32	22	19	8	--	3.34	1.21	7,146
AMC		18	31	23	19	8	--	3.32	1.21	897
FORSCOM		21	29	20	21	9	--	3.32	1.26	536
MEDCOM		19	34	21	18	8	--	3.38	1.20	654
TRADOC		23	28	20	21	8	--	3.37	1.27	833
USACE		16	35	24	16	9	--	3.32	1.19	1,426
USAREUR		18	32	21	21	9	--	3.29	1.22	480
OTHER		18	32	24	19	7	--	3.34	1.18	2,320

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
117a. How important are child care subsidies to you?										
Total Army		69	9	8	10	5	--	4.28	1.23	7,103
AMC		70	7	8	11	5	--	4.28	1.24	902
FORSCOM		72	7	7	10	4	--	4.34	1.19	531
MEDCOM		67	10	9	9	5	--	4.26	1.21	650
TRADOC		69	11	7	9	4	--	4.32	1.17	828
USACE		71	7	7	9	6	--	4.27	1.27	1,416
USAREUR		65	12	11	8	4	--	4.24	1.19	474
OTHER		69	9	7	10	5	--	4.27	1.23	2,302
118a. How important are employee assistance programs to you?										
Total Army		25	18	20	23	14	--	3.19	1.39	7,073
AMC		27	15	21	22	14	--	3.19	1.42	889
FORSCOM		24	24	18	20	13	--	3.25	1.37	530
MEDCOM		28	19	19	21	13	--	3.30	1.40	650
TRADOC		29	19	21	21	11	--	3.32	1.37	820
USACE		21	15	20	26	18	--	2.94	1.40	1,418
USAREUR		26	25	19	20	11	--	3.34	1.34	473
OTHER		26	19	19	24	12	--	3.22	1.38	2,293

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
119a. How important are health and wellness programs to you?										
Total Army	62%  29%  9% 	9	37	25	18	10	--	3.17	1.14	7,082
AMC	58%  30%  12% 	12	32	26	19	11	--	3.13	1.18	891
FORSCOM	62%  28%  10% 	10	41	21	17	11	--	3.21	1.17	532
MEDCOM	64%  29%  7% 	7	39	25	16	12	--	3.12	1.15	644
TRADOC	64%  25%  10% 	10	40	24	17	8	--	3.28	1.11	832
USACE	56%  35%  9% 	9	30	26	22	13	--	3.00	1.19	1,409
USAREUR	68%  25%  7% 	7	43	25	16	9	--	3.24	1.08	479
OTHER	65%  26%  9% 	9	40	24	18	8	--	3.24	1.11	2,295
120a. How important are support groups to you?										
Total Army	27%  35%  37% 	37	14	13	20	15	--	3.38	1.52	7,111
AMC	26%  35%  40% 	40	13	13	18	16	--	3.42	1.54	897
FORSCOM	29%  36%  35% 	35	15	14	20	16	--	3.33	1.51	538
MEDCOM	33%  35%  33% 	33	18	14	20	14	--	3.35	1.47	643
TRADOC	31%  30%  40% 	40	17	14	18	12	--	3.55	1.45	826
USACE	21%  40%  38% 	38	9	12	22	19	--	3.26	1.59	1,420
USAREUR	30%  34%  35% 	35	20	10	17	17	--	3.40	1.52	477
OTHER	28%  35%  37% 	37	15	14	21	14	--	3.39	1.50	2,310

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
121a. How important are elder care programs to you?										
Total Army		44	13	13	17	13	--	3.56	1.51	7,065
AMC		46	12	13	17	13	--	3.60	1.51	891
FORSCOM		42	13	14	16	15	--	3.52	1.51	535
MEDCOM		44	14	13	18	11	--	3.63	1.45	642
TRADOC		43	15	13	16	13	--	3.60	1.48	819
USACE		43	9	12	19	17	--	3.42	1.58	1,409
USAREUR		43	18	11	15	13	--	3.63	1.47	477
OTHER		44	13	12	18	12	--	3.60	1.49	2,292

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Family Friendly Flexibilities (Availability)			
115b. Is telework/telecommuting available to you?			
Total Army			
Yes	22%	---	1,554
No	59%	---	4,251
Don't Know	19%	---	1,363
AMC			
Yes	15%	---	137
No	63%	---	573
Don't Know	21%	---	194
FORSCOM			
Yes	22%	---	120
No	59%	---	320
Don't Know	19%	---	101
MEDCOM			
Yes	22%	---	141
No	57%	---	374
Don't Know	21%	---	139
TRADOC			
Yes	16%	---	134
No	60%	---	499
Don't Know	24%	---	203
USACE			
Yes	37%	---	530
No	50%	---	713
Don't Know	13%	---	186
USAREUR			
Yes	16%	---	75
No	61%	---	292
Don't Know	23%	---	112
OTHER			
Yes	18%	---	417
No	64%	---	1,480
Don't Know	18%	---	428

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
116b. Are alternative work schedules available to you?			
Total Army			
Yes	54%	↓4	3,848
No	39%	↑3	2,818
Don't Know	7%	↑1	499
AMC			
Yes	56%	↓16	504
No	39%	↑12	356
Don't Know	5%	↑4	43
FORSCOM			
Yes	59%	↓6	320
No	37%	↑7	200
Don't Know	4%	↓2	23
MEDCOM			
Yes	44%	↓8	287
No	49%	↑10	323
Don't Know	7%	↓3	45
TRADOC			
Yes	50%	0	415
No	42%	0	351
Don't Know	8%	0	70
USACE			
Yes	71%	↑3	1,007
No	25%	↓5	358
Don't Know	4%	↑2	58
USAREUR			
Yes	30%	↑10	145
No	58%	↓5	279
Don't Know	11%	↓6	55
OTHER			
Yes	50%	↓6	1,170
No	41%	↑4	951
Don't Know	9%	↑2	205

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
117b. Are child care subsidies available to you?			
Total Army			
Yes	8%	---	573
No	42%	---	2,961
Don't Know	49%	---	3,435
AMC			
Yes	10%	---	92
No	40%	---	358
Don't Know	49%	---	437
FORSCOM			
Yes	9%	---	47
No	41%	---	212
Don't Know	50%	---	264
MEDCOM			
Yes	6%	---	39
No	41%	---	256
Don't Know	53%	---	337
TRADOC			
Yes	8%	---	63
No	38%	---	304
Don't Know	55%	---	441
USACE			
Yes	6%	---	78
No	50%	---	697
Don't Know	45%	---	630
USAREUR			
Yes	16%	---	73
No	42%	---	196
Don't Know	42%	---	198
OTHER			
Yes	8%	---	181
No	42%	---	938
Don't Know	50%	---	1,128

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
118b. Are employee assistance programs available to you?			
Total Army			
Yes	56%	---	3,968
No	9%	---	612
Don't Know	35%	---	2,496
AMC			
Yes	63%	---	567
No	7%	---	66
Don't Know	29%	---	260
FORSCOM			
Yes	60%	---	317
No	7%	---	35
Don't Know	33%	---	177
MEDCOM			
Yes	48%	---	307
No	9%	---	59
Don't Know	43%	---	277
TRADOC			
Yes	41%	---	342
No	10%	---	83
Don't Know	48%	---	400
USACE			
Yes	85%	---	1,197
No	3%	---	39
Don't Know	13%	---	179
USAREUR			
Yes	46%	---	219
No	13%	---	64
Don't Know	40%	---	192
OTHER			
Yes	44%	---	1,019
No	12%	---	266
Don't Know	44%	---	1,011

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
119b. Are health and wellness programs available to you?			
Total Army			
Yes	67%	---	4,810
No	15%	---	1,062
Don't Know	18%	---	1,269
AMC			
Yes	67%	---	598
No	17%	---	149
Don't Know	17%	---	151
FORSCOM			
Yes	62%	---	338
No	16%	---	86
Don't Know	22%	---	118
MEDCOM			
Yes	65%	---	427
No	15%	---	99
Don't Know	19%	---	127
TRADOC			
Yes	59%	---	491
No	15%	---	127
Don't Know	26%	---	212
USACE			
Yes	80%	---	1,141
No	11%	---	162
Don't Know	8%	---	117
USAREUR			
Yes	76%	---	364
No	10%	---	50
Don't Know	14%	---	66
OTHER			
Yes	63%	---	1,451
No	17%	---	389
Don't Know	21%	---	478

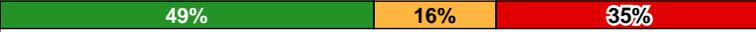
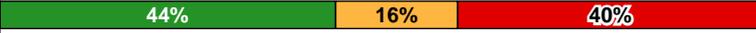
**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
120b. Are support groups available to you?	Total Army		
	Yes	36%	---
	No	14%	---
	Don't Know	50%	---
	AMC		
	Yes	43%	---
	No	11%	---
	Don't Know	45%	---
	FORSCOM		
	Yes	38%	---
	No	13%	---
	Don't Know	49%	---
	MEDCOM		
	Yes	39%	---
	No	14%	---
	Don't Know	47%	---
	TRADOC		
	Yes	30%	---
	No	12%	---
	Don't Know	58%	---
	USACE		
	Yes	30%	---
	No	15%	---
	Don't Know	55%	---
	USAREUR		
	Yes	43%	---
	No	15%	---
Don't Know	42%	---	
OTHER			
Yes	35%	---	
No	15%	---	
Don't Know	50%	---	
			2,478
			968
			3,506
			375
			100
			396
			202
			68
			258
			250
			88
			305
			243
			99
			469
			421
			208
			764
			200
			68
			198
			787
			337
			1,116

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
121b. Are elder care programs available to you?			
Total Army			
Yes	11%	---	756
No	25%	---	1,756
Don't Know	65%	---	4,604
AMC			
Yes	13%	---	116
No	26%	---	233
Don't Know	61%	---	551
FORSCOM			
Yes	13%	---	70
No	23%	---	124
Don't Know	64%	---	342
MEDCOM			
Yes	8%	---	52
No	22%	---	141
Don't Know	70%	---	453
TRADOC			
Yes	13%	---	104
No	18%	---	151
Don't Know	69%	---	565
USACE			
Yes	9%	---	134
No	28%	---	403
Don't Know	62%	---	884
USAREUR			
Yes	12%	---	59
No	25%	---	122
Don't Know	62%	---	301
OTHER			
Yes	10%	---	221
No	25%	---	582
Don't Know	65%	---	1,508

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	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		24	25	16	19	16	--	3.21	1.41	7,058
AMC		14	21	18	21	25	--	2.79	1.40	890
FORSCOM		21	28	15	21	15	--	3.19	1.38	533
MEDCOM		20	25	16	25	15	--	3.10	1.37	640
TRADOC		19	24	18	23	17	--	3.05	1.38	825
USACE		17	25	19	20	19	--	3.01	1.38	1,405
USAREUR		54	28	10	5	4	--	4.23	1.06	480
OTHER		28	27	14	17	14	--	3.39	1.41	2,285

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
123. Select the response that best matches your career plans:			
Total Army			
I intend to look for other employment outside the Army.	14%	--	991
I intend to look for other employment within the Army.	22%	--	1,539
I intend to stay in my current organization.	64%	--	4,584
AMC			
I intend to look for other employment outside the Army.	10%	--	86
I intend to look for other employment within the Army.	18%	--	166
I intend to stay in my current organization.	72%	--	646
FORSCOM			
I intend to look for other employment outside the Army.	14%	--	76
I intend to look for other employment within the Army.	22%	--	120
I intend to stay in my current organization.	64%	--	344
MEDCOM			
I intend to look for other employment outside the Army.	17%	--	111
I intend to look for other employment within the Army.	16%	--	108
I intend to stay in my current organization.	67%	--	436
TRADOC			
I intend to look for other employment outside the Army.	9%	--	72
I intend to look for other employment within the Army.	23%	--	188
I intend to stay in my current organization.	68%	--	563
USACE			
I intend to look for other employment outside the Army.	12%	--	175
I intend to look for other employment within the Army.	11%	--	161
I intend to stay in my current organization.	76%	--	1,077
USAREUR			
I intend to look for other employment outside the Army.	14%	--	67
I intend to look for other employment within the Army.	41%	--	196
I intend to stay in my current organization.	45%	--	215
OTHER			
I intend to look for other employment outside the Army.	18%	--	404
I intend to look for other employment within the Army.	26%	--	600
I intend to stay in my current organization.	56%	--	1,303

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
124. How long do you expect to continue working for your organization?			
Total Army			
More than 5 years	36%	--	2,564
4 – 5 years	19%	--	1,364
1 – 3 years	35%	--	2,523
Less than 1 year	10%	--	731
AMC			
More than 5 years	42%	--	381
4 – 5 years	22%	--	200
1 – 3 years	29%	--	264
Less than 1 year	7%	--	61
FORSCOM			
More than 5 years	39%	--	213
4 – 5 years	20%	--	109
1 – 3 years	32%	--	175
Less than 1 year	9%	--	50
MEDCOM			
More than 5 years	40%	--	266
4 – 5 years	20%	--	130
1 – 3 years	30%	--	198
Less than 1 year	10%	--	64
TRADOC			
More than 5 years	38%	--	320
4 – 5 years	22%	--	188
1 – 3 years	32%	--	268
Less than 1 year	8%	--	63
USACE			
More than 5 years	43%	--	609
4 – 5 years	18%	--	262
1 – 3 years	31%	--	435
Less than 1 year	8%	--	119
USAREUR			
More than 5 years	17%	--	82
4 – 5 years	16%	--	76
1 – 3 years	49%	--	239
Less than 1 year	18%	--	86

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
124. How long do you expect to continue working for your organization?			
OTHER			
More than 5 years	30%	---	693
4 – 5 years	17%	---	399
1 – 3 years	41%	---	944
Less than 1 year	12%	---	288
125. Select the response that best matches your retirement plans:			
Total Army			
I plan to leave before retirement	2%	---	177
I am undecided about staying beyond my retirement eligibility date.	30%	---	2,160
I plan to stay beyond my retirement eligibility date.	31%	---	2,191
I would take an early out if offered.	16%	---	1,169
I plan to retire as soon as eligible.	21%	---	1,485
AMC			
I plan to leave before retirement	1%	---	7
I am undecided about staying beyond my retirement eligibility date.	28%	---	256
I plan to stay beyond my retirement eligibility date.	33%	---	299
I would take an early out if offered.	16%	---	147
I plan to retire as soon as eligible.	22%	---	197
FORSCOM			
I plan to leave before retirement	2%	---	12
I am undecided about staying beyond my retirement eligibility date.	31%	---	168
I plan to stay beyond my retirement eligibility date.	30%	---	165
I would take an early out if offered.	18%	---	99
I plan to retire as soon as eligible.	19%	---	101
MEDCOM			
I plan to leave before retirement	5%	---	33
I am undecided about staying beyond my retirement eligibility date.	32%	---	213
I plan to stay beyond my retirement eligibility date.	27%	---	179
I would take an early out if offered.	15%	---	100
I plan to retire as soon as eligible.	20%	---	133

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
125. Select the response that best matches your retirement plans:			
TRADOC			
I plan to leave before retirement	2%	---	18
I am undecided about staying beyond my retirement eligibility date.	29%	---	243
I plan to stay beyond my retirement eligibility date.	35%	---	292
I would take an early out if offered.	16%	---	134
I plan to retire as soon as eligible.	18%	---	153
USACE			
I plan to leave before retirement	1%	---	21
I am undecided about staying beyond my retirement eligibility date.	29%	---	407
I plan to stay beyond my retirement eligibility date.	33%	---	475
I would take an early out if offered.	17%	---	241
I plan to retire as soon as eligible.	20%	---	284
USAREUR			
I plan to leave before retirement	4%	---	20
I am undecided about staying beyond my retirement eligibility date.	35%	---	167
I plan to stay beyond my retirement eligibility date.	28%	---	135
I would take an early out if offered.	14%	---	68
I plan to retire as soon as eligible.	19%	---	93
OTHER			
I plan to leave before retirement	3%	---	66
I am undecided about staying beyond my retirement eligibility date.	30%	---	706
I plan to stay beyond my retirement eligibility date.	28%	---	646
I would take an early out if offered.	16%	---	380
I plan to retire as soon as eligible.	23%	---	524
126. I plan to retire in:			
Total Army			
More than 5 years	60%	---	4,218
4 – 5 years	18%	---	1,268
1 – 3 years	18%	---	1,232
Less than 1 year	4%	---	269

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
126. I plan to retire in:			
AMC			
More than 5 years	55%	---	493
4 – 5 years	22%	---	192
1 – 3 years	19%	---	170
Less than 1 year	4%	---	36
FORSCOM			
More than 5 years	59%	---	314
4 – 5 years	19%	---	100
1 – 3 years	19%	---	99
Less than 1 year	4%	---	20
MEDCOM			
More than 5 years	68%	---	423
4 – 5 years	16%	---	100
1 – 3 years	14%	---	87
Less than 1 year	3%	---	16
TRADOC			
More than 5 years	59%	---	480
4 – 5 years	21%	---	174
1 – 3 years	17%	---	137
Less than 1 year	4%	---	29
USACE			
More than 5 years	55%	---	776
4 – 5 years	19%	---	261
1 – 3 years	21%	---	291
Less than 1 year	5%	---	71
USAREUR			
More than 5 years	76%	---	349
4 – 5 years	14%	---	65
1 – 3 years	9%	---	41
Less than 1 year	2%	---	7
OTHER			
More than 5 years	61%	---	1,383
4 – 5 years	17%	---	376
1 – 3 years	18%	---	407
Less than 1 year	4%	---	90

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Feedback on Survey Results			
127. I got my command or installation results from the last Army Civilian Attitude Survey (2001).			
Total Army			
Yes	26%	---	1,873
No	43%	---	3,064
Don't Know	31%	---	2,256
AMC			
Yes	27%	---	242
No	37%	---	338
Don't Know	36%	---	328
FORSCOM			
Yes	34%	---	185
No	37%	---	201
Don't Know	29%	---	159
MEDCOM			
Yes	19%	---	126
No	50%	---	332
Don't Know	31%	---	203
TRADOC			
Yes	22%	---	182
No	49%	---	413
Don't Know	29%	---	240
USACE			
Yes	43%	---	611
No	22%	---	308
Don't Know	35%	---	504
USAREUR			
Yes	17%	---	84
No	59%	---	287
Don't Know	24%	---	114
OTHER			
Yes	19%	---	443
No	51%	---	1,185
Don't Know	30%	---	708

**Civilian Supervisors – FY03
Total Army and 7 MACOMS**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
128. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).			
Total Army			
Yes	11%	--	777
No	18%	--	1,300
Don't Know	71%	--	5,105
AMC			
Yes	13%	--	118
No	18%	--	159
Don't Know	69%	--	630
FORSCOM			
Yes	16%	--	86
No	21%	--	114
Don't Know	63%	--	347
MEDCOM			
Yes	7%	--	46
No	16%	--	106
Don't Know	77%	--	503
TRADOC			
Yes	8%	--	66
No	19%	--	163
Don't Know	73%	--	609
USACE			
Yes	18%	--	255
No	13%	--	180
Don't Know	69%	--	986
USAREUR			
Yes	6%	--	27
No	19%	--	90
Don't Know	76%	--	368
OTHER			
Yes	8%	--	179
No	21%	--	488
Don't Know	71%	--	1,662